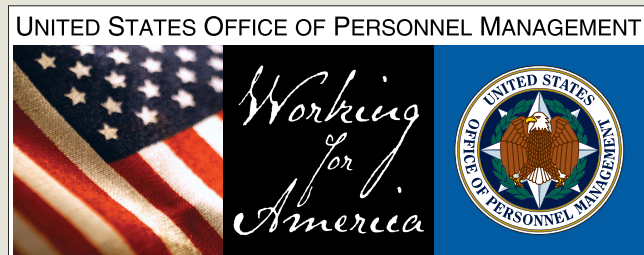




UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

REPORT ON SENIOR EXECUTIVE PAY FOR PERFORMANCE FOR FISCAL YEAR 2007

July 2008



**Report on Senior Executive Service
Pay for Performance for
Fiscal Year 2007**

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Introduction

Since 2004, Senior Executive Service (SES) members have been covered by pay-for-performance. Congress also provided for the certification of their appraisal systems. Authority for this certification was established in law and is regulated jointly by the U.S. Office of Personnel Management (OPM) and the Office of Management and Budget (OMB). For agencies to be able to pay their executives above the Executive level III, up to level II, and up to the higher aggregate pay level, agencies first must have their pay-for-performance systems certified by OPM, with concurrence by OMB.

Prior to 2004, the quality of SES performance management systems varied from agency to agency. While all systems met basic design criteria, the quality of the design and implementation of those systems were not consistent across the Government. For example, regulations required executives be held accountable for organizational performance in their performance plans, but many agency systems while meeting basic regulatory requirements did not make this a significant factor in executive appraisal. In addition, many agencies had SES appraisal systems that did not provide for making distinctions in performance above the Fully Successful (or equivalent) level—and among the agencies with systems that *did* provide for performance levels above Fully Successful, some rated all executives at the highest level anyway, demonstrating that those agencies were not identifying their top performers and were not making performance distinctions.

Now, agencies with certified appraisal systems are demonstrating that SES members' performance is directly linked to organizational goals, that executives are being held accountable for achieving results and for the performance management of their subordinates, and that the result of the appraisal process is directly related to pay adjustments and awards. (See Appendix I for a list and explanation of appraisal system certification criteria.) At the end of calendar year 2004, certified SES appraisal systems covered 76 percent of all SES members. By the end of 2007, certified systems covered 99 percent of all SES members. (See Appendix II for a list of systems certified in FY 2007.)

This report provides the results of agency SES pay-for-performance, including the ratings, pay adjustments, and awards decisions that are based on the design and implementation of agency appraisal and pay policies. The data show agencies are making distinctions in levels of performance and are recognizing their top-performing executives with the highest pay adjustments and awards.

This report also provides results of OPM's recent survey of SES members, which was conducted shortly after the SES performance payout early in 2008. While this report refers to survey questions addressing pay for performance, further information about other related topics, including agency efforts to communicate information about these systems to senior executives, can be found at <http://www.opm.gov/surveys/results/index.asp>.

Summary of Tables

OPM's survey of SES members found that 93 percent of respondents believe their pay should be based on performance and 91 percent indicated they are held accountable for achieving results. The data tables provided in this report show that agencies are applying sound pay-for-performance principles, including making meaningful performance distinctions based on rigorous assessments of their SES members' performance. The following is a summary of the FY 2007 results.

- Agencies reported data on 7,338 SES members for FY 2007, an increase of 2.8 percent over FY 2006.
- The percentage of career SES members rated at the highest level increased by 3.3 percent, from 43.4 percent to 46.7 percent, as displayed in Table 1. Because executive ratings are based primarily on achieving results, agencies are indicating through their SES performance ratings that many organizational goals are being achieved. Most respondents to OPM's survey of SES members say their performance appraisal takes into account the most important part of their job (72 percent), and most thought their ratings were based to a great or very great extent on individual (74 percent) and organizational (68 percent) performance.
- Table 2 shows the total number and percentage of SES members rated, regardless of appointment type, and an increase of 3.4 percent rated at the highest level as compared to FY 2006. OPM's survey of SES members found that most respondents (68 percent) felt their appraisal was a fair reflection of their performance.
- Table 3 shows the rating distribution for all career executives rated under a five-level system (i.e., Pattern H) and under a four-level system (i.e., Pattern F), which are the only rating patterns that meet certification criteria. The data in this table show agencies are distributing higher performance awards and pay adjustments to its top performers. Averages were determined using the total population rated at each rating level. While the data show pay distinctions are being made among different levels of performance, OPM's survey of SES members found relatively few believe pay and bonus distinctions are meaningfully different among executives (26 percent and 32 percent, respectively). However, many executives indicate they were not given a summary of their agency's SES overall performance ratings, performance awards, and pay adjustments (65 percent), which may explain why executives do not perceive meaningful distinctions are being made.
- Table 4 displays the average salaries and pay adjustments in FY 2006 and FY 2007 for SES members receiving pay adjustments. The average salary (as a percentage of basic pay prior to any pay adjustment) increased by 3.5 percent in 2007. OPM's survey of SES members found most executives indicated that salary increases are linked to appraisals (64 percent). Also, most respondents (61 percent) are satisfied with their pay but this number is lower than results for SES members on a comparable question in the 2006 Federal Human Capital Survey (73 percent).

- Over all, the percentage of career SES receiving performance awards (4,914 members) remained almost unchanged, with a decrease of one tenth of one percent as shown in Table 5. OPM's survey reported that most executives are satisfied with the recognition they receive for doing a good job (67 percent) and felt bonuses were linked to appraisals (72 percent).

TABLE 1

**Career SES Performance
FY 2004 - FY 2007**

AGENCY	FY 2004		FY 2005		FY 2006		FY 2007		Percent Change FY 2006-FY 2007
	Career SES Rated	Percent at Highest Level	Career SES Rated	Percent at Highest Level	Career SES Rated	Percent at Highest Level	Career SES Rated	Percent at Highest Level	
AGRICULTURE	280	39.6%	283	39.9%	307	39.4%	307	40.4%	1.0%
AID	17	52.9%	19	52.6%	19	52.6%	19	57.9%	5.3%
COMMERCE	263	49.0%	247	44.9%	247	42.9%	249	53.4%	10.5%
DEFENSE	1,049	99.5%	1,066	32.3%	1,068	31.4%	1,084	32.0%	0.6%
EDUCATION	60	98.3%	66	53.0%	68	42.7%	64	53.1%	10.4%
ENERGY	347	41.8%	356	39.6%	360	34.2%	368	37.2%	3.0%
EPA	264	59.8%	265	30.6%	266	34.2%	266	35.0%	0.8%
GSA	75	25.3%	78	33.3%	69	23.2%	68	48.5%	25.3%
HHS	307	51.8%	320	55.6%	340	59.1%	355	63.6%	4.5%
HOMELAND SECURITY	204	83.3%	218	54.1%	239	53.6%	300	52.3%	-1.3%
HUD	69	40.6%	67	55.2%	72	43.1%	76	57.9%	14.8%
INTERIOR	219	21.5%	220	18.2%	211	22.3%	213	22.5%	0.2%
JUSTICE	523	60.4%	540	62.0%	563	62.9%	601	66.9%	4.0%
LABOR	141	34.8%	145	38.6%	144	38.2%	144	38.9%	0.7%
NASA	401	76.1%	399	52.6%	382	55.5%	415	59.0%	3.5%
NRC	150	9.3%	144	9.0%	149	9.4%	144	29.2%	19.8%
OMB	55	34.5%	53	22.6%	53	7.5%	47	10.6%	3.1%
OPM	42	50.0%	43	41.9%	36	27.8%	43	23.3%	-4.5%
SBA	30	70.0%	31	51.6%	28	28.6%	31	41.9%	13.3%
SSA	133	54.9%	127	58.3%	141	64.5%	127	63.8%	-0.7%
STATE	125	93.6%	126	59.5%	111	69.4%	113	69.0%	-0.4%
TRANSPORTATION	180	31.7%	162	22.8%	175	30.3%	176	40.9%	10.6%
TREASURY	386	40.9%	385	43.6%	371	44.7%	374	43.8%	-0.9%
VA	262	64.5%	261	61.7%	270	57.0%	277	58.1%	1.1%
ALL OTHERS	266	55.6%	283	53.7%	443	51.4%	447	52.1%	0.7%
GOVERNMENTWIDE	5,848	59.4%	5,906	43.4%	6,130	43.4%	6,308	46.7%	3.3%

TABLE 2

FY 2005 - FY 2007 Ratings for Career, Non-Career and Limited Term SES Employees

AGENCY	FY 2005			FY 2006			FY 2007			Percent Change FY 2006-FY 2007
	SES Rated	Rated at Highest Level	Percent at Highest Level	SES Rated	Rated at Highest Level	Percent at Highest Level	SES Rated	Rated at Highest Level	Percent at Highest Level	
AGRICULTURE	321	141	43.9%	350	157	44.9%	353	164	46.5%	1.6%
AID	19	10	52.6%	19	10	52.6%	19	11	57.9%	5.3%
COMMERCE	283	127	44.9%	282	122	43.3%	290	157	54.1%	10.8%
DEFENSE	1,113	351	31.5%	1,173	369	30.8%	1,199	385	32.1%	1.3%
EDUCATION	76	37	48.7%	81	32	39.5%	76	39	51.3%	11.8%
ENERGY	367	142	38.7%	398	138	34.7%	405	152	37.5%	2.8%
EPA	287	98	34.1%	289	109	37.7%	288	113	39.2%	1.5%
GSA	98	32	32.7%	86	19	22.1%	85	40	47.1%	25.0%
HHS	365	211	57.8%	392	240	61.2%	405	268	66.1%	4.9%
HOMELAND SECURITY	267	155	58.1%	294	163	55.4%	368	204	55.4%	0.0%
HUD	81	50	61.7%	90	48	53.3%	91	57	62.6%	9.3%
INTERIOR	248	45	18.1%	239	52	21.8%	244	53	21.7%	-0.1%
JUSTICE	582	375	64.4%	612	399	65.2%	647	447	69.1%	3.9%
LABOR	168	72	42.9%	170	78	45.9%	168	73	43.4%	-2.5%
NASA	406	216	53.2%	397	222	55.9%	427	252	59.0%	3.1%
NRC	145	13	9.0%	149	14	9.4%	144	42	29.2%	19.8%
OMB	53	12	22.6%	66	5	7.6%	57	5	8.7%	1.1%
OPM	52	19	36.5%	42	13	31.0%	49	10	20.4%	-10.6%
SBA	42	22	52.4%	38	11	28.9%	42	19	45.2%	16.3%
SSA	137	83	60.6%	149	96	64.4%	134	85	63.4%	-1.0%
STATE	130	75	57.7%	147	104	70.7%	147	104	70.7%	0.0%
TRANS	185	45	24.3%	196	60	30.6%	205	90	43.9%	13.3%
TREASURY	408	189	46.3%	394	182	46.2%	400	178	44.5%	-1.7%
VA	271	169	62.4%	278	161	57.9%	286	170	59.4%	1.5%
ALL OTHERS	306	161	52.6%	476	242	50.8%	487	261	53.6%	2.8%
GOVERNMENTWIDE	6,410	2,850	44.5%	6,807	3,046	44.7%	7,016	3,379	48.1%	3.4%

TABLE 3

**Aggregate Career SES Pay Distribution
FY 2007
(Rating Patterns Pursuant to 5 CFR 430.208(d))**

AGENCY	SES Rated	Percent Rated at Level	Average Salary Before Adjustment	Average Performance Award	Average Salary Adjustment	Average Performance Award as a Percent of Salary Before Adjustment	Average Salary Adjustment as a Percent of Salary Before Adjustment	Average Salary Adjustment + Average Performance Award as a Percent of Salary Before Adjustment	Average Performance Award as a Percent of Average Salary + Average Salary Adjustment + Average Performance Award
H Pattern									
Rating Levels	5,584								
(5) Outstanding or Equivalent	2,584	46.3%	\$157,246	\$15,051	\$6,216	9.6%	3.9%	13.5%	8.4%
Exceeds Expectations (4)	2,416	43.3%	\$152,423	\$8,615	\$5,362	5.6%	3.5%	9.1%	5.2%
Fully Successful (3)	574	10.3%	\$149,004	\$2,492	\$3,696	1.7%	2.5%	5.1%	1.6%
Minimally Successful (2)	10	0.2%	\$145,566	\$0	\$0	0.0%	0.0%	0.0%	0.0%
Unacceptable (1)	0	0.0%	\$0	\$0	\$0	0.0%	0.0%	0.0%	0.0%
F Pattern									
Rating Levels	724								
(5) Outstanding or Equivalent	364	50.3%	\$159,019	\$17,140	\$6,362	10.8%	4.0%	14.8%	9.4%
Fully Successful (3)	357	49.3%	\$154,198	\$7,022	\$5,043	4.5%	3.3%	7.8%	4.2%
Minimally Successful (2)	3	0.4%	\$149,660	\$0	\$0	0.0%	0.0%	0.0%	0.0%
Unacceptable (1)	0	0.0%	\$0	\$0	\$0	0.0%	0.0%	0.0%	0.0%

TABLE 4

Salaries for Career, Non-Career and Limited Term SES Employees

FY 2006 - FY 2007

AGENCY	FY 2006				FY 2007			
	Average Rate of Basic Pay Before Salary Adjustment	Average Rate of Basic Pay After Salary Adjustment	Average Salary Adjustment	Average Salary Adjustment as Percent of Basic Pay Before Adjustment	Average Rate of Basic Pay Before Salary Adjustment	Average Rate of Basic Pay After Salary Adjustment	Average Salary Adjustment	Average Salary Adjustment as Percent of Basic Pay Before Adjustment
AGRICULTURE	\$153,717	\$160,384	\$6,673	4.3%	\$157,476	\$161,990	\$4,517	2.9%
AID	\$152,332	\$153,855	\$1,523	1.0%	\$153,438	\$157,646	\$5,303	3.5%
COMMERCE	\$148,447	\$152,418	\$3,971	2.7%	\$151,282	\$156,347	\$4,923	3.3%
DEFENSE	\$147,974	\$152,001	\$4,029	2.7%	\$150,950	\$155,941	\$5,185	3.4%
EDUCATION	\$148,167	\$153,855	\$5,661	3.8%	\$152,991	\$159,169	\$7,489	4.9%
ENERGY	\$151,681	\$156,397	\$4,716	3.1%	\$154,576	\$160,072	\$5,496	3.6%
EPA	\$153,233	\$157,864	\$4,640	3.0%	\$157,927	\$163,446	\$4,971	3.1%
GSA	\$151,746	\$155,455	\$3,709	2.4%	\$151,962	\$156,009	\$4,047	2.7%
HHS	\$151,430	\$156,743	\$5,313	3.5%	\$155,827	\$160,893	\$5,750	3.7%
HOMELAND SECURITY	\$149,018	\$152,653	\$3,638	2.4%	\$150,794	\$157,227	\$6,407	4.2%
HUD	\$148,929	\$154,669	\$5,740	3.9%	\$152,842	\$161,408	\$8,566	5.6%
INTERIOR	\$150,157	\$156,077	\$5,920	3.9%	\$153,796	\$160,044	\$5,818	3.8%
JUSTICE	\$150,755	\$156,878	\$6,123	4.1%	\$154,912	\$160,624	\$5,767	3.7%
LABOR	\$152,201	\$157,887	\$5,651	3.7%	\$156,817	\$164,078	\$7,261	4.6%
NASA	\$147,738	\$151,615	\$3,874	2.6%	\$151,740	\$155,675	\$4,962	3.3%
NRC	\$151,386	\$153,605	\$2,219	1.5%	\$152,753	\$157,965	\$5,212	3.4%
OMB	\$145,450	\$151,618	\$6,168	4.2%	\$152,225	\$159,569	\$7,509	4.9%
OPM	\$150,286	\$155,742	\$5,456	3.6%	\$153,195	\$159,210	\$6,015	3.9%
SBA	\$155,701	\$160,619	\$4,918	3.2%	\$157,876	\$164,074	\$6,205	3.9%
SSA	\$151,046	\$155,435	\$4,389	2.9%	\$155,040	\$158,914	\$3,874	2.5%
STATE	\$150,403	\$155,862	\$5,465	3.6%	\$154,349	\$160,056	\$5,707	3.7%
TRANSPORTATION	\$150,298	\$153,340	\$3,103	2.1%	\$152,631	\$156,853	\$4,223	2.8%
TREASURY	\$149,024	\$154,504	\$5,479	3.7%	\$153,047	\$158,471	\$5,424	3.5%
VA	\$152,727	\$157,099	\$4,372	2.9%	\$154,531	\$160,179	\$5,270	3.4%
ALL OTHERS	\$152,648	\$156,332	\$3,673	2.4%	\$153,438	\$157,646	\$5,303	3.5%
GOVERNMENTWIDE	\$150,464	\$155,203	\$4,738	3.1%	\$153,662	\$158,865	\$5,434	3.5%

TABLE 5

**Career SES Awards
FY 2004 - FY 2007**

AGENCY	FY 2004		FY 2005		FY 2006		FY 2007		Change in Percent Receiving Awards FY 2006-FY 2007
	Average Award	Percent of SES Receiving Awards	Average Award	Percent of SES Receiving Awards	Average Award	Percent of SES Receiving Awards	Average Award	Percent of SES Receiving Awards	
AGRICULTURE	\$15,861	81.4%	\$15,945	83.7%	\$13,905	88.9%	\$13,745	87.3%	-1.6%
AID	\$8,889	52.9%	\$12,444	10.5%	\$10,859	52.6%	\$11,300	23.8%	-28.8%
COMMERCE	\$12,299	77.9%	\$11,749	81.2%	\$12,588	82.6%	\$12,267	84.5%	1.9%
DEFENSE	\$16,958	43.4%	\$14,788	85.3%	\$11,988	91.0%	\$13,939	88.4%	-2.6%
EDUCATION	\$10,325	67.8%	\$10,652	76.4%	\$12,691	74.0%	\$15,846	80.6%	6.6%
ENERGY	\$8,863	64.0%	\$9,064	51.9%	\$9,417	64.7%	\$14,116	79.3%	14.6%
EPA	\$11,797	50.4%	\$10,509	62.2%	\$10,795	67.7%	\$11,477	68.0%	0.3%
GSA	\$12,705	97.3%	\$12,269	97.5%	\$12,806	97.1%	\$14,101	82.7%	-14.4%
HHS	\$12,536	70.2%	\$12,852	82.2%	\$13,436	86.2%	\$13,629	88.6%	2.4%
HOMELAND SECURITY	\$16,424	46.6%	\$14,935	49.4%	\$14,937	70.3%	\$13,450	74.1%	3.8%
HUD	\$8,092	60.9%	\$9,761	56.8%	\$11,008	93.1%	\$13,036	93.7%	0.6%
INTERIOR	\$13,017	30.1%	\$11,658	39.8%	\$12,628	55.9%	\$13,119	65.3%	9.4%
JUSTICE	\$11,858	56.5%	\$14,749	53.6%	\$15,172	56.1%	\$16,648	53.5%	-2.6%
LABOR	\$11,999	89.4%	\$12,498	95.9%	\$13,959	91.7%	\$14,258	96.5%	4.8%
NASA	\$17,483	42.6%	\$15,857	48.4%	\$17,139	56.5%	\$16,611	55.6%	-0.9%
NRC	\$16,946	62.0%	\$16,261	88.2%	\$16,716	83.9%	\$17,917	86.9%	3.0%
OMB	\$10,100	48.3%	\$11,579	35.8%	\$11,909	41.5%	\$11,375	48.0%	6.5%
OPM	\$15,044	69.0%	\$14,100	80.0%	\$15,442	97.2%	\$14,765	95.4%	-1.8%
SBA	\$9,518	100.0%	\$9,721	69.4%	\$9,236	89.3%	\$9,477	83.9%	-5.4%
SSA	\$14,419	63.2%	\$14,572	72.4%	\$14,487	75.2%	\$15,175	57.3%	-17.9%
STATE	\$11,037	32.8%	\$10,976	32.3%	\$11,025	53.2%	\$11,034	46.8%	-6.4%
TRANSPORTATION	\$10,790	51.4%	\$11,189	52.0%	\$8,793	78.3%	\$9,628	76.0%	-2.3%
TREASURY	\$15,607	64.4%	\$15,173	65.0%	\$15,724	70.4%	\$16,074	70.0%	-0.4%
VA	\$16,287	89.3%	\$16,713	75.4%	\$16,626	82.2%	\$17,736	74.0%	-8.2%
ALL OTHERS	\$12,360	56.4%	\$13,146	37.6%	\$13,099	64.0%	\$13,359	68.6%	4.6%
GOVERNMENTWIDE	\$13,734	58.2%	\$13,814	66.5%	\$13,290	74.6%	\$14,221	74.5%	-0.1%

Appendix 1: Background

In 2004, the Federal Government implemented pay-for-performance for its senior executives. Congress also provided for the certification of their appraisal system for its Senior Executive Service (SES) members. This certification was established in law and is regulated jointly by the U.S. Office of Personnel Management (OPM) and the Office of Management and Budget (OMB). For agencies to be able to pay their executives above the Executive level III, up to level II, and up to the higher aggregate pay level, agencies first must have their pay-for-performance systems certified by OPM, with concurrence by OMB. In order to achieve certification, agency systems must meet the following criteria:

- **Accountability.** SES appraisal systems require, and member performance plans contain, a critical element that holds executives accountable for the performance management of their subordinates and alignment of subordinate performance plans.
- **Alignment.** SES appraisal systems require that SES member performance plans clearly link with and support organizational goals established in strategic plans, annual performance plans, or other organizational planning or budget documents.
- **Measurable Results.** SES appraisal systems require, and member performance plans hold members accountable for, achieving measurable results, crediting measurable results as at least 60 percent of the summary rating.
- **Balance.** SES appraisal systems require, and member performance plans provide for, balance, so that in addition to measuring expected results, the performance plans include appropriate measures or indicators of the uses of employee and customer/stakeholder feedback.
- **Consultation.** SES appraisal systems require, and member performance plans indicate, executives are involved in the development of their performance plans.
- **Organizational Assessment and Guidelines.** Appropriate organizational performance assessments are made, results are communicated to members, rating officials and Performance Review Boards (PRB), and guidelines are provided by the head of the agency or designee on incorporating organizational performance into the appraisal, pay, and awards process.
- **Oversight.** The head of the agency or designee has oversight of the results of appraisals, pay adjustments, and awards, ensures the system operates effectively and efficiently, and ensures appraisals, pay adjustments, and awards are based on performance.
- **Training.** The agency has trained its executives on the design and implementation, and communicated the results, of its pay-for-performance system. This includes informing executives of the ratings distributions and average pay adjustments and awards granted.
- **Performance Differentiation.** The appraisal system includes a summary level that reflects Outstanding (or equivalent) performance to appraise and rate performance, performance requirements are established that describe and allow for differentiating levels of performance, the rating distribution indicates meaningful performance differentiations are made, and the rating distribution appropriately reflects organizational performance.

- **Pay Distinctions.** The agency grants pay adjustments and awards based on performance; demonstrates it grants higher pay adjustments and awards to top performing executives over other executives; and pay and awards decisions meet regulatory requirements.

Currently, the regulations allow for two types of certification. Provisional certification, which covers 1 calendar year, is granted to systems that meet design and implementation requirements but cannot yet fully demonstrate results, or that may still have some minor weakness in system implementation. Full certification, which covers 2 calendar years, is granted to systems that completely meet all design and implementation requirements and can demonstrate 2 years of acceptable results through the ratings, pay, and awards decisions made by the agency.

At the end of calendar year 2004, 34 SES appraisal systems met certification criteria. These certified systems covered 76 percent of SES members Governmentwide. Of those systems, only 2 met full certification criteria (6 percent). By the end of 2007, 46 SES appraisal systems met certification criteria. These certified systems covered 99 percent of SES members Governmentwide. Of those systems, 20 met full certification criteria (44 percent). In the future, OPM expects all applicant SES appraisal systems will meet full certification criteria.

Background of Statutory and Regulatory Language

Section 1322 of the Chief Human Capital Officers Act of 2002, added a new paragraph (d) to 5 U.S.C. 5307 establishing conditions that, if met, would permit an agency to apply a higher aggregate limitation on pay, equivalent to the rate payable to the Vice President, for certain SES members who are paid under 5 U.S.C. 5383 and employees in senior-level and scientific or professional positions (SL/ST) paid under 5 U.S.C. 5376. However, to apply this higher aggregate pay limitation, the statute requires an agency first demonstrate it has designed and applied performance appraisal systems for these employees that make meaningful distinctions based on relative performance, as certified by OPM, with OMB concurrence.

As a separate but related matter, section 1125 of the National Defense Authorization Act for Fiscal Year 2004 (Public Law 108-136, November 24, 2003) (1) amends 5 U.S.C. 5382 and 5383 by replacing a six-level pay system for SES members with a single, open-range “payband” with only the minimum and maximum rates of pay set by law and (2) requires certification under 5 U.S.C. 5307 to allow an increase in the maximum rate of basic pay, from level III to level II of the Executive Schedule, for SES members.

OPM has issued implementing regulations for both of these statutes. Regulations addressing the certification of agency appraisal systems, issued jointly with OMB, are found at subpart D of part 430 of title 5, Code of Federal Regulations. Regulations addressing the SES pay system are found at subpart D of part 534 of title 5, Code of Federal Regulations.

**Appendix II:
Certified SES Pay-for-Performance Systems in Calendar Year 2007**

- Broadcasting Board of Governors
- Chemical Safety Board
- Consumer Product Safety Commission
- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Education
- Department of Energy
- Department of Health and Human Services
- Department of Housing and Urban Development
- Department of Housing and Urban Development Office of Inspector General (OIG)
- Department of Homeland Security
- Department of Interior
- Department of Justice
- Department of Labor
- Department of State
- Department of Transportation
- Department of Treasury
- Department of Veterans Affairs
- Environmental Protection Agency
- Equal Employment Opportunity Commission
- Federal Communications Commission
- Federal Energy Regulatory Commission
- Federal Trade Commission
- General Services Administration
- Merit System Protection Board
- National Aeronautics and Space Agency
- National Aeronautics and Space Agency (OIG)
- National Endowment for the Arts
- National Labor Relations Board
- National Science Foundation
- National Transportation Safety Board
- Nuclear Regulatory Commission
- Office of Government Ethics
- Office of Management and Budget
- Office of National Drug Control Policy
- Office of Navajo and Hopi Indian Relocation
- Office of Personnel Management
- Patent and Trademark Office
- Railroad Retirement Board

Certified SES Pay-for-Performance Systems in Calendar Year 2007 (Continued)

- Small Business Administration
- Small Business Administration OIG
- Social Security Administration
- Surface Transportation Board
- U.S. Trade Representatives
- U.S. Agency for International Development



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