

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



Senior Executive Service Survey Results for Fiscal Year 2011

May 2012

a New Day for Federal Service

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Executive Summary

In mid-2011, the U.S. Office of Personnel Management (OPM) surveyed all career, non-career and limited term Senior Executive Service (SES) members.¹ The survey was designed to gather information about the strengths and challenges in the SES, from the perspective of its current members, and received a 65% response rate from eligible executives.

The 2011 SES survey results indicate the following findings:

- **Pride in SES and Accountability for Results** - An overwhelming majority of executives: take pride in being members of the SES (94%); feel a great deal of personal accomplishment (93%); and feel they are held accountable for achieving results (92%).
- **Long Career Tenure and Experience** - A majority of the respondents: were appointed to the SES from a Civil Service position (86%); have worked for the Federal Government for more than 20 years (64%); have been an SES member for 1 to 10 years (72%); and will be retiring within 1 to 5 years (57%).
- **Developmental Opportunities** - The survey indicates the majority of executives feel their developmental needs are met (70%) and take advantage of developmental opportunities (77%). Significantly more executives in 2011 are engaging in a variety of developmental activities compared to 2008, including a 360-type assessment (a 15% increase), developmental advice from a mentor (a 9% increase) and formal executive coaching (a 12% increase).
- **Continued Challenges in Dealing with Poor Performers** - Respondents indicated they feel agencies struggle to deal effectively with poor performing executives (only 28% feel their agency deals effectively with executives who perform poorly).
- **Mixed Review of Pay for Performance** - While most executives believe SES pay should be based on performance (92%), a much smaller percentage of executives believe pay for performance promotes better organizational performance (43%).
- **Decline in Satisfaction with Pay and Recognition** - The percentage of positive responses to questions regarding executive pay, awards, and recognition were significantly lower in 2011 than in 2008, which is unsurprising given the Federal pay freeze.

These findings capture some of the core strengths and challenges facing today's Senior Executive Service. The President's Management Council and the Chief Human Capital Officers Council launched an initiative in 2010 to further strengthen the SES, through which interagency working groups identified potential improvements and created a range of projects to implement those recommendations. In 2012, with these efforts fully in place, Federal agencies will continue to address many of the issues identified in the 2011 SES survey to further enhance executive recruitment, performance management, and career development.

¹ Similar to the approach OPM took in administering the 2008 SES survey – which may be viewed on OPM's web site at <http://www.opm.gov/surveys/results/index.asp> – OPM again surveyed all career, non-career, and limited term SES members, this time as of March 31, 2011, resulting in a total eligible sample size of 7,677. Administration of the survey began on August 10, 2011, and continued through September 9, 2011. A total of 4,954 respondents completed the survey, for an overall response rate of 65 percent.

Background

Purpose: The 2011 Senior Executive Service (SES) Survey was designed to support the initiatives of the President's Management Council (PMC) focusing on revitalizing the SES corps through improvements and innovations to the hiring, performance management, and career development of SES members. The results of the 2011 SES survey will further inform efforts to enhance the success of the SES.

The 2011 survey is a follow-up to the 2008 SES Survey, and includes many of the same questions from the 2008 survey, in order to collect longitudinal data on key issues regarding the SES (the results of the 2008 SES survey can be viewed on OPM's web site at <http://www.opm.gov/surveys/results/index.asp>). The 2011 survey also includes a few additional questions to obtain information relevant to current issues of emphasis, including areas on which the PMC SES Initiative has focused.

Methodology: Similar to the 2008 survey, OPM surveyed all career, non-career, and limited term SES members as of March 31, 2011. The SES survey was emailed to a total eligible sample size of 7,677. Administration of the survey began on August 10, 2011, and continued through September 9, 2011. A total of 4,954 completed the survey for an overall response rate of 65 percent. (See Appendix 1 for response rates per agency.)

Overall Results

Most favorable and unfavorable overall responses: Survey items with the most overall favorable responses are as follows:

FY2011 Survey Questions		Percent Strongly Agree/Agree 2011	Percent Strongly Agree/Agree 2008
Q.7	I am proud to be a member of the Federal Government's Senior Executive Service.	94%	97%
Q.9	My work gives me a feeling of personal accomplishment.	93%	95%
Q.47	I am held accountable for achieving results.	92%	91%
Q.60	Pay should be based on performance.	92%	93%

Survey questions with the least favorable responses are as follows:

FY2011 Survey Questions		Percent Strongly Agree/Agree 2011	Percent Strongly Agree/Agree 2008
Q.29	SES pay and benefits are helpful in attracting high quality senior executives.	39%	50%
Q.30	SES pay and benefits are helpful in retaining high quality senior executives.	37%	N/A*
Q.58	Pay distinctions are meaningfully different among executives.	29%	26%
Q.71	My position could be filled using just executive core qualifications without requiring additional technical qualifications.	22%	N/A

*Not asked.

Notable significant *increases* in favorable responses between 2008 and 2011 include the following:

- Career advancement depends on an employee's willingness to change positions (a 44% increase, Q.6).
- More executives are interested in opportunities to network with other SES members outside their agencies (a 12% increase, Q.8).
- Developmental needs are assessed (a 14% increase, Q.19).
- More executives are satisfied with the developmental opportunities they receive (a 7% increase, Q.23).
- More executives have received a 360-type assessment (a 15% increase, Q.24a), have had developmental advice from a mentor (a 9% increase, Q.24c) and have received formal executive coaching (a 12% increase, Q.24d).
- More executives were given a summary of their agencies' SES overall performance ratings, performance awards and pay adjustments (a 12% increase, Q.51).
- Performance awards are meaningfully different among executives (a 10% increase, Q.59).

Notable *decreases* in favorable responses between 2008 and 2011 include the following:

- More executives do not think SES pay and benefits are helpful in attracting high quality senior executives (a 13% increase, Q. 29).
- Fewer executives say they understand the SES performance appraisal system being used in their organizations (a 6% increase, Q.33).
- More executives respond that their salary increases are not linked, or are linked to a limited extent, to their performance rating (a 29% increase, Q.43).

- More executives respond that their performance awards are not linked, or are linked to a limited extent, to their performance ratings (a 12% increase, Q.44).
- Fewer executives understand how their most recent salary increase was determined (7% fewer, Q. 45).
- Fewer executives received a copy of their agency’s performance management system (25% fewer, Q.49a) or of their agency’s executive pay policy (40%, Q. 49b).
- More executives disagree that their agencies deal effectively with executives who perform poorly (a 10% increase, Q.52).
- More executives do not think pay distinctions are meaningfully different among executives (an 18% increase, Q.58) and more do not think performance awards are meaningfully different (a 12% increase, Q.59).
- Fewer executives are satisfied with the recognition they receive for doing a good job (11% fewer, Q.63).
- Fewer executives are satisfied with their pay (10% fewer, Q.64).

The remainder of this section provides additional information regarding the most favorable and least favorable items by topic. Topics include executive development, performance management and pay, recruitment and appointment, and demographic information.

Executive Development

Favorable Responses. Survey questions addressing executive development issues that had the most favorable responses are as follows:

FY2011 Survey Questions		Percent Strongly Agree/Agree 2011	Percent Strongly Agree/Agree 2008
Q.18	In my organization, there are sufficient funds available for my job-related development to maintain up-to-date skills.	57%	50%
Q.22	I take advantage of the developmental opportunities that are available to me.	77%	N/A
Q.23	How satisfied are you with the developmental opportunities you receive?	62%	55%
Q.26	My organization provides managers with the training needed to successfully manage a diverse workforce.	65%	N/A
Q.65	Job changes improve senior executives’ performance.	56%	55%
FY2011 Survey Questions		Percent Yes	
Q.20	My developmental needs are met.	70%	N/A

Other favorable points of interest from the data include the following:

- Respondents rated developmental assignments as the most effective developmental activity (52% rated Very Effective), followed by residential executive development programs (40%), having a mentor (36%), and receiving formal executive coaching (32%).
- The majority of new executives were satisfied with the support received by their agency during their first 30 days as a new SES member (63.5%, Q.16), and more than half were satisfied with their overall onboarding experience (56.6%, Q.17).

Least Favorable Responses. Survey questions addressing executive development issues with the *lowest* overall favorable responses are:

FY2011 Survey Questions (These questions were not asked in the 2008 survey.)		Percent Yes Responses 2011
Q.24i	Since becoming a member of the SES, have you completed an Executive Development Plan? (Note: this is required by regulation — 5 CFR 412.401.)	48.2%
		Percent Very or Mostly Effective 2011
Q.25i	How effective was [completing an Executive Development Plan (EDP)] for your continued development? (This question was answered by only those responding “yes” to Q.24i (i.e., had completed an EDP).)	39.3%
Q.25k	How effective was [taking an online training course] for your continued development...? (This question was only answered by those who answered “yes” to Q.24k (i.e., had taken an online course since becoming an SES member))	37.1%

Other unfavorable responses indicated in the data include:

- Slightly more than one-quarter of executives reported their developmental needs are not assessed (27.6%, Q.19), and about one-third indicated their developmental needs are not met (30%, Q.20).
- About one-quarter of new executives indicated they were dissatisfied with the training and information received during their first 30 days as an SES member (24%, Q.15).

Additional Executive Development Items: About half of respondents agreed that their developmental needs are assessed (48%, Q.19) which is an increase from 34% in 2008. In addition, a majority reported that their developmental needs are met (70%, Q.20). The survey

asked the executives responding that their developmental needs are not met to explain why (Q. 21). The reason most often given was time —“inability to take time away from the job,” followed by budget —“lack of funding.” The following shows the responses to this question:

FY2011 Survey Question: My developmental needs are not being met because of... (These questions were only seen by those who answered “no” to Q.20 (i.e., my developmental needs are met) and were not asked in 2008.)		Percent Strongly Agree/Agree 2011
Q.21a	Lack of funding	66%
Q.21b	Inability to take time away from the job	70%
Q.21c	Lack of support from superiors	46%
Q.21d	Appropriate training not offered	42%

Executive Performance Management and Pay

Favorable Responses. Survey questions addressing executive performance management and pay issues that had the most favorable responses are as follows:

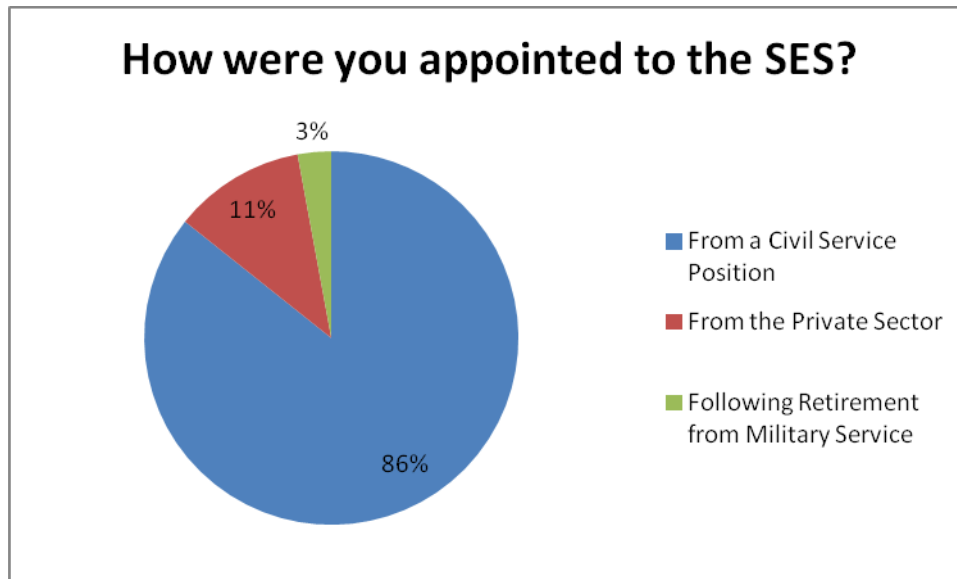
FY2011 Survey Questions		Percent Strongly Agree/Agree 2011	Percent Strongly Agree/Agree 2008
Q.33	I understand the SES performance appraisal system being used in this organization.	77%	83%
Q.47	I am held accountable for achieving results.	92%	91%
Q.60	Pay for SES should be based on performance.	92%	93%
FY2011 Survey Question		Percent Yes 2011	Percent Yes 2008
Q.36	I had a discussion about progress on my performance plan at mid-year in the performance cycle.	79%	74%
FY2011 Survey Question		Percent Very Great Extent/Great Extent 2011	Percent Very Great Extent/Great Extent 2008
Q37a	To what extent is your performance rating based on the performance of your organization?	68%	68%
Q37b	To what extent is your performance rating based on your individual performance?	77%	74%

Least Favorable Responses. Survey questions addressing executive performance management and pay issues with the least favorable responses are as follows:

FY2011 Survey Questions		Percent Yes 2011	Percent Yes 2008
Q.49b	Have you received a copy of your agency's Executive Compensation Pay Policy?	35%	40%
FY2011 Survey Question		Percent Great/Very Great Extent 2011	Percent Great/Very Great Extent 2008
Q.37c	To what extent is your performance rating based on customer perspective?	42%	43%
Q.37d	To what extent is your performance rating based on employee perspective?	28%	28%
FY2011 Survey Question		Percent Strongly Agree/Agree 2011	Percent Strongly Agree/Agree 2008
Q.52	My agency deals effectively with executives who perform poorly.	28%	26%
Q.58	Pay distinctions are meaningfully different among executives.	29%	26%
Q.62	In my agency, SES pay for performance promotes better organizational performance.	43%	43%

Recruitment and Appointment

The majority of SES members were appointed to their position from a Civil Service position (86%, Q.2). Only 15% of current SES members were recruited from the private sector or military.



Most Favorable Responses. Survey questions addressing recruitment and appointment issues that had the most favorable responses are as follows:

FY2011 Survey Questions		Percent Strongly Agree/Agree 2011	Percent Strongly Agree/Agree 2008
Q.27	My agency is able to attract high quality senior executives.	69.8%	66%
Q.66	Senior executives should be able to perform successfully in a wide range of career positions.	88.7%	77%
Q.68	The five executive core qualifications (Leading People, Leading Change, Results Driven, Building Coalitions, and Business Acumen) represent the critical skills needed by SES to succeed in performing their roles as Federal leaders.	74.8%	N/A
Q.69	As a job seeker, I would prefer to use a resume to apply for SES jobs instead of submitting executive core qualifications statements.	63.7%	N/A

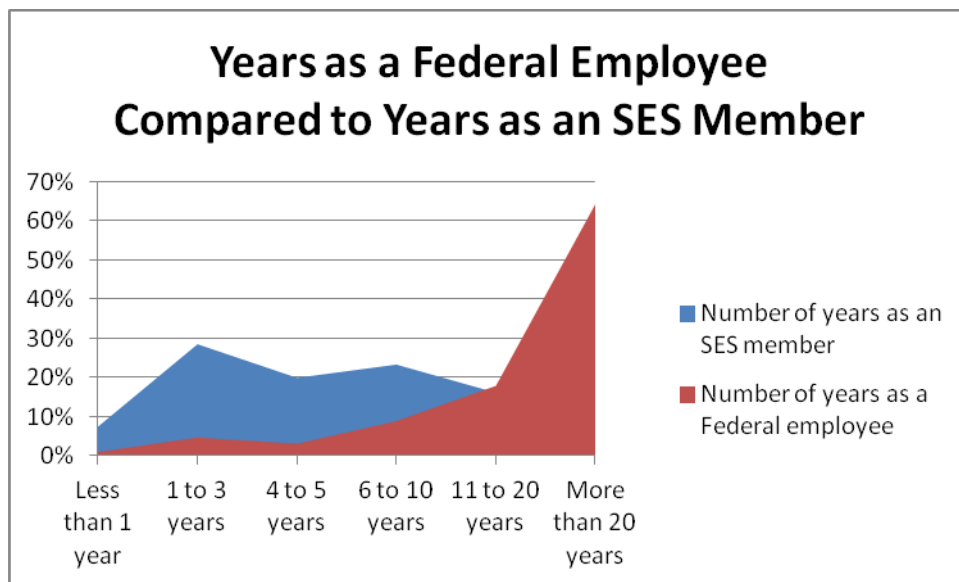
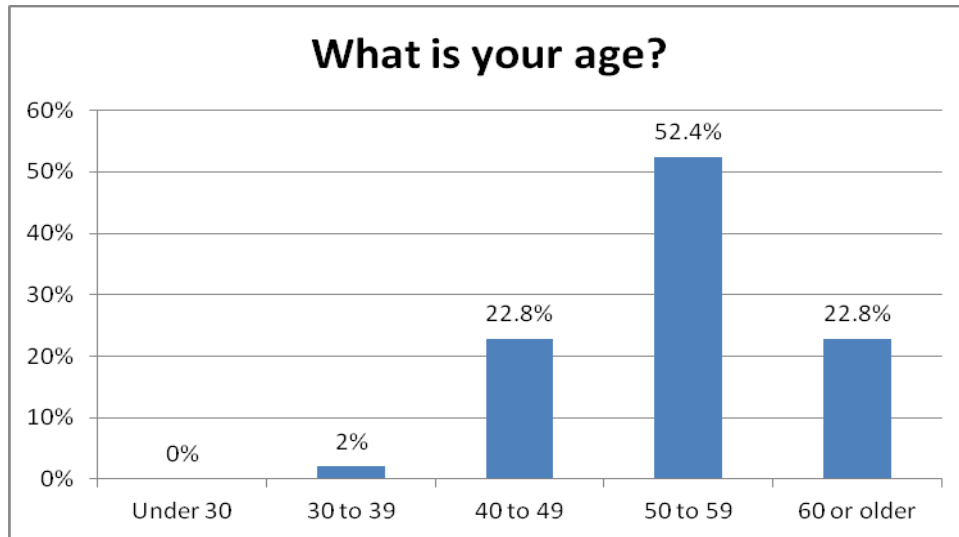
Least Favorable Responses. Survey questions addressing recruitment and appointment issues that had the least favorable responses are as follows:

FY2011 Survey Questions		Percent Strongly Agree/Agree 2011	Percent Strongly Agree/Agree 2008
Q.29	SES pay and benefits are helpful in attracting high quality senior executives.	38.5%	50%
Q.71	My position could be filled using just executive core qualifications without requiring additional technical qualifications.	22%	N/A
Q.74	The OPM Qualifications Review Board (QRB) certification process helps ensure that the person selected for an SES position is a good leader.	46%	N/A
FY2011 Survey Questions		Percent Yes 2011	Percent Yes 2008
Q.72	I have served on an OPM convened QRB.	27.3%	N/A

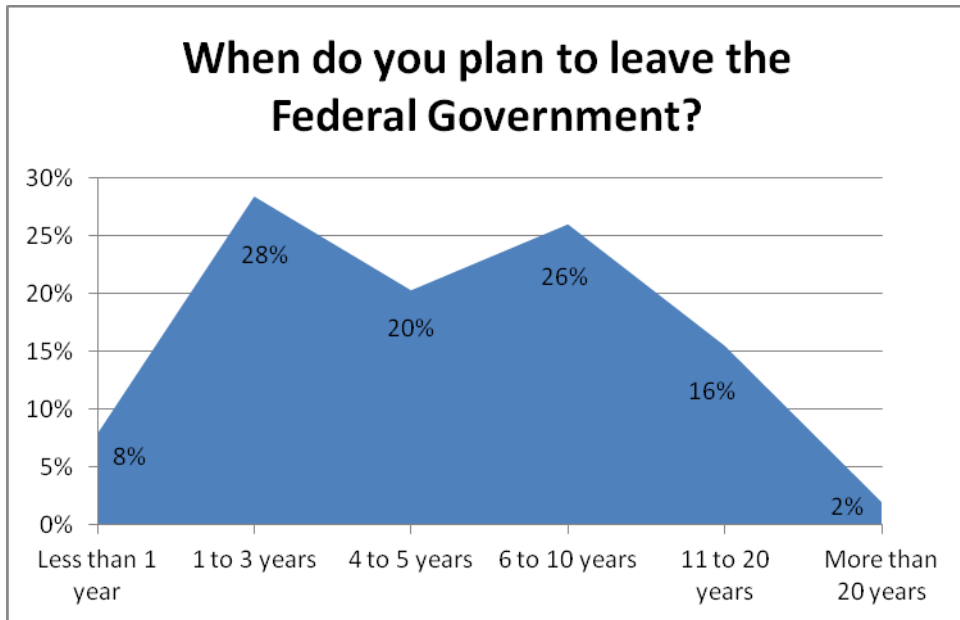
Most of the recruitment and appointment survey questions were new to the 2011 SES survey, so comparison data with the 2008 survey is limited. The most significant difference between 2008 and 2011 recruitment and appointment questions showed an increase of 3.3 percent of SES members reported they had been a member of the SES for less than one year (Q.3).

Demographics

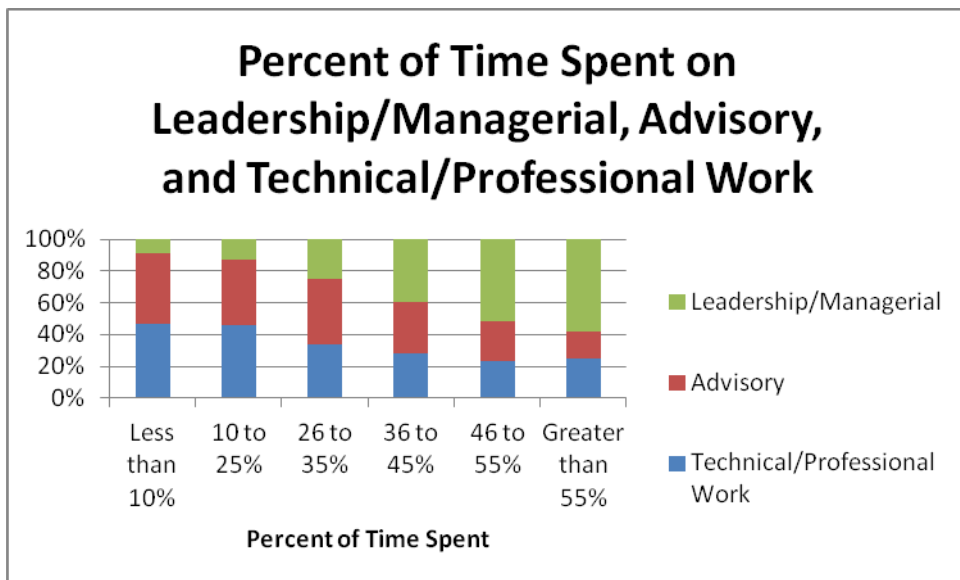
The majority of SES respondents are between 50 and 59 years of age (52%, Q.79). The majority of SES respondents have been with the Federal Government (excluding military service) for more than 20 years (64%, Q.78). Fifty-four percent of career respondents have less than 6 years in the SES and about a third have less than 4 years (32%, Q.3).



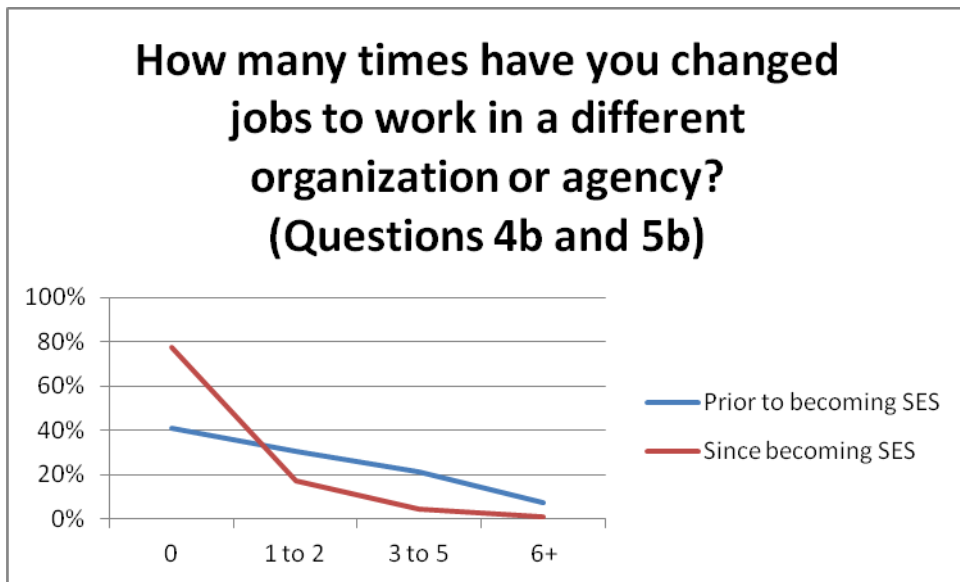
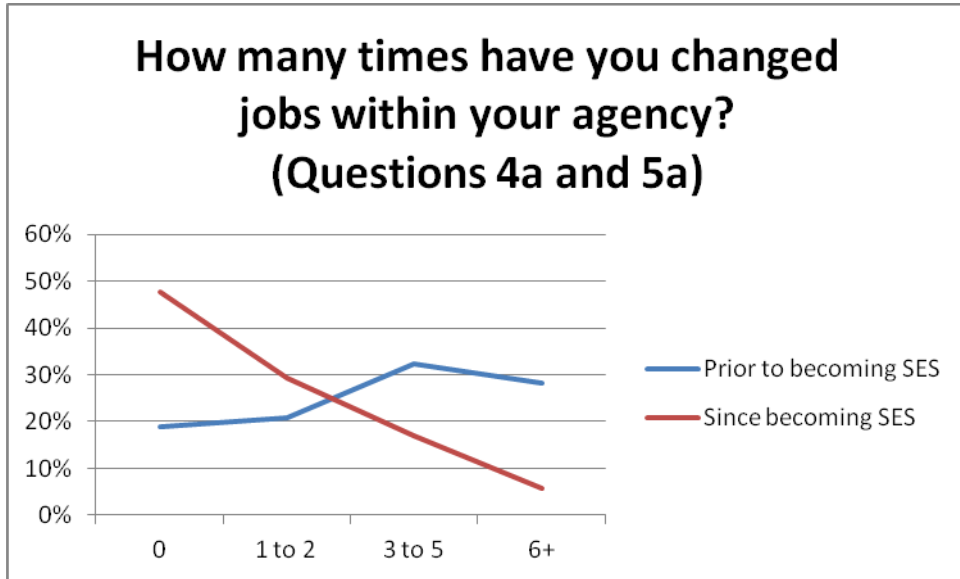
Expected turnover in SES ranks. The survey indicates the likelihood of high turnover among the senior ranks in the near future. Thirty-six percent of career respondents plan to leave in the next three years, and 56 percent plan to leave in the next five years (Q.80).



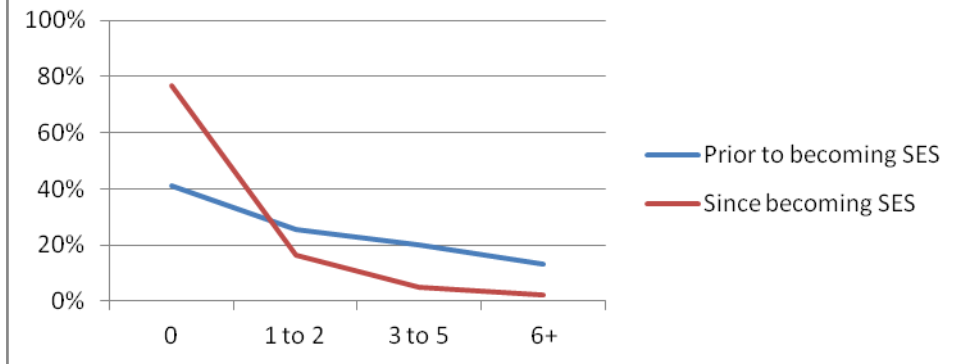
Nature of Work. The majority of SES respondents reported they consider 46 percent or more of their current work to be leadership or managerial in nature (53%, Q.77b). Only a quarter of the respondents consider their work to be more than 45% technical/professional nature (Q.77a). The majority of SES respondents manage 1 to 200 employees (67%, Q.75). Over 44 percent of executives manage a total budget of \$1 million to \$100 million (Q.76).



Mobility of SES Members. The following three charts show that most SES members have not changed jobs – either within or outside their agencies – since becoming an SES. In addition, the survey indicates SES members moved more often to different jobs and/or locations before they became SES members than after becoming SES members (Q4. and Q.5). The charts also show that changes in job occur mostly within an agency (rather than by changing agencies) (Q.4 and Q.5).



How many times have you changed geographic locations? (Questions 4c and 5c)



Appendix 1: Survey Response Rates Per Agency

Agency	Number of Respondents	Eligible Population*	Response Rate
Agriculture	239	336	71%
Agency for International Development	21	32	66%
Commerce	241	367	66%
Defense/Air Force	120	179	67%
Defense/Army	149	283	53%
Defense/Navy	189	338	56%
Defense/All Other	264	491	54%
Education	60	80	75%
Energy	286	433	66%
Environmental Protection Agency	187	283	66%
General Services Administration	75	96	78%
Health and Human Services	253	440	58%
Homeland Security	334	498	67%
Housing and Urban Development	61	99	62%
Interior	170	262	65%
Justice	414	717	58%
Labor	113	170	66%
NASA	297	443	67%
Nuclear Regulatory Commission	120	159	75%
National Science Foundation	54	80	68%
Office of Management and Budget	26	67	39%
Office of Personnel Management	47	58	81%
Small Business Administration	30	53	57%
Social Security Administration	128	149	86%
State	100	172	58%
Transportation	158	211	75%
Treasury	334	459	73%
Veterans Affairs	216	335	64%
All Other Agencies	268	387	69%
Total	4,954	7,677	65%

*The eligible population includes executives as of March 31, 2011, with a valid email address who had not retired or relocated when the survey was administered.

Appendix 2: Survey Results Per Question Per Agency

Agency	Q1 What type of appointment do you hold?			
	Total # of Respondents	Career	Non-Career	Limited Term or Limited Emergency
Broadcasting Board of Governors	11	90.9%	9.1%	0.0%
Department of Agriculture	239	90.8%	8.8%	0.4%
Department of Commerce	241	93.8%	5.4%	0.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	264	92.0%	6.8%	1.1%
Department of Education	60	85.0%	15.0%	0.0%
Department of Energy	286	94.8%	4.5%	0.7%
Department of Health and Human Services	252	91.7%	7.1%	1.2%
Department of Homeland Security	334	91.3%	6.9%	1.8%
Department of Housing and Urban Development	61	93.4%	6.6%	0.0%
Department of Justice	413	94.4%	5.1%	0.5%
Department of Labor	113	85.8%	11.5%	2.7%
Department of State	100	88.0%	7.0%	5.0%
Department of the Air Force	120	97.5%	2.5%	0.0%
Department of the Army	149	98.0%	1.3%	0.7%
Department of the Interior	170	90.6%	7.6%	1.8%
Department of the Navy	189	97.9%	2.1%	0.0%
Department of the Treasury	334	97.3%	1.5%	1.2%
Department of Transportation	158	88.6%	10.8%	0.6%
Department of Veterans Affairs	216	97.7%	1.9%	0.5%
Environmental Protection Agency	187	92.0%	5.9%	2.1%
Equal Employment Opportunity Commission	21	90.5%	9.5%	0.0%
Federal Communications Commission	19	94.7%	5.3%	0.0%
Federal Labor Relations Authority	11	100.0%	0.0%	0.0%
Federal Trade Commission	31	80.6%	16.1%	3.2%
General Services Administration	75	92.0%	8.0%	0.0%
Merit Systems Protection Board	12	83.3%	16.7%	0.0%
National Aeronautics and Space Administration	297	97.3%	0.7%	2.0%
National Archives and Records Administration	13	100.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	93.8%	6.3%	0.0%
National Labor Relations Board	38	92.1%	7.9%	0.0%
National Science Foundation	54	87.0%	1.9%	11.1%
National Transportation Safety Board	12	83.3%	8.3%	8.3%
Nuclear Regulatory Commission	120	100.0%	0.0%	0.0%
Office of Management and Budget	26	84.6%	11.5%	3.8%
Office of Personnel Management	47	85.1%	8.5%	6.4%
Small Business Administration	30	86.7%	13.3%	0.0%
Social Security Administration	128	96.1%	3.1%	0.8%
U.S. Agency for International Development	21	85.7%	14.3%	0.0%
SES wide	4952	93.4%	5.4%	1.2%

Agency	Q2 How were you appointed to the SES?			
	Total # of Respondents	From a civil service position	From the private sector	Following retirement from military service
Broadcasting Board of Governors	11	54.5%	45.5%	0.0%
Department of Agriculture	237	86.1%	13.5%	0.4%
Department of Commerce	240	82.1%	15.0%	2.9%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	263	74.5%	15.2%	10.3%
Department of Education	59	86.4%	11.9%	1.7%
Department of Energy	284	81.0%	13.4%	5.6%
Department of Health and Human Services	252	79.4%	19.0%	1.6%
Department of Homeland Security	331	88.2%	9.1%	2.7%
Department of Housing and Urban Development	61	78.7%	21.3%	0.0%
Department of Justice	409	92.2%	7.6%	0.2%
Department of Labor	111	81.1%	18.9%	0.0%
Department of State	100	88.0%	11.0%	1.0%
Department of the Air Force	120	71.7%	10.8%	17.5%
Department of the Army	149	79.2%	7.4%	13.4%
Department of the Interior	167	86.8%	13.2%	0.0%
Department of the Navy	189	85.7%	7.4%	6.9%
Department of the Treasury	333	88.0%	11.4%	0.6%
Department of Transportation	157	81.5%	17.8%	0.6%
Department of Veterans Affairs	214	89.3%	7.5%	3.3%
Environmental Protection Agency	184	92.4%	7.6%	0.0%
Equal Employment Opportunity Commission	21	85.7%	9.5%	4.8%
Federal Communications Commission	19	73.7%	26.3%	0.0%
Federal Labor Relations Authority	11	90.9%	9.1%	0.0%
Federal Trade Commission	31	90.3%	9.7%	0.0%
General Services Administration	75	85.3%	13.3%	1.3%
Merit Systems Protection Board	12	83.3%	16.7%	0.0%
National Aeronautics and Space Administration	295	87.8%	8.5%	3.7%
National Archives and Records Administration	13	92.3%	7.7%	0.0%
National Foundation on the Arts and Humanities	16	93.8%	6.3%	0.0%
National Labor Relations Board	38	97.4%	2.6%	0.0%
National Science Foundation	54	90.7%	9.3%	0.0%
National Transportation Safety Board	12	91.7%	8.3%	0.0%
Nuclear Regulatory Commission	120	99.2%	0.8%	0.0%
Office of Management and Budget	26	88.5%	11.5%	0.0%
Office of Personnel Management	46	78.3%	21.7%	0.0%
Small Business Administration	30	70.0%	30.0%	0.0%
Social Security Administration	128	97.7%	2.3%	0.0%
U.S. Agency for International Development	21	85.7%	14.3%	0.0%
SES wide	4923	85.6%	11.4%	2.9%

Agency	Q3 How long have you been a member of the SES?						
	Total # of Respondents	Less than 1 year	1 to 3 years	4 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Broadcasting Board of Governors	11	9.1%	36.4%	9.1%	36.4%	9.1%	0.0%
Department of Agriculture	238	6.3%	27.3%	17.6%	27.3%	18.1%	3.4%
Department of Commerce	241	7.9%	26.6%	17.4%	27.8%	13.7%	6.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	264	6.1%	32.6%	19.7%	22.0%	16.7%	3.0%
Department of Education	60	10.0%	23.3%	11.7%	25.0%	23.3%	6.7%
Department of Energy	286	7.0%	25.2%	27.3%	18.5%	19.6%	2.4%
Department of Health and Human Services	253	7.5%	28.1%	25.3%	20.9%	16.6%	1.6%
Department of Homeland Security	334	10.5%	35.0%	26.6%	18.0%	9.3%	0.6%
Department of Housing and Urban Development	61	6.6%	26.2%	19.7%	23.0%	21.3%	3.3%
Department of Justice	413	8.2%	33.2%	22.8%	24.2%	9.0%	2.7%
Department of Labor	112	8.0%	27.7%	10.7%	26.8%	17.9%	8.9%
Department of State	100	8.0%	30.0%	14.0%	16.0%	25.0%	7.0%
Department of the Air Force	120	6.7%	36.7%	19.2%	20.8%	14.2%	2.5%
Department of the Army	149	10.7%	29.5%	24.2%	27.5%	6.0%	2.0%
Department of the Interior	170	8.8%	28.2%	17.6%	23.5%	17.1%	4.7%
Department of the Navy	189	2.1%	24.3%	21.2%	31.7%	15.3%	5.3%
Department of the Treasury	334	8.1%	25.1%	20.1%	27.2%	16.8%	2.7%
Department of Transportation	158	11.4%	32.3%	17.7%	16.5%	17.1%	5.1%
Department of Veterans Affairs	214	8.4%	29.0%	21.0%	16.8%	18.7%	6.1%
Environmental Protection Agency	187	7.5%	18.2%	11.2%	26.7%	26.7%	9.6%
Equal Employment Opportunity Commission	21	9.5%	23.8%	4.8%	19.0%	28.6%	14.3%
Federal Communications Commission	19	21.1%	21.1%	15.8%	15.8%	10.5%	15.8%
Federal Labor Relations Authority	11	18.2%	45.5%	0.0%	0.0%	18.2%	18.2%
Federal Trade Commission	31	3.2%	25.8%	16.1%	19.4%	22.6%	12.9%
General Services Administration	75	16.0%	29.3%	25.3%	14.7%	14.7%	0.0%
Merit Systems Protection Board	12	0.0%	25.0%	16.7%	41.7%	8.3%	8.3%
National Aeronautics and Space Administration	297	4.4%	22.9%	22.2%	30.6%	16.5%	3.4%
National Archives and Records Administration	13	7.7%	30.8%	23.1%	23.1%	7.7%	7.7%
National Foundation on the Arts and Humanities	16	6.3%	31.3%	6.3%	12.5%	37.5%	6.3%
National Labor Relations Board	38	5.3%	18.4%	10.5%	23.7%	26.3%	15.8%
National Science Foundation	54	11.1%	18.5%	13.0%	24.1%	20.4%	13.0%
National Transportation Safety Board	12	8.3%	33.3%	25.0%	16.7%	16.7%	0.0%
Nuclear Regulatory Commission	120	3.3%	25.8%	19.2%	26.7%	15.0%	10.0%
Office of Management and Budget	26	3.8%	30.8%	26.9%	19.2%	19.2%	0.0%
Office of Personnel Management	47	8.5%	27.7%	31.9%	12.8%	17.0%	2.1%
Small Business Administration	30	6.7%	33.3%	3.3%	23.3%	26.7%	6.7%
Social Security Administration	128	3.9%	39.8%	15.6%	22.7%	16.4%	1.6%
U.S. Agency for International Development	21	0.0%	52.4%	19.0%	23.8%	4.8%	0.0%
SES wide	4949	7.5%	28.6%	20.0%	23.4%	16.2%	4.3%

Q4a Prior to becoming a member of the SES, how many times have you...Changed jobs within your agency?					
Agency	Total # of Respondents	0	1 - 2	3 - 5	6+
Broadcasting Board of Governors	10	50.0%	0.0%	30.0%	20.0%
Department of Agriculture	227	22.0%	25.6%	26.0%	26.4%
Department of Commerce	236	28.4%	25.0%	33.5%	13.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	250	25.6%	20.4%	26.4%	27.6%
Department of Education	59	20.3%	32.2%	35.6%	11.9%
Department of Energy	279	19.4%	20.1%	37.3%	23.3%
Department of Health and Human Services	241	21.6%	27.4%	36.9%	14.1%
Department of Homeland Security	324	21.6%	22.5%	26.5%	29.3%
Department of Housing and Urban Development	59	18.6%	25.4%	32.2%	23.7%
Department of Justice	410	17.6%	22.0%	32.7%	27.8%
Department of Labor	113	23.0%	20.4%	44.2%	12.4%
Department of State	97	22.7%	25.8%	32.0%	19.6%
Department of the Air Force	117	6.8%	7.7%	19.7%	65.8%
Department of the Army	147	4.1%	20.4%	32.7%	42.9%
Department of the Interior	165	24.2%	14.5%	37.6%	23.6%
Department of the Navy	187	9.6%	16.6%	32.1%	41.7%
Department of the Treasury	330	17.9%	15.5%	26.4%	40.3%
Department of Transportation	153	25.5%	34.0%	27.5%	13.1%
Department of Veterans Affairs	214	14.5%	13.1%	27.1%	45.3%
Environmental Protection Agency	184	9.8%	16.8%	47.8%	25.5%
Equal Employment Opportunity Commission	20	40.0%	10.0%	50.0%	0.0%
Federal Communications Commission	19	15.8%	42.1%	31.6%	10.5%
Federal Labor Relations Authority	10	20.0%	50.0%	20.0%	10.0%
Federal Trade Commission	31	12.9%	29.0%	58.1%	0.0%
General Services Administration	72	18.1%	18.1%	25.0%	38.9%
Merit Systems Protection Board	12	41.7%	33.3%	25.0%	0.0%
National Aeronautics and Space Administration	292	15.1%	13.4%	40.8%	30.8%
National Archives and Records Administration	13	46.2%	7.7%	30.8%	15.4%
National Foundation on the Arts and Humanities	15	40.0%	20.0%	33.3%	6.7%
National Labor Relations Board	38	10.5%	18.4%	60.5%	10.5%
National Science Foundation	53	26.4%	47.2%	17.0%	9.4%
National Transportation Safety Board	11	36.4%	18.2%	45.5%	0.0%
Nuclear Regulatory Commission	120	5.8%	10.0%	38.3%	45.8%
Office of Management and Budget	25	20.0%	56.0%	20.0%	4.0%
Office of Personnel Management	47	27.7%	17.0%	27.7%	27.7%
Small Business Administration	28	42.9%	7.1%	35.7%	14.3%
Social Security Administration	127	9.4%	18.1%	23.6%	48.8%
U.S. Agency for International Development	20	30.0%	20.0%	15.0%	35.0%
SES wide	4837	18.8%	20.7%	32.3%	28.1%

Q4b Prior to becoming a member of the SES, how many times have you...Changed jobs to work in a different organization or agency?					
Agency	Total # of Respondents	0	1 - 2	3 - 5	6+
Broadcasting Board of Governors	11	18.2%	27.3%	45.5%	9.1%
Department of Agriculture	227	41.0%	29.1%	22.5%	7.5%
Department of Commerce	227	44.1%	30.4%	18.9%	6.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	253	32.8%	27.3%	22.9%	17.0%
Department of Education	58	31.0%	32.8%	31.0%	5.2%
Department of Energy	267	31.8%	33.0%	25.5%	9.7%
Department of Health and Human Services	236	39.0%	33.9%	18.6%	8.5%
Department of Homeland Security	323	38.7%	33.1%	21.4%	6.8%
Department of Housing and Urban Development	56	37.5%	21.4%	30.4%	10.7%
Department of Justice	382	65.7%	20.4%	10.7%	3.1%
Department of Labor	107	42.1%	29.9%	23.4%	4.7%
Department of State	88	38.6%	33.0%	25.0%	3.4%
Department of the Air Force	116	30.2%	28.4%	21.6%	19.8%
Department of the Army	145	27.6%	32.4%	22.8%	17.2%
Department of the Interior	163	34.4%	36.8%	22.7%	6.1%
Department of the Navy	179	39.7%	36.9%	16.8%	6.7%
Department of the Treasury	327	48.6%	27.5%	19.0%	4.9%
Department of Transportation	149	32.9%	38.9%	21.5%	6.7%
Department of Veterans Affairs	201	62.7%	15.4%	16.9%	5.0%
Environmental Protection Agency	180	34.4%	33.9%	27.2%	4.4%
Equal Employment Opportunity Commission	19	31.6%	26.3%	36.8%	5.3%
Federal Communications Commission	19	31.6%	26.3%	26.3%	15.8%
Federal Labor Relations Authority	11	27.3%	45.5%	27.3%	0.0%
Federal Trade Commission	30	33.3%	33.3%	30.0%	3.3%
General Services Administration	74	35.1%	24.3%	24.3%	16.2%
Merit Systems Protection Board	12	33.3%	41.7%	16.7%	8.3%
National Aeronautics and Space Administration	285	30.5%	33.7%	29.1%	6.7%
National Archives and Records Administration	13	38.5%	38.5%	15.4%	7.7%
National Foundation on the Arts and Humanities	15	40.0%	26.7%	20.0%	13.3%
National Labor Relations Board	34	76.5%	17.6%	5.9%	0.0%
National Science Foundation	49	30.6%	42.9%	22.4%	4.1%
National Transportation Safety Board	11	18.2%	36.4%	36.4%	9.1%
Nuclear Regulatory Commission	114	38.6%	36.8%	16.7%	7.9%
Office of Management and Budget	24	37.5%	45.8%	16.7%	0.0%
Office of Personnel Management	46	15.2%	47.8%	32.6%	4.3%
Small Business Administration	28	28.6%	17.9%	32.1%	21.4%
Social Security Administration	124	59.7%	22.6%	12.9%	4.8%
U.S. Agency for International Development	21	23.8%	38.1%	33.3%	4.8%
SES wide	4704	40.8%	30.3%	21.3%	7.6%

Q4c Prior to becoming a member of the SES, how many times have you...Changed geographic locations?					
Agency	Total # of Respondents	0	1 - 2	3 - 5	6+
Broadcasting Board of Governors	11	54.5%	18.2%	27.3%	0.0%
Department of Agriculture	223	32.3%	29.6%	22.9%	15.2%
Department of Commerce	228	57.9%	25.4%	10.1%	6.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	249	36.5%	20.1%	18.5%	24.9%
Department of Education	58	60.3%	27.6%	10.3%	1.7%
Department of Energy	269	44.2%	29.4%	17.1%	9.3%
Department of Health and Human Services	236	51.7%	29.2%	14.8%	4.2%
Department of Homeland Security	324	32.7%	24.1%	28.1%	15.1%
Department of Housing and Urban Development	57	50.9%	22.8%	15.8%	10.5%
Department of Justice	390	33.1%	15.9%	23.3%	27.7%
Department of Labor	108	47.2%	27.8%	20.4%	4.6%
Department of State	87	56.3%	24.1%	14.9%	4.6%
Department of the Air Force	117	12.0%	22.2%	24.8%	41.0%
Department of the Army	147	30.6%	20.4%	20.4%	28.6%
Department of the Interior	160	31.9%	25.0%	26.3%	16.9%
Department of the Navy	178	36.5%	34.3%	10.7%	18.5%
Department of the Treasury	324	40.4%	25.0%	24.7%	9.9%
Department of Transportation	148	43.2%	25.0%	23.0%	8.8%
Department of Veterans Affairs	207	23.7%	16.4%	28.5%	31.4%
Environmental Protection Agency	180	53.9%	31.1%	13.3%	1.7%
Equal Employment Opportunity Commission	20	30.0%	35.0%	30.0%	5.0%
Federal Communications Commission	19	78.9%	10.5%	10.5%	0.0%
Federal Labor Relations Authority	11	36.4%	45.5%	18.2%	0.0%
Federal Trade Commission	30	73.3%	20.0%	6.7%	0.0%
General Services Administration	72	63.9%	18.1%	9.7%	8.3%
Merit Systems Protection Board	11	45.5%	27.3%	27.3%	0.0%
National Aeronautics and Space Administration	281	35.9%	38.8%	18.5%	6.8%
National Archives and Records Administration	13	53.8%	15.4%	30.8%	0.0%
National Foundation on the Arts and Humanities	15	53.3%	20.0%	26.7%	0.0%
National Labor Relations Board	35	51.4%	28.6%	17.1%	2.9%
National Science Foundation	49	53.1%	28.6%	16.3%	2.0%
National Transportation Safety Board	10	60.0%	30.0%	10.0%	0.0%
Nuclear Regulatory Commission	117	37.6%	29.9%	29.1%	3.4%
Office of Management and Budget	24	91.7%	8.3%	0.0%	0.0%
Office of Personnel Management	46	45.7%	37.0%	10.9%	6.5%
Small Business Administration	29	37.9%	34.5%	20.7%	6.9%
Social Security Administration	123	42.3%	30.9%	20.3%	6.5%
U.S. Agency for International Development	20	50.0%	10.0%	35.0%	5.0%
SES wide	4703	41.1%	25.6%	19.9%	13.4%

Q5a Since becoming a member of the SES, how many times have you...Changed jobs within your agency?					
Agency	Total # of Respondents	0	1 - 2	3 - 5	6+
Broadcasting Board of Governors	10	50.0%	30.0%	20.0%	0.0%
Department of Agriculture	220	50.0%	28.2%	13.6%	8.2%
Department of Commerce	229	53.7%	27.1%	15.7%	3.5%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	251	44.2%	35.1%	15.9%	4.8%
Department of Education	57	56.1%	24.6%	17.5%	1.8%
Department of Energy	280	46.4%	30.7%	18.6%	4.3%
Department of Health and Human Services	240	61.3%	25.4%	11.3%	2.1%
Department of Homeland Security	315	47.3%	31.1%	15.6%	6.0%
Department of Housing and Urban Development	55	45.5%	23.6%	20.0%	10.9%
Department of Justice	393	53.9%	27.0%	13.5%	5.6%
Department of Labor	110	61.8%	20.9%	13.6%	3.6%
Department of State	92	55.4%	23.9%	14.1%	6.5%
Department of the Air Force	113	40.7%	33.6%	18.6%	7.1%
Department of the Army	147	49.0%	32.0%	12.9%	6.1%
Department of the Interior	159	45.3%	28.9%	20.1%	5.7%
Department of the Navy	180	43.9%	31.7%	20.6%	3.9%
Department of the Treasury	320	35.9%	29.7%	27.5%	6.9%
Department of Transportation	153	59.5%	30.1%	6.5%	3.9%
Department of Veterans Affairs	208	47.1%	30.8%	15.9%	6.3%
Environmental Protection Agency	180	40.6%	31.1%	23.3%	5.0%
Equal Employment Opportunity Commission	21	57.1%	9.5%	33.3%	0.0%
Federal Communications Commission	18	44.4%	33.3%	16.7%	5.6%
Federal Labor Relations Authority	10	90.0%	10.0%	0.0%	0.0%
Federal Trade Commission	29	58.6%	31.0%	10.3%	0.0%
General Services Administration	70	58.6%	27.1%	11.4%	2.9%
Merit Systems Protection Board	11	54.5%	36.4%	9.1%	0.0%
National Aeronautics and Space Administration	284	37.3%	29.6%	25.0%	8.1%
National Archives and Records Administration	13	53.8%	30.8%	0.0%	15.4%
National Foundation on the Arts and Humanities	14	57.1%	21.4%	14.3%	7.1%
National Labor Relations Board	36	58.3%	22.2%	16.7%	2.8%
National Science Foundation	51	51.0%	27.5%	17.6%	3.9%
National Transportation Safety Board	12	58.3%	41.7%	0.0%	0.0%
Nuclear Regulatory Commission	120	26.7%	30.8%	27.5%	15.0%
Office of Management and Budget	25	68.0%	28.0%	4.0%	0.0%
Office of Personnel Management	45	37.8%	46.7%	11.1%	4.4%
Small Business Administration	28	42.9%	28.6%	17.9%	10.7%
Social Security Administration	122	39.3%	28.7%	20.5%	11.5%
U.S. Agency for International Development	20	35.0%	55.0%	5.0%	5.0%
SES wide	4720	47.8%	29.4%	17.1%	5.6%

Q5b Since becoming a member of the SES, how many times have you...Changed jobs to work in a different organization or agency?					
Agency	Total # of Respondents	0	1 - 2	3 - 5	6+
Broadcasting Board of Governors	10	80.0%	20.0%	0.0%	0.0%
Department of Agriculture	221	81.0%	13.6%	4.5%	0.9%
Department of Commerce	217	78.8%	15.7%	4.1%	1.4%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	250	69.2%	22.0%	6.4%	2.4%
Department of Education	56	71.4%	21.4%	7.1%	0.0%
Department of Energy	271	74.2%	18.5%	6.6%	0.7%
Department of Health and Human Services	237	84.4%	13.9%	1.3%	0.4%
Department of Homeland Security	314	77.4%	17.2%	5.1%	0.3%
Department of Housing and Urban Development	54	72.2%	14.8%	9.3%	3.7%
Department of Justice	383	90.3%	7.6%	1.8%	0.3%
Department of Labor	107	73.8%	18.7%	6.5%	0.9%
Department of State	88	81.8%	12.5%	5.7%	0.0%
Department of the Air Force	112	68.8%	27.7%	3.6%	0.0%
Department of the Army	147	70.1%	23.8%	5.4%	0.7%
Department of the Interior	155	77.4%	19.4%	2.6%	0.6%
Department of the Navy	176	74.4%	19.9%	5.1%	0.6%
Department of the Treasury	319	77.7%	15.4%	6.3%	0.6%
Department of Transportation	149	76.5%	20.1%	2.7%	0.7%
Department of Veterans Affairs	202	84.2%	11.9%	2.5%	1.5%
Environmental Protection Agency	176	74.4%	20.5%	4.0%	1.1%
Equal Employment Opportunity Commission	20	75.0%	20.0%	5.0%	0.0%
Federal Communications Commission	18	77.8%	22.2%	0.0%	0.0%
Federal Labor Relations Authority	11	63.6%	27.3%	9.1%	0.0%
Federal Trade Commission	29	75.9%	17.2%	6.9%	0.0%
General Services Administration	70	80.0%	12.9%	7.1%	0.0%
Merit Systems Protection Board	11	72.7%	27.3%	0.0%	0.0%
National Aeronautics and Space Administration	280	67.5%	23.2%	8.6%	0.7%
National Archives and Records Administration	13	100.0%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	14	78.6%	7.1%	7.1%	7.1%
National Labor Relations Board	34	94.1%	2.9%	2.9%	0.0%
National Science Foundation	46	73.9%	26.1%	0.0%	0.0%
National Transportation Safety Board	11	81.8%	18.2%	0.0%	0.0%
Nuclear Regulatory Commission	116	68.1%	22.4%	6.9%	2.6%
Office of Management and Budget	25	64.0%	32.0%	4.0%	0.0%
Office of Personnel Management	45	64.4%	31.1%	4.4%	0.0%
Small Business Administration	27	74.1%	14.8%	3.7%	7.4%
Social Security Administration	119	84.0%	15.1%	0.0%	0.8%
U.S. Agency for International Development	20	80.0%	5.0%	15.0%	0.0%
SES wide	4629	77.3%	17.3%	4.6%	0.9%

Q5c Since becoming a member of the SES, how many times have you...Changed geographic locations?					
Agency	Total # of Respondents	0	1 - 2	3 - 5	6+
Broadcasting Board of Governors	10	90.0%	10.0%	0.0%	0.0%
Department of Agriculture	218	74.3%	14.2%	6.9%	4.6%
Department of Commerce	215	85.6%	13.5%	0.5%	0.5%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	243	76.1%	16.0%	4.9%	2.9%
Department of Education	56	98.2%	1.8%	0.0%	0.0%
Department of Energy	273	79.9%	14.3%	4.8%	1.1%
Department of Health and Human Services	237	84.8%	13.9%	1.3%	0.0%
Department of Homeland Security	314	74.2%	17.8%	5.1%	2.9%
Department of Housing and Urban Development	54	85.2%	9.3%	3.7%	1.9%
Department of Justice	379	65.2%	20.1%	9.2%	5.5%
Department of Labor	107	80.4%	14.0%	5.6%	0.0%
Department of State	87	87.4%	6.9%	4.6%	1.1%
Department of the Air Force	113	61.9%	24.8%	8.8%	4.4%
Department of the Army	148	65.5%	27.0%	4.7%	2.7%
Department of the Interior	156	76.3%	13.5%	7.1%	3.2%
Department of the Navy	174	81.0%	15.5%	3.4%	0.0%
Department of the Treasury	316	70.3%	19.3%	8.9%	1.6%
Department of Transportation	150	85.3%	9.3%	3.3%	2.0%
Department of Veterans Affairs	208	56.3%	25.5%	12.0%	6.3%
Environmental Protection Agency	175	79.4%	18.3%	2.3%	0.0%
Equal Employment Opportunity Commission	20	65.0%	20.0%	15.0%	0.0%
Federal Communications Commission	18	94.4%	5.6%	0.0%	0.0%
Federal Labor Relations Authority	10	80.0%	20.0%	0.0%	0.0%
Federal Trade Commission	29	96.6%	3.4%	0.0%	0.0%
General Services Administration	68	88.2%	10.3%	1.5%	0.0%
Merit Systems Protection Board	12	83.3%	8.3%	8.3%	0.0%
National Aeronautics and Space Administration	278	75.5%	20.5%	3.6%	0.4%
National Archives and Records Administration	13	76.9%	7.7%	15.4%	0.0%
National Foundation on the Arts and Humanities	14	85.7%	7.1%	7.1%	0.0%
National Labor Relations Board	34	88.2%	11.8%	0.0%	0.0%
National Science Foundation	45	91.1%	8.9%	0.0%	0.0%
National Transportation Safety Board	11	100.0%	0.0%	0.0%	0.0%
Nuclear Regulatory Commission	115	80.0%	16.5%	2.6%	0.9%
Office of Management and Budget	24	100.0%	0.0%	0.0%	0.0%
Office of Personnel Management	45	91.1%	6.7%	0.0%	2.2%
Small Business Administration	27	77.8%	14.8%	7.4%	0.0%
Social Security Administration	120	70.0%	20.8%	5.8%	3.3%
U.S. Agency for International Development	19	89.5%	10.5%	0.0%	0.0%
SES wide	4610	76.6%	16.2%	5.1%	2.1%

Q6 Career advancement depends on an employee's willingness to change positions.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	27.3%	27.3%	45.5%	0.0%	0.0%
Department of Agriculture	239	35.1%	42.3%	15.9%	5.9%	0.8%
Department of Commerce	240	26.3%	42.5%	19.2%	7.5%	4.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	264	31.1%	39.4%	17.8%	9.1%	2.7%
Department of Education	59	28.8%	33.9%	22.0%	10.2%	5.1%
Department of Energy	286	35.3%	39.5%	19.2%	4.9%	1.0%
Department of Health and Human Services	253	26.5%	39.5%	23.7%	7.1%	3.2%
Department of Homeland Security	334	43.4%	38.3%	14.7%	2.7%	0.9%
Department of Housing and Urban Development	61	34.4%	26.2%	24.6%	11.5%	3.3%
Department of Justice	413	37.3%	37.5%	16.7%	6.5%	1.9%
Department of Labor	113	25.7%	40.7%	24.8%	4.4%	4.4%
Department of State	100	32.0%	39.0%	20.0%	3.0%	6.0%
Department of the Air Force	120	49.2%	38.3%	9.2%	2.5%	0.8%
Department of the Army	149	37.6%	47.0%	8.7%	6.0%	0.7%
Department of the Interior	170	41.2%	39.4%	15.3%	2.4%	1.8%
Department of the Navy	189	37.0%	37.6%	15.3%	7.9%	2.1%
Department of the Treasury	334	44.0%	35.3%	14.7%	3.6%	2.4%
Department of Transportation	158	34.8%	38.6%	19.6%	4.4%	2.5%
Department of Veterans Affairs	216	50.9%	32.9%	10.6%	4.6%	0.9%
Environmental Protection Agency	187	31.0%	44.4%	11.2%	10.7%	2.7%
Equal Employment Opportunity Commission	21	33.3%	42.9%	4.8%	14.3%	4.8%
Federal Communications Commission	19	15.8%	31.6%	42.1%	10.5%	0.0%
Federal Labor Relations Authority	11	45.5%	27.3%	18.2%	9.1%	0.0%
Federal Trade Commission	31	25.8%	38.7%	16.1%	19.4%	0.0%
General Services Administration	75	28.0%	48.0%	20.0%	1.3%	2.7%
Merit Systems Protection Board	12	33.3%	50.0%	16.7%	0.0%	0.0%
National Aeronautics and Space Administration	297	34.0%	41.1%	15.2%	7.1%	2.7%
National Archives and Records Administration	13	23.1%	38.5%	30.8%	7.7%	0.0%
National Foundation on the Arts and Humanities	16	31.3%	50.0%	18.8%	0.0%	0.0%
National Labor Relations Board	38	28.9%	52.6%	10.5%	5.3%	2.6%
National Science Foundation	54	24.1%	42.6%	29.6%	3.7%	0.0%
National Transportation Safety Board	12	33.3%	41.7%	16.7%	8.3%	0.0%
Nuclear Regulatory Commission	120	50.0%	35.0%	9.2%	5.8%	0.0%
Office of Management and Budget	26	15.4%	46.2%	23.1%	15.4%	0.0%
Office of Personnel Management	47	31.9%	36.2%	23.4%	6.4%	2.1%
Small Business Administration	30	30.0%	30.0%	40.0%	0.0%	0.0%
Social Security Administration	128	38.3%	38.3%	17.2%	5.5%	0.8%
U.S. Agency for International Development	21	28.6%	47.6%	23.8%	0.0%	0.0%
SES wide	4951	36.0%	39.3%	16.9%	5.8%	2.0%

Q7 I am proud to be a member of the Federal Government's Senior Executive Service.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	54.5%	45.5%	0.0%	0.0%	0.0%
Department of Agriculture	237	60.8%	32.9%	5.1%	0.4%	0.8%
Department of Commerce	240	52.1%	36.3%	8.8%	2.1%	0.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	264	65.9%	28.4%	2.7%	3.0%	0.0%
Department of Education	60	66.7%	30.0%	3.3%	0.0%	0.0%
Department of Energy	286	57.7%	33.6%	7.0%	1.4%	0.3%
Department of Health and Human Services	253	65.2%	29.6%	4.0%	1.2%	0.0%
Department of Homeland Security	332	69.3%	25.0%	3.9%	1.5%	0.3%
Department of Housing and Urban Development	61	67.2%	23.0%	8.2%	0.0%	1.6%
Department of Justice	411	71.3%	23.6%	3.9%	0.7%	0.5%
Department of Labor	110	68.2%	24.5%	4.5%	1.8%	0.9%
Department of State	99	66.7%	25.3%	8.1%	0.0%	0.0%
Department of the Air Force	119	75.6%	21.8%	2.5%	0.0%	0.0%
Department of the Army	149	72.5%	24.2%	2.7%	0.7%	0.0%
Department of the Interior	170	69.4%	22.4%	5.9%	1.8%	0.6%
Department of the Navy	188	74.5%	19.1%	4.3%	2.1%	0.0%
Department of the Treasury	333	62.8%	30.6%	5.1%	0.9%	0.6%
Department of Transportation	158	69.6%	25.9%	2.5%	1.3%	0.6%
Department of Veterans Affairs	215	66.0%	26.5%	5.1%	1.4%	0.9%
Environmental Protection Agency	186	68.3%	24.7%	4.8%	1.6%	0.5%
Equal Employment Opportunity Commission	21	57.1%	23.8%	9.5%	9.5%	0.0%
Federal Communications Commission	19	63.2%	31.6%	5.3%	0.0%	0.0%
Federal Labor Relations Authority	11	72.7%	18.2%	9.1%	0.0%	0.0%
Federal Trade Commission	31	58.1%	29.0%	12.9%	0.0%	0.0%
General Services Administration	74	56.8%	37.8%	4.1%	1.4%	0.0%
Merit Systems Protection Board	12	83.3%	16.7%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	296	65.2%	27.7%	5.1%	1.7%	0.3%
National Archives and Records Administration	13	92.3%	7.7%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	62.5%	31.3%	0.0%	0.0%	6.3%
National Labor Relations Board	36	41.7%	50.0%	8.3%	0.0%	0.0%
National Science Foundation	53	69.8%	26.4%	3.8%	0.0%	0.0%
National Transportation Safety Board	12	50.0%	50.0%	0.0%	0.0%	0.0%
Nuclear Regulatory Commission	119	75.6%	21.8%	1.7%	0.8%	0.0%
Office of Management and Budget	26	42.3%	53.8%	3.8%	0.0%	0.0%
Office of Personnel Management	47	61.7%	31.9%	2.1%	4.3%	0.0%
Small Business Administration	30	76.7%	13.3%	6.7%	3.3%	0.0%
Social Security Administration	126	78.6%	17.5%	1.6%	2.4%	0.0%
U.S. Agency for International Development	21	71.4%	19.0%	4.8%	4.8%	0.0%
SES wide	4928	66.0%	27.6%	4.7%	1.3%	0.4%

Q8 I am interested in more opportunities to network with other SES members outside my agency.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	45.5%	54.5%	0.0%	0.0%	0.0%
Department of Agriculture	238	33.6%	37.8%	22.3%	5.5%	0.8%
Department of Commerce	240	24.2%	44.2%	22.5%	9.2%	0.0%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	263	31.9%	38.8%	24.0%	4.2%	1.1%
Department of Education	60	21.7%	50.0%	21.7%	5.0%	1.7%
Department of Energy	284	24.3%	43.3%	27.1%	4.6%	0.7%
Department of Health and Human Services	253	33.2%	37.9%	24.1%	4.0%	0.8%
Department of Homeland Security	334	39.8%	37.7%	17.7%	4.2%	0.6%
Department of Housing and Urban Development	61	47.5%	36.1%	11.5%	4.9%	0.0%
Department of Justice	412	33.0%	35.2%	25.0%	5.6%	1.2%
Department of Labor	113	32.7%	38.9%	17.7%	10.6%	0.0%
Department of State	100	29.0%	35.0%	34.0%	2.0%	0.0%
Department of the Air Force	120	42.5%	41.7%	12.5%	3.3%	0.0%
Department of the Army	149	33.6%	48.3%	14.8%	3.4%	0.0%
Department of the Interior	170	37.6%	39.4%	20.6%	2.4%	0.0%
Department of the Navy	189	28.0%	48.7%	16.9%	5.3%	1.1%
Department of the Treasury	334	32.0%	37.7%	23.1%	6.3%	0.9%
Department of Transportation	158	29.7%	40.5%	23.4%	5.1%	1.3%
Department of Veterans Affairs	216	25.0%	38.9%	25.0%	9.3%	1.9%
Environmental Protection Agency	187	31.6%	46.5%	18.2%	3.7%	0.0%
Equal Employment Opportunity Commission	21	47.6%	23.8%	23.8%	4.8%	0.0%
Federal Communications Commission	19	15.8%	42.1%	26.3%	15.8%	0.0%
Federal Labor Relations Authority	11	27.3%	36.4%	36.4%	0.0%	0.0%
Federal Trade Commission	31	19.4%	35.5%	25.8%	19.4%	0.0%
General Services Administration	74	41.9%	44.6%	13.5%	0.0%	0.0%
Merit Systems Protection Board	12	41.7%	41.7%	16.7%	0.0%	0.0%
National Aeronautics and Space Administration	296	27.7%	48.0%	18.9%	5.1%	0.3%
National Archives and Records Administration	13	46.2%	46.2%	7.7%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	25.0%	25.0%	31.3%	6.3%	12.5%
National Labor Relations Board	38	18.4%	44.7%	23.7%	13.2%	0.0%
National Science Foundation	54	31.5%	38.9%	25.9%	3.7%	0.0%
National Transportation Safety Board	12	16.7%	50.0%	25.0%	8.3%	0.0%
Nuclear Regulatory Commission	120	25.8%	41.7%	27.5%	5.0%	0.0%
Office of Management and Budget	26	23.1%	26.9%	34.6%	15.4%	0.0%
Office of Personnel Management	47	40.4%	34.0%	19.1%	4.3%	2.1%
Small Business Administration	30	63.3%	20.0%	13.3%	3.3%	0.0%
Social Security Administration	128	38.3%	39.1%	18.0%	4.7%	0.0%
U.S. Agency for International Development	21	33.3%	47.6%	14.3%	4.8%	0.0%
SES wide	4945	31.9%	40.5%	21.7%	5.3%	0.6%

Agency	Q9 My work gives me a feeling of personal accomplishment.					
	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	45.5%	54.5%	0.0%	0.0%	0.0%
Department of Agriculture	239	59.4%	33.1%	4.6%	2.5%	0.4%
Department of Commerce	239	52.3%	39.3%	4.2%	3.3%	0.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	264	54.9%	36.0%	3.8%	4.5%	0.8%
Department of Education	60	63.3%	28.3%	5.0%	1.7%	1.7%
Department of Energy	286	50.3%	40.6%	5.6%	3.1%	0.3%
Department of Health and Human Services	251	64.5%	27.1%	6.4%	1.6%	0.4%
Department of Homeland Security	333	64.9%	29.4%	3.0%	1.8%	0.9%
Department of Housing and Urban Development	61	50.8%	36.1%	4.9%	6.6%	1.6%
Department of Justice	414	65.0%	27.8%	4.8%	1.7%	0.7%
Department of Labor	113	57.5%	32.7%	4.4%	1.8%	3.5%
Department of State	100	62.0%	31.0%	4.0%	1.0%	2.0%
Department of the Air Force	120	65.0%	32.5%	1.7%	0.8%	0.0%
Department of the Army	149	68.5%	26.8%	2.7%	2.0%	0.0%
Department of the Interior	170	69.4%	23.5%	5.3%	1.2%	0.6%
Department of the Navy	189	69.8%	27.0%	1.1%	1.6%	0.5%
Department of the Treasury	334	59.9%	35.9%	2.1%	1.8%	0.3%
Department of Transportation	158	62.7%	30.4%	3.2%	1.9%	1.9%
Department of Veterans Affairs	216	65.3%	28.7%	3.7%	1.9%	0.5%
Environmental Protection Agency	187	57.8%	36.4%	2.7%	2.7%	0.5%
Equal Employment Opportunity Commission	21	66.7%	23.8%	4.8%	4.8%	0.0%
Federal Communications Commission	19	57.9%	21.1%	10.5%	10.5%	0.0%
Federal Labor Relations Authority	11	54.5%	36.4%	9.1%	0.0%	0.0%
Federal Trade Commission	31	61.3%	29.0%	6.5%	3.2%	0.0%
General Services Administration	75	62.7%	34.7%	0.0%	2.7%	0.0%
Merit Systems Protection Board	12	75.0%	25.0%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	297	59.6%	34.3%	3.4%	2.0%	0.7%
National Archives and Records Administration	13	69.2%	30.8%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	75.0%	18.8%	0.0%	6.3%	0.0%
National Labor Relations Board	38	60.5%	39.5%	0.0%	0.0%	0.0%
National Science Foundation	54	59.3%	33.3%	7.4%	0.0%	0.0%
National Transportation Safety Board	12	75.0%	25.0%	0.0%	0.0%	0.0%
Nuclear Regulatory Commission	120	66.7%	31.7%	0.8%	0.8%	0.0%
Office of Management and Budget	25	48.0%	44.0%	8.0%	0.0%	0.0%
Office of Personnel Management	47	55.3%	25.5%	10.6%	8.5%	0.0%
Small Business Administration	30	60.0%	33.3%	0.0%	3.3%	3.3%
Social Security Administration	128	68.0%	26.6%	3.1%	0.0%	2.3%
U.S. Agency for International Development	21	42.9%	47.6%	0.0%	4.8%	4.8%
SES wide	4948	61.4%	32.0%	3.7%	2.2%	0.7%

Agency	Q10 My talents are used well in the workplace.					
	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	36.4%	54.5%	9.1%	0.0%	0.0%
Department of Agriculture	238	39.1%	45.4%	6.3%	7.6%	1.7%
Department of Commerce	240	36.7%	46.7%	7.1%	7.5%	2.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	264	34.8%	51.1%	3.8%	7.2%	3.0%
Department of Education	60	45.0%	38.3%	1.7%	13.3%	1.7%
Department of Energy	285	34.7%	47.0%	8.4%	7.0%	2.8%
Department of Health and Human Services	252	44.0%	39.7%	6.0%	7.5%	2.8%
Department of Homeland Security	334	44.9%	39.2%	5.4%	8.1%	2.4%
Department of Housing and Urban Development	60	23.3%	53.3%	6.7%	6.7%	10.0%
Department of Justice	413	49.4%	39.5%	4.6%	5.1%	1.5%
Department of Labor	112	42.0%	40.2%	3.6%	8.9%	5.4%
Department of State	100	37.0%	48.0%	7.0%	5.0%	3.0%
Department of the Air Force	120	50.8%	42.5%	3.3%	3.3%	0.0%
Department of the Army	149	44.3%	45.0%	5.4%	4.0%	1.3%
Department of the Interior	170	45.9%	36.5%	5.3%	7.6%	4.7%
Department of the Navy	189	54.5%	38.6%	3.7%	2.6%	0.5%
Department of the Treasury	333	38.4%	48.0%	5.7%	6.3%	1.5%
Department of Transportation	158	48.7%	37.3%	7.6%	3.8%	2.5%
Department of Veterans Affairs	216	44.9%	44.9%	5.6%	3.7%	0.9%
Environmental Protection Agency	187	32.1%	50.3%	8.6%	7.0%	2.1%
Equal Employment Opportunity Commission	21	47.6%	42.9%	0.0%	4.8%	4.8%
Federal Communications Commission	19	47.4%	36.8%	5.3%	5.3%	5.3%
Federal Labor Relations Authority	11	45.5%	27.3%	9.1%	18.2%	0.0%
Federal Trade Commission	30	43.3%	43.3%	6.7%	6.7%	0.0%
General Services Administration	74	45.9%	41.9%	5.4%	5.4%	1.4%
Merit Systems Protection Board	12	75.0%	25.0%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	296	44.9%	40.5%	6.4%	6.8%	1.4%
National Archives and Records Administration	13	53.8%	46.2%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	43.8%	43.8%	6.3%	0.0%	6.3%
National Labor Relations Board	38	52.6%	44.7%	0.0%	2.6%	0.0%
National Science Foundation	54	33.3%	50.0%	7.4%	9.3%	0.0%
National Transportation Safety Board	12	50.0%	50.0%	0.0%	0.0%	0.0%
Nuclear Regulatory Commission	120	50.8%	40.0%	2.5%	5.8%	0.8%
Office of Management and Budget	26	38.5%	53.8%	3.8%	3.8%	0.0%
Office of Personnel Management	47	44.7%	27.7%	6.4%	17.0%	4.3%
Small Business Administration	30	36.7%	33.3%	6.7%	16.7%	6.7%
Social Security Administration	128	53.9%	35.2%	2.3%	3.9%	4.7%
U.S. Agency for International Development	21	38.1%	38.1%	9.5%	9.5%	4.8%
SES wide	4943	43.1%	42.9%	5.4%	6.4%	2.2%

Q11 My physical work location is accessible to individuals with physical disabilities.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	63.6%	36.4%	0.0%	0.0%	0.0%
Department of Agriculture	239	57.3%	37.2%	3.3%	1.7%	0.4%
Department of Commerce	241	57.3%	38.2%	3.7%	0.8%	0.0%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	261	47.1%	45.6%	4.6%	2.3%	0.4%
Department of Education	59	67.8%	28.8%	3.4%	0.0%	0.0%
Department of Energy	286	55.9%	40.2%	1.4%	2.1%	0.3%
Department of Health and Human Services	252	59.5%	36.1%	2.4%	2.0%	0.0%
Department of Homeland Security	333	53.2%	39.3%	3.6%	3.6%	0.3%
Department of Housing and Urban Development	61	47.5%	45.9%	3.3%	3.3%	0.0%
Department of Justice	414	55.6%	40.3%	3.4%	0.5%	0.2%
Department of Labor	113	60.2%	38.1%	0.9%	0.9%	0.0%
Department of State	100	45.0%	50.0%	3.0%	1.0%	1.0%
Department of the Air Force	120	49.2%	47.5%	0.0%	3.3%	0.0%
Department of the Army	149	57.0%	34.2%	3.4%	4.0%	1.3%
Department of the Interior	170	60.0%	35.9%	2.9%	0.6%	0.6%
Department of the Navy	189	55.6%	38.6%	2.1%	2.6%	1.1%
Department of the Treasury	333	57.4%	38.4%	2.4%	1.5%	0.3%
Department of Transportation	158	72.8%	25.3%	1.3%	0.6%	0.0%
Department of Veterans Affairs	216	69.9%	27.3%	0.9%	0.5%	1.4%
Environmental Protection Agency	187	60.4%	37.4%	0.5%	1.6%	0.0%
Equal Employment Opportunity Commission	21	66.7%	28.6%	0.0%	4.8%	0.0%
Federal Communications Commission	19	52.6%	36.8%	10.5%	0.0%	0.0%
Federal Labor Relations Authority	11	63.6%	18.2%	9.1%	9.1%	0.0%
Federal Trade Commission	31	51.6%	48.4%	0.0%	0.0%	0.0%
General Services Administration	75	60.0%	36.0%	2.7%	1.3%	0.0%
Merit Systems Protection Board	12	58.3%	33.3%	8.3%	0.0%	0.0%
National Aeronautics and Space Administration	297	65.7%	31.0%	2.0%	1.0%	0.3%
National Archives and Records Administration	13	76.9%	15.4%	7.7%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	25.0%	50.0%	6.3%	18.8%	0.0%
National Labor Relations Board	38	73.7%	26.3%	0.0%	0.0%	0.0%
National Science Foundation	54	63.0%	37.0%	0.0%	0.0%	0.0%
National Transportation Safety Board	12	58.3%	33.3%	8.3%	0.0%	0.0%
Nuclear Regulatory Commission	120	70.0%	30.0%	0.0%	0.0%	0.0%
Office of Management and Budget	26	30.8%	42.3%	26.9%	0.0%	0.0%
Office of Personnel Management	47	44.7%	46.8%	8.5%	0.0%	0.0%
Small Business Administration	30	66.7%	30.0%	3.3%	0.0%	0.0%
Social Security Administration	128	71.9%	25.0%	1.6%	1.6%	0.0%
U.S. Agency for International Development	21	57.1%	38.1%	0.0%	4.8%	0.0%
SES wide	4946	58.3%	37.1%	2.6%	1.6%	0.3%

Q12 My organization has provided workplace accommodations to employees with disabilities.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	63.6%	36.4%	0.0%	0.0%	0.0%
Department of Agriculture	239	61.1%	35.1%	3.3%	0.4%	0.0%
Department of Commerce	241	56.4%	38.6%	4.6%	0.4%	0.0%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	262	48.9%	43.1%	6.5%	1.1%	0.4%
Department of Education	60	61.7%	33.3%	3.3%	1.7%	0.0%
Department of Energy	286	52.1%	42.3%	5.6%	0.0%	0.0%
Department of Health and Human Services	251	62.5%	35.1%	2.4%	0.0%	0.0%
Department of Homeland Security	333	54.4%	39.3%	4.8%	1.2%	0.3%
Department of Housing and Urban Development	60	51.7%	40.0%	6.7%	1.7%	0.0%
Department of Justice	413	56.9%	37.0%	5.8%	0.0%	0.2%
Department of Labor	113	61.1%	34.5%	3.5%	0.9%	0.0%
Department of State	100	45.0%	48.0%	5.0%	2.0%	0.0%
Department of the Air Force	120	50.0%	45.8%	3.3%	0.8%	0.0%
Department of the Army	149	58.4%	35.6%	3.4%	1.3%	1.3%
Department of the Interior	170	49.4%	47.6%	2.4%	0.0%	0.6%
Department of the Navy	188	54.3%	38.8%	5.3%	1.1%	0.5%
Department of the Treasury	333	63.4%	33.3%	3.0%	0.3%	0.0%
Department of Transportation	158	70.9%	27.8%	1.3%	0.0%	0.0%
Department of Veterans Affairs	216	71.3%	26.4%	0.9%	0.0%	1.4%
Environmental Protection Agency	187	59.9%	36.9%	2.7%	0.5%	0.0%
Equal Employment Opportunity Commission	21	76.2%	23.8%	0.0%	0.0%	0.0%
Federal Communications Commission	19	47.4%	47.4%	5.3%	0.0%	0.0%
Federal Labor Relations Authority	11	45.5%	36.4%	9.1%	0.0%	9.1%
Federal Trade Commission	31	48.4%	45.2%	6.5%	0.0%	0.0%
General Services Administration	75	65.3%	28.0%	5.3%	1.3%	0.0%
Merit Systems Protection Board	12	58.3%	33.3%	8.3%	0.0%	0.0%
National Aeronautics and Space Administration	297	71.0%	25.6%	2.7%	0.7%	0.0%
National Archives and Records Administration	13	46.2%	53.8%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	31.3%	56.3%	12.5%	0.0%	0.0%
National Labor Relations Board	38	65.8%	34.2%	0.0%	0.0%	0.0%
National Science Foundation	54	66.7%	33.3%	0.0%	0.0%	0.0%
National Transportation Safety Board	12	75.0%	25.0%	0.0%	0.0%	0.0%
Nuclear Regulatory Commission	119	73.1%	25.2%	1.7%	0.0%	0.0%
Office of Management and Budget	26	34.6%	46.2%	19.2%	0.0%	0.0%
Office of Personnel Management	47	57.4%	42.6%	0.0%	0.0%	0.0%
Small Business Administration	30	63.3%	30.0%	6.7%	0.0%	0.0%
Social Security Administration	128	75.8%	22.7%	0.8%	0.8%	0.0%
U.S. Agency for International Development	21	52.4%	33.3%	14.3%	0.0%	0.0%
SES wide	4944	59.2%	36.0%	3.9%	0.5%	0.2%

Q13 My organization demonstrates support to balance work and other life issues.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	27.3%	63.6%	9.1%	0.0%	0.0%
Department of Agriculture	238	23.5%	48.7%	15.1%	9.2%	3.4%
Department of Commerce	241	25.7%	42.3%	15.4%	14.1%	2.5%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	264	18.2%	42.8%	15.9%	16.7%	6.4%
Department of Education	60	30.0%	45.0%	13.3%	8.3%	3.3%
Department of Energy	286	23.8%	56.6%	11.9%	6.3%	1.4%
Department of Health and Human Services	252	26.2%	44.8%	15.9%	8.7%	4.4%
Department of Homeland Security	334	17.4%	47.0%	18.0%	12.6%	5.1%
Department of Housing and Urban Development	61	21.3%	37.7%	26.2%	9.8%	4.9%
Department of Justice	414	23.7%	51.2%	12.6%	11.1%	1.4%
Department of Labor	113	25.7%	47.8%	8.0%	14.2%	4.4%
Department of State	100	20.0%	52.0%	13.0%	13.0%	2.0%
Department of the Air Force	120	18.3%	47.5%	15.0%	14.2%	5.0%
Department of the Army	149	20.1%	51.7%	12.1%	13.4%	2.7%
Department of the Interior	170	25.3%	47.1%	14.7%	9.4%	3.5%
Department of the Navy	189	16.4%	51.3%	23.3%	7.4%	1.6%
Department of the Treasury	334	27.8%	47.3%	12.9%	9.0%	3.0%
Department of Transportation	158	29.1%	48.1%	10.8%	7.0%	5.1%
Department of Veterans Affairs	216	17.6%	36.1%	19.0%	19.0%	8.3%
Environmental Protection Agency	187	29.4%	48.7%	13.4%	5.9%	2.7%
Equal Employment Opportunity Commission	21	23.8%	61.9%	4.8%	9.5%	0.0%
Federal Communications Commission	19	47.4%	42.1%	5.3%	5.3%	0.0%
Federal Labor Relations Authority	11	45.5%	45.5%	9.1%	0.0%	0.0%
Federal Trade Commission	31	35.5%	51.6%	12.9%	0.0%	0.0%
General Services Administration	74	48.6%	39.2%	9.5%	2.7%	0.0%
Merit Systems Protection Board	12	66.7%	33.3%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	297	35.4%	45.5%	11.1%	6.7%	1.3%
National Archives and Records Administration	13	46.2%	53.8%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	25.0%	56.3%	18.8%	0.0%	0.0%
National Labor Relations Board	38	42.1%	47.4%	7.9%	2.6%	0.0%
National Science Foundation	54	24.1%	44.4%	18.5%	11.1%	1.9%
National Transportation Safety Board	12	33.3%	41.7%	16.7%	8.3%	0.0%
Nuclear Regulatory Commission	118	60.2%	36.4%	3.4%	0.0%	0.0%
Office of Management and Budget	26	3.8%	23.1%	15.4%	38.5%	19.2%
Office of Personnel Management	47	57.4%	34.0%	6.4%	2.1%	0.0%
Small Business Administration	29	24.1%	41.4%	6.9%	27.6%	0.0%
Social Security Administration	128	23.4%	54.7%	11.7%	7.0%	3.1%
U.S. Agency for International Development	21	19.0%	19.0%	19.0%	28.6%	14.3%
SES wide	4948	26.1%	46.8%	13.8%	10.1%	3.2%

Q14 My organization values the unique contribution of all employees.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	9.1%	63.6%	18.2%	9.1%	0.0%
Department of Agriculture	237	22.8%	54.0%	12.2%	8.4%	2.5%
Department of Commerce	241	24.5%	51.0%	15.8%	7.5%	1.2%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	264	18.9%	53.8%	13.3%	10.6%	3.4%
Department of Education	60	21.7%	53.3%	13.3%	10.0%	1.7%
Department of Energy	285	18.6%	57.9%	12.6%	9.8%	1.1%
Department of Health and Human Services	253	25.7%	51.4%	12.3%	6.7%	4.0%
Department of Homeland Security	334	20.1%	55.7%	12.3%	10.2%	1.8%
Department of Housing and Urban Development	61	11.5%	41.0%	29.5%	13.1%	4.9%
Department of Justice	413	31.0%	49.4%	10.9%	7.0%	1.7%
Department of Labor	113	21.2%	53.1%	9.7%	9.7%	6.2%
Department of State	99	23.2%	50.5%	12.1%	9.1%	5.1%
Department of the Air Force	120	36.7%	54.2%	8.3%	0.8%	0.0%
Department of the Army	149	33.6%	56.4%	6.7%	3.4%	0.0%
Department of the Interior	169	30.2%	40.2%	12.4%	14.2%	3.0%
Department of the Navy	189	37.6%	50.8%	9.0%	2.1%	0.5%
Department of the Treasury	332	27.1%	53.9%	12.0%	5.4%	1.5%
Department of Transportation	158	31.0%	49.4%	10.8%	5.1%	3.8%
Department of Veterans Affairs	216	30.1%	44.9%	14.4%	6.0%	4.6%
Environmental Protection Agency	187	20.9%	59.9%	12.3%	5.9%	1.1%
Equal Employment Opportunity Commission	21	28.6%	47.6%	9.5%	14.3%	0.0%
Federal Communications Commission	19	15.8%	68.4%	10.5%	5.3%	0.0%
Federal Labor Relations Authority	11	36.4%	45.5%	9.1%	0.0%	9.1%
Federal Trade Commission	31	32.3%	45.2%	9.7%	12.9%	0.0%
General Services Administration	75	45.3%	40.0%	9.3%	5.3%	0.0%
Merit Systems Protection Board	12	83.3%	16.7%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	297	42.4%	43.8%	7.4%	4.4%	2.0%
National Archives and Records Administration	13	46.2%	38.5%	15.4%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	25.0%	50.0%	12.5%	6.3%	6.3%
National Labor Relations Board	38	21.1%	68.4%	5.3%	5.3%	0.0%
National Science Foundation	54	16.7%	46.3%	29.6%	5.6%	1.9%
National Transportation Safety Board	12	41.7%	50.0%	8.3%	0.0%	0.0%
Nuclear Regulatory Commission	120	53.3%	38.3%	6.7%	0.8%	0.8%
Office of Management and Budget	26	19.2%	53.8%	15.4%	11.5%	0.0%
Office of Personnel Management	47	25.5%	53.2%	14.9%	6.4%	0.0%
Small Business Administration	30	30.0%	23.3%	23.3%	20.0%	3.3%
Social Security Administration	128	25.0%	57.0%	10.9%	3.9%	3.1%
U.S. Agency for International Development	21	9.5%	47.6%	19.0%	14.3%	9.5%
SES wide	4946	28.0%	51.0%	11.8%	7.0%	2.2%

Agency	Q15 During your first 30 days as a new SES, how satisfied were you with the training and information you received on key systems and procedures in your organization?					
	Total # of Respondents	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Broadcasting Board of Governors	5	20.0%	0.0%	0.0%	80.0%	0.0%
Department of Agriculture	81	6.2%	38.3%	30.9%	18.5%	6.2%
Department of Commerce	83	6.0%	39.8%	26.5%	16.9%	10.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	102	9.8%	40.2%	20.6%	22.5%	6.9%
Department of Education	20	0.0%	15.0%	45.0%	40.0%	0.0%
Department of Energy	92	5.4%	33.7%	33.7%	18.5%	8.7%
Department of Health and Human Services	90	8.9%	37.8%	33.3%	17.8%	2.2%
Department of Homeland Security	152	11.2%	28.3%	28.9%	21.1%	10.5%
Department of Housing and Urban Development	20	0.0%	40.0%	15.0%	40.0%	5.0%
Department of Justice	171	16.4%	33.9%	22.2%	23.4%	4.1%
Department of Labor	41	12.2%	31.7%	26.8%	26.8%	2.4%
Department of State	38	18.4%	36.8%	34.2%	10.5%	0.0%
Department of the Air Force	51	25.5%	45.1%	17.6%	9.8%	2.0%
Department of the Army	60	16.7%	31.7%	23.3%	23.3%	5.0%
Department of the Interior	63	7.9%	34.9%	27.0%	20.6%	9.5%
Department of the Navy	50	20.0%	50.0%	6.0%	22.0%	2.0%
Department of the Treasury	111	23.4%	31.5%	26.1%	17.1%	1.8%
Department of Transportation	69	8.7%	43.5%	21.7%	20.3%	5.8%
Department of Veterans Affairs	82	22.0%	31.7%	18.3%	20.7%	7.3%
Environmental Protection Agency	48	14.6%	27.1%	35.4%	18.8%	4.2%
Equal Employment Opportunity Commission	7	14.3%	14.3%	57.1%	0.0%	14.3%
Federal Communications Commission	8	25.0%	50.0%	12.5%	12.5%	0.0%
Federal Labor Relations Authority	7	0.0%	14.3%	42.9%	42.9%	0.0%
Federal Trade Commission	9	11.1%	66.7%	0.0%	11.1%	11.1%
General Services Administration	34	17.6%	23.5%	38.2%	17.6%	2.9%
Merit Systems Protection Board	3	33.3%	0.0%	0.0%	66.7%	0.0%
National Aeronautics and Space Administration	80	26.3%	36.3%	23.8%	12.5%	1.3%
National Archives and Records Administration	5	0.0%	40.0%	0.0%	60.0%	0.0%
National Foundation on the Arts and Humanities	6	16.7%	50.0%	33.3%	0.0%	0.0%
National Labor Relations Board	9	33.3%	55.6%	11.1%	0.0%	0.0%
National Science Foundation	16	6.3%	50.0%	25.0%	18.8%	0.0%
National Transportation Safety Board	5	20.0%	20.0%	20.0%	40.0%	0.0%
Nuclear Regulatory Commission	35	37.1%	40.0%	11.4%	8.6%	2.9%
Office of Management and Budget	9	0.0%	55.6%	22.2%	11.1%	11.1%
Office of Personnel Management	17	17.6%	35.3%	23.5%	11.8%	11.8%
Small Business Administration	12	8.3%	33.3%	25.0%	16.7%	16.7%
Social Security Administration	56	32.1%	42.9%	19.6%	5.4%	0.0%
U.S. Agency for International Development	11	18.2%	18.2%	27.3%	18.2%	18.2%
SES wide	1787	14.9%	35.5%	25.1%	19.0%	5.4%

(Note: This question was only seen by those who answered 3 years or less on question #3. All others skipped this question.) Agency	Q16 During your first 30 days as a new SES, how satisfied were you with the support you received from your agency?					
	Total # of Respondents	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Broadcasting Board of Governors	5	40.0%	20.0%	40.0%	0.0%	0.0%
Department of Agriculture	81	14.8%	48.1%	16.0%	18.5%	2.5%
Department of Commerce	83	16.9%	49.4%	19.3%	8.4%	6.0%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	102	21.6%	47.1%	14.7%	12.7%	3.9%
Department of Education	20	10.0%	30.0%	30.0%	30.0%	0.0%
Department of Energy	92	13.0%	39.1%	33.7%	7.6%	6.5%
Department of Health and Human Services	89	20.2%	40.4%	27.0%	11.2%	1.1%
Department of Homeland Security	152	17.8%	36.8%	25.7%	12.5%	7.2%
Department of Housing and Urban Development	20	0.0%	50.0%	25.0%	20.0%	5.0%
Department of Justice	169	25.4%	37.3%	22.5%	11.2%	3.6%
Department of Labor	40	25.0%	37.5%	22.5%	12.5%	2.5%
Department of State	38	21.1%	36.8%	28.9%	7.9%	5.3%
Department of the Air Force	52	32.7%	48.1%	13.5%	5.8%	0.0%
Department of the Army	60	20.0%	43.3%	21.7%	15.0%	0.0%
Department of the Interior	63	17.5%	39.7%	19.0%	19.0%	4.8%
Department of the Navy	50	34.0%	42.0%	6.0%	16.0%	2.0%
Department of the Treasury	111	25.2%	40.5%	18.0%	12.6%	3.6%
Department of Transportation	69	30.4%	47.8%	14.5%	4.3%	2.9%
Department of Veterans Affairs	82	22.0%	32.9%	23.2%	14.6%	7.3%
Environmental Protection Agency	48	25.0%	31.3%	31.3%	8.3%	4.2%
Equal Employment Opportunity Commission	7	14.3%	42.9%	28.6%	14.3%	0.0%
Federal Communications Commission	8	37.5%	62.5%	0.0%	0.0%	0.0%
Federal Labor Relations Authority	7	14.3%	28.6%	14.3%	42.9%	0.0%
Federal Trade Commission	9	44.4%	33.3%	0.0%	11.1%	11.1%
General Services Administration	34	32.4%	32.4%	26.5%	5.9%	2.9%
Merit Systems Protection Board	3	33.3%	66.7%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	81	27.2%	35.8%	27.2%	8.6%	1.2%
National Archives and Records Administration	5	20.0%	20.0%	40.0%	20.0%	0.0%
National Foundation on the Arts and Humanities	6	0.0%	66.7%	16.7%	16.7%	0.0%
National Labor Relations Board	9	44.4%	55.6%	0.0%	0.0%	0.0%
National Science Foundation	16	12.5%	43.8%	37.5%	6.3%	0.0%
National Transportation Safety Board	5	40.0%	20.0%	0.0%	40.0%	0.0%
Nuclear Regulatory Commission	35	42.9%	40.0%	8.6%	5.7%	2.9%
Office of Management and Budget	9	0.0%	55.6%	22.2%	11.1%	11.1%
Office of Personnel Management	17	17.6%	41.2%	23.5%	11.8%	5.9%
Small Business Administration	12	16.7%	41.7%	16.7%	16.7%	8.3%
Social Security Administration	56	37.5%	41.1%	17.9%	3.6%	0.0%
U.S. Agency for International Development	11	18.2%	36.4%	18.2%	18.2%	9.1%
SES wide	1785	22.9%	40.6%	21.2%	11.5%	3.7%

Agency	Q17 Overall, how satisfied were you with your onboarding experience as a new SES?					
	Total # of Respondents	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Broadcasting Board of Governors	5	20.0%	20.0%	0.0%	60.0%	0.0%
Department of Agriculture	81	11.1%	42.0%	24.7%	17.3%	4.9%
Department of Commerce	83	13.3%	43.4%	26.5%	9.6%	7.2%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	102	16.7%	41.2%	19.6%	17.6%	4.9%
Department of Education	20	0.0%	15.0%	45.0%	40.0%	0.0%
Department of Energy	92	8.7%	34.8%	34.8%	12.0%	9.8%
Department of Health and Human Services	90	15.6%	37.8%	28.9%	16.7%	1.1%
Department of Homeland Security	152	12.5%	38.8%	25.0%	15.1%	8.6%
Department of Housing and Urban Development	20	0.0%	45.0%	25.0%	30.0%	0.0%
Department of Justice	171	19.3%	36.8%	22.2%	17.0%	4.7%
Department of Labor	41	14.6%	48.8%	22.0%	12.2%	2.4%
Department of State	38	21.1%	42.1%	21.1%	10.5%	5.3%
Department of the Air Force	51	25.5%	49.0%	11.8%	13.7%	0.0%
Department of the Army	60	8.3%	33.3%	20.0%	31.7%	6.7%
Department of the Interior	63	15.9%	38.1%	12.7%	22.2%	11.1%
Department of the Navy	50	28.0%	44.0%	8.0%	16.0%	4.0%
Department of the Treasury	111	17.1%	37.8%	24.3%	15.3%	5.4%
Department of Transportation	69	18.8%	52.2%	18.8%	7.2%	2.9%
Department of Veterans Affairs	82	19.5%	29.3%	19.5%	22.0%	9.8%
Environmental Protection Agency	48	20.8%	33.3%	29.2%	12.5%	4.2%
Equal Employment Opportunity Commission	7	14.3%	42.9%	28.6%	14.3%	0.0%
Federal Communications Commission	8	37.5%	62.5%	0.0%	0.0%	0.0%
Federal Labor Relations Authority	7	0.0%	28.6%	14.3%	57.1%	0.0%
Federal Trade Commission	9	33.3%	44.4%	0.0%	22.2%	0.0%
General Services Administration	34	17.6%	29.4%	38.2%	8.8%	5.9%
Merit Systems Protection Board	3	33.3%	0.0%	33.3%	33.3%	0.0%
National Aeronautics and Space Administration	81	32.1%	30.9%	25.9%	9.9%	1.2%
National Archives and Records Administration	5	0.0%	40.0%	40.0%	20.0%	0.0%
National Foundation on the Arts and Humanities	6	16.7%	50.0%	33.3%	0.0%	0.0%
National Labor Relations Board	9	44.4%	55.6%	0.0%	0.0%	0.0%
National Science Foundation	16	12.5%	43.8%	31.3%	12.5%	0.0%
National Transportation Safety Board	5	20.0%	40.0%	0.0%	40.0%	0.0%
Nuclear Regulatory Commission	35	42.9%	37.1%	8.6%	8.6%	2.9%
Office of Management and Budget	9	0.0%	55.6%	22.2%	11.1%	11.1%
Office of Personnel Management	17	17.6%	29.4%	35.3%	11.8%	5.9%
Small Business Administration	12	8.3%	41.7%	25.0%	16.7%	8.3%
Social Security Administration	56	23.2%	57.1%	16.1%	3.6%	0.0%
U.S. Agency for International Development	11	27.3%	18.2%	27.3%	9.1%	18.2%
SES wide	1788	17.6%	39.0%	22.8%	15.3%	5.2%

Q18 In my organization, there are sufficient funds available for my job-related development to maintain up-to-date skills.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	9.1%	36.4%	27.3%	27.3%	0.0%
Department of Agriculture	238	12.6%	37.8%	18.1%	19.7%	11.8%
Department of Commerce	241	10.8%	34.4%	23.2%	22.4%	9.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	264	18.6%	41.7%	20.1%	16.7%	3.0%
Department of Education	60	5.0%	43.3%	28.3%	18.3%	5.0%
Department of Energy	286	11.2%	43.4%	21.3%	20.6%	3.5%
Department of Health and Human Services	253	13.0%	43.5%	21.3%	18.6%	3.6%
Department of Homeland Security	334	15.0%	49.1%	15.0%	17.4%	3.6%
Department of Housing and Urban Development	61	11.5%	36.1%	16.4%	26.2%	9.8%
Department of Justice	413	8.0%	39.0%	18.9%	26.2%	8.0%
Department of Labor	113	4.4%	23.0%	20.4%	35.4%	16.8%
Department of State	99	13.1%	44.4%	17.2%	18.2%	7.1%
Department of the Air Force	120	20.8%	49.2%	13.3%	10.8%	5.8%
Department of the Army	149	22.8%	55.0%	14.1%	7.4%	0.7%
Department of the Interior	170	12.9%	43.5%	14.1%	24.7%	4.7%
Department of the Navy	189	20.6%	51.3%	16.4%	9.5%	2.1%
Department of the Treasury	334	12.6%	36.8%	13.5%	27.2%	9.9%
Department of Transportation	158	14.6%	43.0%	17.7%	20.3%	4.4%
Department of Veterans Affairs	216	27.8%	52.8%	12.0%	5.6%	1.9%
Environmental Protection Agency	187	12.3%	43.9%	13.9%	26.2%	3.7%
Equal Employment Opportunity Commission	21	4.8%	28.6%	4.8%	42.9%	19.0%
Federal Communications Commission	19	5.3%	47.4%	26.3%	10.5%	10.5%
Federal Labor Relations Authority	11	0.0%	9.1%	0.0%	27.3%	63.6%
Federal Trade Commission	31	12.9%	41.9%	22.6%	16.1%	6.5%
General Services Administration	74	20.3%	44.6%	21.6%	13.5%	0.0%
Merit Systems Protection Board	12	16.7%	25.0%	25.0%	25.0%	8.3%
National Aeronautics and Space Administration	297	11.4%	41.8%	19.5%	21.2%	6.1%
National Archives and Records Administration	13	23.1%	46.2%	15.4%	15.4%	0.0%
National Foundation on the Arts and Humanities	16	12.5%	37.5%	18.8%	25.0%	6.3%
National Labor Relations Board	38	2.6%	47.4%	18.4%	28.9%	2.6%
National Science Foundation	54	13.0%	53.7%	7.4%	24.1%	1.9%
National Transportation Safety Board	12	25.0%	41.7%	16.7%	8.3%	8.3%
Nuclear Regulatory Commission	120	30.0%	47.5%	15.8%	6.7%	0.0%
Office of Management and Budget	26	3.8%	38.5%	19.2%	34.6%	3.8%
Office of Personnel Management	47	4.3%	46.8%	6.4%	27.7%	14.9%
Small Business Administration	30	16.7%	26.7%	26.7%	20.0%	10.0%
Social Security Administration	128	8.6%	39.8%	17.2%	27.3%	7.0%
U.S. Agency for International Development	21	23.8%	42.9%	9.5%	23.8%	0.0%
SES wide	4950	14.2%	42.5%	17.3%	20.1%	5.9%

Agency	Q19 My developmental needs are assessed.					
	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	0.0%	18.2%	54.5%	18.2%	9.1%
Department of Agriculture	237	7.6%	44.3%	20.3%	20.7%	7.2%
Department of Commerce	239	6.7%	36.0%	31.0%	22.2%	4.2%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	263	8.4%	38.0%	22.8%	24.3%	6.5%
Department of Education	60	5.0%	43.3%	30.0%	13.3%	8.3%
Department of Energy	285	4.9%	35.4%	30.9%	20.7%	8.1%
Department of Health and Human Services	252	6.7%	36.9%	27.8%	23.8%	4.8%
Department of Homeland Security	329	6.7%	31.6%	27.7%	27.1%	7.0%
Department of Housing and Urban Development	60	6.7%	25.0%	23.3%	23.3%	21.7%
Department of Justice	403	8.7%	32.3%	25.8%	25.8%	7.4%
Department of Labor	112	3.6%	33.9%	26.8%	25.9%	9.8%
Department of State	100	5.0%	24.0%	33.0%	27.0%	11.0%
Department of the Air Force	119	21.0%	47.1%	15.1%	11.8%	5.0%
Department of the Army	149	13.4%	44.3%	26.2%	12.1%	4.0%
Department of the Interior	170	11.8%	31.2%	24.7%	25.9%	6.5%
Department of the Navy	189	13.8%	50.3%	20.6%	12.7%	2.6%
Department of the Treasury	332	12.0%	40.4%	21.7%	19.0%	6.9%
Department of Transportation	154	9.7%	35.1%	24.0%	24.7%	6.5%
Department of Veterans Affairs	214	20.6%	49.5%	12.1%	14.5%	3.3%
Environmental Protection Agency	185	3.2%	29.7%	31.9%	26.5%	8.6%
Equal Employment Opportunity Commission	20	10.0%	35.0%	20.0%	20.0%	15.0%
Federal Communications Commission	18	0.0%	27.8%	50.0%	16.7%	5.6%
Federal Labor Relations Authority	11	9.1%	9.1%	27.3%	27.3%	27.3%
Federal Trade Commission	31	9.7%	25.8%	29.0%	29.0%	6.5%
General Services Administration	75	13.3%	41.3%	24.0%	16.0%	5.3%
Merit Systems Protection Board	12	25.0%	25.0%	25.0%	16.7%	8.3%
National Aeronautics and Space Administration	295	12.9%	40.7%	25.1%	18.3%	3.1%
National Archives and Records Administration	13	30.8%	46.2%	23.1%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	6.3%	18.8%	25.0%	31.3%	18.8%
National Labor Relations Board	36	2.8%	61.1%	22.2%	11.1%	2.8%
National Science Foundation	54	5.6%	37.0%	27.8%	22.2%	7.4%
National Transportation Safety Board	12	33.3%	8.3%	16.7%	33.3%	8.3%
Nuclear Regulatory Commission	120	22.5%	55.8%	11.7%	7.5%	2.5%
Office of Management and Budget	25	0.0%	24.0%	32.0%	40.0%	4.0%
Office of Personnel Management	47	0.0%	25.5%	34.0%	23.4%	17.0%
Small Business Administration	30	16.7%	26.7%	16.7%	30.0%	10.0%
Social Security Administration	124	8.9%	45.2%	29.0%	14.5%	2.4%
U.S. Agency for International Development	21	4.8%	19.0%	28.6%	28.6%	19.0%
SES wide	4905	9.7%	37.8%	24.9%	21.2%	6.4%

Agency	Q20 My developmental needs are met.		
	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	45.5%	54.5%
Department of Agriculture	236	71.6%	28.4%
Department of Commerce	238	69.3%	30.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	262	68.3%	31.7%
Department of Education	58	70.7%	29.3%
Department of Energy	282	69.5%	30.5%
Department of Health and Human Services	251	68.1%	31.9%
Department of Homeland Security	330	65.8%	34.2%
Department of Housing and Urban Development	58	51.7%	48.3%
Department of Justice	405	62.5%	37.5%
Department of Labor	109	52.3%	47.7%
Department of State	100	65.0%	35.0%
Department of the Air Force	119	73.9%	26.1%
Department of the Army	148	82.4%	17.6%
Department of the Interior	169	69.8%	30.2%
Department of the Navy	188	81.4%	18.6%
Department of the Treasury	328	66.5%	33.5%
Department of Transportation	152	70.4%	29.6%
Department of Veterans Affairs	216	81.5%	18.5%
Environmental Protection Agency	186	65.1%	34.9%
Equal Employment Opportunity Commission	21	52.4%	47.6%
Federal Communications Commission	19	63.2%	36.8%
Federal Labor Relations Authority	11	27.3%	72.7%
Federal Trade Commission	29	62.1%	37.9%
General Services Administration	74	79.7%	20.3%
Merit Systems Protection Board	12	58.3%	41.7%
National Aeronautics and Space Administration	296	76.0%	24.0%
National Archives and Records Administration	13	92.3%	7.7%
National Foundation on the Arts and Humanities	16	68.8%	31.3%
National Labor Relations Board	38	84.2%	15.8%
National Science Foundation	53	69.8%	30.2%
National Transportation Safety Board	12	66.7%	33.3%
Nuclear Regulatory Commission	119	90.8%	9.2%
Office of Management and Budget	26	57.7%	42.3%
Office of Personnel Management	47	53.2%	46.8%
Small Business Administration	30	60.0%	40.0%
Social Security Administration	127	78.0%	22.0%
U.S. Agency for International Development	21	57.1%	42.9%
SES wide	4893	69.9%	30.1%

Agency	Q21a My developmental needs are not being met because of...lack of funding					
	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	6	16.7%	50.0%	0.0%	33.3%	0.0%
Department of Agriculture	66	47.0%	40.9%	7.6%	3.0%	1.5%
Department of Commerce	73	41.1%	31.5%	12.3%	12.3%	2.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	79	16.5%	31.6%	12.7%	34.2%	5.1%
Department of Education	17	29.4%	29.4%	29.4%	5.9%	5.9%
Department of Energy	83	32.5%	26.5%	25.3%	13.3%	2.4%
Department of Health and Human Services	78	23.1%	34.6%	17.9%	21.8%	2.6%
Department of Homeland Security	112	20.5%	32.1%	18.8%	24.1%	4.5%
Department of Housing and Urban Development	27	37.0%	44.4%	3.7%	14.8%	0.0%
Department of Justice	150	38.7%	34.0%	16.7%	9.3%	1.3%
Department of Labor	52	51.9%	28.8%	9.6%	7.7%	1.9%
Department of State	34	20.6%	23.5%	32.4%	14.7%	8.8%
Department of the Air Force	30	16.7%	40.0%	13.3%	26.7%	3.3%
Department of the Army	24	8.3%	25.0%	33.3%	25.0%	8.3%
Department of the Interior	49	36.7%	32.7%	20.4%	6.1%	4.1%
Department of the Navy	34	23.5%	17.6%	35.3%	20.6%	2.9%
Department of the Treasury	109	44.0%	37.6%	8.3%	9.2%	0.9%
Department of Transportation	44	18.2%	22.7%	25.0%	31.8%	2.3%
Department of Veterans Affairs	40	10.0%	32.5%	15.0%	32.5%	10.0%
Environmental Protection Agency	64	34.4%	34.4%	15.6%	10.9%	4.7%
Equal Employment Opportunity Commission	10	50.0%	20.0%	20.0%	10.0%	0.0%
Federal Communications Commission	7	71.4%	14.3%	0.0%	14.3%	0.0%
Federal Labor Relations Authority	8	75.0%	25.0%	0.0%	0.0%	0.0%
Federal Trade Commission	11	45.5%	18.2%	36.4%	0.0%	0.0%
General Services Administration	15	13.3%	40.0%	0.0%	26.7%	20.0%
Merit Systems Protection Board	5	20.0%	80.0%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	71	49.3%	35.2%	5.6%	8.5%	1.4%
National Archives and Records Administration	1	0.0%	100.0%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	5	80.0%	20.0%	0.0%	0.0%	0.0%
National Labor Relations Board	6	33.3%	50.0%	16.7%	0.0%	0.0%
National Science Foundation	16	31.3%	37.5%	12.5%	18.8%	0.0%
National Transportation Safety Board	4	25.0%	25.0%	0.0%	50.0%	0.0%
Nuclear Regulatory Commission	10	50.0%	0.0%	20.0%	30.0%	0.0%
Office of Management and Budget	11	45.5%	36.4%	18.2%	0.0%	0.0%
Office of Personnel Management	22	27.3%	40.9%	18.2%	13.6%	0.0%
Small Business Administration	12	33.3%	8.3%	33.3%	16.7%	8.3%
Social Security Administration	28	57.1%	35.7%	3.6%	3.6%	0.0%
U.S. Agency for International Development	9	11.1%	22.2%	33.3%	33.3%	0.0%
SES wide	1446	33.1%	32.8%	15.7%	15.4%	3.0%

Q21b My developmental needs are not being met because of...inability to take time away from the job						
(Note: This question was only seen by those who answered "no" on question #20. All others skipped this question.)						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	6	33.3%	33.3%	16.7%	16.7%	0.0%
Department of Agriculture	66	36.4%	34.8%	7.6%	16.7%	4.5%
Department of Commerce	70	31.4%	42.9%	11.4%	11.4%	2.9%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	81	24.7%	61.7%	9.9%	2.5%	1.2%
Department of Education	17	11.8%	47.1%	29.4%	11.8%	0.0%
Department of Energy	83	27.7%	43.4%	15.7%	10.8%	2.4%
Department of Health and Human Services	77	32.5%	39.0%	9.1%	16.9%	2.6%
Department of Homeland Security	111	35.1%	42.3%	7.2%	11.7%	3.6%
Department of Housing and Urban Development	26	30.8%	34.6%	11.5%	19.2%	3.8%
Department of Justice	146	22.6%	32.2%	21.9%	19.2%	4.1%
Department of Labor	50	34.0%	32.0%	18.0%	16.0%	0.0%
Department of State	32	28.1%	46.9%	9.4%	12.5%	3.1%
Department of the Air Force	30	16.7%	60.0%	6.7%	13.3%	3.3%
Department of the Army	26	34.6%	50.0%	11.5%	3.8%	0.0%
Department of the Interior	49	38.8%	36.7%	10.2%	14.3%	0.0%
Department of the Navy	35	22.9%	57.1%	5.7%	11.4%	2.9%
Department of the Treasury	107	27.1%	38.3%	12.1%	21.5%	0.9%
Department of Transportation	40	35.0%	42.5%	10.0%	12.5%	0.0%
Department of Veterans Affairs	37	27.0%	59.5%	8.1%	2.7%	2.7%
Environmental Protection Agency	64	28.1%	50.0%	9.4%	12.5%	0.0%
Equal Employment Opportunity Commission	10	0.0%	20.0%	30.0%	50.0%	0.0%
Federal Communications Commission	7	0.0%	14.3%	71.4%	14.3%	0.0%
Federal Labor Relations Authority	7	28.6%	71.4%	0.0%	0.0%	0.0%
Federal Trade Commission	11	18.2%	45.5%	36.4%	0.0%	0.0%
General Services Administration	15	33.3%	33.3%	13.3%	13.3%	6.7%
Merit Systems Protection Board	5	0.0%	20.0%	80.0%	0.0%	0.0%
National Aeronautics and Space Administration	69	17.4%	39.1%	14.5%	24.6%	4.3%
National Archives and Records Administration	1	0.0%	100.0%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	5	40.0%	60.0%	0.0%	0.0%	0.0%
National Labor Relations Board	6	16.7%	50.0%	16.7%	16.7%	0.0%
National Science Foundation	16	56.3%	43.8%	0.0%	0.0%	0.0%
National Transportation Safety Board	4	0.0%	75.0%	25.0%	0.0%	0.0%
Nuclear Regulatory Commission	11	9.1%	54.5%	18.2%	18.2%	0.0%
Office of Management and Budget	11	63.6%	36.4%	0.0%	0.0%	0.0%
Office of Personnel Management	20	5.0%	50.0%	10.0%	30.0%	5.0%
Small Business Administration	12	16.7%	50.0%	8.3%	16.7%	8.3%
Social Security Administration	27	14.8%	33.3%	14.8%	29.6%	7.4%
U.S. Agency for International Development	9	22.2%	33.3%	22.2%	22.2%	0.0%
SES wide	1422	27.8%	42.5%	12.8%	14.5%	2.4%

Agency	Q21c My developmental needs are not being met because of...lack of support from superiors					
	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	6	0.0%	16.7%	33.3%	50.0%	0.0%
Department of Agriculture	65	23.1%	21.5%	30.8%	15.4%	9.2%
Department of Commerce	73	11.0%	28.8%	32.9%	21.9%	5.5%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	82	17.1%	43.9%	14.6%	19.5%	4.9%
Department of Education	14	21.4%	7.1%	28.6%	28.6%	14.3%
Department of Energy	86	17.4%	32.6%	34.9%	11.6%	3.5%
Department of Health and Human Services	76	14.5%	30.3%	25.0%	25.0%	5.3%
Department of Homeland Security	113	16.8%	33.6%	20.4%	24.8%	4.4%
Department of Housing and Urban Development	28	25.0%	21.4%	28.6%	17.9%	7.1%
Department of Justice	150	15.3%	30.0%	29.3%	20.7%	4.7%
Department of Labor	51	35.3%	7.8%	33.3%	15.7%	7.8%
Department of State	33	21.2%	33.3%	33.3%	12.1%	0.0%
Department of the Air Force	31	9.7%	22.6%	38.7%	25.8%	3.2%
Department of the Army	25	16.0%	28.0%	36.0%	16.0%	4.0%
Department of the Interior	50	20.0%	26.0%	36.0%	16.0%	2.0%
Department of the Navy	35	17.1%	25.7%	34.3%	22.9%	0.0%
Department of the Treasury	109	18.3%	22.9%	34.9%	17.4%	6.4%
Department of Transportation	45	20.0%	33.3%	31.1%	6.7%	8.9%
Department of Veterans Affairs	37	13.5%	45.9%	21.6%	16.2%	2.7%
Environmental Protection Agency	63	14.3%	34.9%	28.6%	15.9%	6.3%
Equal Employment Opportunity Commission	10	30.0%	30.0%	20.0%	20.0%	0.0%
Federal Communications Commission	7	14.3%	0.0%	71.4%	14.3%	0.0%
Federal Labor Relations Authority	7	14.3%	14.3%	0.0%	28.6%	42.9%
Federal Trade Commission	10	30.0%	40.0%	20.0%	10.0%	0.0%
General Services Administration	15	13.3%	33.3%	40.0%	13.3%	0.0%
Merit Systems Protection Board	5	0.0%	20.0%	40.0%	20.0%	20.0%
National Aeronautics and Space Administration	70	12.9%	24.3%	22.9%	34.3%	5.7%
National Archives and Records Administration	1	0.0%	100.0%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	5	20.0%	0.0%	20.0%	60.0%	0.0%
National Labor Relations Board	6	16.7%	50.0%	0.0%	33.3%	0.0%
National Science Foundation	16	25.0%	37.5%	25.0%	12.5%	0.0%
National Transportation Safety Board	4	0.0%	75.0%	0.0%	25.0%	0.0%
Nuclear Regulatory Commission	11	18.2%	27.3%	36.4%	9.1%	9.1%
Office of Management and Budget	11	18.2%	27.3%	45.5%	9.1%	0.0%
Office of Personnel Management	22	13.6%	31.8%	22.7%	27.3%	4.5%
Small Business Administration	12	25.0%	25.0%	41.7%	8.3%	0.0%
Social Security Administration	28	3.6%	17.9%	25.0%	46.4%	7.1%
U.S. Agency for International Development	9	33.3%	44.4%	22.2%	0.0%	0.0%
SES wide	1444	17.1%	29.3%	28.6%	19.9%	5.1%

Agency	Q21d My developmental needs are not being met because of...appropriate training not offered					
	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	6	16.7%	16.7%	50.0%	16.7%	0.0%
Department of Agriculture	66	12.1%	24.2%	36.4%	18.2%	9.1%
Department of Commerce	72	11.1%	29.2%	29.2%	26.4%	4.2%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	80	6.3%	31.3%	30.0%	30.0%	2.5%
Department of Education	17	5.9%	47.1%	29.4%	17.6%	0.0%
Department of Energy	83	6.0%	33.7%	27.7%	26.5%	6.0%
Department of Health and Human Services	76	7.9%	46.1%	26.3%	17.1%	2.6%
Department of Homeland Security	111	12.6%	25.2%	28.8%	28.8%	4.5%
Department of Housing and Urban Development	25	20.0%	40.0%	24.0%	16.0%	0.0%
Department of Justice	147	17.0%	35.4%	26.5%	18.4%	2.7%
Department of Labor	52	23.1%	26.9%	26.9%	17.3%	5.8%
Department of State	32	9.4%	34.4%	37.5%	15.6%	3.1%
Department of the Air Force	31	22.6%	41.9%	9.7%	25.8%	0.0%
Department of the Army	25	8.0%	36.0%	20.0%	36.0%	0.0%
Department of the Interior	47	8.5%	17.0%	29.8%	40.4%	4.3%
Department of the Navy	34	5.9%	17.6%	50.0%	26.5%	0.0%
Department of the Treasury	109	11.9%	27.5%	36.7%	18.3%	5.5%
Department of Transportation	42	14.3%	38.1%	11.9%	26.2%	9.5%
Department of Veterans Affairs	38	10.5%	39.5%	21.1%	26.3%	2.6%
Environmental Protection Agency	64	12.5%	17.2%	26.6%	31.3%	12.5%
Equal Employment Opportunity Commission	10	20.0%	30.0%	30.0%	20.0%	0.0%
Federal Communications Commission	7	28.6%	42.9%	28.6%	0.0%	0.0%
Federal Labor Relations Authority	7	28.6%	14.3%	42.9%	14.3%	0.0%
Federal Trade Commission	11	9.1%	54.5%	9.1%	27.3%	0.0%
General Services Administration	15	6.7%	46.7%	13.3%	26.7%	6.7%
Merit Systems Protection Board	5	0.0%	60.0%	40.0%	0.0%	0.0%
National Aeronautics and Space Administration	66	4.5%	22.7%	24.2%	42.4%	6.1%
National Archives and Records Administration	1	0.0%	100.0%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	5	0.0%	20.0%	60.0%	20.0%	0.0%
National Labor Relations Board	6	16.7%	16.7%	16.7%	33.3%	16.7%
National Science Foundation	16	12.5%	25.0%	31.3%	31.3%	0.0%
National Transportation Safety Board	4	0.0%	50.0%	25.0%	25.0%	0.0%
Nuclear Regulatory Commission	11	0.0%	18.2%	45.5%	36.4%	0.0%
Office of Management and Budget	11	0.0%	45.5%	27.3%	27.3%	0.0%
Office of Personnel Management	22	13.6%	36.4%	9.1%	22.7%	18.2%
Small Business Administration	11	18.2%	45.5%	18.2%	18.2%	0.0%
Social Security Administration	28	3.6%	21.4%	25.0%	46.4%	3.6%
U.S. Agency for International Development	9	11.1%	33.3%	22.2%	22.2%	11.1%
SES wide	1424	11.4%	31.0%	27.9%	25.0%	4.7%

Agency	Q21e My developmental needs are not being met because of...other					
	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	2	0.0%	0.0%	50.0%	50.0%	0.0%
Department of Agriculture	39	0.0%	5.1%	82.1%	5.1%	7.7%
Department of Commerce	36	2.8%	8.3%	77.8%	8.3%	2.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	42	9.5%	16.7%	66.7%	4.8%	2.4%
Department of Education	9	33.3%	0.0%	66.7%	0.0%	0.0%
Department of Energy	56	5.4%	1.8%	82.1%	3.6%	7.1%
Department of Health and Human Services	40	12.5%	12.5%	62.5%	5.0%	7.5%
Department of Homeland Security	58	6.9%	5.2%	72.4%	12.1%	3.4%
Department of Housing and Urban Development	13	0.0%	7.7%	61.5%	15.4%	15.4%
Department of Justice	78	9.0%	9.0%	75.6%	3.8%	2.6%
Department of Labor	25	16.0%	8.0%	68.0%	0.0%	8.0%
Department of State	15	6.7%	6.7%	73.3%	6.7%	6.7%
Department of the Air Force	13	7.7%	23.1%	69.2%	0.0%	0.0%
Department of the Army	16	12.5%	18.8%	68.8%	0.0%	0.0%
Department of the Interior	20	0.0%	10.0%	90.0%	0.0%	0.0%
Department of the Navy	20	20.0%	15.0%	65.0%	0.0%	0.0%
Department of the Treasury	68	2.9%	11.8%	82.4%	2.9%	0.0%
Department of Transportation	25	12.0%	4.0%	64.0%	16.0%	4.0%
Department of Veterans Affairs	19	21.1%	5.3%	68.4%	0.0%	5.3%
Environmental Protection Agency	29	10.3%	10.3%	69.0%	0.0%	10.3%
Equal Employment Opportunity Commission	8	12.5%	12.5%	62.5%	12.5%	0.0%
Federal Communications Commission	4	25.0%	0.0%	75.0%	0.0%	0.0%
Federal Labor Relations Authority	4	0.0%	0.0%	75.0%	25.0%	0.0%
Federal Trade Commission	9	0.0%	22.2%	66.7%	11.1%	0.0%
General Services Administration	10	20.0%	20.0%	60.0%	0.0%	0.0%
Merit Systems Protection Board	2	0.0%	0.0%	100.0%	0.0%	0.0%
National Aeronautics and Space Administration	30	3.3%	10.0%	70.0%	13.3%	3.3%
National Foundation on the Arts and Humanities	2	0.0%	0.0%	100.0%	0.0%	0.0%
National Labor Relations Board	2	0.0%	0.0%	100.0%	0.0%	0.0%
National Science Foundation	7	14.3%	14.3%	71.4%	0.0%	0.0%
National Transportation Safety Board	1	0.0%	0.0%	100.0%	0.0%	0.0%
Nuclear Regulatory Commission	5	0.0%	20.0%	80.0%	0.0%	0.0%
Office of Management and Budget	5	0.0%	0.0%	100.0%	0.0%	0.0%
Office of Personnel Management	9	11.1%	22.2%	44.4%	11.1%	11.1%
Small Business Administration	4	0.0%	25.0%	50.0%	25.0%	0.0%
Social Security Administration	15	13.3%	0.0%	66.7%	13.3%	6.7%
U.S. Agency for International Development	6	33.3%	16.7%	50.0%	0.0%	0.0%
SES wide	756	8.2%	9.3%	73.1%	5.6%	3.8%

Q22 I take advantage of the developmental opportunities that are available to me.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	9.1%	63.6%	18.2%	9.1%	0.0%
Department of Agriculture	238	19.7%	61.8%	14.3%	3.4%	0.8%
Department of Commerce	237	17.3%	54.9%	18.6%	7.6%	1.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	260	11.9%	57.3%	17.3%	13.5%	0.0%
Department of Education	59	10.2%	67.8%	18.6%	3.4%	0.0%
Department of Energy	280	11.4%	55.4%	24.3%	8.2%	0.7%
Department of Health and Human Services	248	15.7%	60.1%	16.9%	6.9%	0.4%
Department of Homeland Security	328	19.5%	49.7%	20.1%	9.1%	1.5%
Department of Housing and Urban Development	60	23.3%	53.3%	20.0%	3.3%	0.0%
Department of Justice	409	22.0%	58.9%	13.2%	5.9%	0.0%
Department of Labor	111	14.4%	50.5%	25.2%	9.0%	0.9%
Department of State	98	14.3%	51.0%	22.4%	12.2%	0.0%
Department of the Air Force	120	41.7%	50.0%	5.8%	2.5%	0.0%
Department of the Army	146	19.9%	63.0%	12.3%	4.1%	0.7%
Department of the Interior	169	18.9%	59.8%	13.0%	7.7%	0.6%
Department of the Navy	189	20.1%	59.8%	16.4%	3.2%	0.5%
Department of the Treasury	332	20.2%	59.3%	13.3%	6.9%	0.3%
Department of Transportation	154	24.0%	53.2%	14.9%	6.5%	1.3%
Department of Veterans Affairs	215	35.8%	53.0%	6.5%	4.2%	0.5%
Environmental Protection Agency	185	14.1%	58.4%	21.1%	5.9%	0.5%
Equal Employment Opportunity Commission	21	42.9%	28.6%	23.8%	4.8%	0.0%
Federal Communications Commission	17	11.8%	52.9%	23.5%	11.8%	0.0%
Federal Labor Relations Authority	10	30.0%	30.0%	30.0%	10.0%	0.0%
Federal Trade Commission	30	13.3%	43.3%	33.3%	10.0%	0.0%
General Services Administration	73	21.9%	57.5%	13.7%	6.8%	0.0%
Merit Systems Protection Board	12	41.7%	50.0%	8.3%	0.0%	0.0%
National Aeronautics and Space Administration	297	21.2%	57.2%	16.8%	4.7%	0.0%
National Archives and Records Administration	13	30.8%	53.8%	7.7%	7.7%	0.0%
National Foundation on the Arts and Humanities	15	20.0%	40.0%	26.7%	13.3%	0.0%
National Labor Relations Board	38	21.1%	65.8%	5.3%	7.9%	0.0%
National Science Foundation	54	25.9%	57.4%	13.0%	3.7%	0.0%
National Transportation Safety Board	12	16.7%	66.7%	8.3%	8.3%	0.0%
Nuclear Regulatory Commission	119	18.5%	63.9%	13.4%	4.2%	0.0%
Office of Management and Budget	26	3.8%	53.8%	30.8%	3.8%	7.7%
Office of Personnel Management	46	8.7%	58.7%	28.3%	4.3%	0.0%
Small Business Administration	29	27.6%	58.6%	13.8%	0.0%	0.0%
Social Security Administration	128	37.5%	53.1%	7.8%	1.6%	0.0%
U.S. Agency for International Development	21	38.1%	33.3%	19.0%	9.5%	0.0%
SES wide	4893	20.2%	56.5%	16.3%	6.5%	0.5%

Q23 How satisfied are you with the developmental opportunities you receive?						
Agency	Total # of Respondents	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Broadcasting Board of Governors	11	9.1%	18.2%	36.4%	36.4%	0.0%
Department of Agriculture	237	17.7%	44.3%	24.9%	11.0%	2.1%
Department of Commerce	240	14.6%	40.0%	30.0%	14.2%	1.3%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	263	15.2%	46.4%	23.2%	14.4%	0.8%
Department of Education	60	10.0%	50.0%	21.7%	13.3%	5.0%
Department of Energy	285	13.0%	41.8%	35.4%	8.8%	1.1%
Department of Health and Human Services	251	12.4%	49.0%	26.7%	10.8%	1.2%
Department of Homeland Security	334	13.8%	40.7%	30.5%	13.5%	1.5%
Department of Housing and Urban Development	61	9.8%	34.4%	34.4%	18.0%	3.3%
Department of Justice	411	14.6%	44.0%	26.0%	13.9%	1.5%
Department of Labor	112	7.1%	33.9%	35.7%	16.1%	7.1%
Department of State	100	16.0%	31.0%	33.0%	15.0%	5.0%
Department of the Air Force	120	26.7%	48.3%	11.7%	12.5%	0.8%
Department of the Army	149	20.1%	54.4%	18.8%	6.7%	0.0%
Department of the Interior	170	17.6%	44.1%	26.5%	10.6%	1.2%
Department of the Navy	188	28.2%	47.9%	20.7%	2.7%	0.5%
Department of the Treasury	332	13.3%	49.1%	24.4%	11.1%	2.1%
Department of Transportation	157	15.3%	52.2%	19.7%	10.8%	1.9%
Department of Veterans Affairs	216	31.5%	48.1%	13.4%	6.0%	0.9%
Environmental Protection Agency	186	16.1%	45.2%	30.1%	7.5%	1.1%
Equal Employment Opportunity Commission	21	9.5%	33.3%	33.3%	14.3%	9.5%
Federal Communications Commission	19	15.8%	42.1%	31.6%	10.5%	0.0%
Federal Labor Relations Authority	11	9.1%	9.1%	36.4%	36.4%	9.1%
Federal Trade Commission	31	16.1%	35.5%	22.6%	25.8%	0.0%
General Services Administration	73	26.0%	41.1%	24.7%	8.2%	0.0%
Merit Systems Protection Board	12	16.7%	50.0%	25.0%	8.3%	0.0%
National Aeronautics and Space Administration	297	25.9%	47.5%	18.2%	8.4%	0.0%
National Archives and Records Administration	13	38.5%	23.1%	30.8%	7.7%	0.0%
National Foundation on the Arts and Humanities	16	12.5%	25.0%	43.8%	12.5%	6.3%
National Labor Relations Board	38	15.8%	57.9%	15.8%	10.5%	0.0%
National Science Foundation	54	22.2%	46.3%	24.1%	7.4%	0.0%
National Transportation Safety Board	12	16.7%	41.7%	25.0%	16.7%	0.0%
Nuclear Regulatory Commission	120	31.7%	50.8%	14.2%	2.5%	0.8%
Office of Management and Budget	26	0.0%	42.3%	42.3%	15.4%	0.0%
Office of Personnel Management	47	8.5%	44.7%	25.5%	12.8%	8.5%
Small Business Administration	29	17.2%	20.7%	41.4%	13.8%	6.9%
Social Security Administration	128	21.9%	55.5%	14.8%	7.8%	0.0%
U.S. Agency for International Development	21	23.8%	28.6%	28.6%	14.3%	4.8%
SES wide	4935	17.6%	44.8%	25.1%	10.9%	1.6%

Q24a Since becoming a member of the SES, have you...received a 360-type assessment			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	45.5%	54.5%
Department of Agriculture	236	45.3%	54.7%
Department of Commerce	238	47.9%	52.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	262	50.8%	49.2%
Department of Education	60	51.7%	48.3%
Department of Energy	282	51.4%	48.6%
Department of Health and Human Services	250	43.6%	56.4%
Department of Homeland Security	333	35.1%	64.9%
Department of Housing and Urban Development	58	79.3%	20.7%
Department of Justice	410	38.5%	61.5%
Department of Labor	113	82.3%	17.7%
Department of State	100	52.0%	48.0%
Department of the Air Force	120	55.0%	45.0%
Department of the Army	148	53.4%	46.6%
Department of the Interior	169	51.5%	48.5%
Department of the Navy	189	70.9%	29.1%
Department of the Treasury	332	93.7%	6.3%
Department of Transportation	158	53.8%	46.2%
Department of Veterans Affairs	216	93.1%	6.9%
Environmental Protection Agency	187	56.1%	43.9%
Equal Employment Opportunity Commission	21	95.2%	4.8%
Federal Communications Commission	18	27.8%	72.2%
Federal Labor Relations Authority	11	9.1%	90.9%
Federal Trade Commission	31	51.6%	48.4%
General Services Administration	73	32.9%	67.1%
Merit Systems Protection Board	12	41.7%	58.3%
National Aeronautics and Space Administration	296	67.9%	32.1%
National Archives and Records Administration	13	92.3%	7.7%
National Foundation on the Arts and Humanities	16	0.0%	100.0%
National Labor Relations Board	37	54.1%	45.9%
National Science Foundation	52	61.5%	38.5%
National Transportation Safety Board	12	16.7%	83.3%
Nuclear Regulatory Commission	120	80.0%	20.0%
Office of Management and Budget	25	56.0%	44.0%
Office of Personnel Management	47	27.7%	72.3%
Small Business Administration	30	56.7%	43.3%
Social Security Administration	128	58.6%	41.4%
U.S. Agency for International Development	21	66.7%	33.3%
SES wide	4919	56.2%	43.8%

Q24b Since becoming a member of the SES, have you...been on a developmental assignment lasting more than 30 days			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	0.0%	100.0%
Department of Agriculture	236	21.2%	78.8%
Department of Commerce	239	13.4%	86.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	261	9.2%	90.8%
Department of Education	60	13.3%	86.7%
Department of Energy	284	17.3%	82.7%
Department of Health and Human Services	249	14.1%	85.9%
Department of Homeland Security	332	18.1%	81.9%
Department of Housing and Urban Development	61	11.5%	88.5%
Department of Justice	412	10.4%	89.6%
Department of Labor	113	10.6%	89.4%
Department of State	100	8.0%	92.0%
Department of the Air Force	118	8.5%	91.5%
Department of the Army	148	18.2%	81.8%
Department of the Interior	169	17.8%	82.2%
Department of the Navy	189	12.2%	87.8%
Department of the Treasury	331	28.7%	71.3%
Department of Transportation	158	16.5%	83.5%
Department of Veterans Affairs	213	24.9%	75.1%
Environmental Protection Agency	186	25.8%	74.2%
Equal Employment Opportunity Commission	21	4.8%	95.2%
Federal Communications Commission	18	5.6%	94.4%
Federal Labor Relations Authority	11	0.0%	100.0%
Federal Trade Commission	31	3.2%	96.8%
General Services Administration	73	23.3%	76.7%
Merit Systems Protection Board	12	8.3%	91.7%
National Aeronautics and Space Administration	296	22.3%	77.7%
National Archives and Records Administration	13	15.4%	84.6%
National Foundation on the Arts and Humanities	16	0.0%	100.0%
National Labor Relations Board	37	16.2%	83.8%
National Science Foundation	52	21.2%	78.8%
National Transportation Safety Board	12	8.3%	91.7%
Nuclear Regulatory Commission	120	47.5%	52.5%
Office of Management and Budget	25	12.0%	88.0%
Office of Personnel Management	47	12.8%	87.2%
Small Business Administration	30	23.3%	76.7%
Social Security Administration	127	26.0%	74.0%
U.S. Agency for International Development	21	9.5%	90.5%
SES wide	4915	17.5%	82.5%

Q24c Since becoming a member of the SES, have you...had a mentor advising you for developmental purposes			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	9.1%	90.9%
Department of Agriculture	236	28.8%	71.2%
Department of Commerce	238	21.8%	78.2%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	262	24.8%	75.2%
Department of Education	60	15.0%	85.0%
Department of Energy	282	23.4%	76.6%
Department of Health and Human Services	251	28.3%	71.7%
Department of Homeland Security	330	21.8%	78.2%
Department of Housing and Urban Development	60	20.0%	80.0%
Department of Justice	410	22.0%	78.0%
Department of Labor	113	13.3%	86.7%
Department of State	100	19.0%	81.0%
Department of the Air Force	120	43.3%	56.7%
Department of the Army	147	34.7%	65.3%
Department of the Interior	168	21.4%	78.6%
Department of the Navy	188	38.3%	61.7%
Department of the Treasury	331	36.3%	63.7%
Department of Transportation	157	22.9%	77.1%
Department of Veterans Affairs	216	55.1%	44.9%
Environmental Protection Agency	187	32.6%	67.4%
Equal Employment Opportunity Commission	21	19.0%	81.0%
Federal Communications Commission	18	11.1%	88.9%
Federal Labor Relations Authority	11	36.4%	63.6%
Federal Trade Commission	31	9.7%	90.3%
General Services Administration	72	37.5%	62.5%
Merit Systems Protection Board	12	33.3%	66.7%
National Aeronautics and Space Administration	294	35.7%	64.3%
National Archives and Records Administration	13	15.4%	84.6%
National Foundation on the Arts and Humanities	16	25.0%	75.0%
National Labor Relations Board	38	42.1%	57.9%
National Science Foundation	53	28.3%	71.7%
National Transportation Safety Board	12	8.3%	91.7%
Nuclear Regulatory Commission	119	66.4%	33.6%
Office of Management and Budget	25	16.0%	84.0%
Office of Personnel Management	47	14.9%	85.1%
Small Business Administration	30	30.0%	70.0%
Social Security Administration	128	39.8%	60.2%
U.S. Agency for International Development	21	9.5%	90.5%
SES wide	4912	29.3%	70.7%

Q24d Since becoming a member of the SES, have you...received formal executive coaching?			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	0.0%	100.0%
Department of Agriculture	236	33.1%	66.9%
Department of Commerce	238	35.3%	64.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	261	35.2%	64.8%
Department of Education	60	26.7%	73.3%
Department of Energy	281	31.0%	69.0%
Department of Health and Human Services	249	34.5%	65.5%
Department of Homeland Security	332	19.0%	81.0%
Department of Housing and Urban Development	60	20.0%	80.0%
Department of Justice	410	21.0%	79.0%
Department of Labor	113	15.0%	85.0%
Department of State	100	19.0%	81.0%
Department of the Air Force	120	40.8%	59.2%
Department of the Army	148	51.4%	48.6%
Department of the Interior	167	25.7%	74.3%
Department of the Navy	187	47.1%	52.9%
Department of the Treasury	331	46.5%	53.5%
Department of Transportation	157	36.9%	63.1%
Department of Veterans Affairs	214	56.5%	43.5%
Environmental Protection Agency	187	49.2%	50.8%
Equal Employment Opportunity Commission	21	9.5%	90.5%
Federal Communications Commission	18	16.7%	83.3%
Federal Labor Relations Authority	11	36.4%	63.6%
Federal Trade Commission	31	29.0%	71.0%
General Services Administration	74	51.4%	48.6%
Merit Systems Protection Board	12	25.0%	75.0%
National Aeronautics and Space Administration	295	55.9%	44.1%
National Archives and Records Administration	13	23.1%	76.9%
National Foundation on the Arts and Humanities	16	18.8%	81.3%
National Labor Relations Board	37	24.3%	75.7%
National Science Foundation	52	36.5%	63.5%
National Transportation Safety Board	12	8.3%	91.7%
Nuclear Regulatory Commission	119	72.3%	27.7%
Office of Management and Budget	25	36.0%	64.0%
Office of Personnel Management	47	14.9%	85.1%
Small Business Administration	30	46.7%	53.3%
Social Security Administration	126	42.9%	57.1%
U.S. Agency for International Development	21	28.6%	71.4%
SES wide	4906	36.2%	63.8%

Q24e Since becoming a member of the SES, have you...attended a residential executive development program?			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	9.1%	90.9%
Department of Agriculture	236	29.7%	70.3%
Department of Commerce	239	32.2%	67.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	260	36.5%	63.5%
Department of Education	60	28.3%	71.7%
Department of Energy	284	14.8%	85.2%
Department of Health and Human Services	251	28.3%	71.7%
Department of Homeland Security	332	24.7%	75.3%
Department of Housing and Urban Development	60	21.7%	78.3%
Department of Justice	411	26.5%	73.5%
Department of Labor	113	14.2%	85.8%
Department of State	100	40.0%	60.0%
Department of the Air Force	120	63.3%	36.7%
Department of the Army	148	58.1%	41.9%
Department of the Interior	168	23.8%	76.2%
Department of the Navy	188	52.7%	47.3%
Department of the Treasury	331	37.8%	62.2%
Department of Transportation	157	28.0%	72.0%
Department of Veterans Affairs	216	34.7%	65.3%
Environmental Protection Agency	187	26.2%	73.8%
Equal Employment Opportunity Commission	21	61.9%	38.1%
Federal Communications Commission	18	16.7%	83.3%
Federal Labor Relations Authority	11	18.2%	81.8%
Federal Trade Commission	31	19.4%	80.6%
General Services Administration	72	12.5%	87.5%
Merit Systems Protection Board	12	75.0%	25.0%
National Aeronautics and Space Administration	295	37.6%	62.4%
National Archives and Records Administration	13	15.4%	84.6%
National Foundation on the Arts and Humanities	16	6.3%	93.8%
National Labor Relations Board	38	52.6%	47.4%
National Science Foundation	52	40.4%	59.6%
National Transportation Safety Board	12	33.3%	66.7%
Nuclear Regulatory Commission	119	39.5%	60.5%
Office of Management and Budget	25	20.0%	80.0%
Office of Personnel Management	47	29.8%	70.2%
Small Business Administration	30	50.0%	50.0%
Social Security Administration	128	44.5%	55.5%
U.S. Agency for International Development	21	42.9%	57.1%
SES wide	4917	32.4%	67.6%

Q24f Since becoming a member of the SES, have you...taken a sabbatical?			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	0.0%	100.0%
Department of Agriculture	236	1.7%	98.3%
Department of Commerce	239	1.7%	98.3%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	261	2.3%	97.7%
Department of Education	60	0.0%	100.0%
Department of Energy	285	1.4%	98.6%
Department of Health and Human Services	251	1.6%	98.4%
Department of Homeland Security	330	1.2%	98.8%
Department of Housing and Urban Development	59	0.0%	100.0%
Department of Justice	412	2.4%	97.6%
Department of Labor	113	0.0%	100.0%
Department of State	100	2.0%	98.0%
Department of the Air Force	120	0.0%	100.0%
Department of the Army	148	0.0%	100.0%
Department of the Interior	168	0.6%	99.4%
Department of the Navy	188	0.0%	100.0%
Department of the Treasury	331	0.6%	99.4%
Department of Transportation	158	0.6%	99.4%
Department of Veterans Affairs	214	0.5%	99.5%
Environmental Protection Agency	187	1.1%	98.9%
Equal Employment Opportunity Commission	21	4.8%	95.2%
Federal Communications Commission	18	0.0%	100.0%
Federal Labor Relations Authority	11	0.0%	100.0%
Federal Trade Commission	31	9.7%	90.3%
General Services Administration	72	2.8%	97.2%
Merit Systems Protection Board	12	0.0%	100.0%
National Aeronautics and Space Administration	296	1.4%	98.6%
National Archives and Records Administration	13	0.0%	100.0%
National Foundation on the Arts and Humanities	16	0.0%	100.0%
National Labor Relations Board	38	0.0%	100.0%
National Science Foundation	53	7.5%	92.5%
National Transportation Safety Board	12	0.0%	100.0%
Nuclear Regulatory Commission	120	0.8%	99.2%
Office of Management and Budget	25	0.0%	100.0%
Office of Personnel Management	47	0.0%	100.0%
Small Business Administration	30	3.3%	96.7%
Social Security Administration	128	0.8%	99.2%
U.S. Agency for International Development	21	4.8%	95.2%
SES wide	4919	1.3%	98.7%

Q24g Since becoming a member of the SES, have you...served as a mentor?			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	72.7%	27.3%
Department of Agriculture	236	70.8%	29.2%
Department of Commerce	239	62.8%	37.2%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	262	60.3%	39.7%
Department of Education	60	75.0%	25.0%
Department of Energy	285	63.5%	36.5%
Department of Health and Human Services	250	68.8%	31.2%
Department of Homeland Security	332	66.9%	33.1%
Department of Housing and Urban Development	60	65.0%	35.0%
Department of Justice	413	47.5%	52.5%
Department of Labor	113	54.0%	46.0%
Department of State	100	61.0%	39.0%
Department of the Air Force	120	85.0%	15.0%
Department of the Army	148	81.1%	18.9%
Department of the Interior	169	61.5%	38.5%
Department of the Navy	188	74.5%	25.5%
Department of the Treasury	331	68.3%	31.7%
Department of Transportation	157	65.6%	34.4%
Department of Veterans Affairs	215	71.6%	28.4%
Environmental Protection Agency	187	84.0%	16.0%
Equal Employment Opportunity Commission	21	57.1%	42.9%
Federal Communications Commission	18	27.8%	72.2%
Federal Labor Relations Authority	11	54.5%	45.5%
Federal Trade Commission	31	54.8%	45.2%
General Services Administration	71	77.5%	22.5%
Merit Systems Protection Board	12	66.7%	33.3%
National Aeronautics and Space Administration	295	76.6%	23.4%
National Archives and Records Administration	13	46.2%	53.8%
National Foundation on the Arts and Humanities	16	43.8%	56.3%
National Labor Relations Board	38	47.4%	52.6%
National Science Foundation	53	60.4%	39.6%
National Transportation Safety Board	12	41.7%	58.3%
Nuclear Regulatory Commission	120	80.0%	20.0%
Office of Management and Budget	25	32.0%	68.0%
Office of Personnel Management	47	55.3%	44.7%
Small Business Administration	29	58.6%	41.4%
Social Security Administration	128	78.9%	21.1%
U.S. Agency for International Development	21	76.2%	23.8%
SES wide	4920	66.4%	33.6%

Q24h Since becoming a member of the SES, have you...participated in Action Learning?			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	0.0%	100.0%
Department of Agriculture	233	26.6%	73.4%
Department of Commerce	232	18.1%	81.9%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	261	11.9%	88.1%
Department of Education	58	25.9%	74.1%
Department of Energy	282	18.1%	81.9%
Department of Health and Human Services	248	16.5%	83.5%
Department of Homeland Security	329	19.8%	80.2%
Department of Housing and Urban Development	57	14.0%	86.0%
Department of Justice	409	14.9%	85.1%
Department of Labor	109	5.5%	94.5%
Department of State	100	8.0%	92.0%
Department of the Air Force	120	22.5%	77.5%
Department of the Army	147	19.0%	81.0%
Department of the Interior	166	25.3%	74.7%
Department of the Navy	188	19.7%	80.3%
Department of the Treasury	324	32.1%	67.9%
Department of Transportation	157	17.8%	82.2%
Department of Veterans Affairs	210	40.5%	59.5%
Environmental Protection Agency	182	20.3%	79.7%
Equal Employment Opportunity Commission	21	28.6%	71.4%
Federal Communications Commission	18	5.6%	94.4%
Federal Labor Relations Authority	11	0.0%	100.0%
Federal Trade Commission	30	0.0%	100.0%
General Services Administration	72	23.6%	76.4%
Merit Systems Protection Board	12	8.3%	91.7%
National Aeronautics and Space Administration	293	20.8%	79.2%
National Archives and Records Administration	13	7.7%	92.3%
National Foundation on the Arts and Humanities	16	0.0%	100.0%
National Labor Relations Board	36	16.7%	83.3%
National Science Foundation	52	11.5%	88.5%
National Transportation Safety Board	12	16.7%	83.3%
Nuclear Regulatory Commission	117	33.3%	66.7%
Office of Management and Budget	25	4.0%	96.0%
Office of Personnel Management	45	17.8%	82.2%
Small Business Administration	30	13.3%	86.7%
Social Security Administration	127	26.8%	73.2%
U.S. Agency for International Development	21	9.5%	90.5%
SES wide	4858	20.0%	80.0%

Q24i Since becoming a member of the SES, have you...completed an Executive Development Plan?			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	18.2%	81.8%
Department of Agriculture	234	44.9%	55.1%
Department of Commerce	238	42.4%	57.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	259	45.2%	54.8%
Department of Education	60	75.0%	25.0%
Department of Energy	283	36.0%	64.0%
Department of Health and Human Services	250	25.6%	74.4%
Department of Homeland Security	333	36.6%	63.4%
Department of Housing and Urban Development	58	31.0%	69.0%
Department of Justice	411	32.6%	67.4%
Department of Labor	112	14.3%	85.7%
Department of State	100	34.0%	66.0%
Department of the Air Force	120	60.8%	39.2%
Department of the Army	148	54.1%	45.9%
Department of the Interior	168	78.6%	21.4%
Department of the Navy	189	51.3%	48.7%
Department of the Treasury	330	82.7%	17.3%
Department of Transportation	157	26.1%	73.9%
Department of Veterans Affairs	214	51.4%	48.6%
Environmental Protection Agency	187	73.3%	26.7%
Equal Employment Opportunity Commission	21	47.6%	52.4%
Federal Communications Commission	18	27.8%	72.2%
Federal Labor Relations Authority	11	27.3%	72.7%
Federal Trade Commission	31	25.8%	74.2%
General Services Administration	73	35.6%	64.4%
Merit Systems Protection Board	12	41.7%	58.3%
National Aeronautics and Space Administration	293	79.5%	20.5%
National Archives and Records Administration	13	92.3%	7.7%
National Foundation on the Arts and Humanities	16	12.5%	87.5%
National Labor Relations Board	38	63.2%	36.8%
National Science Foundation	53	35.8%	64.2%
National Transportation Safety Board	12	66.7%	33.3%
Nuclear Regulatory Commission	119	91.6%	8.4%
Office of Management and Budget	25	44.0%	56.0%
Office of Personnel Management	47	29.8%	70.2%
Small Business Administration	30	26.7%	73.3%
Social Security Administration	127	24.4%	75.6%
U.S. Agency for International Development	20	40.0%	60.0%
SES wide	4904	48.2%	51.8%

Q24j Since becoming a member of the SES, have you...attended a short-term training program for executives?			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	9.1%	90.9%
Department of Agriculture	237	61.6%	38.4%
Department of Commerce	238	59.2%	40.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	259	61.0%	39.0%
Department of Education	60	66.7%	33.3%
Department of Energy	283	45.9%	54.1%
Department of Health and Human Services	251	62.5%	37.5%
Department of Homeland Security	332	54.5%	45.5%
Department of Housing and Urban Development	60	50.0%	50.0%
Department of Justice	410	60.2%	39.8%
Department of Labor	113	40.7%	59.3%
Department of State	100	65.0%	35.0%
Department of the Air Force	120	86.7%	13.3%
Department of the Army	148	79.1%	20.9%
Department of the Interior	169	68.6%	31.4%
Department of the Navy	189	82.0%	18.0%
Department of the Treasury	329	60.8%	39.2%
Department of Transportation	157	65.0%	35.0%
Department of Veterans Affairs	214	82.2%	17.8%
Environmental Protection Agency	187	58.3%	41.7%
Equal Employment Opportunity Commission	21	61.9%	38.1%
Federal Communications Commission	18	16.7%	83.3%
Federal Labor Relations Authority	10	20.0%	80.0%
Federal Trade Commission	31	48.4%	51.6%
General Services Administration	72	44.4%	55.6%
Merit Systems Protection Board	12	50.0%	50.0%
National Aeronautics and Space Administration	297	76.4%	23.6%
National Archives and Records Administration	13	46.2%	53.8%
National Foundation on the Arts and Humanities	16	56.3%	43.8%
National Labor Relations Board	38	71.1%	28.9%
National Science Foundation	53	81.1%	18.9%
National Transportation Safety Board	12	75.0%	25.0%
Nuclear Regulatory Commission	120	74.2%	25.8%
Office of Management and Budget	25	80.0%	20.0%
Office of Personnel Management	47	48.9%	51.1%
Small Business Administration	30	70.0%	30.0%
Social Security Administration	128	80.5%	19.5%
U.S. Agency for International Development	21	57.1%	42.9%
SES wide	4915	63.6%	36.4%

Q24k Since becoming a member of the SES, have you...taken an online training course?			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	81.8%	18.2%
Department of Agriculture	236	83.5%	16.5%
Department of Commerce	239	69.9%	30.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	260	64.6%	35.4%
Department of Education	59	78.0%	22.0%
Department of Energy	283	74.6%	25.4%
Department of Health and Human Services	251	73.7%	26.3%
Department of Homeland Security	333	71.5%	28.5%
Department of Housing and Urban Development	60	55.0%	45.0%
Department of Justice	409	67.5%	32.5%
Department of Labor	113	64.6%	35.4%
Department of State	100	56.0%	44.0%
Department of the Air Force	119	61.3%	38.7%
Department of the Army	147	61.9%	38.1%
Department of the Interior	169	78.1%	21.9%
Department of the Navy	189	64.0%	36.0%
Department of the Treasury	329	67.5%	32.5%
Department of Transportation	158	77.2%	22.8%
Department of Veterans Affairs	215	80.5%	19.5%
Environmental Protection Agency	187	73.8%	26.2%
Equal Employment Opportunity Commission	21	66.7%	33.3%
Federal Communications Commission	18	83.3%	16.7%
Federal Labor Relations Authority	10	40.0%	60.0%
Federal Trade Commission	31	51.6%	48.4%
General Services Administration	72	73.6%	26.4%
Merit Systems Protection Board	12	41.7%	58.3%
National Aeronautics and Space Administration	296	73.0%	27.0%
National Archives and Records Administration	13	76.9%	23.1%
National Foundation on the Arts and Humanities	16	43.8%	56.3%
National Labor Relations Board	38	65.8%	34.2%
National Science Foundation	53	67.9%	32.1%
National Transportation Safety Board	12	83.3%	16.7%
Nuclear Regulatory Commission	119	77.3%	22.7%
Office of Management and Budget	25	60.0%	40.0%
Office of Personnel Management	47	72.3%	27.7%
Small Business Administration	30	63.3%	36.7%
Social Security Administration	127	70.9%	29.1%
U.S. Agency for International Development	21	47.6%	52.4%
SES wide	4912	70.0%	30.0%

Agency	Q25a How effective was this for your continued development...received a 360-type assessment					
	Total # of Respondents	Very Effective	Mostly Effective	Somewhat Effective	Slightly Effective	Not at All Effective
Broadcasting Board of Governors	5	20.0%	0.0%	40.0%	40.0%	0.0%
Department of Agriculture	104	29.8%	32.7%	23.1%	8.7%	5.8%
Department of Commerce	111	24.3%	35.1%	33.3%	5.4%	1.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	131	16.0%	33.6%	32.1%	11.5%	6.9%
Department of Education	31	22.6%	35.5%	16.1%	9.7%	16.1%
Department of Energy	143	21.7%	35.0%	29.4%	5.6%	8.4%
Department of Health and Human Services	103	28.2%	37.9%	27.2%	3.9%	2.9%
Department of Homeland Security	110	25.5%	35.5%	26.4%	5.5%	7.3%
Department of Housing and Urban Development	44	13.6%	18.2%	47.7%	9.1%	11.4%
Department of Justice	155	22.6%	29.0%	34.2%	8.4%	5.8%
Department of Labor	83	9.6%	18.1%	36.1%	18.1%	18.1%
Department of State	52	19.2%	34.6%	28.8%	7.7%	9.6%
Department of the Air Force	65	20.0%	32.3%	33.8%	12.3%	1.5%
Department of the Army	77	33.8%	27.3%	32.5%	6.5%	0.0%
Department of the Interior	86	10.5%	38.4%	27.9%	17.4%	5.8%
Department of the Navy	133	19.5%	36.1%	30.1%	10.5%	3.8%
Department of the Treasury	308	14.9%	30.2%	29.5%	14.0%	11.4%
Department of Transportation	83	20.5%	33.7%	31.3%	10.8%	3.6%
Department of Veterans Affairs	198	11.1%	20.2%	29.3%	18.7%	20.7%
Environmental Protection Agency	102	21.6%	38.2%	34.3%	2.0%	3.9%
Equal Employment Opportunity Commission	20	30.0%	20.0%	25.0%	15.0%	10.0%
Federal Communications Commission	5	40.0%	60.0%	0.0%	0.0%	0.0%
Federal Labor Relations Authority	1	100.0%	0.0%	0.0%	0.0%	0.0%
Federal Trade Commission	15	33.3%	40.0%	26.7%	0.0%	0.0%
General Services Administration	24	25.0%	37.5%	16.7%	16.7%	4.2%
Merit Systems Protection Board	5	40.0%	20.0%	20.0%	0.0%	20.0%
National Aeronautics and Space Administration	197	26.4%	39.6%	24.4%	7.6%	2.0%
National Archives and Records Administration	12	16.7%	41.7%	25.0%	16.7%	0.0%
National Labor Relations Board	19	26.3%	31.6%	36.8%	0.0%	5.3%
National Science Foundation	31	32.3%	38.7%	22.6%	3.2%	3.2%
National Transportation Safety Board	2	0.0%	0.0%	0.0%	50.0%	50.0%
Nuclear Regulatory Commission	96	20.8%	38.5%	31.3%	5.2%	4.2%
Office of Management and Budget	14	35.7%	50.0%	7.1%	7.1%	0.0%
Office of Personnel Management	13	46.2%	15.4%	23.1%	7.7%	7.7%
Small Business Administration	17	35.3%	17.6%	29.4%	5.9%	11.8%
Social Security Administration	74	39.2%	23.0%	27.0%	9.5%	1.4%
U.S. Agency for International Development	14	14.3%	28.6%	35.7%	21.4%	0.0%
SES wide	2702	21.5%	32.0%	29.5%	9.9%	7.1%

Agency	Q25b How effective was this for your continued development...been on a developmental assignment lasting more than 30 days					
	Total # of Respondents	Very Effective	Mostly Effective	Somewhat Effective	Slightly Effective	Not at All Effective
Department of Agriculture	49	49.0%	32.7%	16.3%	2.0%	0.0%
Department of Commerce	26	50.0%	34.6%	15.4%	0.0%	0.0%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	22	22.7%	40.9%	36.4%	0.0%	0.0%
Department of Education	7	28.6%	42.9%	0.0%	14.3%	14.3%
Department of Energy	48	58.3%	31.3%	10.4%	0.0%	0.0%
Department of Health and Human Services	30	63.3%	23.3%	6.7%	6.7%	0.0%
Department of Homeland Security	58	44.8%	27.6%	17.2%	6.9%	3.4%
Department of Housing and Urban Development	5	60.0%	20.0%	20.0%	0.0%	0.0%
Department of Justice	35	45.7%	31.4%	20.0%	2.9%	0.0%
Department of Labor	11	54.5%	36.4%	9.1%	0.0%	0.0%
Department of State	6	33.3%	66.7%	0.0%	0.0%	0.0%
Department of the Air Force	9	66.7%	11.1%	22.2%	0.0%	0.0%
Department of the Army	26	57.7%	23.1%	15.4%	3.8%	0.0%
Department of the Interior	28	53.6%	25.0%	14.3%	0.0%	7.1%
Department of the Navy	21	61.9%	19.0%	9.5%	9.5%	0.0%
Department of the Treasury	93	51.6%	39.8%	4.3%	2.2%	2.2%
Department of Transportation	26	46.2%	30.8%	15.4%	3.8%	3.8%
Department of Veterans Affairs	52	25.0%	44.2%	19.2%	9.6%	1.9%
Environmental Protection Agency	46	65.2%	21.7%	4.3%	6.5%	2.2%
Equal Employment Opportunity Commission	1	0.0%	0.0%	100.0%	0.0%	0.0%
Federal Communications Commission	1	0.0%	100.0%	0.0%	0.0%	0.0%
Federal Trade Commission	1	100.0%	0.0%	0.0%	0.0%	0.0%
General Services Administration	17	47.1%	35.3%	17.6%	0.0%	0.0%
Merit Systems Protection Board	1	0.0%	100.0%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	59	54.2%	32.2%	13.6%	0.0%	0.0%
National Archives and Records Administration	2	100.0%	0.0%	0.0%	0.0%	0.0%
National Labor Relations Board	4	100.0%	0.0%	0.0%	0.0%	0.0%
National Science Foundation	11	45.5%	45.5%	9.1%	0.0%	0.0%
National Transportation Safety Board	1	100.0%	0.0%	0.0%	0.0%	0.0%
Nuclear Regulatory Commission	55	56.4%	32.7%	5.5%	3.6%	1.8%
Office of Management and Budget	3	100.0%	0.0%	0.0%	0.0%	0.0%
Office of Personnel Management	6	66.7%	16.7%	0.0%	16.7%	0.0%
Small Business Administration	6	66.7%	33.3%	0.0%	0.0%	0.0%
Social Security Administration	32	78.1%	15.6%	3.1%	3.1%	0.0%
U.S. Agency for International Development	1	100.0%	0.0%	0.0%	0.0%	0.0%
SES wide	802	52.1%	31.2%	11.8%	3.5%	1.4%

Agency	Q25c How effective was this for your continued development...had a mentor advising you for developmental purposes?					
	Total # of Respondents	Very Effective	Mostly Effective	Somewhat Effective	Slightly Effective	Not at All Effective
Department of Agriculture	66	37.9%	40.9%	16.7%	1.5%	3.0%
Department of Commerce	49	30.6%	42.9%	18.4%	8.2%	0.0%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	63	33.3%	33.3%	27.0%	4.8%	1.6%
Department of Education	7	42.9%	42.9%	0.0%	14.3%	0.0%
Department of Energy	62	32.3%	43.5%	21.0%	0.0%	3.2%
Department of Health and Human Services	63	49.2%	25.4%	20.6%	3.2%	1.6%
Department of Homeland Security	68	44.1%	38.2%	14.7%	2.9%	0.0%
Department of Housing and Urban Development	11	54.5%	27.3%	9.1%	9.1%	0.0%
Department of Justice	85	44.7%	40.0%	11.8%	1.2%	2.4%
Department of Labor	15	46.7%	33.3%	20.0%	0.0%	0.0%
Department of State	18	44.4%	27.8%	22.2%	5.6%	0.0%
Department of the Air Force	52	40.4%	38.5%	17.3%	3.8%	0.0%
Department of the Army	50	20.0%	46.0%	26.0%	8.0%	0.0%
Department of the Interior	34	32.4%	47.1%	17.6%	2.9%	0.0%
Department of the Navy	69	34.8%	44.9%	13.0%	5.8%	1.4%
Department of the Treasury	118	33.9%	38.1%	22.0%	5.1%	0.8%
Department of Transportation	34	44.1%	41.2%	11.8%	2.9%	0.0%
Department of Veterans Affairs	109	31.2%	32.1%	23.9%	7.3%	5.5%
Environmental Protection Agency	57	29.8%	45.6%	19.3%	5.3%	0.0%
Equal Employment Opportunity Commission	4	50.0%	25.0%	0.0%	0.0%	25.0%
Federal Communications Commission	2	100.0%	0.0%	0.0%	0.0%	0.0%
Federal Labor Relations Authority	4	0.0%	50.0%	50.0%	0.0%	0.0%
Federal Trade Commission	1	100.0%	0.0%	0.0%	0.0%	0.0%
General Services Administration	27	40.7%	44.4%	11.1%	3.7%	0.0%
Merit Systems Protection Board	4	25.0%	75.0%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	104	35.6%	39.4%	21.2%	3.8%	0.0%
National Archives and Records Administration	2	0.0%	50.0%	50.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	3	33.3%	0.0%	66.7%	0.0%	0.0%
National Labor Relations Board	15	46.7%	20.0%	26.7%	6.7%	0.0%
National Science Foundation	15	26.7%	40.0%	26.7%	6.7%	0.0%
National Transportation Safety Board	1	0.0%	100.0%	0.0%	0.0%	0.0%
Nuclear Regulatory Commission	79	20.3%	46.8%	24.1%	7.6%	1.3%
Office of Management and Budget	4	25.0%	50.0%	25.0%	0.0%	0.0%
Office of Personnel Management	7	42.9%	0.0%	57.1%	0.0%	0.0%
Small Business Administration	9	55.6%	22.2%	11.1%	11.1%	0.0%
Social Security Administration	49	46.9%	34.7%	16.3%	2.0%	0.0%
U.S. Agency for International Development	2	50.0%	50.0%	0.0%	0.0%	0.0%
SES wide	1377	36.2%	38.7%	19.5%	4.4%	1.3%

Agency	Q25d How effective was this for your continued development...received formal executive coaching?					
	Total # of Respondents	Very Effective	Mostly Effective	Somewhat Effective	Slightly Effective	Not at All Effective
Department of Agriculture	75	52.0%	28.0%	8.0%	5.3%	6.7%
Department of Commerce	77	24.7%	39.0%	22.1%	9.1%	5.2%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	89	30.3%	31.5%	19.1%	13.5%	5.6%
Department of Education	16	50.0%	25.0%	12.5%	6.3%	6.3%
Department of Energy	79	31.6%	31.6%	26.6%	6.3%	3.8%
Department of Health and Human Services	83	43.4%	34.9%	8.4%	9.6%	3.6%
Department of Homeland Security	59	32.2%	37.3%	22.0%	6.8%	1.7%
Department of Housing and Urban Development	12	25.0%	16.7%	25.0%	16.7%	16.7%
Department of Justice	73	32.9%	27.4%	32.9%	5.5%	1.4%
Department of Labor	15	46.7%	26.7%	6.7%	0.0%	20.0%
Department of State	16	25.0%	50.0%	18.8%	6.3%	0.0%
Department of the Air Force	43	23.3%	27.9%	32.6%	14.0%	2.3%
Department of the Army	70	30.0%	37.1%	21.4%	7.1%	4.3%
Department of the Interior	40	32.5%	32.5%	30.0%	2.5%	2.5%
Department of the Navy	83	26.5%	38.6%	20.5%	13.3%	1.2%
Department of the Treasury	144	23.6%	30.6%	27.8%	10.4%	7.6%
Department of Transportation	55	21.8%	41.8%	23.6%	9.1%	3.6%
Department of Veterans Affairs	110	30.0%	29.1%	20.0%	16.4%	4.5%
Environmental Protection Agency	87	32.2%	27.6%	27.6%	9.2%	3.4%
Equal Employment Opportunity Commission	2	0.0%	50.0%	0.0%	0.0%	50.0%
Federal Communications Commission	3	66.7%	0.0%	33.3%	0.0%	0.0%
Federal Labor Relations Authority	4	50.0%	25.0%	0.0%	25.0%	0.0%
Federal Trade Commission	9	55.6%	11.1%	33.3%	0.0%	0.0%
General Services Administration	37	32.4%	45.9%	16.2%	5.4%	0.0%
Merit Systems Protection Board	3	33.3%	33.3%	33.3%	0.0%	0.0%
National Aeronautics and Space Administration	161	35.4%	30.4%	22.4%	8.1%	3.7%
National Archives and Records Administration	3	66.7%	33.3%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	1	100.0%	0.0%	0.0%	0.0%	0.0%
National Labor Relations Board	7	14.3%	57.1%	28.6%	0.0%	0.0%
National Science Foundation	18	61.1%	11.1%	11.1%	11.1%	5.6%
National Transportation Safety Board	1	0.0%	100.0%	0.0%	0.0%	0.0%
Nuclear Regulatory Commission	83	19.3%	33.7%	30.1%	13.3%	3.6%
Office of Management and Budget	8	37.5%	62.5%	0.0%	0.0%	0.0%
Office of Personnel Management	6	50.0%	0.0%	33.3%	16.7%	0.0%
Small Business Administration	14	21.4%	14.3%	42.9%	7.1%	14.3%
Social Security Administration	53	32.1%	34.0%	18.9%	9.4%	5.7%
U.S. Agency for International Development	5	0.0%	60.0%	20.0%	0.0%	20.0%
SES wide	1657	31.6%	32.5%	22.3%	9.3%	4.3%

Agency	Q25e How effective was this for your continued development...attended a residential executive development program?					
	Total # of Respondents	Very Effective	Mostly Effective	Somewhat Effective	Slightly Effective	Not at All Effective
Broadcasting Board of Governors	1	100.0%	0.0%	0.0%	0.0%	0.0%
Department of Agriculture	68	39.7%	36.8%	17.6%	2.9%	2.9%
Department of Commerce	73	41.1%	30.1%	23.3%	4.1%	1.4%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	89	23.6%	44.9%	25.8%	4.5%	1.1%
Department of Education	16	43.8%	43.8%	12.5%	0.0%	0.0%
Department of Energy	40	35.0%	47.5%	10.0%	7.5%	0.0%
Department of Health and Human Services	69	52.2%	40.6%	7.2%	0.0%	0.0%
Department of Homeland Security	79	38.0%	40.5%	13.9%	6.3%	1.3%
Department of Housing and Urban Development	12	33.3%	33.3%	33.3%	0.0%	0.0%
Department of Justice	100	28.0%	39.0%	24.0%	9.0%	0.0%
Department of Labor	16	43.8%	31.3%	18.8%	6.3%	0.0%
Department of State	33	51.5%	21.2%	15.2%	9.1%	3.0%
Department of the Air Force	72	41.7%	40.3%	11.1%	5.6%	1.4%
Department of the Army	83	31.3%	49.4%	18.1%	0.0%	1.2%
Department of the Interior	39	46.2%	38.5%	10.3%	5.1%	0.0%
Department of the Navy	95	30.5%	52.6%	11.6%	4.2%	1.1%
Department of the Treasury	120	46.7%	30.8%	20.0%	2.5%	0.0%
Department of Transportation	43	53.5%	27.9%	16.3%	2.3%	0.0%
Department of Veterans Affairs	66	27.3%	40.9%	24.2%	6.1%	1.5%
Environmental Protection Agency	46	56.5%	26.1%	17.4%	0.0%	0.0%
Equal Employment Opportunity Commission	12	41.7%	41.7%	8.3%	8.3%	0.0%
Federal Communications Commission	3	66.7%	33.3%	0.0%	0.0%	0.0%
Federal Labor Relations Authority	2	50.0%	50.0%	0.0%	0.0%	0.0%
Federal Trade Commission	6	66.7%	33.3%	0.0%	0.0%	0.0%
General Services Administration	9	33.3%	55.6%	11.1%	0.0%	0.0%
Merit Systems Protection Board	9	22.2%	55.6%	22.2%	0.0%	0.0%
National Aeronautics and Space Administration	107	37.4%	42.1%	14.0%	3.7%	2.8%
National Archives and Records Administration	2	100.0%	0.0%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	1	100.0%	0.0%	0.0%	0.0%	0.0%
National Labor Relations Board	18	66.7%	27.8%	5.6%	0.0%	0.0%
National Science Foundation	21	42.9%	14.3%	38.1%	4.8%	0.0%
National Transportation Safety Board	4	0.0%	50.0%	0.0%	25.0%	25.0%
Nuclear Regulatory Commission	40	27.5%	47.5%	10.0%	12.5%	2.5%
Office of Management and Budget	4	25.0%	50.0%	25.0%	0.0%	0.0%
Office of Personnel Management	13	46.2%	30.8%	15.4%	0.0%	7.7%
Small Business Administration	15	40.0%	26.7%	33.3%	0.0%	0.0%
Social Security Administration	55	50.9%	32.7%	12.7%	1.8%	1.8%
U.S. Agency for International Development	9	55.6%	33.3%	11.1%	0.0%	0.0%
SES wide	1508	39.5%	38.4%	16.9%	4.0%	1.1%

(Note: This question was only seen by those who answered "yes" on question #24f. All others skipped this question.) Agency	Q25f How effective was this for your continued development...taken a sabbatical?					
	Total # of Respondents	Very Effective	Mostly Effective	Somewhat Effective	Slightly Effective	Not at All Effective
Department of Agriculture	3	33.3%	33.3%	0.0%	0.0%	33.3%
Department of Commerce	3	33.3%	33.3%	33.3%	0.0%	0.0%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	2	100.0%	0.0%	0.0%	0.0%	0.0%
Department of Energy	1	100.0%	0.0%	0.0%	0.0%	0.0%
Department of Health and Human Services	4	25.0%	50.0%	25.0%	0.0%	0.0%
Department of Homeland Security	4	50.0%	25.0%	25.0%	0.0%	0.0%
Department of Justice	5	60.0%	20.0%	20.0%	0.0%	0.0%
Department of State	2	100.0%	0.0%	0.0%	0.0%	0.0%
Department of the Interior	1	100.0%	0.0%	0.0%	0.0%	0.0%
Department of the Treasury	1	100.0%	0.0%	0.0%	0.0%	0.0%
Department of Transportation	1	100.0%	0.0%	0.0%	0.0%	0.0%
Department of Veterans Affairs	1	0.0%	100.0%	0.0%	0.0%	0.0%
Environmental Protection Agency	2	50.0%	50.0%	0.0%	0.0%	0.0%
Federal Trade Commission	3	33.3%	33.3%	33.3%	0.0%	0.0%
General Services Administration	2	100.0%	0.0%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	4	25.0%	75.0%	0.0%	0.0%	0.0%
National Science Foundation	3	66.7%	33.3%	0.0%	0.0%	0.0%
SES wide	42	54.8%	31.0%	11.9%	0.0%	2.4%

Agency	Q25g How effective was this for your continued development...served as a mentor?					
	Total # of Respondents	Very Effective	Mostly Effective	Somewhat Effective	Slightly Effective	Not at All Effective
Broadcasting Board of Governors	8	25.0%	62.5%	12.5%	0.0%	0.0%
Department of Agriculture	157	32.5%	46.5%	17.2%	3.2%	0.6%
Department of Commerce	142	26.1%	40.1%	23.2%	8.5%	2.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	149	30.9%	45.0%	14.8%	6.7%	2.7%
Department of Education	44	25.0%	43.2%	22.7%	9.1%	0.0%
Department of Energy	178	22.5%	39.9%	25.8%	10.1%	1.7%
Department of Health and Human Services	164	30.5%	38.4%	23.8%	5.5%	1.8%
Department of Homeland Security	213	36.2%	39.0%	17.8%	6.1%	0.9%
Department of Housing and Urban Development	39	30.8%	25.6%	20.5%	10.3%	12.8%
Department of Justice	183	29.0%	44.8%	18.6%	6.6%	1.1%
Department of Labor	59	25.4%	40.7%	23.7%	5.1%	5.1%
Department of State	57	29.8%	40.4%	19.3%	7.0%	3.5%
Department of the Air Force	98	45.9%	31.6%	16.3%	4.1%	2.0%
Department of the Army	118	31.4%	49.2%	14.4%	4.2%	0.8%
Department of the Interior	104	36.5%	40.4%	13.5%	7.7%	1.9%
Department of the Navy	136	32.4%	40.4%	21.3%	4.4%	1.5%
Department of the Treasury	222	26.1%	46.4%	19.8%	6.3%	1.4%
Department of Transportation	101	26.7%	43.6%	17.8%	8.9%	3.0%
Department of Veterans Affairs	149	43.0%	40.3%	13.4%	2.7%	0.7%
Environmental Protection Agency	150	30.0%	37.3%	26.0%	4.0%	2.7%
Equal Employment Opportunity Commission	12	41.7%	25.0%	16.7%	16.7%	0.0%
Federal Communications Commission	4	50.0%	50.0%	0.0%	0.0%	0.0%
Federal Labor Relations Authority	6	50.0%	16.7%	33.3%	0.0%	0.0%
Federal Trade Commission	17	5.9%	41.2%	47.1%	0.0%	5.9%
General Services Administration	53	28.3%	52.8%	17.0%	1.9%	0.0%
Merit Systems Protection Board	8	12.5%	75.0%	12.5%	0.0%	0.0%
National Aeronautics and Space Administration	223	37.7%	40.8%	15.7%	4.9%	0.9%
National Archives and Records Administration	6	0.0%	50.0%	33.3%	16.7%	0.0%
National Foundation on the Arts and Humanities	4	50.0%	50.0%	0.0%	0.0%	0.0%
National Labor Relations Board	17	29.4%	41.2%	23.5%	5.9%	0.0%
National Science Foundation	31	51.6%	35.5%	6.5%	3.2%	3.2%
National Transportation Safety Board	4	25.0%	50.0%	0.0%	25.0%	0.0%
Nuclear Regulatory Commission	94	22.3%	54.3%	21.3%	2.1%	0.0%
Office of Management and Budget	8	0.0%	75.0%	25.0%	0.0%	0.0%
Office of Personnel Management	25	20.0%	36.0%	24.0%	8.0%	12.0%
Small Business Administration	15	40.0%	33.3%	26.7%	0.0%	0.0%
Social Security Administration	98	36.7%	35.7%	20.4%	6.1%	1.0%
U.S. Agency for International Development	16	31.3%	25.0%	37.5%	6.3%	0.0%
SES wide	3152	31.2%	41.8%	19.4%	5.7%	1.8%

Agency	Q25h How effective was this for your continued development...participated in Action Learning?					
	Total # of Respondents	Very Effective	Mostly Effective	Somewhat Effective	Slightly Effective	Not at All Effective
Department of Agriculture	61	24.6%	42.6%	23.0%	8.2%	1.6%
Department of Commerce	39	15.4%	28.2%	41.0%	10.3%	5.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	29	3.4%	55.2%	24.1%	17.2%	0.0%
Department of Education	12	8.3%	50.0%	33.3%	8.3%	0.0%
Department of Energy	47	2.1%	53.2%	27.7%	4.3%	12.8%
Department of Health and Human Services	34	14.7%	44.1%	35.3%	5.9%	0.0%
Department of Homeland Security	56	23.2%	50.0%	25.0%	0.0%	1.8%
Department of Housing and Urban Development	8	37.5%	25.0%	37.5%	0.0%	0.0%
Department of Justice	60	35.0%	35.0%	23.3%	5.0%	1.7%
Department of Labor	6	0.0%	16.7%	66.7%	0.0%	16.7%
Department of State	8	37.5%	50.0%	12.5%	0.0%	0.0%
Department of the Air Force	27	14.8%	48.1%	33.3%	3.7%	0.0%
Department of the Army	26	11.5%	65.4%	19.2%	3.8%	0.0%
Department of the Interior	38	23.7%	42.1%	26.3%	7.9%	0.0%
Department of the Navy	35	31.4%	40.0%	22.9%	5.7%	0.0%
Department of the Treasury	99	19.2%	44.4%	27.3%	5.1%	4.0%
Department of Transportation	25	16.0%	40.0%	32.0%	12.0%	0.0%
Department of Veterans Affairs	80	12.5%	42.5%	31.3%	7.5%	6.3%
Environmental Protection Agency	36	16.7%	19.4%	47.2%	11.1%	5.6%
Equal Employment Opportunity Commission	6	33.3%	33.3%	16.7%	16.7%	0.0%
Federal Communications Commission	1	0.0%	100.0%	0.0%	0.0%	0.0%
General Services Administration	17	23.5%	52.9%	23.5%	0.0%	0.0%
Merit Systems Protection Board	1	0.0%	100.0%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	59	20.3%	42.4%	30.5%	6.8%	0.0%
National Archives and Records Administration	1	0.0%	100.0%	0.0%	0.0%	0.0%
National Labor Relations Board	5	80.0%	0.0%	20.0%	0.0%	0.0%
National Science Foundation	6	50.0%	50.0%	0.0%	0.0%	0.0%
National Transportation Safety Board	2	50.0%	50.0%	0.0%	0.0%	0.0%
Nuclear Regulatory Commission	38	13.2%	44.7%	28.9%	13.2%	0.0%
Office of Management and Budget	1	0.0%	0.0%	100.0%	0.0%	0.0%
Office of Personnel Management	7	0.0%	57.1%	42.9%	0.0%	0.0%
Small Business Administration	4	25.0%	75.0%	0.0%	0.0%	0.0%
Social Security Administration	32	18.8%	59.4%	18.8%	3.1%	0.0%
U.S. Agency for International Development	1	0.0%	100.0%	0.0%	0.0%	0.0%
SES wide	913	19.2%	43.7%	28.0%	6.6%	2.5%

Agency	Q25i How effective was this for your continued development...completed an Executive Development Plan?					
	Total # of Respondents	Very Effective	Mostly Effective	Somewhat Effective	Slightly Effective	Not at All Effective
Broadcasting Board of Governors	2	0.0%	50.0%	50.0%	0.0%	0.0%
Department of Agriculture	102	13.7%	38.2%	30.4%	9.8%	7.8%
Department of Commerce	99	8.1%	33.3%	26.3%	22.2%	10.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	105	5.7%	28.6%	35.2%	18.1%	12.4%
Department of Education	44	9.1%	25.0%	29.5%	20.5%	15.9%
Department of Energy	96	5.2%	31.3%	44.8%	10.4%	8.3%
Department of Health and Human Services	56	19.6%	39.3%	30.4%	7.1%	3.6%
Department of Homeland Security	118	6.8%	34.7%	37.3%	11.0%	10.2%
Department of Housing and Urban Development	14	21.4%	21.4%	42.9%	7.1%	7.1%
Department of Justice	127	18.1%	34.6%	27.6%	10.2%	9.4%
Department of Labor	13	0.0%	30.8%	46.2%	15.4%	7.7%
Department of State	30	10.0%	26.7%	33.3%	20.0%	10.0%
Department of the Air Force	71	14.1%	26.8%	35.2%	16.9%	7.0%
Department of the Army	76	5.3%	32.9%	38.2%	13.2%	10.5%
Department of the Interior	127	9.4%	18.1%	32.3%	15.0%	25.2%
Department of the Navy	93	16.1%	34.4%	25.8%	15.1%	8.6%
Department of the Treasury	262	7.3%	22.5%	28.2%	21.0%	21.0%
Department of Transportation	38	18.4%	44.7%	26.3%	2.6%	7.9%
Department of Veterans Affairs	105	11.4%	34.3%	34.3%	13.3%	6.7%
Environmental Protection Agency	132	8.3%	17.4%	34.1%	28.0%	12.1%
Equal Employment Opportunity Commission	10	20.0%	50.0%	10.0%	10.0%	10.0%
Federal Communications Commission	5	0.0%	20.0%	40.0%	20.0%	20.0%
Federal Labor Relations Authority	3	33.3%	0.0%	33.3%	33.3%	0.0%
Federal Trade Commission	8	12.5%	25.0%	12.5%	37.5%	12.5%
General Services Administration	25	16.0%	48.0%	24.0%	12.0%	0.0%
Merit Systems Protection Board	5	0.0%	60.0%	20.0%	0.0%	20.0%
National Aeronautics and Space Administration	222	8.1%	20.3%	34.2%	22.5%	14.9%
National Archives and Records Administration	12	0.0%	41.7%	41.7%	8.3%	8.3%
National Foundation on the Arts and Humanities	2	0.0%	0.0%	50.0%	0.0%	50.0%
National Labor Relations Board	22	18.2%	22.7%	36.4%	9.1%	13.6%
National Science Foundation	17	17.6%	41.2%	17.6%	17.6%	5.9%
National Transportation Safety Board	8	25.0%	12.5%	12.5%	50.0%	0.0%
Nuclear Regulatory Commission	108	3.7%	33.3%	25.9%	21.3%	15.7%
Office of Management and Budget	10	0.0%	10.0%	50.0%	20.0%	20.0%
Office of Personnel Management	14	21.4%	21.4%	28.6%	21.4%	7.1%
Small Business Administration	8	50.0%	12.5%	25.0%	12.5%	0.0%
Social Security Administration	29	37.9%	41.4%	10.3%	6.9%	3.4%
U.S. Agency for International Development	8	12.5%	37.5%	12.5%	12.5%	25.0%
SES wide	2252	10.5%	28.8%	31.5%	16.8%	12.4%

Agency	Q25j How effective was this for your continued development...attended a short-term training program for executives?					
	Total # of Respondents	Very Effective	Mostly Effective	Somewhat Effective	Slightly Effective	Not at All Effective
Broadcasting Board of Governors	1	0.0%	100.0%	0.0%	0.0%	0.0%
Department of Agriculture	143	16.1%	46.2%	23.8%	7.7%	6.3%
Department of Commerce	136	16.2%	35.3%	30.1%	14.7%	3.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	156	21.8%	42.3%	24.4%	9.6%	1.9%
Department of Education	40	10.0%	40.0%	32.5%	12.5%	5.0%
Department of Energy	127	17.3%	43.3%	29.9%	7.1%	2.4%
Department of Health and Human Services	153	20.3%	43.1%	22.9%	10.5%	3.3%
Department of Homeland Security	172	22.7%	47.1%	20.3%	7.0%	2.9%
Department of Housing and Urban Development	29	13.8%	24.1%	48.3%	13.8%	0.0%
Department of Justice	241	21.2%	33.6%	29.0%	14.9%	1.2%
Department of Labor	46	17.4%	30.4%	26.1%	15.2%	10.9%
Department of State	63	25.4%	36.5%	22.2%	12.7%	3.2%
Department of the Air Force	101	32.7%	40.6%	13.9%	11.9%	1.0%
Department of the Army	115	31.3%	40.9%	25.2%	1.7%	0.9%
Department of the Interior	113	21.2%	36.3%	27.4%	12.4%	2.7%
Department of the Navy	152	20.4%	51.3%	19.1%	7.2%	2.0%
Department of the Treasury	196	18.9%	45.9%	23.0%	9.7%	2.6%
Department of Transportation	100	18.0%	44.0%	24.0%	13.0%	1.0%
Department of Veterans Affairs	172	18.6%	45.9%	21.5%	8.1%	5.8%
Environmental Protection Agency	106	19.8%	38.7%	27.4%	10.4%	3.8%
Equal Employment Opportunity Commission	13	38.5%	30.8%	15.4%	7.7%	7.7%
Federal Communications Commission	3	0.0%	33.3%	66.7%	0.0%	0.0%
Federal Labor Relations Authority	2	50.0%	50.0%	0.0%	0.0%	0.0%
Federal Trade Commission	14	28.6%	42.9%	21.4%	7.1%	0.0%
General Services Administration	31	25.8%	48.4%	19.4%	6.5%	0.0%
Merit Systems Protection Board	6	0.0%	66.7%	33.3%	0.0%	0.0%
National Aeronautics and Space Administration	222	21.6%	45.0%	22.5%	9.9%	0.9%
National Archives and Records Administration	5	60.0%	0.0%	40.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	9	0.0%	44.4%	22.2%	33.3%	0.0%
National Labor Relations Board	26	34.6%	26.9%	34.6%	3.8%	0.0%
National Science Foundation	40	25.0%	27.5%	32.5%	12.5%	2.5%
National Transportation Safety Board	9	11.1%	11.1%	33.3%	22.2%	22.2%
Nuclear Regulatory Commission	87	13.8%	51.7%	28.7%	4.6%	1.1%
Office of Management and Budget	18	5.6%	33.3%	44.4%	16.7%	0.0%
Office of Personnel Management	23	17.4%	52.2%	30.4%	0.0%	0.0%
Small Business Administration	20	30.0%	50.0%	15.0%	5.0%	0.0%
Social Security Administration	103	30.1%	44.7%	14.6%	7.8%	2.9%
U.S. Agency for International Development	12	33.3%	25.0%	41.7%	0.0%	0.0%
SES wide	3051	21.0%	42.0%	24.6%	9.7%	2.6%

Agency	Q25k How effective was this for your continued development...taken an online training course					
	Total # of Respondents	Very Effective	Mostly Effective	Somewhat Effective	Slightly Effective	Not at All Effective
Broadcasting Board of Governors	9	22.2%	11.1%	33.3%	11.1%	22.2%
Department of Agriculture	194	5.7%	31.4%	38.1%	16.5%	8.2%
Department of Commerce	165	4.8%	23.6%	35.8%	24.8%	10.9%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	164	7.3%	34.8%	32.9%	20.7%	4.3%
Department of Education	45	6.7%	22.2%	37.8%	20.0%	13.3%
Department of Energy	209	3.3%	30.6%	40.2%	16.7%	9.1%
Department of Health and Human Services	180	8.3%	27.2%	25.6%	23.9%	15.0%
Department of Homeland Security	237	7.2%	26.2%	30.4%	24.9%	11.4%
Department of Housing and Urban Development	30	13.3%	16.7%	33.3%	23.3%	13.3%
Department of Justice	271	11.8%	29.2%	33.2%	19.6%	6.3%
Department of Labor	72	4.2%	19.4%	40.3%	25.0%	11.1%
Department of State	55	16.4%	30.9%	29.1%	16.4%	7.3%
Department of the Air Force	71	8.5%	26.8%	33.8%	23.9%	7.0%
Department of the Army	91	6.6%	23.1%	34.1%	29.7%	6.6%
Department of the Interior	129	8.5%	23.3%	33.3%	26.4%	8.5%
Department of the Navy	119	10.9%	35.3%	31.9%	17.6%	4.2%
Department of the Treasury	217	9.7%	35.5%	27.6%	18.9%	8.3%
Department of Transportation	121	6.6%	21.5%	37.2%	22.3%	12.4%
Department of Veterans Affairs	168	10.1%	31.0%	33.9%	17.3%	7.7%
Environmental Protection Agency	138	5.1%	26.8%	39.9%	18.8%	9.4%
Equal Employment Opportunity Commission	14	7.1%	42.9%	21.4%	14.3%	14.3%
Federal Communications Commission	15	0.0%	26.7%	53.3%	6.7%	13.3%
Federal Labor Relations Authority	4	25.0%	25.0%	0.0%	50.0%	0.0%
Federal Trade Commission	16	12.5%	31.3%	12.5%	43.8%	0.0%
General Services Administration	51	11.8%	29.4%	31.4%	19.6%	7.8%
Merit Systems Protection Board	4	0.0%	50.0%	25.0%	25.0%	0.0%
National Aeronautics and Space Administration	214	7.9%	32.7%	34.6%	18.7%	6.1%
National Archives and Records Administration	10	10.0%	20.0%	30.0%	30.0%	10.0%
National Foundation on the Arts and Humanities	6	0.0%	50.0%	50.0%	0.0%	0.0%
National Labor Relations Board	25	16.0%	32.0%	32.0%	8.0%	12.0%
National Science Foundation	35	5.7%	28.6%	34.3%	22.9%	8.6%
National Transportation Safety Board	10	10.0%	30.0%	30.0%	20.0%	10.0%
Nuclear Regulatory Commission	92	2.2%	35.9%	31.5%	23.9%	6.5%
Office of Management and Budget	14	0.0%	28.6%	35.7%	35.7%	0.0%
Office of Personnel Management	34	2.9%	26.5%	47.1%	20.6%	2.9%
Small Business Administration	19	10.5%	21.1%	47.4%	15.8%	5.3%
Social Security Administration	89	12.4%	37.1%	36.0%	10.1%	4.5%
U.S. Agency for International Development	10	10.0%	20.0%	50.0%	20.0%	0.0%
SES wide	3384	7.9%	29.2%	34.0%	20.4%	8.5%

Q26 My organization provides managers with the training needed to successfully manage a diverse workforce.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	9.1%	54.5%	18.2%	9.1%	9.1%
Department of Agriculture	236	14.8%	53.4%	15.7%	13.6%	2.5%
Department of Commerce	239	20.9%	41.0%	22.6%	15.1%	0.4%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	259	12.4%	45.9%	22.8%	18.1%	0.8%
Department of Education	60	13.3%	35.0%	36.7%	13.3%	1.7%
Department of Energy	281	11.0%	47.3%	25.6%	12.8%	3.2%
Department of Health and Human Services	250	16.0%	47.6%	21.6%	13.6%	1.2%
Department of Homeland Security	332	13.9%	40.1%	25.0%	19.0%	2.1%
Department of Housing and Urban Development	61	8.2%	29.5%	26.2%	27.9%	8.2%
Department of Justice	410	20.5%	40.0%	20.2%	16.1%	3.2%
Department of Labor	112	10.7%	37.5%	30.4%	16.1%	5.4%
Department of State	100	17.0%	47.0%	21.0%	13.0%	2.0%
Department of the Air Force	119	22.7%	49.6%	13.4%	13.4%	0.8%
Department of the Army	144	20.1%	60.4%	15.3%	4.2%	0.0%
Department of the Interior	168	18.5%	51.8%	14.3%	14.3%	1.2%
Department of the Navy	185	17.3%	54.6%	16.8%	10.8%	0.5%
Department of the Treasury	329	20.4%	51.1%	16.1%	9.7%	2.7%
Department of Transportation	157	17.8%	43.3%	22.3%	14.0%	2.5%
Department of Veterans Affairs	214	26.6%	53.3%	12.6%	6.5%	0.9%
Environmental Protection Agency	187	9.6%	52.4%	21.4%	15.0%	1.6%
Equal Employment Opportunity Commission	21	9.5%	52.4%	14.3%	23.8%	0.0%
Federal Communications Commission	18	16.7%	22.2%	38.9%	22.2%	0.0%
Federal Labor Relations Authority	11	9.1%	18.2%	36.4%	27.3%	9.1%
Federal Trade Commission	31	9.7%	45.2%	22.6%	19.4%	3.2%
General Services Administration	75	21.3%	50.7%	10.7%	16.0%	1.3%
Merit Systems Protection Board	12	16.7%	58.3%	8.3%	16.7%	0.0%
National Aeronautics and Space Administration	296	24.3%	53.0%	16.2%	6.4%	0.0%
National Archives and Records Administration	13	7.7%	61.5%	23.1%	7.7%	0.0%
National Foundation on the Arts and Humanities	16	12.5%	31.3%	31.3%	18.8%	6.3%
National Labor Relations Board	38	13.2%	60.5%	13.2%	13.2%	0.0%
National Science Foundation	53	18.9%	52.8%	13.2%	15.1%	0.0%
National Transportation Safety Board	12	16.7%	50.0%	16.7%	16.7%	0.0%
Nuclear Regulatory Commission	120	32.5%	56.7%	9.2%	1.7%	0.0%
Office of Management and Budget	24	0.0%	50.0%	29.2%	20.8%	0.0%
Office of Personnel Management	47	6.4%	55.3%	17.0%	17.0%	4.3%
Small Business Administration	30	6.7%	40.0%	36.7%	10.0%	6.7%
Social Security Administration	127	26.0%	48.0%	12.6%	11.0%	2.4%
U.S. Agency for International Development	21	4.8%	57.1%	14.3%	19.0%	4.8%
SES wide	4903	17.4%	47.8%	19.6%	13.4%	1.9%

Q27 My agency is able to attract high quality senior executives.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	18.2%	45.5%	27.3%	9.1%	0.0%
Department of Agriculture	233	15.9%	47.2%	25.3%	8.6%	3.0%
Department of Commerce	238	10.5%	51.3%	20.2%	14.3%	3.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	259	18.5%	49.0%	18.5%	10.0%	3.9%
Department of Education	58	19.0%	46.6%	17.2%	12.1%	5.2%
Department of Energy	279	11.5%	46.6%	25.4%	12.9%	3.6%
Department of Health and Human Services	248	25.4%	39.9%	19.0%	10.9%	4.8%
Department of Homeland Security	331	19.0%	49.5%	18.4%	9.7%	3.3%
Department of Housing and Urban Development	59	10.2%	16.9%	33.9%	27.1%	11.9%
Department of Justice	406	34.5%	41.4%	16.0%	4.9%	3.2%
Department of Labor	110	14.5%	44.5%	21.8%	12.7%	6.4%
Department of State	97	38.1%	44.3%	9.3%	6.2%	2.1%
Department of the Air Force	119	26.1%	47.9%	16.0%	8.4%	1.7%
Department of the Army	146	20.5%	48.6%	19.9%	8.9%	2.1%
Department of the Interior	167	19.2%	40.1%	21.6%	12.0%	7.2%
Department of the Navy	184	35.3%	46.2%	11.4%	4.3%	2.7%
Department of the Treasury	325	20.9%	56.3%	14.2%	8.0%	0.6%
Department of Transportation	155	32.3%	40.0%	16.1%	7.7%	3.9%
Department of Veterans Affairs	213	19.2%	38.5%	19.2%	14.6%	8.5%
Environmental Protection Agency	183	16.4%	62.3%	14.8%	4.9%	1.6%
Equal Employment Opportunity Commission	21	0.0%	23.8%	28.6%	19.0%	28.6%
Federal Communications Commission	16	43.8%	31.3%	18.8%	6.3%	0.0%
Federal Labor Relations Authority	11	0.0%	54.5%	36.4%	0.0%	9.1%
Federal Trade Commission	31	54.8%	32.3%	6.5%	6.5%	0.0%
General Services Administration	74	33.8%	43.2%	14.9%	8.1%	0.0%
Merit Systems Protection Board	12	41.7%	58.3%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	294	33.0%	45.9%	14.3%	6.1%	0.7%
National Archives and Records Administration	13	23.1%	61.5%	7.7%	7.7%	0.0%
National Foundation on the Arts and Humanities	16	31.3%	56.3%	0.0%	6.3%	6.3%
National Labor Relations Board	38	23.7%	50.0%	23.7%	2.6%	0.0%
National Science Foundation	53	32.1%	43.4%	15.1%	7.5%	1.9%
National Transportation Safety Board	11	45.5%	36.4%	18.2%	0.0%	0.0%
Nuclear Regulatory Commission	118	42.4%	44.9%	11.0%	0.8%	0.8%
Office of Management and Budget	24	33.3%	37.5%	16.7%	12.5%	0.0%
Office of Personnel Management	46	15.2%	58.7%	13.0%	13.0%	0.0%
Small Business Administration	30	3.3%	46.7%	36.7%	10.0%	3.3%
Social Security Administration	124	22.6%	51.6%	14.5%	8.1%	3.2%
U.S. Agency for International Development	21	19.0%	42.9%	23.8%	14.3%	0.0%
SES wide	4856	23.4%	46.4%	18.0%	9.0%	3.3%

Q28 My agency is able to retain high quality senior executives.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	18.2%	36.4%	45.5%	0.0%	0.0%
Department of Agriculture	232	18.5%	49.6%	20.3%	8.6%	3.0%
Department of Commerce	238	13.4%	49.2%	23.5%	12.2%	1.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	259	17.4%	46.7%	18.9%	13.1%	3.9%
Department of Education	58	19.0%	48.3%	22.4%	8.6%	1.7%
Department of Energy	279	9.7%	47.3%	29.4%	10.4%	3.2%
Department of Health and Human Services	245	19.2%	41.6%	23.3%	11.4%	4.5%
Department of Homeland Security	330	16.1%	41.2%	22.7%	15.8%	4.2%
Department of Housing and Urban Development	60	11.7%	18.3%	36.7%	21.7%	11.7%
Department of Justice	404	23.5%	45.0%	15.3%	13.9%	2.2%
Department of Labor	111	16.2%	49.5%	20.7%	8.1%	5.4%
Department of State	98	31.6%	44.9%	14.3%	7.1%	2.0%
Department of the Air Force	120	26.7%	43.3%	18.3%	10.0%	1.7%
Department of the Army	146	18.5%	47.9%	19.2%	12.3%	2.1%
Department of the Interior	166	22.9%	45.2%	21.1%	6.6%	4.2%
Department of the Navy	185	33.5%	45.9%	14.1%	4.9%	1.6%
Department of the Treasury	327	17.1%	50.5%	18.7%	11.3%	2.4%
Department of Transportation	155	29.7%	39.4%	20.0%	5.2%	5.8%
Department of Veterans Affairs	212	12.3%	35.8%	25.0%	18.4%	8.5%
Environmental Protection Agency	184	22.8%	59.2%	11.4%	5.4%	1.1%
Equal Employment Opportunity Commission	21	4.8%	38.1%	38.1%	14.3%	4.8%
Federal Communications Commission	18	16.7%	44.4%	33.3%	5.6%	0.0%
Federal Labor Relations Authority	11	9.1%	63.6%	9.1%	18.2%	0.0%
Federal Trade Commission	31	45.2%	25.8%	25.8%	0.0%	3.2%
General Services Administration	74	29.7%	43.2%	17.6%	8.1%	1.4%
Merit Systems Protection Board	12	66.7%	33.3%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	295	26.8%	46.8%	18.6%	6.1%	1.7%
National Archives and Records Administration	13	7.7%	76.9%	15.4%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	31.3%	43.8%	18.8%	6.3%	0.0%
National Labor Relations Board	38	31.6%	57.9%	7.9%	2.6%	0.0%
National Science Foundation	53	20.8%	45.3%	26.4%	5.7%	1.9%
National Transportation Safety Board	12	41.7%	33.3%	25.0%	0.0%	0.0%
Nuclear Regulatory Commission	120	48.3%	41.7%	9.2%	0.8%	0.0%
Office of Management and Budget	24	12.5%	41.7%	16.7%	29.2%	0.0%
Office of Personnel Management	45	13.3%	46.7%	17.8%	20.0%	2.2%
Small Business Administration	30	3.3%	36.7%	33.3%	20.0%	6.7%
Social Security Administration	124	25.8%	54.8%	9.7%	4.8%	4.8%
U.S. Agency for International Development	21	14.3%	38.1%	23.8%	14.3%	9.5%
SES wide	4861	21.1%	45.6%	19.8%	10.3%	3.1%

Q29 SES pay and benefits are helpful in attracting high quality senior executives.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	9.1%	9.1%	18.2%	45.5%	18.2%
Department of Agriculture	235	9.4%	26.4%	20.4%	26.8%	17.0%
Department of Commerce	237	10.5%	16.9%	18.1%	30.8%	23.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	256	7.4%	24.6%	18.8%	25.4%	23.8%
Department of Education	58	8.6%	36.2%	15.5%	27.6%	12.1%
Department of Energy	280	10.0%	25.0%	16.8%	27.9%	20.4%
Department of Health and Human Services	247	12.6%	31.6%	21.9%	22.3%	11.7%
Department of Homeland Security	331	12.4%	33.5%	18.1%	22.1%	13.9%
Department of Housing and Urban Development	61	18.0%	31.1%	23.0%	9.8%	18.0%
Department of Justice	401	17.2%	37.4%	15.5%	18.2%	11.7%
Department of Labor	110	10.9%	32.7%	15.5%	27.3%	13.6%
Department of State	95	11.6%	29.5%	20.0%	21.1%	17.9%
Department of the Air Force	119	10.1%	17.6%	16.0%	32.8%	23.5%
Department of the Army	146	6.8%	13.7%	12.3%	38.4%	28.8%
Department of the Interior	167	12.6%	25.1%	21.6%	28.1%	12.6%
Department of the Navy	185	8.6%	19.5%	15.1%	33.0%	23.8%
Department of the Treasury	329	7.3%	24.0%	14.6%	32.5%	21.6%
Department of Transportation	154	9.1%	38.3%	18.2%	23.4%	11.0%
Department of Veterans Affairs	211	7.6%	18.5%	15.2%	28.0%	30.8%
Environmental Protection Agency	182	14.8%	31.9%	17.0%	25.3%	11.0%
Equal Employment Opportunity Commission	20	15.0%	35.0%	20.0%	15.0%	15.0%
Federal Communications Commission	17	11.8%	52.9%	23.5%	11.8%	0.0%
Federal Labor Relations Authority	10	10.0%	40.0%	20.0%	20.0%	10.0%
Federal Trade Commission	30	13.3%	13.3%	33.3%	30.0%	10.0%
General Services Administration	73	13.7%	19.2%	11.0%	32.9%	23.3%
Merit Systems Protection Board	12	16.7%	41.7%	8.3%	33.3%	0.0%
National Aeronautics and Space Administration	292	6.8%	20.9%	22.3%	29.8%	20.2%
National Archives and Records Administration	13	7.7%	46.2%	15.4%	23.1%	7.7%
National Foundation on the Arts and Humanities	16	37.5%	25.0%	18.8%	18.8%	0.0%
National Labor Relations Board	38	15.8%	28.9%	15.8%	18.4%	21.1%
National Science Foundation	53	15.1%	35.8%	15.1%	20.8%	13.2%
National Transportation Safety Board	12	8.3%	25.0%	16.7%	16.7%	33.3%
Nuclear Regulatory Commission	117	8.5%	28.2%	23.9%	27.4%	12.0%
Office of Management and Budget	24	8.3%	50.0%	12.5%	20.8%	8.3%
Office of Personnel Management	47	14.9%	34.0%	14.9%	23.4%	12.8%
Small Business Administration	30	16.7%	46.7%	20.0%	13.3%	3.3%
Social Security Administration	127	14.2%	29.1%	23.6%	22.8%	10.2%
U.S. Agency for International Development	21	33.3%	14.3%	23.8%	19.0%	9.5%
SES wide	4850	11.1%	27.4%	18.0%	26.1%	17.5%

Q30 SES pay and benefits are helpful in retaining high quality senior executives.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	9.1%	9.1%	27.3%	36.4%	18.2%
Department of Agriculture	235	8.9%	26.0%	23.4%	26.4%	15.3%
Department of Commerce	238	10.5%	20.2%	20.2%	30.3%	18.9%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	256	7.8%	23.0%	23.4%	25.8%	19.9%
Department of Education	58	12.1%	36.2%	13.8%	31.0%	6.9%
Department of Energy	279	11.5%	21.5%	22.6%	26.2%	18.3%
Department of Health and Human Services	248	12.1%	28.2%	21.8%	26.2%	11.7%
Department of Homeland Security	331	13.6%	28.1%	20.8%	24.5%	13.0%
Department of Housing and Urban Development	61	19.7%	29.5%	21.3%	11.5%	18.0%
Department of Justice	402	18.7%	32.1%	13.4%	22.4%	13.4%
Department of Labor	110	10.9%	33.6%	20.0%	22.7%	12.7%
Department of State	96	11.5%	24.0%	17.7%	32.3%	14.6%
Department of the Air Force	118	10.2%	17.8%	16.9%	30.5%	24.6%
Department of the Army	146	6.8%	13.7%	15.8%	34.9%	28.8%
Department of the Interior	167	12.0%	25.1%	24.6%	28.1%	10.2%
Department of the Navy	185	8.6%	17.3%	20.0%	30.3%	23.8%
Department of the Treasury	327	7.3%	22.0%	15.3%	33.9%	21.4%
Department of Transportation	155	11.6%	28.4%	27.1%	24.5%	8.4%
Department of Veterans Affairs	210	7.6%	15.7%	19.5%	27.6%	29.5%
Environmental Protection Agency	183	14.8%	30.1%	19.7%	23.5%	12.0%
Equal Employment Opportunity Commission	20	15.0%	30.0%	15.0%	35.0%	5.0%
Federal Communications Commission	18	11.1%	61.1%	16.7%	11.1%	0.0%
Federal Labor Relations Authority	11	9.1%	36.4%	18.2%	27.3%	9.1%
Federal Trade Commission	30	13.3%	13.3%	26.7%	36.7%	10.0%
General Services Administration	74	14.9%	18.9%	14.9%	29.7%	21.6%
Merit Systems Protection Board	12	8.3%	41.7%	8.3%	41.7%	0.0%
National Aeronautics and Space Administration	293	7.8%	19.5%	23.9%	32.8%	16.0%
National Archives and Records Administration	13	7.7%	46.2%	15.4%	23.1%	7.7%
National Foundation on the Arts and Humanities	16	31.3%	25.0%	18.8%	25.0%	0.0%
National Labor Relations Board	38	15.8%	26.3%	18.4%	23.7%	15.8%
National Science Foundation	52	15.4%	26.9%	17.3%	30.8%	9.6%
National Transportation Safety Board	12	8.3%	33.3%	8.3%	16.7%	33.3%
Nuclear Regulatory Commission	119	7.6%	29.4%	23.5%	30.3%	9.2%
Office of Management and Budget	24	8.3%	37.5%	8.3%	33.3%	12.5%
Office of Personnel Management	46	15.2%	34.8%	13.0%	26.1%	10.9%
Small Business Administration	30	13.3%	40.0%	23.3%	16.7%	6.7%
Social Security Administration	127	13.4%	31.5%	26.0%	21.3%	7.9%
U.S. Agency for International Development	21	33.3%	9.5%	14.3%	33.3%	9.5%
SES wide	4855	11.4%	25.2%	20.1%	27.2%	16.0%

Q31 The SES application process discourages high quality candidates from applying.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	18.2%	45.5%	36.4%	0.0%	0.0%
Department of Agriculture	237	11.4%	28.3%	30.0%	26.6%	3.8%
Department of Commerce	239	21.8%	33.1%	21.3%	21.8%	2.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	259	15.8%	32.8%	24.3%	24.3%	2.7%
Department of Education	59	11.9%	28.8%	32.2%	23.7%	3.4%
Department of Energy	282	16.0%	31.2%	30.5%	19.1%	3.2%
Department of Health and Human Services	251	19.5%	30.3%	30.7%	17.1%	2.4%
Department of Homeland Security	333	11.4%	21.9%	26.7%	34.2%	5.7%
Department of Housing and Urban Development	60	13.3%	38.3%	28.3%	20.0%	0.0%
Department of Justice	411	8.0%	21.4%	33.3%	28.7%	8.5%
Department of Labor	111	17.1%	29.7%	32.4%	19.8%	0.9%
Department of State	100	14.0%	21.0%	36.0%	26.0%	3.0%
Department of the Air Force	120	12.5%	33.3%	27.5%	23.3%	3.3%
Department of the Army	147	16.3%	31.3%	21.1%	27.9%	3.4%
Department of the Interior	168	13.1%	28.0%	32.1%	19.6%	7.1%
Department of the Navy	185	9.7%	24.3%	35.1%	25.9%	4.9%
Department of the Treasury	331	16.6%	25.1%	28.7%	26.3%	3.3%
Department of Transportation	157	15.9%	26.8%	28.0%	24.8%	4.5%
Department of Veterans Affairs	213	15.5%	31.9%	28.6%	20.7%	3.3%
Environmental Protection Agency	187	12.3%	32.1%	32.6%	19.3%	3.7%
Equal Employment Opportunity Commission	21	19.0%	28.6%	23.8%	23.8%	4.8%
Federal Communications Commission	18	11.1%	27.8%	27.8%	27.8%	5.6%
Federal Labor Relations Authority	11	18.2%	45.5%	9.1%	27.3%	0.0%
Federal Trade Commission	31	6.5%	22.6%	41.9%	22.6%	6.5%
General Services Administration	75	24.0%	21.3%	26.7%	24.0%	4.0%
Merit Systems Protection Board	12	16.7%	16.7%	25.0%	41.7%	0.0%
National Aeronautics and Space Administration	296	13.9%	25.0%	33.8%	24.7%	2.7%
National Archives and Records Administration	13	15.4%	46.2%	15.4%	15.4%	7.7%
National Foundation on the Arts and Humanities	16	6.3%	18.8%	56.3%	18.8%	0.0%
National Labor Relations Board	38	21.1%	23.7%	34.2%	15.8%	5.3%
National Science Foundation	53	9.4%	35.8%	32.1%	13.2%	9.4%
National Transportation Safety Board	12	8.3%	41.7%	16.7%	33.3%	0.0%
Nuclear Regulatory Commission	120	7.5%	20.8%	31.7%	35.8%	4.2%
Office of Management and Budget	24	12.5%	12.5%	45.8%	25.0%	4.2%
Office of Personnel Management	47	2.1%	27.7%	29.8%	31.9%	8.5%
Small Business Administration	30	16.7%	30.0%	23.3%	30.0%	0.0%
Social Security Administration	127	7.1%	29.9%	33.1%	22.0%	7.9%
U.S. Agency for International Development	21	9.5%	23.8%	38.1%	19.0%	9.5%
SES wide	4910	13.8%	27.7%	29.9%	24.5%	4.1%

Agency	Q32a The SES application process is discouraging due to...writing ECQs for QRB					
	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	7	28.6%	57.1%	14.3%	0.0%	0.0%
Department of Agriculture	92	42.4%	50.0%	3.3%	3.3%	1.1%
Department of Commerce	131	47.3%	44.3%	6.1%	1.5%	0.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	126	41.3%	50.0%	6.3%	2.4%	0.0%
Department of Education	24	41.7%	54.2%	0.0%	4.2%	0.0%
Department of Energy	133	42.1%	49.6%	5.3%	3.0%	0.0%
Department of Health and Human Services	125	52.0%	40.8%	4.8%	2.4%	0.0%
Department of Homeland Security	111	45.0%	39.6%	6.3%	3.6%	5.4%
Department of Housing and Urban Development	31	51.6%	35.5%	6.5%	6.5%	0.0%
Department of Justice	121	55.4%	37.2%	5.0%	2.5%	0.0%
Department of Labor	52	57.7%	34.6%	5.8%	1.9%	0.0%
Department of State	33	54.5%	39.4%	6.1%	0.0%	0.0%
Department of the Air Force	55	41.8%	52.7%	0.0%	1.8%	3.6%
Department of the Army	70	34.3%	48.6%	8.6%	4.3%	4.3%
Department of the Interior	69	47.8%	47.8%	2.9%	1.4%	0.0%
Department of the Navy	63	39.7%	49.2%	7.9%	3.2%	0.0%
Department of the Treasury	134	53.7%	41.0%	1.5%	3.7%	0.0%
Department of Transportation	67	49.3%	43.3%	3.0%	4.5%	0.0%
Department of Veterans Affairs	100	48.0%	40.0%	9.0%	2.0%	1.0%
Environmental Protection Agency	83	42.2%	49.4%	8.4%	0.0%	0.0%
Equal Employment Opportunity Commission	10	60.0%	20.0%	10.0%	10.0%	0.0%
Federal Communications Commission	7	57.1%	42.9%	0.0%	0.0%	0.0%
Federal Labor Relations Authority	7	42.9%	57.1%	0.0%	0.0%	0.0%
Federal Trade Commission	9	55.6%	44.4%	0.0%	0.0%	0.0%
General Services Administration	34	58.8%	32.4%	2.9%	2.9%	2.9%
Merit Systems Protection Board	4	50.0%	50.0%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	115	54.8%	40.0%	4.3%	0.0%	0.9%
National Archives and Records Administration	8	37.5%	62.5%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	4	50.0%	50.0%	0.0%	0.0%	0.0%
National Labor Relations Board	17	64.7%	29.4%	5.9%	0.0%	0.0%
National Science Foundation	24	37.5%	33.3%	20.8%	8.3%	0.0%
National Transportation Safety Board	6	66.7%	16.7%	16.7%	0.0%	0.0%
Nuclear Regulatory Commission	34	41.2%	47.1%	8.8%	2.9%	0.0%
Office of Management and Budget	6	50.0%	33.3%	16.7%	0.0%	0.0%
Office of Personnel Management	14	42.9%	50.0%	0.0%	0.0%	7.1%
Small Business Administration	14	57.1%	42.9%	0.0%	0.0%	0.0%
Social Security Administration	47	44.7%	42.6%	6.4%	6.4%	0.0%
U.S. Agency for International Development	7	57.1%	42.9%	0.0%	0.0%	0.0%
SES wide	2029	47.6%	43.6%	5.5%	2.6%	0.8%

(Note: This question was only seen by those who answered "strongly agree or agree" on question #31. All others skipped this question.) Agency	Q32b The SES application process is discouraging due to...the interview process					
	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	7	0.0%	0.0%	42.9%	42.9%	14.3%
Department of Agriculture	94	1.1%	11.7%	25.5%	53.2%	8.5%
Department of Commerce	131	4.6%	10.7%	20.6%	55.0%	9.2%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	125	3.2%	9.6%	32.8%	40.8%	13.6%
Department of Education	24	4.2%	4.2%	33.3%	54.2%	4.2%
Department of Energy	133	3.0%	12.8%	27.8%	49.6%	6.8%
Department of Health and Human Services	124	4.8%	12.1%	33.9%	36.3%	12.9%
Department of Homeland Security	110	9.1%	19.1%	25.5%	37.3%	9.1%
Department of Housing and Urban Development	31	0.0%	6.5%	32.3%	54.8%	6.5%
Department of Justice	121	4.1%	8.3%	29.8%	44.6%	13.2%
Department of Labor	50	4.0%	8.0%	30.0%	56.0%	2.0%
Department of State	35	5.7%	2.9%	25.7%	57.1%	8.6%
Department of the Air Force	55	1.8%	20.0%	21.8%	40.0%	16.4%
Department of the Army	69	5.8%	8.7%	21.7%	53.6%	10.1%
Department of the Interior	68	5.9%	14.7%	32.4%	39.7%	7.4%
Department of the Navy	63	4.8%	12.7%	28.6%	41.3%	12.7%
Department of the Treasury	136	2.9%	14.7%	26.5%	43.4%	12.5%
Department of Transportation	67	7.5%	10.4%	29.9%	38.8%	13.4%
Department of Veterans Affairs	101	10.9%	18.8%	20.8%	40.6%	8.9%
Environmental Protection Agency	83	3.6%	16.9%	27.7%	41.0%	10.8%
Equal Employment Opportunity Commission	10	10.0%	20.0%	30.0%	40.0%	0.0%
Federal Communications Commission	7	0.0%	14.3%	42.9%	42.9%	0.0%
Federal Labor Relations Authority	6	0.0%	16.7%	50.0%	16.7%	16.7%
Federal Trade Commission	9	22.2%	0.0%	22.2%	33.3%	22.2%
General Services Administration	33	12.1%	15.2%	21.2%	45.5%	6.1%
Merit Systems Protection Board	4	0.0%	0.0%	25.0%	25.0%	50.0%
National Aeronautics and Space Administration	114	1.8%	7.9%	31.6%	45.6%	13.2%
National Archives and Records Administration	8	12.5%	25.0%	0.0%	50.0%	12.5%
National Foundation on the Arts and Humanities	4	0.0%	0.0%	50.0%	25.0%	25.0%
National Labor Relations Board	17	5.9%	5.9%	41.2%	29.4%	17.6%
National Science Foundation	24	8.3%	16.7%	29.2%	33.3%	12.5%
National Transportation Safety Board	6	0.0%	0.0%	16.7%	66.7%	16.7%
Nuclear Regulatory Commission	33	3.0%	12.1%	33.3%	39.4%	12.1%
Office of Management and Budget	6	16.7%	16.7%	0.0%	66.7%	0.0%
Office of Personnel Management	14	0.0%	0.0%	35.7%	57.1%	7.1%
Small Business Administration	14	0.0%	14.3%	21.4%	50.0%	14.3%
Social Security Administration	47	4.3%	23.4%	23.4%	40.4%	8.5%
U.S. Agency for International Development	7	0.0%	28.6%	14.3%	57.1%	0.0%
SES wide	2024	4.7%	12.3%	27.7%	44.8%	10.6%

Agency	Q32c The SES application process is discouraging due to...lack of information re: vacancies					
	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	7	14.3%	28.6%	42.9%	14.3%	0.0%
Department of Agriculture	93	10.8%	33.3%	26.9%	28.0%	1.1%
Department of Commerce	131	6.1%	30.5%	28.2%	32.1%	3.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	125	13.6%	28.0%	28.0%	26.4%	4.0%
Department of Education	24	8.3%	25.0%	25.0%	41.7%	0.0%
Department of Energy	131	8.4%	29.0%	30.5%	29.0%	3.1%
Department of Health and Human Services	124	16.1%	33.1%	24.2%	23.4%	3.2%
Department of Homeland Security	110	18.2%	30.9%	25.5%	20.9%	4.5%
Department of Housing and Urban Development	30	13.3%	33.3%	20.0%	30.0%	3.3%
Department of Justice	120	9.2%	26.7%	31.7%	25.0%	7.5%
Department of Labor	51	7.8%	47.1%	21.6%	21.6%	2.0%
Department of State	34	14.7%	26.5%	35.3%	20.6%	2.9%
Department of the Air Force	55	9.1%	29.1%	27.3%	27.3%	7.3%
Department of the Army	67	16.4%	23.9%	28.4%	31.3%	0.0%
Department of the Interior	68	11.8%	29.4%	27.9%	25.0%	5.9%
Department of the Navy	63	14.3%	25.4%	30.2%	28.6%	1.6%
Department of the Treasury	135	13.3%	28.1%	29.6%	25.9%	3.0%
Department of Transportation	67	11.9%	32.8%	23.9%	26.9%	4.5%
Department of Veterans Affairs	100	18.0%	35.0%	18.0%	25.0%	4.0%
Environmental Protection Agency	83	8.4%	27.7%	34.9%	26.5%	2.4%
Equal Employment Opportunity Commission	10	20.0%	30.0%	20.0%	30.0%	0.0%
Federal Communications Commission	7	14.3%	42.9%	14.3%	28.6%	0.0%
Federal Labor Relations Authority	7	14.3%	42.9%	42.9%	0.0%	0.0%
Federal Trade Commission	9	11.1%	0.0%	33.3%	55.6%	0.0%
General Services Administration	34	11.8%	35.3%	26.5%	23.5%	2.9%
Merit Systems Protection Board	4	0.0%	25.0%	25.0%	25.0%	25.0%
National Aeronautics and Space Administration	114	5.3%	21.9%	39.5%	27.2%	6.1%
National Archives and Records Administration	8	0.0%	37.5%	25.0%	37.5%	0.0%
National Foundation on the Arts and Humanities	4	0.0%	25.0%	50.0%	25.0%	0.0%
National Labor Relations Board	17	5.9%	5.9%	23.5%	47.1%	17.6%
National Science Foundation	24	8.3%	33.3%	25.0%	25.0%	8.3%
National Transportation Safety Board	6	16.7%	0.0%	33.3%	33.3%	16.7%
Nuclear Regulatory Commission	33	9.1%	21.2%	45.5%	24.2%	0.0%
Office of Management and Budget	6	16.7%	16.7%	16.7%	50.0%	0.0%
Office of Personnel Management	14	7.1%	35.7%	35.7%	14.3%	7.1%
Small Business Administration	14	7.1%	28.6%	35.7%	21.4%	7.1%
Social Security Administration	46	0.0%	30.4%	32.6%	32.6%	4.3%
U.S. Agency for International Development	7	14.3%	28.6%	42.9%	14.3%	0.0%
SES wide	2017	11.2%	29.2%	28.8%	27.0%	3.9%

Q33 I understand the SES performance appraisal system being used in this organization.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	9.1%	45.5%	18.2%	18.2%	9.1%
Department of Agriculture	234	19.7%	53.0%	16.2%	9.0%	2.1%
Department of Commerce	236	23.7%	52.1%	10.2%	11.9%	2.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	258	19.8%	61.6%	9.7%	7.4%	1.6%
Department of Education	59	18.6%	55.9%	11.9%	10.2%	3.4%
Department of Energy	279	21.9%	57.0%	11.5%	7.5%	2.2%
Department of Health and Human Services	249	25.3%	53.8%	9.6%	7.6%	3.6%
Department of Homeland Security	331	22.1%	50.2%	10.3%	12.7%	4.8%
Department of Housing and Urban Development	59	16.9%	25.4%	16.9%	20.3%	20.3%
Department of Justice	409	24.0%	57.5%	7.1%	8.6%	2.9%
Department of Labor	111	13.5%	44.1%	13.5%	20.7%	8.1%
Department of State	99	19.2%	57.6%	8.1%	12.1%	3.0%
Department of the Air Force	119	22.7%	61.3%	10.1%	5.0%	0.8%
Department of the Army	145	20.7%	57.9%	11.7%	9.0%	0.7%
Department of the Interior	168	21.4%	55.4%	7.7%	13.7%	1.8%
Department of the Navy	183	30.6%	60.7%	5.5%	2.2%	1.1%
Department of the Treasury	329	23.1%	55.9%	10.3%	6.7%	4.0%
Department of Transportation	156	17.9%	57.1%	12.8%	10.9%	1.3%
Department of Veterans Affairs	211	17.5%	51.7%	12.8%	12.3%	5.7%
Environmental Protection Agency	183	14.8%	50.8%	14.8%	14.2%	5.5%
Equal Employment Opportunity Commission	21	23.8%	38.1%	4.8%	19.0%	14.3%
Federal Communications Commission	18	11.1%	61.1%	16.7%	5.6%	5.6%
Federal Labor Relations Authority	11	36.4%	45.5%	0.0%	18.2%	0.0%
Federal Trade Commission	31	22.6%	38.7%	19.4%	19.4%	0.0%
General Services Administration	74	25.7%	51.4%	9.5%	9.5%	4.1%
Merit Systems Protection Board	12	33.3%	66.7%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	294	20.7%	56.1%	8.8%	9.9%	4.4%
National Archives and Records Administration	13	15.4%	61.5%	15.4%	7.7%	0.0%
National Foundation on the Arts and Humanities	16	43.8%	43.8%	12.5%	0.0%	0.0%
National Labor Relations Board	38	23.7%	55.3%	7.9%	13.2%	0.0%
National Science Foundation	53	37.7%	34.0%	9.4%	13.2%	5.7%
National Transportation Safety Board	12	50.0%	33.3%	0.0%	8.3%	8.3%
Nuclear Regulatory Commission	118	33.1%	50.0%	5.9%	5.9%	5.1%
Office of Management and Budget	24	4.2%	50.0%	33.3%	12.5%	0.0%
Office of Personnel Management	47	19.1%	53.2%	6.4%	19.1%	2.1%
Small Business Administration	30	20.0%	53.3%	16.7%	3.3%	6.7%
Social Security Administration	125	34.4%	56.0%	6.4%	1.6%	1.6%
U.S. Agency for International Development	21	28.6%	47.6%	0.0%	9.5%	14.3%
SES wide	4871	22.6%	54.0%	10.3%	9.6%	3.5%

Q34 My performance evaluation takes into account the most important parts of my job.

Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	9.1%	63.6%	18.2%	9.1%	0.0%
Department of Agriculture	235	16.6%	48.1%	12.8%	17.0%	5.5%
Department of Commerce	238	17.2%	42.4%	16.0%	18.5%	5.9%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	259	17.0%	51.4%	13.9%	15.1%	2.7%
Department of Education	60	21.7%	50.0%	18.3%	8.3%	1.7%
Department of Energy	282	17.0%	50.0%	17.0%	12.4%	3.5%
Department of Health and Human Services	249	19.3%	49.0%	14.9%	11.6%	5.2%
Department of Homeland Security	331	18.7%	45.9%	13.0%	16.6%	5.7%
Department of Housing and Urban Development	61	11.5%	21.3%	16.4%	36.1%	14.8%
Department of Justice	411	22.1%	50.9%	12.4%	12.2%	2.4%
Department of Labor	111	15.3%	43.2%	15.3%	15.3%	10.8%
Department of State	100	28.0%	46.0%	12.0%	10.0%	4.0%
Department of the Air Force	119	15.1%	55.5%	16.0%	10.1%	3.4%
Department of the Army	147	15.6%	59.2%	11.6%	10.9%	2.7%
Department of the Interior	167	22.2%	44.3%	13.8%	11.4%	8.4%
Department of the Navy	184	26.1%	54.9%	11.4%	6.0%	1.6%
Department of the Treasury	330	21.5%	46.4%	13.3%	16.1%	2.7%
Department of Transportation	157	24.8%	45.2%	19.1%	7.0%	3.8%
Department of Veterans Affairs	214	15.0%	39.7%	14.0%	25.7%	5.6%
Environmental Protection Agency	184	10.9%	49.5%	16.3%	16.8%	6.5%
Equal Employment Opportunity Commission	21	19.0%	52.4%	9.5%	14.3%	4.8%
Federal Communications Commission	18	22.2%	50.0%	22.2%	5.6%	0.0%
Federal Labor Relations Authority	11	36.4%	54.5%	0.0%	9.1%	0.0%
Federal Trade Commission	31	19.4%	51.6%	16.1%	9.7%	3.2%
General Services Administration	75	21.3%	50.7%	9.3%	18.7%	0.0%
Merit Systems Protection Board	12	33.3%	50.0%	8.3%	8.3%	0.0%
National Aeronautics and Space Administration	296	24.0%	49.3%	13.5%	10.1%	3.0%
National Archives and Records Administration	13	30.8%	53.8%	15.4%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	43.8%	43.8%	12.5%	0.0%	0.0%
National Labor Relations Board	38	23.7%	55.3%	7.9%	13.2%	0.0%
National Science Foundation	52	23.1%	30.8%	17.3%	23.1%	5.8%
National Transportation Safety Board	12	41.7%	41.7%	0.0%	8.3%	8.3%
Nuclear Regulatory Commission	120	29.2%	43.3%	13.3%	10.0%	4.2%
Office of Management and Budget	23	4.3%	69.6%	17.4%	4.3%	4.3%
Office of Personnel Management	47	19.1%	51.1%	12.8%	12.8%	4.3%
Small Business Administration	30	23.3%	46.7%	13.3%	10.0%	6.7%
Social Security Administration	127	37.0%	44.1%	8.7%	9.4%	0.8%
U.S. Agency for International Development	21	19.0%	38.1%	23.8%	9.5%	9.5%
SES wide	4897	20.5%	47.9%	13.8%	13.7%	4.2%

Q35 I received a performance plan in the first few months of the performance cycle.			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	54.5%	45.5%
Department of Agriculture	235	74.0%	26.0%
Department of Commerce	238	79.8%	20.2%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	258	75.2%	24.8%
Department of Education	60	91.7%	8.3%
Department of Energy	282	84.8%	15.2%
Department of Health and Human Services	249	88.0%	12.0%
Department of Homeland Security	333	77.5%	22.5%
Department of Housing and Urban Development	61	47.5%	52.5%
Department of Justice	410	89.3%	10.7%
Department of Labor	110	80.0%	20.0%
Department of State	100	64.0%	36.0%
Department of the Air Force	118	84.7%	15.3%
Department of the Army	147	82.3%	17.7%
Department of the Interior	166	69.3%	30.7%
Department of the Navy	184	88.6%	11.4%
Department of the Treasury	330	84.5%	15.5%
Department of Transportation	157	77.7%	22.3%
Department of Veterans Affairs	214	86.0%	14.0%
Environmental Protection Agency	185	92.4%	7.6%
Equal Employment Opportunity Commission	21	47.6%	52.4%
Federal Communications Commission	18	55.6%	44.4%
Federal Labor Relations Authority	11	63.6%	36.4%
Federal Trade Commission	31	96.8%	3.2%
General Services Administration	75	85.3%	14.7%
Merit Systems Protection Board	12	91.7%	8.3%
National Aeronautics and Space Administration	296	90.2%	9.8%
National Archives and Records Administration	13	76.9%	23.1%
National Foundation on the Arts and Humanities	16	75.0%	25.0%
National Labor Relations Board	38	81.6%	18.4%
National Science Foundation	53	79.2%	20.8%
National Transportation Safety Board	12	100.0%	0.0%
Nuclear Regulatory Commission	120	100.0%	0.0%
Office of Management and Budget	23	65.2%	34.8%
Office of Personnel Management	47	70.2%	29.8%
Small Business Administration	30	56.7%	43.3%
Social Security Administration	127	94.5%	5.5%
U.S. Agency for International Development	21	81.0%	19.0%
SES wide	4896	82.3%	17.7%

Q36 I had a discussion about progress on my performance plan at mid-year in the performance cycle.			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	45.5%	54.5%
Department of Agriculture	235	87.7%	12.3%
Department of Commerce	238	88.2%	11.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	259	72.6%	27.4%
Department of Education	60	88.3%	11.7%
Department of Energy	281	79.4%	20.6%
Department of Health and Human Services	249	85.9%	14.1%
Department of Homeland Security	331	73.1%	26.9%
Department of Housing and Urban Development	61	50.8%	49.2%
Department of Justice	411	68.9%	31.1%
Department of Labor	110	80.9%	19.1%
Department of State	100	63.0%	37.0%
Department of the Air Force	120	69.2%	30.8%
Department of the Army	147	74.1%	25.9%
Department of the Interior	165	75.8%	24.2%
Department of the Navy	183	86.3%	13.7%
Department of the Treasury	331	87.3%	12.7%
Department of Transportation	157	79.6%	20.4%
Department of Veterans Affairs	214	83.6%	16.4%
Environmental Protection Agency	185	89.2%	10.8%
Equal Employment Opportunity Commission	21	81.0%	19.0%
Federal Communications Commission	18	55.6%	44.4%
Federal Labor Relations Authority	11	54.5%	45.5%
Federal Trade Commission	31	54.8%	45.2%
General Services Administration	75	72.0%	28.0%
Merit Systems Protection Board	12	100.0%	0.0%
National Aeronautics and Space Administration	295	94.6%	5.4%
National Archives and Records Administration	13	61.5%	38.5%
National Foundation on the Arts and Humanities	16	50.0%	50.0%
National Labor Relations Board	38	50.0%	50.0%
National Science Foundation	53	79.2%	20.8%
National Transportation Safety Board	12	91.7%	8.3%
Nuclear Regulatory Commission	120	91.7%	8.3%
Office of Management and Budget	23	21.7%	78.3%
Office of Personnel Management	47	72.3%	27.7%
Small Business Administration	30	66.7%	33.3%
Social Security Administration	127	96.1%	3.9%
U.S. Agency for International Development	21	76.2%	23.8%
SES wide	4894	79.3%	20.7%

Q37a To what extent is your performance rating based on the following...The performance of your organization						
Agency	Total # of Respondents	To a Very Great Extent	To a Great Extent	To a Moderate Extent	To a Limited Extent	Not at All
Broadcasting Board of Governors	9	0.0%	33.3%	44.4%	11.1%	11.1%
Department of Agriculture	224	22.3%	45.1%	20.5%	9.4%	2.7%
Department of Commerce	223	30.5%	35.4%	20.2%	11.7%	2.2%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	248	19.0%	38.7%	25.4%	11.3%	5.6%
Department of Education	57	15.8%	38.6%	33.3%	8.8%	3.5%
Department of Energy	269	20.1%	47.2%	21.6%	7.1%	4.1%
Department of Health and Human Services	234	30.8%	43.2%	15.4%	7.3%	3.4%
Department of Homeland Security	315	27.6%	41.3%	19.0%	7.3%	4.8%
Department of Housing and Urban Development	57	7.0%	40.4%	22.8%	15.8%	14.0%
Department of Justice	394	29.4%	38.8%	18.3%	9.6%	3.8%
Department of Labor	103	34.0%	36.9%	15.5%	4.9%	8.7%
Department of State	90	30.0%	34.4%	16.7%	12.2%	6.7%
Department of the Air Force	118	24.6%	41.5%	22.9%	10.2%	0.8%
Department of the Army	142	19.0%	47.9%	25.4%	6.3%	1.4%
Department of the Interior	155	22.6%	38.1%	21.9%	11.0%	6.5%
Department of the Navy	180	28.9%	42.8%	20.0%	5.6%	2.8%
Department of the Treasury	318	28.3%	43.1%	16.7%	10.1%	1.9%
Department of Transportation	148	23.0%	41.9%	20.9%	10.8%	3.4%
Department of Veterans Affairs	207	47.3%	31.9%	12.1%	7.7%	1.0%
Environmental Protection Agency	177	14.7%	43.5%	26.6%	10.2%	5.1%
Equal Employment Opportunity Commission	20	30.0%	30.0%	25.0%	15.0%	0.0%
Federal Communications Commission	16	50.0%	31.3%	12.5%	6.3%	0.0%
Federal Labor Relations Authority	11	45.5%	27.3%	27.3%	0.0%	0.0%
Federal Trade Commission	29	34.5%	37.9%	13.8%	6.9%	6.9%
General Services Administration	70	34.3%	34.3%	20.0%	11.4%	0.0%
Merit Systems Protection Board	12	50.0%	41.7%	8.3%	0.0%	0.0%
National Aeronautics and Space Administration	287	29.3%	41.5%	17.1%	9.8%	2.4%
National Archives and Records Administration	9	33.3%	55.6%	11.1%	0.0%	0.0%
National Foundation on the Arts and Humanities	15	13.3%	53.3%	20.0%	6.7%	6.7%
National Labor Relations Board	38	47.4%	26.3%	18.4%	5.3%	2.6%
National Science Foundation	51	23.5%	39.2%	21.6%	13.7%	2.0%
National Transportation Safety Board	12	33.3%	41.7%	8.3%	8.3%	8.3%
Nuclear Regulatory Commission	117	37.6%	43.6%	11.1%	6.8%	0.9%
Office of Management and Budget	21	9.5%	28.6%	38.1%	14.3%	9.5%
Office of Personnel Management	44	27.3%	45.5%	15.9%	9.1%	2.3%
Small Business Administration	30	16.7%	43.3%	23.3%	13.3%	3.3%
Social Security Administration	125	45.6%	36.0%	12.0%	4.0%	2.4%
U.S. Agency for International Development	21	19.0%	42.9%	28.6%	0.0%	9.5%
SES wide	4678	27.6%	40.6%	19.4%	8.9%	3.5%

Q37b To what extent is your performance rating based on the following...Your individual performance						
Agency	Total # of Respondents	To a Very Great Extent	To a Great Extent	To a Moderate Extent	To a Limited Extent	Not at All
Broadcasting Board of Governors	10	30.0%	50.0%	20.0%	0.0%	0.0%
Department of Agriculture	231	35.9%	39.4%	10.8%	11.3%	2.6%
Department of Commerce	231	30.7%	44.2%	18.2%	5.2%	1.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	252	32.5%	40.1%	17.1%	7.9%	2.4%
Department of Education	57	45.6%	35.1%	14.0%	3.5%	1.8%
Department of Energy	269	28.6%	45.7%	17.5%	7.1%	1.1%
Department of Health and Human Services	242	43.8%	36.0%	10.3%	7.0%	2.9%
Department of Homeland Security	324	34.6%	43.2%	11.4%	7.7%	3.1%
Department of Housing and Urban Development	57	21.1%	38.6%	21.1%	12.3%	7.0%
Department of Justice	399	44.4%	35.3%	13.0%	5.3%	2.0%
Department of Labor	103	28.2%	40.8%	16.5%	9.7%	4.9%
Department of State	92	50.0%	32.6%	9.8%	5.4%	2.2%
Department of the Air Force	117	35.0%	41.9%	17.1%	6.0%	0.0%
Department of the Army	143	38.5%	44.1%	10.5%	7.0%	0.0%
Department of the Interior	160	40.0%	38.8%	11.3%	5.0%	5.0%
Department of the Navy	181	49.2%	39.2%	8.8%	2.8%	0.0%
Department of the Treasury	322	38.2%	38.8%	13.0%	9.3%	0.6%
Department of Transportation	150	47.3%	38.7%	7.3%	4.0%	2.7%
Department of Veterans Affairs	208	25.0%	33.2%	19.7%	16.3%	5.8%
Environmental Protection Agency	180	33.3%	36.7%	18.3%	7.8%	3.9%
Equal Employment Opportunity Commission	21	33.3%	42.9%	4.8%	19.0%	0.0%
Federal Communications Commission	17	41.2%	41.2%	17.6%	0.0%	0.0%
Federal Labor Relations Authority	11	45.5%	36.4%	18.2%	0.0%	0.0%
Federal Trade Commission	29	62.1%	24.1%	3.4%	3.4%	6.9%
General Services Administration	71	36.6%	36.6%	23.9%	2.8%	0.0%
Merit Systems Protection Board	12	75.0%	8.3%	8.3%	8.3%	0.0%
National Aeronautics and Space Administration	289	40.1%	37.4%	14.2%	6.6%	1.7%
National Archives and Records Administration	11	72.7%	27.3%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	14	57.1%	35.7%	7.1%	0.0%	0.0%
National Labor Relations Board	38	39.5%	39.5%	15.8%	5.3%	0.0%
National Science Foundation	51	43.1%	37.3%	13.7%	3.9%	2.0%
National Transportation Safety Board	11	54.5%	18.2%	27.3%	0.0%	0.0%
Nuclear Regulatory Commission	119	26.1%	46.2%	21.0%	6.7%	0.0%
Office of Management and Budget	21	33.3%	61.9%	0.0%	4.8%	0.0%
Office of Personnel Management	45	40.0%	31.1%	13.3%	13.3%	2.2%
Small Business Administration	30	46.7%	30.0%	13.3%	6.7%	3.3%
Social Security Administration	126	49.2%	36.5%	11.1%	2.4%	0.8%
U.S. Agency for International Development	21	42.9%	38.1%	0.0%	14.3%	4.8%
SES wide	4746	38.1%	38.9%	13.8%	7.1%	2.1%

Q37c To what extent is your performance rating based on the following...Customer perspective						
Agency	Total # of Respondents	To a Very Great Extent	To a Great Extent	To a Moderate Extent	To a Limited Extent	Not at All
Broadcasting Board of Governors	8	0.0%	37.5%	50.0%	0.0%	12.5%
Department of Agriculture	222	11.3%	26.6%	33.3%	18.9%	9.9%
Department of Commerce	224	12.5%	31.7%	27.2%	22.3%	6.3%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	248	12.9%	31.9%	27.8%	16.9%	10.5%
Department of Education	51	11.8%	29.4%	27.5%	13.7%	17.6%
Department of Energy	258	10.1%	26.7%	31.4%	24.0%	7.8%
Department of Health and Human Services	234	11.1%	32.9%	24.4%	17.1%	14.5%
Department of Homeland Security	310	12.3%	25.8%	27.1%	17.4%	17.4%
Department of Housing and Urban Development	54	7.4%	27.8%	29.6%	18.5%	16.7%
Department of Justice	375	11.5%	27.2%	25.1%	21.6%	14.7%
Department of Labor	100	7.0%	29.0%	25.0%	20.0%	19.0%
Department of State	89	21.3%	28.1%	21.3%	18.0%	11.2%
Department of the Air Force	116	14.7%	31.0%	27.6%	19.0%	7.8%
Department of the Army	142	9.2%	32.4%	28.9%	21.8%	7.7%
Department of the Interior	152	13.2%	27.0%	26.3%	23.0%	10.5%
Department of the Navy	175	17.7%	40.0%	25.1%	12.6%	4.6%
Department of the Treasury	317	12.0%	31.2%	28.7%	20.2%	7.9%
Department of Transportation	145	14.5%	28.3%	29.0%	20.0%	8.3%
Department of Veterans Affairs	207	14.0%	26.6%	28.0%	21.7%	9.7%
Environmental Protection Agency	171	5.3%	25.7%	28.7%	26.3%	14.0%
Equal Employment Opportunity Commission	19	10.5%	31.6%	26.3%	31.6%	0.0%
Federal Communications Commission	12	25.0%	16.7%	0.0%	16.7%	41.7%
Federal Labor Relations Authority	11	9.1%	9.1%	45.5%	36.4%	0.0%
Federal Trade Commission	23	13.0%	34.8%	8.7%	26.1%	17.4%
General Services Administration	70	8.6%	48.6%	20.0%	15.7%	7.1%
Merit Systems Protection Board	12	0.0%	25.0%	50.0%	8.3%	16.7%
National Aeronautics and Space Administration	280	12.9%	35.0%	24.3%	20.4%	7.5%
National Archives and Records Administration	11	9.1%	18.2%	63.6%	9.1%	0.0%
National Foundation on the Arts and Humanities	15	20.0%	26.7%	20.0%	20.0%	13.3%
National Labor Relations Board	37	10.8%	13.5%	35.1%	21.6%	18.9%
National Science Foundation	52	9.6%	25.0%	34.6%	21.2%	9.6%
National Transportation Safety Board	11	9.1%	27.3%	45.5%	18.2%	0.0%
Nuclear Regulatory Commission	116	9.5%	32.8%	25.0%	21.6%	11.2%
Office of Management and Budget	21	0.0%	38.1%	28.6%	28.6%	4.8%
Office of Personnel Management	41	7.3%	29.3%	31.7%	22.0%	9.8%
Small Business Administration	30	16.7%	23.3%	26.7%	20.0%	13.3%
Social Security Administration	125	20.8%	36.8%	20.0%	15.2%	7.2%
U.S. Agency for International Development	21	0.0%	57.1%	23.8%	9.5%	9.5%
SES wide	4580	12.2%	30.1%	27.2%	19.8%	10.7%

Q37d To what extent is your performance rating based on the following...Employee perspective						
Agency	Total # of Respondents	To a Very Great Extent	To a Great Extent	To a Moderate Extent	To a Limited Extent	Not at All
Broadcasting Board of Governors	9	0.0%	22.2%	44.4%	11.1%	22.2%
Department of Agriculture	219	5.5%	21.5%	35.2%	25.6%	12.3%
Department of Commerce	222	5.0%	19.8%	33.3%	25.2%	16.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	244	5.3%	20.1%	27.9%	29.5%	17.2%
Department of Education	52	5.8%	17.3%	38.5%	13.5%	25.0%
Department of Energy	254	3.1%	18.5%	33.1%	28.3%	16.9%
Department of Health and Human Services	225	5.3%	23.6%	33.3%	20.0%	17.8%
Department of Homeland Security	306	8.8%	17.0%	25.8%	24.8%	23.5%
Department of Housing and Urban Development	55	3.6%	20.0%	30.9%	27.3%	18.2%
Department of Justice	382	10.7%	25.4%	27.5%	22.5%	13.9%
Department of Labor	99	2.0%	20.2%	22.2%	25.3%	30.3%
Department of State	91	12.1%	28.6%	24.2%	19.8%	15.4%
Department of the Air Force	116	8.6%	18.1%	28.4%	30.2%	14.7%
Department of the Army	142	8.5%	17.6%	33.8%	26.1%	14.1%
Department of the Interior	154	5.8%	19.5%	30.5%	25.3%	18.8%
Department of the Navy	179	7.3%	23.5%	34.1%	23.5%	11.7%
Department of the Treasury	318	9.4%	20.8%	34.3%	24.5%	11.0%
Department of Transportation	142	8.5%	23.9%	30.3%	24.6%	12.7%
Department of Veterans Affairs	207	5.3%	16.4%	33.8%	28.5%	15.9%
Environmental Protection Agency	167	2.4%	11.4%	29.3%	35.9%	21.0%
Equal Employment Opportunity Commission	17	0.0%	23.5%	23.5%	47.1%	5.9%
Federal Communications Commission	12	8.3%	16.7%	0.0%	33.3%	41.7%
Federal Labor Relations Authority	11	9.1%	9.1%	36.4%	45.5%	0.0%
Federal Trade Commission	28	14.3%	14.3%	14.3%	39.3%	17.9%
General Services Administration	71	4.2%	23.9%	33.8%	25.4%	12.7%
Merit Systems Protection Board	11	0.0%	0.0%	72.7%	18.2%	9.1%
National Aeronautics and Space Administration	277	6.1%	22.4%	27.8%	30.3%	13.4%
National Archives and Records Administration	11	9.1%	18.2%	63.6%	9.1%	0.0%
National Foundation on the Arts and Humanities	14	7.1%	28.6%	21.4%	14.3%	28.6%
National Labor Relations Board	38	5.3%	13.2%	36.8%	26.3%	18.4%
National Science Foundation	51	2.0%	29.4%	33.3%	23.5%	11.8%
National Transportation Safety Board	11	9.1%	36.4%	18.2%	18.2%	18.2%
Nuclear Regulatory Commission	114	4.4%	21.1%	27.2%	33.3%	14.0%
Office of Management and Budget	21	0.0%	33.3%	19.0%	28.6%	19.0%
Office of Personnel Management	39	5.1%	15.4%	43.6%	23.1%	12.8%
Small Business Administration	30	3.3%	30.0%	23.3%	30.0%	13.3%
Social Security Administration	123	13.8%	28.5%	23.6%	22.0%	12.2%
U.S. Agency for International Development	21	0.0%	52.4%	28.6%	9.5%	9.5%
SES wide	4559	6.8%	21.1%	30.4%	25.9%	15.8%

Q38 My last performance review helped me to identify my strengths.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	18.2%	45.5%	27.3%	9.1%	0.0%
Department of Agriculture	235	8.9%	32.8%	30.2%	20.9%	7.2%
Department of Commerce	239	12.6%	35.6%	28.9%	16.3%	6.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	258	5.8%	32.2%	27.1%	27.5%	7.4%
Department of Education	58	8.6%	46.6%	20.7%	17.2%	6.9%
Department of Energy	282	5.7%	37.9%	28.0%	19.9%	8.5%
Department of Health and Human Services	248	11.3%	41.9%	23.8%	14.5%	8.5%
Department of Homeland Security	332	10.5%	34.9%	26.2%	20.8%	7.5%
Department of Housing and Urban Development	61	4.9%	19.7%	31.1%	27.9%	16.4%
Department of Justice	411	13.9%	36.7%	24.6%	20.4%	4.4%
Department of Labor	107	6.5%	31.8%	25.2%	22.4%	14.0%
Department of State	98	17.3%	28.6%	29.6%	18.4%	6.1%
Department of the Air Force	120	7.5%	38.3%	30.8%	19.2%	4.2%
Department of the Army	147	6.8%	32.0%	31.3%	24.5%	5.4%
Department of the Interior	166	10.8%	41.0%	21.7%	16.3%	10.2%
Department of the Navy	183	8.7%	52.5%	21.9%	12.6%	4.4%
Department of the Treasury	329	12.5%	41.6%	23.1%	18.2%	4.6%
Department of Transportation	157	10.8%	48.4%	21.0%	14.0%	5.7%
Department of Veterans Affairs	211	9.5%	29.4%	29.4%	20.9%	10.9%
Environmental Protection Agency	184	7.6%	31.0%	28.3%	24.5%	8.7%
Equal Employment Opportunity Commission	21	0.0%	47.6%	28.6%	23.8%	0.0%
Federal Communications Commission	18	5.6%	16.7%	50.0%	22.2%	5.6%
Federal Labor Relations Authority	11	27.3%	27.3%	27.3%	18.2%	0.0%
Federal Trade Commission	31	9.7%	41.9%	19.4%	25.8%	3.2%
General Services Administration	74	13.5%	36.5%	24.3%	18.9%	6.8%
Merit Systems Protection Board	12	16.7%	50.0%	25.0%	8.3%	0.0%
National Aeronautics and Space Administration	294	11.2%	42.5%	24.8%	17.7%	3.7%
National Archives and Records Administration	12	33.3%	41.7%	25.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	12.5%	37.5%	25.0%	12.5%	12.5%
National Labor Relations Board	37	21.6%	35.1%	32.4%	10.8%	0.0%
National Science Foundation	53	11.3%	20.8%	37.7%	24.5%	5.7%
National Transportation Safety Board	12	25.0%	50.0%	0.0%	8.3%	16.7%
Nuclear Regulatory Commission	120	13.3%	42.5%	25.8%	15.8%	2.5%
Office of Management and Budget	23	0.0%	34.8%	43.5%	17.4%	4.3%
Office of Personnel Management	47	4.3%	36.2%	27.7%	25.5%	6.4%
Small Business Administration	30	13.3%	30.0%	30.0%	6.7%	20.0%
Social Security Administration	125	21.6%	46.4%	19.2%	8.8%	4.0%
U.S. Agency for International Development	21	0.0%	42.9%	19.0%	28.6%	9.5%
SES wide	4877	10.6%	37.4%	26.2%	19.0%	6.7%

Q39 My last performance review helped me to identify areas for improvement.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	9.1%	36.4%	36.4%	18.2%	0.0%
Department of Agriculture	235	6.4%	34.9%	30.6%	20.4%	7.7%
Department of Commerce	239	4.6%	39.3%	31.4%	18.0%	6.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	258	4.7%	29.8%	27.5%	29.8%	8.1%
Department of Education	58	3.4%	48.3%	29.3%	10.3%	8.6%
Department of Energy	282	3.9%	34.4%	33.0%	20.2%	8.5%
Department of Health and Human Services	247	8.5%	41.7%	26.7%	15.4%	7.7%
Department of Homeland Security	333	7.5%	31.8%	30.3%	22.5%	7.8%
Department of Housing and Urban Development	61	6.6%	16.4%	32.8%	26.2%	18.0%
Department of Justice	410	9.3%	31.7%	29.3%	25.1%	4.6%
Department of Labor	108	4.6%	25.0%	32.4%	25.0%	13.0%
Department of State	98	3.1%	30.6%	34.7%	24.5%	7.1%
Department of the Air Force	119	4.2%	33.6%	37.0%	20.2%	5.0%
Department of the Army	147	3.4%	29.3%	32.0%	29.3%	6.1%
Department of the Interior	166	8.4%	35.5%	30.7%	16.9%	8.4%
Department of the Navy	183	4.9%	44.3%	29.5%	16.4%	4.9%
Department of the Treasury	328	9.1%	36.9%	27.1%	21.3%	5.5%
Department of Transportation	157	5.7%	41.4%	29.3%	17.8%	5.7%
Department of Veterans Affairs	211	7.6%	30.3%	26.5%	24.6%	10.9%
Environmental Protection Agency	184	5.4%	30.4%	28.8%	26.6%	8.7%
Equal Employment Opportunity Commission	21	0.0%	38.1%	42.9%	19.0%	0.0%
Federal Communications Commission	18	5.6%	16.7%	44.4%	27.8%	5.6%
Federal Labor Relations Authority	11	18.2%	36.4%	36.4%	9.1%	0.0%
Federal Trade Commission	31	12.9%	25.8%	25.8%	32.3%	3.2%
General Services Administration	74	10.8%	41.9%	24.3%	16.2%	6.8%
Merit Systems Protection Board	12	0.0%	16.7%	50.0%	33.3%	0.0%
National Aeronautics and Space Administration	294	6.8%	41.5%	29.6%	18.4%	3.7%
National Archives and Records Administration	12	0.0%	50.0%	41.7%	8.3%	0.0%
National Foundation on the Arts and Humanities	16	6.3%	31.3%	31.3%	18.8%	12.5%
National Labor Relations Board	37	13.5%	27.0%	45.9%	13.5%	0.0%
National Science Foundation	53	7.5%	11.3%	50.9%	24.5%	5.7%
National Transportation Safety Board	12	16.7%	50.0%	8.3%	8.3%	16.7%
Nuclear Regulatory Commission	119	10.9%	47.9%	25.2%	13.4%	2.5%
Office of Management and Budget	23	0.0%	43.5%	30.4%	21.7%	4.3%
Office of Personnel Management	47	2.1%	34.0%	25.5%	31.9%	6.4%
Small Business Administration	30	10.0%	33.3%	33.3%	6.7%	16.7%
Social Security Administration	126	11.9%	41.3%	32.5%	9.5%	4.8%
U.S. Agency for International Development	21	0.0%	38.1%	28.6%	28.6%	4.8%
SES wide	4875	6.9%	35.1%	30.2%	21.0%	6.8%

Q40 Discussions with my supervisor about my performance are worthwhile.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	27.3%	54.5%	9.1%	9.1%	0.0%
Department of Agriculture	232	16.4%	48.7%	17.7%	9.5%	7.8%
Department of Commerce	232	21.1%	44.0%	17.2%	11.2%	6.5%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	242	19.0%	45.5%	18.6%	11.2%	5.8%
Department of Education	57	10.5%	49.1%	19.3%	12.3%	8.8%
Department of Energy	274	15.3%	43.1%	18.6%	16.1%	6.9%
Department of Health and Human Services	237	24.5%	44.3%	14.3%	9.3%	7.6%
Department of Homeland Security	321	19.6%	36.1%	23.4%	11.8%	9.0%
Department of Housing and Urban Development	53	13.2%	34.0%	30.2%	13.2%	9.4%
Department of Justice	387	21.7%	44.2%	19.4%	9.6%	5.2%
Department of Labor	101	16.8%	38.6%	18.8%	14.9%	10.9%
Department of State	92	31.5%	37.0%	19.6%	7.6%	4.3%
Department of the Air Force	103	27.2%	47.6%	16.5%	8.7%	0.0%
Department of the Army	142	19.7%	45.1%	16.9%	13.4%	4.9%
Department of the Interior	160	17.5%	43.8%	20.0%	10.6%	8.1%
Department of the Navy	177	20.3%	52.0%	16.9%	6.8%	4.0%
Department of the Treasury	323	20.4%	39.9%	18.6%	14.6%	6.5%
Department of Transportation	151	20.5%	49.7%	11.9%	10.6%	7.3%
Department of Veterans Affairs	208	20.2%	46.6%	16.3%	9.1%	7.7%
Environmental Protection Agency	184	10.9%	44.0%	15.8%	16.3%	13.0%
Equal Employment Opportunity Commission	21	9.5%	52.4%	19.0%	14.3%	4.8%
Federal Communications Commission	16	12.5%	62.5%	25.0%	0.0%	0.0%
Federal Labor Relations Authority	10	20.0%	20.0%	40.0%	10.0%	10.0%
Federal Trade Commission	31	19.4%	51.6%	12.9%	9.7%	6.5%
General Services Administration	72	26.4%	41.7%	13.9%	13.9%	4.2%
Merit Systems Protection Board	12	41.7%	41.7%	16.7%	0.0%	0.0%
National Aeronautics and Space Administration	289	26.0%	43.3%	18.7%	9.7%	2.4%
National Archives and Records Administration	10	30.0%	60.0%	10.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	15	20.0%	33.3%	33.3%	6.7%	6.7%
National Labor Relations Board	37	18.9%	45.9%	27.0%	5.4%	2.7%
National Science Foundation	52	25.0%	30.8%	23.1%	5.8%	15.4%
National Transportation Safety Board	11	63.6%	9.1%	9.1%	18.2%	0.0%
Nuclear Regulatory Commission	120	20.0%	50.0%	18.3%	7.5%	4.2%
Office of Management and Budget	21	4.8%	52.4%	23.8%	19.0%	0.0%
Office of Personnel Management	43	9.3%	39.5%	23.3%	18.6%	9.3%
Small Business Administration	29	27.6%	31.0%	20.7%	13.8%	6.9%
Social Security Administration	124	31.5%	42.7%	15.3%	4.8%	5.6%
U.S. Agency for International Development	19	21.1%	36.8%	10.5%	26.3%	5.3%
SES wide	4697	20.4%	43.7%	18.3%	11.1%	6.5%

Q41 Discussions with my supervisor about my development are worthwhile.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	27.3%	36.4%	27.3%	9.1%	0.0%
Department of Agriculture	222	9.5%	39.2%	31.1%	11.3%	9.0%
Department of Commerce	221	12.2%	40.3%	25.8%	13.6%	8.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	225	16.0%	34.7%	30.7%	13.3%	5.3%
Department of Education	54	9.3%	33.3%	29.6%	16.7%	11.1%
Department of Energy	261	12.6%	31.4%	32.2%	13.8%	10.0%
Department of Health and Human Services	221	19.0%	38.0%	24.9%	11.3%	6.8%
Department of Homeland Security	297	15.2%	29.6%	30.3%	16.2%	8.8%
Department of Housing and Urban Development	53	7.5%	37.7%	35.8%	9.4%	9.4%
Department of Justice	366	17.2%	37.7%	25.7%	12.8%	6.6%
Department of Labor	90	13.3%	32.2%	28.9%	12.2%	13.3%
Department of State	85	21.2%	40.0%	27.1%	8.2%	3.5%
Department of the Air Force	100	24.0%	44.0%	22.0%	8.0%	2.0%
Department of the Army	139	16.5%	44.6%	21.6%	13.7%	3.6%
Department of the Interior	152	16.4%	33.6%	26.3%	14.5%	9.2%
Department of the Navy	172	17.4%	40.7%	26.2%	12.2%	3.5%
Department of the Treasury	312	15.7%	37.5%	23.4%	16.0%	7.4%
Department of Transportation	142	17.6%	36.6%	21.8%	16.2%	7.7%
Department of Veterans Affairs	199	16.1%	44.7%	19.1%	12.6%	7.5%
Environmental Protection Agency	174	6.3%	35.6%	27.6%	20.7%	9.8%
Equal Employment Opportunity Commission	19	10.5%	31.6%	42.1%	10.5%	5.3%
Federal Communications Commission	13	7.7%	38.5%	38.5%	15.4%	0.0%
Federal Labor Relations Authority	10	20.0%	10.0%	40.0%	30.0%	0.0%
Federal Trade Commission	28	25.0%	25.0%	32.1%	10.7%	7.1%
General Services Administration	68	23.5%	39.7%	17.6%	11.8%	7.4%
Merit Systems Protection Board	11	18.2%	45.5%	36.4%	0.0%	0.0%
National Aeronautics and Space Administration	283	19.8%	36.0%	29.0%	10.6%	4.6%
National Archives and Records Administration	10	20.0%	40.0%	40.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	15	13.3%	20.0%	53.3%	0.0%	13.3%
National Labor Relations Board	35	20.0%	31.4%	37.1%	8.6%	2.9%
National Science Foundation	50	18.0%	22.0%	42.0%	2.0%	16.0%
National Transportation Safety Board	11	54.5%	0.0%	18.2%	18.2%	9.1%
Nuclear Regulatory Commission	119	15.1%	43.7%	24.4%	11.8%	5.0%
Office of Management and Budget	20	10.0%	25.0%	45.0%	20.0%	0.0%
Office of Personnel Management	38	7.9%	31.6%	34.2%	15.8%	10.5%
Small Business Administration	27	22.2%	37.0%	22.2%	11.1%	7.4%
Social Security Administration	119	21.8%	38.7%	27.7%	6.7%	5.0%
U.S. Agency for International Development	19	10.5%	36.8%	15.8%	31.6%	5.3%
SES wide	4463	15.8%	36.7%	27.2%	13.1%	7.2%

Q42 My performance appraisal is a fair reflection of my performance.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	9.1%	63.6%	27.3%	0.0%	0.0%
Department of Agriculture	232	15.9%	45.3%	19.0%	12.1%	7.8%
Department of Commerce	231	17.7%	43.7%	19.0%	12.1%	7.4%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	250	16.8%	39.6%	20.0%	16.4%	7.2%
Department of Education	56	28.6%	42.9%	10.7%	12.5%	5.4%
Department of Energy	272	15.8%	48.5%	14.7%	13.6%	7.4%
Department of Health and Human Services	237	27.8%	41.8%	13.9%	8.4%	8.0%
Department of Homeland Security	323	19.5%	39.6%	20.1%	13.3%	7.4%
Department of Housing and Urban Development	61	14.8%	24.6%	18.0%	16.4%	26.2%
Department of Justice	396	27.8%	44.7%	13.4%	9.3%	4.8%
Department of Labor	101	12.9%	44.6%	17.8%	11.9%	12.9%
Department of State	92	32.6%	43.5%	10.9%	8.7%	4.3%
Department of the Air Force	111	17.1%	44.1%	19.8%	15.3%	3.6%
Department of the Army	146	12.3%	45.9%	20.5%	16.4%	4.8%
Department of the Interior	162	20.4%	46.3%	13.6%	10.5%	9.3%
Department of the Navy	178	19.1%	57.9%	15.7%	4.5%	2.8%
Department of the Treasury	322	20.2%	45.7%	16.1%	12.1%	5.9%
Department of Transportation	149	26.2%	47.7%	14.1%	6.0%	6.0%
Department of Veterans Affairs	207	17.4%	38.6%	18.8%	15.0%	10.1%
Environmental Protection Agency	180	9.4%	37.2%	23.9%	17.8%	11.7%
Equal Employment Opportunity Commission	21	4.8%	57.1%	14.3%	19.0%	4.8%
Federal Communications Commission	17	47.1%	47.1%	5.9%	0.0%	0.0%
Federal Labor Relations Authority	8	12.5%	62.5%	25.0%	0.0%	0.0%
Federal Trade Commission	29	41.4%	41.4%	13.8%	0.0%	3.4%
General Services Administration	69	21.7%	42.0%	14.5%	15.9%	5.8%
Merit Systems Protection Board	11	45.5%	54.5%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	288	24.7%	41.7%	15.6%	12.5%	5.6%
National Archives and Records Administration	11	54.5%	36.4%	9.1%	0.0%	0.0%
National Foundation on the Arts and Humanities	14	35.7%	42.9%	21.4%	0.0%	0.0%
National Labor Relations Board	37	18.9%	48.6%	18.9%	13.5%	0.0%
National Science Foundation	49	24.5%	36.7%	20.4%	18.4%	0.0%
National Transportation Safety Board	12	66.7%	8.3%	0.0%	8.3%	16.7%
Nuclear Regulatory Commission	118	22.0%	49.2%	17.8%	7.6%	3.4%
Office of Management and Budget	22	9.1%	63.6%	22.7%	4.5%	0.0%
Office of Personnel Management	43	11.6%	39.5%	23.3%	16.3%	9.3%
Small Business Administration	30	26.7%	36.7%	16.7%	6.7%	13.3%
Social Security Administration	124	40.3%	42.7%	11.3%	4.8%	0.8%
U.S. Agency for International Development	20	30.0%	30.0%	20.0%	10.0%	10.0%
SES wide	4721	21.2%	43.8%	16.7%	11.6%	6.7%

Q43 To what extent is your salary increase linked to your performance rating?						
Agency	Total # of Respondents	To a Very Great Extent	To a Great Extent	To a Moderate Extent	To a Limited Extent	Not at All
Broadcasting Board of Governors	10	0.0%	10.0%	50.0%	10.0%	30.0%
Department of Agriculture	206	16.5%	20.4%	11.2%	15.5%	36.4%
Department of Commerce	205	21.0%	25.4%	17.6%	10.7%	25.4%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	242	18.6%	18.6%	11.2%	11.2%	40.5%
Department of Education	50	20.0%	22.0%	10.0%	10.0%	38.0%
Department of Energy	261	18.8%	22.2%	15.3%	12.3%	31.4%
Department of Health and Human Services	224	28.1%	24.6%	10.3%	8.9%	28.1%
Department of Homeland Security	279	18.6%	20.8%	15.8%	11.1%	33.7%
Department of Housing and Urban Development	54	29.6%	18.5%	9.3%	13.0%	29.6%
Department of Justice	347	25.1%	25.9%	12.1%	13.0%	23.9%
Department of Labor	101	23.8%	15.8%	14.9%	14.9%	30.7%
Department of State	80	32.5%	16.3%	10.0%	8.8%	32.5%
Department of the Air Force	103	21.4%	15.5%	14.6%	20.4%	28.2%
Department of the Army	130	13.1%	12.3%	10.8%	17.7%	46.2%
Department of the Interior	145	26.2%	20.7%	13.8%	13.8%	25.5%
Department of the Navy	175	17.1%	18.3%	13.7%	16.0%	34.9%
Department of the Treasury	296	22.6%	23.6%	12.2%	11.5%	30.1%
Department of Transportation	139	25.2%	22.3%	10.1%	12.2%	30.2%
Department of Veterans Affairs	188	23.4%	17.0%	5.9%	15.4%	38.3%
Environmental Protection Agency	159	29.6%	22.0%	15.1%	11.9%	21.4%
Equal Employment Opportunity Commission	19	26.3%	21.1%	0.0%	26.3%	26.3%
Federal Communications Commission	13	23.1%	30.8%	7.7%	0.0%	38.5%
Federal Labor Relations Authority	9	0.0%	33.3%	11.1%	33.3%	22.2%
Federal Trade Commission	22	4.5%	18.2%	13.6%	18.2%	45.5%
General Services Administration	60	16.7%	23.3%	15.0%	20.0%	25.0%
Merit Systems Protection Board	11	36.4%	9.1%	18.2%	27.3%	9.1%
National Aeronautics and Space Administration	258	22.1%	17.1%	11.2%	18.6%	31.0%
National Archives and Records Administration	10	40.0%	0.0%	10.0%	10.0%	40.0%
National Foundation on the Arts and Humanities	13	15.4%	7.7%	0.0%	7.7%	69.2%
National Labor Relations Board	34	29.4%	26.5%	5.9%	29.4%	8.8%
National Science Foundation	42	21.4%	9.5%	9.5%	7.1%	52.4%
National Transportation Safety Board	12	8.3%	25.0%	0.0%	8.3%	58.3%
Nuclear Regulatory Commission	111	35.1%	26.1%	15.3%	9.0%	14.4%
Office of Management and Budget	21	9.5%	9.5%	28.6%	33.3%	19.0%
Office of Personnel Management	40	17.5%	25.0%	15.0%	2.5%	40.0%
Small Business Administration	27	37.0%	25.9%	7.4%	3.7%	25.9%
Social Security Administration	108	34.3%	34.3%	8.3%	5.6%	17.6%
U.S. Agency for International Development	18	33.3%	16.7%	11.1%	16.7%	22.2%
SES wide	4300	22.6%	21.0%	12.6%	13.1%	30.7%

Q44 To what extent is your performance award linked to your performance rating?						
Agency	Total # of Respondents	To a Very Great Extent	To a Great Extent	To a Moderate Extent	To a Limited Extent	Not at All
Broadcasting Board of Governors	10	10.0%	40.0%	50.0%	0.0%	0.0%
Department of Agriculture	213	22.1%	31.5%	16.4%	16.9%	13.1%
Department of Commerce	210	27.6%	34.8%	19.0%	10.0%	8.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	242	29.3%	29.3%	13.2%	11.2%	16.9%
Department of Education	52	34.6%	40.4%	3.8%	11.5%	9.6%
Department of Energy	261	26.8%	29.1%	17.2%	10.7%	16.1%
Department of Health and Human Services	222	45.5%	28.8%	8.1%	8.1%	9.5%
Department of Homeland Security	286	30.1%	26.6%	17.5%	10.8%	15.0%
Department of Housing and Urban Development	57	42.1%	26.3%	8.8%	7.0%	15.8%
Department of Justice	356	36.0%	32.3%	9.0%	6.5%	16.3%
Department of Labor	102	31.4%	29.4%	11.8%	12.7%	14.7%
Department of State	86	53.5%	15.1%	10.5%	4.7%	16.3%
Department of the Air Force	106	37.7%	31.1%	12.3%	12.3%	6.6%
Department of the Army	131	22.9%	34.4%	19.1%	18.3%	5.3%
Department of the Interior	152	34.2%	30.9%	17.1%	9.2%	8.6%
Department of the Navy	177	31.1%	35.0%	13.6%	10.7%	9.6%
Department of the Treasury	302	36.8%	27.2%	13.2%	12.3%	10.6%
Department of Transportation	141	31.9%	36.2%	9.9%	9.9%	12.1%
Department of Veterans Affairs	196	36.2%	29.1%	12.8%	13.3%	8.7%
Environmental Protection Agency	164	37.2%	29.3%	14.6%	7.3%	11.6%
Equal Employment Opportunity Commission	19	36.8%	36.8%	0.0%	21.1%	5.3%
Federal Communications Commission	16	43.8%	37.5%	6.3%	6.3%	6.3%
Federal Labor Relations Authority	9	11.1%	22.2%	11.1%	22.2%	33.3%
Federal Trade Commission	24	16.7%	41.7%	16.7%	8.3%	16.7%
General Services Administration	64	32.8%	32.8%	12.5%	12.5%	9.4%
Merit Systems Protection Board	10	70.0%	10.0%	0.0%	10.0%	10.0%
National Aeronautics and Space Administration	269	34.6%	26.0%	12.6%	11.5%	15.2%
National Archives and Records Administration	10	50.0%	30.0%	20.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	13	46.2%	7.7%	15.4%	7.7%	23.1%
National Labor Relations Board	36	58.3%	19.4%	11.1%	8.3%	2.8%
National Science Foundation	46	32.6%	21.7%	17.4%	15.2%	13.0%
National Transportation Safety Board	12	25.0%	41.7%	0.0%	0.0%	33.3%
Nuclear Regulatory Commission	114	54.4%	30.7%	7.9%	6.1%	0.9%
Office of Management and Budget	19	10.5%	52.6%	21.1%	5.3%	10.5%
Office of Personnel Management	41	24.4%	29.3%	12.2%	7.3%	26.8%
Small Business Administration	27	44.4%	33.3%	18.5%	3.7%	0.0%
Social Security Administration	112	46.4%	26.8%	10.7%	4.5%	11.6%
U.S. Agency for International Development	19	31.6%	31.6%	10.5%	10.5%	15.8%
SES wide	4403	34.2%	30.0%	13.4%	10.3%	12.2%

Q45 I understand how my most recent salary increase was determined.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	0.0%	18.2%	27.3%	36.4%	18.2%
Department of Agriculture	231	13.9%	36.8%	24.7%	16.0%	8.7%
Department of Commerce	236	17.4%	33.1%	28.8%	11.0%	9.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	256	14.8%	43.4%	25.8%	11.3%	4.7%
Department of Education	57	17.5%	31.6%	24.6%	15.8%	10.5%
Department of Energy	277	18.4%	33.6%	20.6%	13.7%	13.7%
Department of Health and Human Services	246	24.0%	31.7%	25.6%	10.6%	8.1%
Department of Homeland Security	330	14.8%	26.7%	24.2%	16.7%	17.6%
Department of Housing and Urban Development	61	13.1%	18.0%	34.4%	18.0%	16.4%
Department of Justice	404	14.4%	28.7%	24.5%	21.0%	11.4%
Department of Labor	108	7.4%	34.3%	25.0%	19.4%	13.9%
Department of State	97	17.5%	29.9%	23.7%	14.4%	14.4%
Department of the Air Force	118	16.1%	28.8%	33.9%	13.6%	7.6%
Department of the Army	145	13.1%	33.1%	31.7%	12.4%	9.7%
Department of the Interior	167	17.4%	24.6%	27.5%	15.6%	15.0%
Department of the Navy	182	26.9%	44.5%	17.0%	4.9%	6.6%
Department of the Treasury	327	19.3%	36.7%	19.6%	14.7%	9.8%
Department of Transportation	153	19.0%	34.0%	22.9%	15.0%	9.2%
Department of Veterans Affairs	210	15.7%	31.4%	24.3%	14.8%	13.8%
Environmental Protection Agency	182	13.7%	31.3%	25.3%	20.9%	8.8%
Equal Employment Opportunity Commission	21	14.3%	28.6%	33.3%	14.3%	9.5%
Federal Communications Commission	17	35.3%	17.6%	35.3%	11.8%	0.0%
Federal Labor Relations Authority	11	27.3%	27.3%	27.3%	9.1%	9.1%
Federal Trade Commission	30	16.7%	33.3%	23.3%	16.7%	10.0%
General Services Administration	71	16.9%	25.4%	25.4%	16.9%	15.5%
Merit Systems Protection Board	12	50.0%	33.3%	8.3%	8.3%	0.0%
National Aeronautics and Space Administration	292	15.4%	27.4%	26.4%	21.6%	9.2%
National Archives and Records Administration	12	33.3%	33.3%	16.7%	0.0%	16.7%
National Foundation on the Arts and Humanities	16	31.3%	18.8%	31.3%	6.3%	12.5%
National Labor Relations Board	37	16.2%	35.1%	29.7%	18.9%	0.0%
National Science Foundation	51	27.5%	23.5%	21.6%	13.7%	13.7%
National Transportation Safety Board	12	16.7%	33.3%	25.0%	16.7%	8.3%
Nuclear Regulatory Commission	120	35.8%	37.5%	16.7%	8.3%	1.7%
Office of Management and Budget	23	17.4%	21.7%	30.4%	21.7%	8.7%
Office of Personnel Management	46	15.2%	34.8%	34.8%	8.7%	6.5%
Small Business Administration	30	36.7%	6.7%	36.7%	13.3%	6.7%
Social Security Administration	124	24.2%	37.1%	26.6%	7.3%	4.8%
U.S. Agency for International Development	21	28.6%	23.8%	28.6%	4.8%	14.3%
SES wide	4826	18.0%	32.3%	24.8%	14.7%	10.2%

Q46 I understand how my most recent performance award was determined.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	9.1%	36.4%	27.3%	18.2%	9.1%
Department of Agriculture	233	11.6%	38.2%	22.7%	20.2%	7.3%
Department of Commerce	236	13.6%	39.8%	25.8%	14.4%	6.4%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	256	14.5%	50.4%	16.0%	14.8%	4.3%
Department of Education	58	22.4%	36.2%	25.9%	12.1%	3.4%
Department of Energy	277	17.0%	38.6%	19.9%	13.4%	11.2%
Department of Health and Human Services	246	24.8%	36.6%	17.9%	14.6%	6.1%
Department of Homeland Security	331	14.8%	30.5%	24.2%	16.3%	14.2%
Department of Housing and Urban Development	61	16.4%	21.3%	24.6%	24.6%	13.1%
Department of Justice	404	15.3%	33.7%	21.3%	19.3%	10.4%
Department of Labor	108	5.6%	31.5%	25.0%	25.9%	12.0%
Department of State	97	17.5%	21.6%	28.9%	17.5%	14.4%
Department of the Air Force	118	18.6%	40.7%	22.0%	12.7%	5.9%
Department of the Army	146	11.0%	47.9%	21.9%	12.3%	6.8%
Department of the Interior	167	20.4%	34.7%	18.0%	13.2%	13.8%
Department of the Navy	182	25.3%	48.9%	15.4%	4.9%	5.5%
Department of the Treasury	327	17.7%	37.3%	16.8%	18.0%	10.1%
Department of Transportation	155	20.0%	38.7%	18.7%	14.8%	7.7%
Department of Veterans Affairs	211	14.7%	42.7%	14.2%	18.0%	10.4%
Environmental Protection Agency	183	12.0%	33.9%	20.8%	24.0%	9.3%
Equal Employment Opportunity Commission	21	9.5%	42.9%	23.8%	14.3%	9.5%
Federal Communications Commission	18	27.8%	44.4%	11.1%	16.7%	0.0%
Federal Labor Relations Authority	11	27.3%	27.3%	27.3%	9.1%	9.1%
Federal Trade Commission	30	13.3%	23.3%	33.3%	20.0%	10.0%
General Services Administration	70	20.0%	34.3%	25.7%	15.7%	4.3%
Merit Systems Protection Board	12	50.0%	16.7%	16.7%	8.3%	8.3%
National Aeronautics and Space Administration	291	19.9%	34.4%	17.9%	17.9%	10.0%
National Archives and Records Administration	12	33.3%	41.7%	8.3%	0.0%	16.7%
National Foundation on the Arts and Humanities	16	43.8%	31.3%	18.8%	0.0%	6.3%
National Labor Relations Board	37	27.0%	48.6%	10.8%	13.5%	0.0%
National Science Foundation	51	15.7%	29.4%	21.6%	25.5%	7.8%
National Transportation Safety Board	12	41.7%	25.0%	16.7%	8.3%	8.3%
Nuclear Regulatory Commission	120	37.5%	44.2%	9.2%	7.5%	1.7%
Office of Management and Budget	23	4.3%	30.4%	34.8%	21.7%	8.7%
Office of Personnel Management	46	13.0%	43.5%	26.1%	8.7%	8.7%
Small Business Administration	30	33.3%	26.7%	26.7%	13.3%	0.0%
Social Security Administration	124	22.6%	28.2%	33.9%	10.5%	4.8%
U.S. Agency for International Development	21	23.8%	14.3%	33.3%	14.3%	14.3%
SES wide	4834	17.8%	37.2%	20.7%	15.7%	8.6%

Q47 I am held accountable for achieving results.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	45.5%	45.5%	0.0%	9.1%	0.0%
Department of Agriculture	235	42.6%	51.1%	4.7%	1.3%	0.4%
Department of Commerce	233	47.6%	43.3%	5.6%	2.1%	1.3%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	257	37.4%	49.8%	9.3%	2.7%	0.8%
Department of Education	57	50.9%	42.1%	5.3%	1.8%	0.0%
Department of Energy	279	43.0%	46.2%	6.5%	2.2%	2.2%
Department of Health and Human Services	245	53.1%	38.8%	4.9%	1.6%	1.6%
Department of Homeland Security	330	47.9%	43.3%	5.5%	2.1%	1.2%
Department of Housing and Urban Development	59	32.2%	50.8%	11.9%	0.0%	5.1%
Department of Justice	401	45.6%	45.4%	5.2%	2.5%	1.2%
Department of Labor	107	41.1%	50.5%	5.6%	0.9%	1.9%
Department of State	95	49.5%	37.9%	9.5%	2.1%	1.1%
Department of the Air Force	119	47.9%	44.5%	5.9%	1.7%	0.0%
Department of the Army	145	39.3%	53.1%	6.9%	0.7%	0.0%
Department of the Interior	165	50.3%	38.8%	6.7%	3.0%	1.2%
Department of the Navy	180	53.9%	40.6%	3.9%	1.1%	0.6%
Department of the Treasury	326	61.3%	33.7%	3.7%	0.9%	0.3%
Department of Transportation	153	60.8%	31.4%	6.5%	0.7%	0.7%
Department of Veterans Affairs	211	57.3%	36.5%	4.3%	0.9%	0.9%
Environmental Protection Agency	183	43.2%	47.0%	8.7%	0.0%	1.1%
Equal Employment Opportunity Commission	21	28.6%	57.1%	9.5%	4.8%	0.0%
Federal Communications Commission	17	47.1%	47.1%	5.9%	0.0%	0.0%
Federal Labor Relations Authority	11	54.5%	36.4%	9.1%	0.0%	0.0%
Federal Trade Commission	29	51.7%	37.9%	0.0%	10.3%	0.0%
General Services Administration	71	52.1%	40.8%	7.0%	0.0%	0.0%
Merit Systems Protection Board	12	91.7%	8.3%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	289	56.1%	36.7%	4.8%	2.1%	0.3%
National Archives and Records Administration	11	54.5%	45.5%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	37.5%	56.3%	6.3%	0.0%	0.0%
National Labor Relations Board	37	48.6%	48.6%	0.0%	2.7%	0.0%
National Science Foundation	52	40.4%	51.9%	1.9%	3.8%	1.9%
National Transportation Safety Board	12	50.0%	41.7%	0.0%	0.0%	8.3%
Nuclear Regulatory Commission	119	47.1%	42.0%	9.2%	1.7%	0.0%
Office of Management and Budget	23	17.4%	82.6%	0.0%	0.0%	0.0%
Office of Personnel Management	47	40.4%	42.6%	10.6%	2.1%	4.3%
Small Business Administration	30	60.0%	30.0%	3.3%	0.0%	6.7%
Social Security Administration	125	57.6%	35.2%	4.0%	1.6%	1.6%
U.S. Agency for International Development	21	47.6%	42.9%	4.8%	4.8%	0.0%
SES wide	4817	48.8%	42.8%	5.7%	1.7%	1.0%

Agency	Q48 Did you participate in the development of your performance plan?		
	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	90.9%	9.1%
Department of Agriculture	235	88.9%	11.1%
Department of Commerce	236	91.9%	8.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	255	93.3%	6.7%
Department of Education	58	98.3%	1.7%
Department of Energy	279	88.9%	11.1%
Department of Health and Human Services	249	92.4%	7.6%
Department of Homeland Security	331	89.1%	10.9%
Department of Housing and Urban Development	60	83.3%	16.7%
Department of Justice	409	75.6%	24.4%
Department of Labor	107	86.0%	14.0%
Department of State	98	93.9%	6.1%
Department of the Air Force	119	99.2%	0.8%
Department of the Army	147	95.9%	4.1%
Department of the Interior	166	93.4%	6.6%
Department of the Navy	182	99.5%	0.5%
Department of the Treasury	329	95.4%	4.6%
Department of Transportation	156	86.5%	13.5%
Department of Veterans Affairs	210	62.4%	37.6%
Environmental Protection Agency	183	98.9%	1.1%
Equal Employment Opportunity Commission	21	71.4%	28.6%
Federal Communications Commission	18	66.7%	33.3%
Federal Labor Relations Authority	11	81.8%	18.2%
Federal Trade Commission	30	76.7%	23.3%
General Services Administration	71	95.8%	4.2%
Merit Systems Protection Board	12	100.0%	0.0%
National Aeronautics and Space Administration	292	98.6%	1.4%
National Archives and Records Administration	12	75.0%	25.0%
National Foundation on the Arts and Humanities	16	62.5%	37.5%
National Labor Relations Board	37	62.2%	37.8%
National Science Foundation	52	98.1%	1.9%
National Transportation Safety Board	12	91.7%	8.3%
Nuclear Regulatory Commission	120	83.3%	16.7%
Office of Management and Budget	23	87.0%	13.0%
Office of Personnel Management	46	95.7%	4.3%
Small Business Administration	30	86.7%	13.3%
Social Security Administration	125	93.6%	6.4%
U.S. Agency for International Development	21	95.2%	4.8%
SES wide	4851	89.4%	10.6%

Q49a Have you received a copy of...Your agency's Executive Performance Management System Plan?				
Agency	Total # of Respondents	Yes	No, but I am familiar with it	No, and I am not familiar with it
Broadcasting Board of Governors	11	54.5%	9.1%	36.4%
Department of Agriculture	233	57.5%	22.7%	19.7%
Department of Commerce	234	44.0%	23.1%	32.9%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	256	59.4%	24.2%	16.4%
Department of Education	58	50.0%	25.9%	24.1%
Department of Energy	279	47.7%	23.3%	29.0%
Department of Health and Human Services	247	57.5%	24.3%	18.2%
Department of Homeland Security	331	52.3%	17.5%	30.2%
Department of Housing and Urban Development	59	42.4%	18.6%	39.0%
Department of Justice	406	43.3%	21.4%	35.2%
Department of Labor	108	49.1%	23.1%	27.8%
Department of State	97	55.7%	16.5%	27.8%
Department of the Air Force	119	65.5%	17.6%	16.8%
Department of the Army	147	57.1%	21.8%	21.1%
Department of the Interior	164	52.4%	19.5%	28.0%
Department of the Navy	182	79.1%	14.3%	6.6%
Department of the Treasury	326	47.2%	23.6%	29.1%
Department of Transportation	155	38.1%	21.9%	40.0%
Department of Veterans Affairs	210	73.8%	15.2%	11.0%
Environmental Protection Agency	181	60.8%	17.1%	22.1%
Equal Employment Opportunity Commission	21	47.6%	23.8%	28.6%
Federal Communications Commission	18	33.3%	27.8%	38.9%
Federal Labor Relations Authority	11	72.7%	18.2%	9.1%
Federal Trade Commission	30	50.0%	13.3%	36.7%
General Services Administration	69	50.7%	24.6%	24.6%
Merit Systems Protection Board	12	91.7%	0.0%	8.3%
National Aeronautics and Space Administration	290	51.7%	28.6%	19.7%
National Archives and Records Administration	12	41.7%	16.7%	41.7%
National Foundation on the Arts and Humanities	16	37.5%	31.3%	31.3%
National Labor Relations Board	37	64.9%	21.6%	13.5%
National Science Foundation	53	30.2%	30.2%	39.6%
National Transportation Safety Board	12	75.0%	25.0%	0.0%
Nuclear Regulatory Commission	118	44.1%	24.6%	31.4%
Office of Management and Budget	23	52.2%	26.1%	21.7%
Office of Personnel Management	47	70.2%	12.8%	17.0%
Small Business Administration	30	46.7%	20.0%	33.3%
Social Security Administration	125	72.8%	12.8%	14.4%
U.S. Agency for International Development	21	47.6%	38.1%	14.3%
SES wide	4830	54.1%	21.2%	24.7%

Q49b Have you received a copy of...Your agency's Executive Compensation Pay Policy?

Agency	Total # of Respondents	Yes	No, but I am familiar with it	No, and I am not familiar with it
Broadcasting Board of Governors	11	27.3%	36.4%	36.4%
Department of Agriculture	235	35.7%	26.0%	38.3%
Department of Commerce	234	30.3%	20.9%	48.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	257	44.7%	24.9%	30.4%
Department of Education	58	36.2%	22.4%	41.4%
Department of Energy	278	29.9%	28.1%	42.1%
Department of Health and Human Services	247	32.8%	27.5%	39.7%
Department of Homeland Security	332	18.1%	23.2%	58.7%
Department of Housing and Urban Development	60	23.3%	25.0%	51.7%
Department of Justice	405	20.2%	27.7%	52.1%
Department of Labor	109	28.4%	24.8%	46.8%
Department of State	98	41.8%	28.6%	29.6%
Department of the Air Force	119	49.6%	26.1%	24.4%
Department of the Army	146	50.0%	22.6%	27.4%
Department of the Interior	166	33.1%	22.3%	44.6%
Department of the Navy	182	67.6%	16.5%	15.9%
Department of the Treasury	326	19.9%	29.1%	50.9%
Department of Transportation	155	29.0%	27.7%	43.2%
Department of Veterans Affairs	210	41.9%	29.0%	29.0%
Environmental Protection Agency	181	48.1%	17.1%	34.8%
Equal Employment Opportunity Commission	21	23.8%	33.3%	42.9%
Federal Communications Commission	18	33.3%	22.2%	44.4%
Federal Labor Relations Authority	11	63.6%	9.1%	27.3%
Federal Trade Commission	30	40.0%	6.7%	53.3%
General Services Administration	70	20.0%	32.9%	47.1%
Merit Systems Protection Board	12	41.7%	8.3%	50.0%
National Aeronautics and Space Administration	291	32.6%	30.2%	37.1%
National Archives and Records Administration	12	33.3%	25.0%	41.7%
National Foundation on the Arts and Humanities	16	25.0%	25.0%	50.0%
National Labor Relations Board	36	33.3%	30.6%	36.1%
National Science Foundation	53	20.8%	26.4%	52.8%
National Transportation Safety Board	12	75.0%	8.3%	16.7%
Nuclear Regulatory Commission	119	41.2%	32.8%	26.1%
Office of Management and Budget	23	39.1%	21.7%	39.1%
Office of Personnel Management	47	55.3%	10.6%	34.0%
Small Business Administration	29	13.8%	24.1%	62.1%
Social Security Administration	124	68.5%	16.1%	15.3%
U.S. Agency for International Development	21	28.6%	33.3%	38.1%
SES wide	4835	34.7%	25.1%	40.1%

Q50 Did you receive a briefing or training on your agency's performance management system?			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	18.2%	81.8%
Department of Agriculture	232	72.0%	28.0%
Department of Commerce	236	58.9%	41.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	257	81.7%	18.3%
Department of Education	57	84.2%	15.8%
Department of Energy	278	75.5%	24.5%
Department of Health and Human Services	248	66.1%	33.9%
Department of Homeland Security	332	64.8%	35.2%
Department of Housing and Urban Development	59	57.6%	42.4%
Department of Justice	407	45.2%	54.8%
Department of Labor	108	71.3%	28.7%
Department of State	98	73.5%	26.5%
Department of the Air Force	118	78.8%	21.2%
Department of the Army	147	81.6%	18.4%
Department of the Interior	165	66.1%	33.9%
Department of the Navy	181	85.6%	14.4%
Department of the Treasury	325	52.3%	47.7%
Department of Transportation	155	58.1%	41.9%
Department of Veterans Affairs	211	83.9%	16.1%
Environmental Protection Agency	182	56.0%	44.0%
Equal Employment Opportunity Commission	21	52.4%	47.6%
Federal Communications Commission	18	38.9%	61.1%
Federal Labor Relations Authority	11	63.6%	36.4%
Federal Trade Commission	30	50.0%	50.0%
General Services Administration	71	57.7%	42.3%
Merit Systems Protection Board	12	75.0%	25.0%
National Aeronautics and Space Administration	290	71.4%	28.6%
National Archives and Records Administration	12	41.7%	58.3%
National Foundation on the Arts and Humanities	16	62.5%	37.5%
National Labor Relations Board	37	78.4%	21.6%
National Science Foundation	51	70.6%	29.4%
National Transportation Safety Board	12	83.3%	16.7%
Nuclear Regulatory Commission	120	70.8%	29.2%
Office of Management and Budget	23	52.2%	47.8%
Office of Personnel Management	47	59.6%	40.4%
Small Business Administration	30	53.3%	46.7%
Social Security Administration	125	79.2%	20.8%
U.S. Agency for International Development	21	57.1%	42.9%
SES wide	4834	66.9%	33.1%

Q51 Were you given a summary of your agency's SES overall performance ratings, performance awards and pay adjustments?			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	63.6%	36.4%
Department of Agriculture	232	34.9%	65.1%
Department of Commerce	235	48.9%	51.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	256	65.2%	34.8%
Department of Education	57	63.2%	36.8%
Department of Energy	280	66.8%	33.2%
Department of Health and Human Services	246	37.0%	63.0%
Department of Homeland Security	329	21.9%	78.1%
Department of Housing and Urban Development	60	68.3%	31.7%
Department of Justice	406	22.7%	77.3%
Department of Labor	109	36.7%	63.3%
Department of State	98	52.0%	48.0%
Department of the Air Force	119	79.8%	20.2%
Department of the Army	146	68.5%	31.5%
Department of the Interior	166	38.6%	61.4%
Department of the Navy	181	66.9%	33.1%
Department of the Treasury	328	31.7%	68.3%
Department of Transportation	153	24.2%	75.8%
Department of Veterans Affairs	211	58.8%	41.2%
Environmental Protection Agency	184	78.8%	21.2%
Equal Employment Opportunity Commission	21	52.4%	47.6%
Federal Communications Commission	18	44.4%	55.6%
Federal Labor Relations Authority	11	18.2%	81.8%
Federal Trade Commission	29	34.5%	65.5%
General Services Administration	71	26.8%	73.2%
Merit Systems Protection Board	12	41.7%	58.3%
National Aeronautics and Space Administration	290	38.6%	61.4%
National Archives and Records Administration	12	33.3%	66.7%
National Foundation on the Arts and Humanities	16	43.8%	56.3%
National Labor Relations Board	37	54.1%	45.9%
National Science Foundation	51	58.8%	41.2%
National Transportation Safety Board	12	75.0%	25.0%
Nuclear Regulatory Commission	120	83.3%	16.7%
Office of Management and Budget	23	43.5%	56.5%
Office of Personnel Management	47	61.7%	38.3%
Small Business Administration	30	16.7%	83.3%
Social Security Administration	125	69.6%	30.4%
U.S. Agency for International Development	21	57.1%	42.9%
SES wide	4833	47.2%	52.8%

Q52 My agency deals effectively with executives who perform poorly.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	0.0%	0.0%	36.4%	27.3%	36.4%
Department of Agriculture	202	1.0%	21.8%	32.7%	32.7%	11.9%
Department of Commerce	206	4.9%	22.3%	31.1%	29.6%	12.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	213	3.3%	29.1%	31.5%	24.4%	11.7%
Department of Education	50	2.0%	24.0%	36.0%	26.0%	12.0%
Department of Energy	244	2.5%	22.1%	30.7%	25.4%	19.3%
Department of Health and Human Services	207	4.3%	26.1%	31.4%	22.7%	15.5%
Department of Homeland Security	287	4.5%	19.9%	35.9%	28.2%	11.5%
Department of Housing and Urban Development	52	3.8%	9.6%	32.7%	26.9%	26.9%
Department of Justice	364	4.1%	24.7%	30.8%	27.7%	12.6%
Department of Labor	95	0.0%	27.4%	31.6%	27.4%	13.7%
Department of State	79	1.3%	8.9%	40.5%	32.9%	16.5%
Department of the Air Force	96	0.0%	34.4%	35.4%	20.8%	9.4%
Department of the Army	122	0.0%	22.1%	40.2%	22.1%	15.6%
Department of the Interior	151	0.7%	23.2%	29.1%	29.1%	17.9%
Department of the Navy	148	2.0%	30.4%	29.1%	30.4%	8.1%
Department of the Treasury	284	4.2%	25.7%	31.3%	25.0%	13.7%
Department of Transportation	142	9.9%	28.2%	31.0%	20.4%	10.6%
Department of Veterans Affairs	189	2.1%	28.6%	29.1%	30.7%	9.5%
Environmental Protection Agency	164	1.2%	7.3%	36.6%	36.0%	18.9%
Equal Employment Opportunity Commission	20	0.0%	15.0%	40.0%	35.0%	10.0%
Federal Communications Commission	14	0.0%	14.3%	21.4%	64.3%	0.0%
Federal Labor Relations Authority	9	11.1%	33.3%	22.2%	11.1%	22.2%
Federal Trade Commission	20	5.0%	25.0%	20.0%	45.0%	5.0%
General Services Administration	62	6.5%	32.3%	29.0%	27.4%	4.8%
Merit Systems Protection Board	12	0.0%	50.0%	33.3%	16.7%	0.0%
National Aeronautics and Space Administration	249	2.8%	25.7%	31.3%	25.7%	14.5%
National Archives and Records Administration	10	0.0%	60.0%	40.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	15	0.0%	13.3%	46.7%	26.7%	13.3%
National Labor Relations Board	31	0.0%	9.7%	35.5%	48.4%	6.5%
National Science Foundation	45	2.2%	13.3%	22.2%	37.8%	24.4%
National Transportation Safety Board	11	9.1%	36.4%	18.2%	36.4%	0.0%
Nuclear Regulatory Commission	106	3.8%	34.9%	28.3%	24.5%	8.5%
Office of Management and Budget	20	0.0%	40.0%	25.0%	30.0%	5.0%
Office of Personnel Management	43	4.7%	37.2%	23.3%	18.6%	16.3%
Small Business Administration	27	0.0%	22.2%	33.3%	29.6%	14.8%
Social Security Administration	109	4.6%	36.7%	30.3%	18.3%	10.1%
U.S. Agency for International Development	21	0.0%	14.3%	9.5%	52.4%	23.8%
SES wide	4204	3.2%	24.5%	31.7%	27.3%	13.2%

Q53 Were you evaluated as a member of the SES on your most recent performance rating?			
Agency	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	90.9%	9.1%
Department of Agriculture	230	92.2%	7.8%
Department of Commerce	235	91.1%	8.9%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	254	93.7%	6.3%
Department of Education	57	87.7%	12.3%
Department of Energy	279	91.4%	8.6%
Department of Health and Human Services	245	91.4%	8.6%
Department of Homeland Security	329	88.8%	11.2%
Department of Housing and Urban Development	60	90.0%	10.0%
Department of Justice	406	86.9%	13.1%
Department of Labor	107	80.4%	19.6%
Department of State	98	85.7%	14.3%
Department of the Air Force	118	87.3%	12.7%
Department of the Army	146	89.7%	10.3%
Department of the Interior	166	90.4%	9.6%
Department of the Navy	182	97.3%	2.7%
Department of the Treasury	329	90.6%	9.4%
Department of Transportation	154	86.4%	13.6%
Department of Veterans Affairs	210	88.6%	11.4%
Environmental Protection Agency	184	95.1%	4.9%
Equal Employment Opportunity Commission	21	90.5%	9.5%
Federal Communications Commission	18	77.8%	22.2%
Federal Labor Relations Authority	11	81.8%	18.2%
Federal Trade Commission	30	93.3%	6.7%
General Services Administration	69	85.5%	14.5%
Merit Systems Protection Board	12	83.3%	16.7%
National Aeronautics and Space Administration	287	96.9%	3.1%
National Archives and Records Administration	12	91.7%	8.3%
National Foundation on the Arts and Humanities	16	87.5%	12.5%
National Labor Relations Board	37	89.2%	10.8%
National Science Foundation	52	86.5%	13.5%
National Transportation Safety Board	12	83.3%	16.7%
Nuclear Regulatory Commission	118	97.5%	2.5%
Office of Management and Budget	22	95.5%	4.5%
Office of Personnel Management	47	89.4%	10.6%
Small Business Administration	30	86.7%	13.3%
Social Security Administration	125	92.8%	7.2%
U.S. Agency for International Development	21	81.0%	19.0%
SES wide	4822	90.5%	9.5%

Q54 When did you last receive a formal performance evaluation?

Agency	Total # of Respondents	Within the past year	Over one year ago but less than two years	More than two years ago	N/A or I have held this position for less than a year and am not yet due for a formal performance evaluation
Broadcasting Board of Governors	11	90.9%	0.0%	0.0%	9.1%
Department of Agriculture	232	96.1%	1.3%	1.7%	0.9%
Department of Commerce	236	90.3%	1.3%	0.4%	8.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	257	91.1%	3.1%	1.2%	4.7%
Department of Education	57	86.0%	5.3%	0.0%	8.8%
Department of Energy	280	93.9%	2.1%	0.0%	3.9%
Department of Health and Human Services	247	93.5%	2.4%	0.4%	3.6%
Department of Homeland Security	332	88.6%	4.8%	0.6%	6.0%
Department of Housing and Urban Development	61	85.2%	8.2%	1.6%	4.9%
Department of Justice	409	91.2%	2.2%	1.0%	5.6%
Department of Labor	108	87.0%	2.8%	3.7%	6.5%
Department of State	98	89.8%	2.0%	2.0%	6.1%
Department of the Air Force	119	89.9%	4.2%	0.0%	5.9%
Department of the Army	147	91.2%	2.7%	0.7%	5.4%
Department of the Interior	166	92.8%	2.4%	0.0%	4.8%
Department of the Navy	182	95.6%	2.2%	0.0%	2.2%
Department of the Treasury	327	95.4%	1.5%	0.3%	2.8%
Department of Transportation	155	87.7%	3.9%	0.6%	7.7%
Department of Veterans Affairs	211	91.9%	4.3%	0.5%	3.3%
Environmental Protection Agency	184	97.8%	0.0%	1.1%	1.1%
Equal Employment Opportunity Commission	21	90.5%	0.0%	0.0%	9.5%
Federal Communications Commission	18	72.2%	5.6%	5.6%	16.7%
Federal Labor Relations Authority	11	81.8%	9.1%	0.0%	9.1%
Federal Trade Commission	29	100.0%	0.0%	0.0%	0.0%
General Services Administration	70	90.0%	1.4%	1.4%	7.1%
Merit Systems Protection Board	12	91.7%	0.0%	8.3%	0.0%
National Aeronautics and Space Administration	289	94.8%	2.4%	0.7%	2.1%
National Archives and Records Administration	12	91.7%	0.0%	0.0%	8.3%
National Foundation on the Arts and Humanities	16	81.3%	6.3%	0.0%	12.5%
National Labor Relations Board	37	94.6%	2.7%	0.0%	2.7%
National Science Foundation	52	82.7%	9.6%	0.0%	7.7%
National Transportation Safety Board	12	91.7%	0.0%	0.0%	8.3%
Nuclear Regulatory Commission	120	98.3%	0.0%	0.0%	1.7%
Office of Management and Budget	23	60.9%	30.4%	8.7%	0.0%
Office of Personnel Management	46	87.0%	8.7%	0.0%	4.3%
Small Business Administration	30	93.3%	3.3%	3.3%	0.0%
Social Security Administration	125	94.4%	2.4%	0.0%	3.2%
U.S. Agency for International Development	21	71.4%	14.3%	0.0%	14.3%
SES wide	4845	91.8%	2.9%	0.8%	4.4%

Agency	Q55 Was your rating changed?		
	Total # of Respondents	Yes	No
Broadcasting Board of Governors	11	9.1%	90.9%
Department of Agriculture	228	7.9%	92.1%
Department of Commerce	225	8.9%	91.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	253	13.8%	86.2%
Department of Education	56	10.7%	89.3%
Department of Energy	273	7.7%	92.3%
Department of Health and Human Services	238	5.5%	94.5%
Department of Homeland Security	325	12.0%	88.0%
Department of Housing and Urban Development	60	40.0%	60.0%
Department of Justice	401	3.2%	96.8%
Department of Labor	103	3.9%	96.1%
Department of State	97	11.3%	88.7%
Department of the Air Force	117	50.4%	49.6%
Department of the Army	145	31.0%	69.0%
Department of the Interior	164	5.5%	94.5%
Department of the Navy	181	14.4%	85.6%
Department of the Treasury	323	7.4%	92.6%
Department of Transportation	151	2.6%	97.4%
Department of Veterans Affairs	211	9.5%	90.5%
Environmental Protection Agency	178	6.2%	93.8%
Equal Employment Opportunity Commission	21	23.8%	76.2%
Federal Communications Commission	18	0.0%	100.0%
Federal Labor Relations Authority	10	0.0%	100.0%
Federal Trade Commission	30	6.7%	93.3%
General Services Administration	67	11.9%	88.1%
Merit Systems Protection Board	12	0.0%	100.0%
National Aeronautics and Space Administration	284	7.0%	93.0%
National Archives and Records Administration	12	0.0%	100.0%
National Foundation on the Arts and Humanities	16	6.3%	93.8%
National Labor Relations Board	37	10.8%	89.2%
National Science Foundation	49	4.1%	95.9%
National Transportation Safety Board	11	9.1%	90.9%
Nuclear Regulatory Commission	119	4.2%	95.8%
Office of Management and Budget	22	9.1%	90.9%
Office of Personnel Management	45	24.4%	75.6%
Small Business Administration	30	6.7%	93.3%
Social Security Administration	124	3.2%	96.8%
U.S. Agency for International Development	19	21.1%	78.9%
SES wide	4747	10.1%	89.9%

(Note: This question was only seen by those who answered "yes" on question #55. All others skipped this question.)	Q56 At what point in the process was your rating changed?		
	Agency	Total # of Respondents	As a result of the PRB review
Department of Agriculture	14	21.4%	78.6%
Department of Commerce	12	66.7%	33.3%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	26	34.6%	65.4%
Department of Education	3	66.7%	33.3%
Department of Energy	11	63.6%	36.4%
Department of Health and Human Services	8	62.5%	37.5%
Department of Homeland Security	30	33.3%	66.7%
Department of Housing and Urban Development	18	27.8%	72.2%
Department of Justice	10	50.0%	50.0%
Department of Labor	2	0.0%	100.0%
Department of State	9	55.6%	44.4%
Department of the Air Force	57	73.7%	26.3%
Department of the Army	34	79.4%	20.6%
Department of the Interior	8	37.5%	62.5%
Department of the Navy	17	82.4%	17.6%
Department of the Treasury	16	43.8%	56.3%
Department of Transportation	3	33.3%	66.7%
Department of Veterans Affairs	14	57.1%	42.9%
Environmental Protection Agency	4	0.0%	100.0%
Equal Employment Opportunity Commission	4	50.0%	50.0%
Federal Trade Commission	2	0.0%	100.0%
General Services Administration	6	33.3%	66.7%
National Aeronautics and Space Administration	12	33.3%	66.7%
National Labor Relations Board	1	100.0%	0.0%
National Science Foundation	2	0.0%	100.0%
Office of Management and Budget	1	100.0%	0.0%
Office of Personnel Management	9	55.6%	44.4%
Small Business Administration	1	0.0%	100.0%
U.S. Agency for International Development	3	33.3%	66.7%
SES wide	340	52.1%	47.9%

Q57 My rating was based on an objective record of my performance.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	27.3%	45.5%	27.3%	0.0%	0.0%
Department of Agriculture	231	22.5%	41.1%	18.6%	13.4%	4.3%
Department of Commerce	236	21.6%	41.1%	21.6%	11.0%	4.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	256	18.0%	43.4%	18.0%	16.8%	3.9%
Department of Education	56	30.4%	37.5%	17.9%	8.9%	5.4%
Department of Energy	278	19.8%	43.5%	16.5%	13.7%	6.5%
Department of Health and Human Services	241	36.9%	35.7%	11.6%	9.1%	6.6%
Department of Homeland Security	329	22.5%	41.0%	19.1%	12.5%	4.9%
Department of Housing and Urban Development	61	16.4%	23.0%	19.7%	19.7%	21.3%
Department of Justice	407	31.9%	43.7%	13.8%	7.1%	3.4%
Department of Labor	106	17.0%	39.6%	22.6%	11.3%	9.4%
Department of State	96	39.6%	35.4%	10.4%	6.3%	8.3%
Department of the Air Force	118	15.3%	41.5%	18.6%	17.8%	6.8%
Department of the Army	147	16.3%	44.2%	21.1%	15.0%	3.4%
Department of the Interior	166	28.3%	39.2%	15.7%	10.8%	6.0%
Department of the Navy	182	22.5%	52.2%	14.8%	6.0%	4.4%
Department of the Treasury	326	24.5%	43.6%	13.8%	13.5%	4.6%
Department of Transportation	152	34.9%	40.1%	14.5%	5.9%	4.6%
Department of Veterans Affairs	211	22.3%	38.9%	16.1%	15.2%	7.6%
Environmental Protection Agency	183	16.9%	35.0%	20.2%	19.1%	8.7%
Equal Employment Opportunity Commission	21	19.0%	42.9%	19.0%	14.3%	4.8%
Federal Communications Commission	18	44.4%	33.3%	22.2%	0.0%	0.0%
Federal Labor Relations Authority	11	45.5%	27.3%	27.3%	0.0%	0.0%
Federal Trade Commission	29	34.5%	48.3%	10.3%	3.4%	3.4%
General Services Administration	69	23.2%	44.9%	21.7%	7.2%	2.9%
Merit Systems Protection Board	12	66.7%	25.0%	8.3%	0.0%	0.0%
National Aeronautics and Space Administration	287	27.9%	36.2%	16.4%	15.0%	4.5%
National Archives and Records Administration	12	58.3%	33.3%	8.3%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	31.3%	50.0%	18.8%	0.0%	0.0%
National Labor Relations Board	37	29.7%	54.1%	13.5%	0.0%	2.7%
National Science Foundation	50	22.0%	42.0%	18.0%	18.0%	0.0%
National Transportation Safety Board	12	58.3%	8.3%	8.3%	8.3%	16.7%
Nuclear Regulatory Commission	120	25.8%	45.0%	20.0%	6.7%	2.5%
Office of Management and Budget	23	13.0%	60.9%	21.7%	4.3%	0.0%
Office of Personnel Management	46	21.7%	32.6%	19.6%	8.7%	17.4%
Small Business Administration	30	46.7%	23.3%	6.7%	16.7%	6.7%
Social Security Administration	124	43.5%	38.7%	11.3%	5.6%	0.8%
U.S. Agency for International Development	20	25.0%	35.0%	25.0%	5.0%	10.0%
SES wide	4812	25.8%	40.9%	16.6%	11.5%	5.2%

Q58 Pay distinctions are meaningfully different among executives.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	9	0.0%	0.0%	44.4%	33.3%	22.2%
Department of Agriculture	189	3.2%	23.3%	24.9%	28.0%	20.6%
Department of Commerce	188	6.9%	22.9%	23.4%	31.9%	14.9%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	213	5.2%	26.3%	21.1%	28.2%	19.2%
Department of Education	42	2.4%	42.9%	16.7%	26.2%	11.9%
Department of Energy	244	2.5%	24.2%	19.7%	31.1%	22.5%
Department of Health and Human Services	189	6.3%	26.5%	24.3%	27.5%	15.3%
Department of Homeland Security	249	10.4%	19.7%	24.9%	27.7%	17.3%
Department of Housing and Urban Development	54	7.4%	9.3%	24.1%	31.5%	27.8%
Department of Justice	323	8.0%	26.9%	27.6%	25.1%	12.4%
Department of Labor	83	3.6%	9.6%	34.9%	32.5%	19.3%
Department of State	82	2.4%	19.5%	25.6%	34.1%	18.3%
Department of the Air Force	107	6.5%	38.3%	23.4%	21.5%	10.3%
Department of the Army	133	5.3%	20.3%	28.6%	27.1%	18.8%
Department of the Interior	141	6.4%	19.1%	30.5%	27.7%	16.3%
Department of the Navy	162	5.6%	18.5%	27.2%	30.2%	18.5%
Department of the Treasury	266	5.3%	19.9%	20.7%	25.2%	28.9%
Department of Transportation	117	3.4%	25.6%	23.9%	25.6%	21.4%
Department of Veterans Affairs	191	6.3%	18.8%	19.4%	29.8%	25.7%
Environmental Protection Agency	156	3.8%	26.9%	26.9%	31.4%	10.9%
Equal Employment Opportunity Commission	19	5.3%	21.1%	26.3%	31.6%	15.8%
Federal Communications Commission	12	8.3%	16.7%	25.0%	41.7%	8.3%
Federal Labor Relations Authority	9	0.0%	33.3%	22.2%	22.2%	22.2%
Federal Trade Commission	20	5.0%	20.0%	20.0%	40.0%	15.0%
General Services Administration	48	8.3%	16.7%	35.4%	18.8%	20.8%
Merit Systems Protection Board	11	0.0%	18.2%	54.5%	27.3%	0.0%
National Aeronautics and Space Administration	237	4.6%	24.5%	25.7%	29.1%	16.0%
National Archives and Records Administration	9	0.0%	22.2%	55.6%	22.2%	0.0%
National Foundation on the Arts and Humanities	14	14.3%	35.7%	14.3%	21.4%	14.3%
National Labor Relations Board	33	0.0%	21.2%	27.3%	36.4%	15.2%
National Science Foundation	40	2.5%	10.0%	17.5%	30.0%	40.0%
National Transportation Safety Board	10	20.0%	10.0%	30.0%	40.0%	0.0%
Nuclear Regulatory Commission	115	8.7%	36.5%	20.9%	26.1%	7.8%
Office of Management and Budget	22	0.0%	18.2%	27.3%	50.0%	4.5%
Office of Personnel Management	35	2.9%	22.9%	28.6%	22.9%	22.9%
Small Business Administration	26	11.5%	26.9%	34.6%	15.4%	11.5%
Social Security Administration	95	9.5%	29.5%	24.2%	27.4%	9.5%
U.S. Agency for International Development	17	5.9%	29.4%	11.8%	41.2%	11.8%
SES wide	3980	5.7%	23.5%	24.7%	28.3%	17.7%

Q59 Performance awards are meaningfully different among executives.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	9	0.0%	11.1%	55.6%	22.2%	11.1%
Department of Agriculture	185	4.3%	30.8%	27.0%	25.9%	11.9%
Department of Commerce	188	9.0%	34.6%	26.6%	20.7%	9.0%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	204	5.4%	38.2%	19.6%	24.5%	12.3%
Department of Education	42	7.1%	50.0%	16.7%	16.7%	9.5%
Department of Energy	239	6.3%	32.2%	24.3%	20.5%	16.7%
Department of Health and Human Services	180	8.9%	35.0%	26.7%	17.8%	11.7%
Department of Homeland Security	237	12.7%	25.7%	25.7%	22.4%	13.5%
Department of Housing and Urban Development	52	7.7%	21.2%	15.4%	26.9%	28.8%
Department of Justice	313	13.4%	32.3%	24.6%	18.2%	11.5%
Department of Labor	82	6.1%	25.6%	26.8%	24.4%	17.1%
Department of State	82	7.3%	31.7%	20.7%	25.6%	14.6%
Department of the Air Force	105	8.6%	43.8%	23.8%	17.1%	6.7%
Department of the Army	131	6.1%	32.8%	24.4%	22.1%	14.5%
Department of the Interior	142	9.9%	27.5%	34.5%	14.8%	13.4%
Department of the Navy	160	8.8%	36.3%	29.4%	15.0%	10.6%
Department of the Treasury	260	8.8%	35.0%	21.2%	17.3%	17.7%
Department of Transportation	115	6.1%	36.5%	27.0%	20.0%	10.4%
Department of Veterans Affairs	186	8.1%	28.5%	23.7%	23.1%	16.7%
Environmental Protection Agency	154	9.1%	37.7%	24.7%	18.8%	9.7%
Equal Employment Opportunity Commission	18	11.1%	38.9%	11.1%	27.8%	11.1%
Federal Communications Commission	10	10.0%	50.0%	30.0%	10.0%	0.0%
Federal Labor Relations Authority	9	0.0%	44.4%	11.1%	33.3%	11.1%
Federal Trade Commission	18	5.6%	50.0%	27.8%	16.7%	0.0%
General Services Administration	48	8.3%	27.1%	31.3%	12.5%	20.8%
Merit Systems Protection Board	11	9.1%	18.2%	36.4%	36.4%	0.0%
National Aeronautics and Space Administration	242	7.4%	34.7%	24.8%	21.9%	11.2%
National Archives and Records Administration	8	0.0%	50.0%	50.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	14	14.3%	42.9%	7.1%	35.7%	0.0%
National Labor Relations Board	33	0.0%	33.3%	24.2%	33.3%	9.1%
National Science Foundation	36	8.3%	22.2%	27.8%	22.2%	19.4%
National Transportation Safety Board	9	22.2%	44.4%	11.1%	11.1%	11.1%
Nuclear Regulatory Commission	113	16.8%	42.5%	21.2%	13.3%	6.2%
Office of Management and Budget	21	4.8%	52.4%	23.8%	14.3%	4.8%
Office of Personnel Management	37	5.4%	32.4%	32.4%	13.5%	16.2%
Small Business Administration	26	19.2%	38.5%	19.2%	11.5%	11.5%
Social Security Administration	95	11.6%	40.0%	21.1%	20.0%	7.4%
U.S. Agency for International Development	15	6.7%	46.7%	13.3%	20.0%	13.3%
SES wide	3898	8.7%	33.9%	24.9%	20.0%	12.6%

Agency	Q60 Pay for the SES should be based on performance.					
	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	54.5%	45.5%	0.0%	0.0%	0.0%
Department of Agriculture	233	48.5%	41.6%	7.7%	2.1%	0.0%
Department of Commerce	234	50.4%	44.9%	4.3%	0.4%	0.0%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	257	42.8%	49.8%	5.8%	1.2%	0.4%
Department of Education	56	50.0%	41.1%	7.1%	0.0%	1.8%
Department of Energy	279	57.0%	38.7%	2.9%	1.1%	0.4%
Department of Health and Human Services	247	47.4%	43.7%	8.1%	0.8%	0.0%
Department of Homeland Security	331	47.1%	44.4%	5.7%	1.2%	1.5%
Department of Housing and Urban Development	60	53.3%	38.3%	8.3%	0.0%	0.0%
Department of Justice	408	45.8%	43.9%	8.3%	1.5%	0.5%
Department of Labor	109	45.0%	41.3%	9.2%	2.8%	1.8%
Department of State	97	38.1%	46.4%	10.3%	5.2%	0.0%
Department of the Air Force	119	55.5%	42.0%	1.7%	0.0%	0.8%
Department of the Army	147	54.4%	40.8%	3.4%	1.4%	0.0%
Department of the Interior	165	51.5%	41.2%	7.3%	0.0%	0.0%
Department of the Navy	181	59.7%	35.4%	4.4%	0.6%	0.0%
Department of the Treasury	325	51.1%	42.2%	4.9%	0.9%	0.9%
Department of Transportation	155	48.4%	43.2%	7.7%	0.0%	0.6%
Department of Veterans Affairs	211	40.3%	46.9%	11.8%	0.5%	0.5%
Environmental Protection Agency	184	34.8%	55.4%	8.7%	1.1%	0.0%
Equal Employment Opportunity Commission	21	61.9%	28.6%	4.8%	4.8%	0.0%
Federal Communications Commission	18	50.0%	44.4%	5.6%	0.0%	0.0%
Federal Labor Relations Authority	11	45.5%	54.5%	0.0%	0.0%	0.0%
Federal Trade Commission	30	36.7%	60.0%	3.3%	0.0%	0.0%
General Services Administration	71	49.3%	43.7%	7.0%	0.0%	0.0%
Merit Systems Protection Board	12	41.7%	50.0%	8.3%	0.0%	0.0%
National Aeronautics and Space Administration	288	57.3%	35.1%	6.6%	1.0%	0.0%
National Archives and Records Administration	12	66.7%	33.3%	0.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	31.3%	37.5%	25.0%	6.3%	0.0%
National Labor Relations Board	37	45.9%	40.5%	8.1%	2.7%	2.7%
National Science Foundation	52	38.5%	51.9%	9.6%	0.0%	0.0%
National Transportation Safety Board	12	66.7%	25.0%	8.3%	0.0%	0.0%
Nuclear Regulatory Commission	120	45.0%	46.7%	7.5%	0.8%	0.0%
Office of Management and Budget	23	39.1%	43.5%	8.7%	8.7%	0.0%
Office of Personnel Management	47	51.1%	38.3%	8.5%	0.0%	2.1%
Small Business Administration	30	63.3%	26.7%	6.7%	3.3%	0.0%
Social Security Administration	125	48.8%	48.8%	1.6%	0.8%	0.0%
U.S. Agency for International Development	21	42.9%	52.4%	0.0%	4.8%	0.0%
SES wide	4837	48.7%	43.3%	6.5%	1.1%	0.4%

Q61 In my agency, SES pay for performance promotes better individual performance.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	0.0%	45.5%	45.5%	0.0%	9.1%
Department of Agriculture	205	9.3%	36.6%	26.3%	18.5%	9.3%
Department of Commerce	208	12.5%	39.4%	27.4%	13.9%	6.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	234	5.6%	35.9%	27.8%	19.7%	11.1%
Department of Education	44	9.1%	38.6%	29.5%	15.9%	6.8%
Department of Energy	255	5.9%	43.1%	23.9%	17.6%	9.4%
Department of Health and Human Services	206	11.7%	43.2%	26.2%	12.6%	6.3%
Department of Homeland Security	282	10.3%	30.5%	34.4%	16.3%	8.5%
Department of Housing and Urban Development	57	7.0%	19.3%	36.8%	24.6%	12.3%
Department of Justice	341	12.3%	35.8%	27.3%	14.4%	10.3%
Department of Labor	95	8.4%	27.4%	33.7%	16.8%	13.7%
Department of State	84	7.1%	38.1%	23.8%	21.4%	9.5%
Department of the Air Force	112	12.5%	42.9%	28.6%	12.5%	3.6%
Department of the Army	134	2.2%	37.3%	31.3%	20.9%	8.2%
Department of the Interior	152	10.5%	31.6%	34.9%	14.5%	8.6%
Department of the Navy	171	12.9%	42.7%	22.2%	14.6%	7.6%
Department of the Treasury	291	12.4%	33.3%	26.1%	18.6%	9.6%
Department of Transportation	132	16.7%	35.6%	26.5%	14.4%	6.8%
Department of Veterans Affairs	193	9.3%	30.1%	29.0%	21.2%	10.4%
Environmental Protection Agency	167	5.4%	30.5%	26.9%	29.3%	7.8%
Equal Employment Opportunity Commission	18	5.6%	38.9%	27.8%	5.6%	22.2%
Federal Communications Commission	14	14.3%	35.7%	50.0%	0.0%	0.0%
Federal Labor Relations Authority	8	12.5%	37.5%	37.5%	0.0%	12.5%
Federal Trade Commission	23	8.7%	39.1%	21.7%	26.1%	4.3%
General Services Administration	63	12.7%	46.0%	19.0%	12.7%	9.5%
Merit Systems Protection Board	12	16.7%	33.3%	25.0%	16.7%	8.3%
National Aeronautics and Space Administration	258	10.1%	35.7%	27.1%	19.8%	7.4%
National Archives and Records Administration	11	18.2%	36.4%	18.2%	18.2%	9.1%
National Foundation on the Arts and Humanities	14	7.1%	21.4%	57.1%	7.1%	7.1%
National Labor Relations Board	33	3.0%	51.5%	12.1%	21.2%	12.1%
National Science Foundation	44	6.8%	31.8%	38.6%	18.2%	4.5%
National Transportation Safety Board	10	20.0%	40.0%	40.0%	0.0%	0.0%
Nuclear Regulatory Commission	109	10.1%	40.4%	29.4%	18.3%	1.8%
Office of Management and Budget	22	0.0%	22.7%	36.4%	36.4%	4.5%
Office of Personnel Management	42	2.4%	26.2%	47.6%	11.9%	11.9%
Small Business Administration	24	20.8%	12.5%	37.5%	16.7%	12.5%
Social Security Administration	114	13.2%	41.2%	31.6%	11.4%	2.6%
U.S. Agency for International Development	15	13.3%	33.3%	26.7%	13.3%	13.3%
SES wide	4281	9.8%	36.1%	28.5%	17.2%	8.4%

Q62 In my agency, SES pay for performance promotes better organizational performance.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	0.0%	54.5%	27.3%	9.1%	9.1%
Department of Agriculture	209	10.5%	31.6%	28.7%	22.0%	7.2%
Department of Commerce	207	10.6%	33.3%	29.5%	16.4%	10.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	235	6.8%	27.7%	28.9%	23.8%	12.8%
Department of Education	44	6.8%	34.1%	27.3%	27.3%	4.5%
Department of Energy	255	5.9%	37.6%	26.3%	20.4%	9.8%
Department of Health and Human Services	206	12.6%	37.4%	26.7%	14.6%	8.7%
Department of Homeland Security	283	11.3%	29.7%	32.2%	17.0%	9.9%
Department of Housing and Urban Development	57	10.5%	12.3%	36.8%	28.1%	12.3%
Department of Justice	340	13.5%	33.2%	27.6%	15.6%	10.0%
Department of Labor	97	6.2%	27.8%	30.9%	22.7%	12.4%
Department of State	85	5.9%	25.9%	29.4%	25.9%	12.9%
Department of the Air Force	113	9.7%	37.2%	31.0%	16.8%	5.3%
Department of the Army	135	2.2%	30.4%	35.6%	21.5%	10.4%
Department of the Interior	151	9.9%	29.8%	31.8%	18.5%	9.9%
Department of the Navy	169	9.5%	34.3%	27.8%	20.7%	7.7%
Department of the Treasury	293	11.9%	33.1%	25.6%	20.8%	8.5%
Department of Transportation	134	12.7%	38.8%	26.1%	14.9%	7.5%
Department of Veterans Affairs	197	12.7%	37.6%	19.8%	21.8%	8.1%
Environmental Protection Agency	166	3.0%	23.5%	33.1%	30.1%	10.2%
Equal Employment Opportunity Commission	18	11.1%	38.9%	22.2%	11.1%	16.7%
Federal Communications Commission	15	13.3%	40.0%	40.0%	6.7%	0.0%
Federal Labor Relations Authority	7	14.3%	14.3%	57.1%	14.3%	0.0%
Federal Trade Commission	22	9.1%	40.9%	22.7%	18.2%	9.1%
General Services Administration	63	11.1%	34.9%	20.6%	23.8%	9.5%
Merit Systems Protection Board	12	25.0%	41.7%	33.3%	0.0%	0.0%
National Aeronautics and Space Administration	262	10.3%	31.7%	28.2%	22.1%	7.6%
National Archives and Records Administration	11	0.0%	45.5%	36.4%	9.1%	9.1%
National Foundation on the Arts and Humanities	14	14.3%	28.6%	21.4%	21.4%	14.3%
National Labor Relations Board	33	6.1%	48.5%	12.1%	27.3%	6.1%
National Science Foundation	43	4.7%	25.6%	46.5%	20.9%	2.3%
National Transportation Safety Board	10	10.0%	60.0%	30.0%	0.0%	0.0%
Nuclear Regulatory Commission	109	12.8%	38.5%	27.5%	19.3%	1.8%
Office of Management and Budget	21	0.0%	28.6%	42.9%	23.8%	4.8%
Office of Personnel Management	43	2.3%	30.2%	37.2%	18.6%	11.6%
Small Business Administration	24	16.7%	16.7%	33.3%	20.8%	12.5%
Social Security Administration	116	10.3%	40.5%	32.8%	11.2%	5.2%
U.S. Agency for International Development	15	13.3%	33.3%	20.0%	20.0%	13.3%
SES wide	4299	9.7%	32.8%	28.9%	19.7%	8.9%

Q63 How satisfied are you with the recognition you receive for doing a good job?						
Agency	Total # of Respondents	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Broadcasting Board of Governors	11	9.1%	36.4%	45.5%	9.1%	0.0%
Department of Agriculture	232	12.1%	34.5%	25.4%	23.3%	4.7%
Department of Commerce	232	17.7%	36.2%	16.4%	23.3%	6.5%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	257	14.0%	33.9%	23.3%	21.0%	7.8%
Department of Education	56	25.0%	33.9%	23.2%	12.5%	5.4%
Department of Energy	278	12.2%	38.1%	21.2%	16.9%	11.5%
Department of Health and Human Services	245	20.8%	41.2%	14.3%	16.7%	6.9%
Department of Homeland Security	330	16.7%	40.6%	20.0%	15.5%	7.3%
Department of Housing and Urban Development	60	10.0%	25.0%	13.3%	30.0%	21.7%
Department of Justice	407	20.9%	40.0%	18.4%	14.0%	6.6%
Department of Labor	109	16.5%	32.1%	24.8%	16.5%	10.1%
Department of State	98	22.4%	27.6%	21.4%	18.4%	10.2%
Department of the Air Force	118	17.8%	42.4%	20.3%	13.6%	5.9%
Department of the Army	147	12.9%	38.8%	24.5%	19.0%	4.8%
Department of the Interior	166	16.3%	40.4%	15.7%	15.1%	12.7%
Department of the Navy	180	15.6%	40.6%	20.6%	15.6%	7.8%
Department of the Treasury	328	18.6%	36.6%	21.6%	14.9%	8.2%
Department of Transportation	154	20.8%	46.1%	16.9%	11.7%	4.5%
Department of Veterans Affairs	211	12.8%	34.6%	21.3%	19.4%	11.8%
Environmental Protection Agency	183	14.8%	37.2%	16.9%	24.6%	6.6%
Equal Employment Opportunity Commission	21	9.5%	42.9%	28.6%	4.8%	14.3%
Federal Communications Commission	18	33.3%	50.0%	5.6%	11.1%	0.0%
Federal Labor Relations Authority	11	9.1%	36.4%	27.3%	18.2%	9.1%
Federal Trade Commission	30	36.7%	40.0%	3.3%	13.3%	6.7%
General Services Administration	70	15.7%	41.4%	27.1%	11.4%	4.3%
Merit Systems Protection Board	12	58.3%	25.0%	0.0%	8.3%	8.3%
National Aeronautics and Space Administration	287	16.7%	41.1%	17.4%	19.2%	5.6%
National Archives and Records Administration	12	25.0%	41.7%	25.0%	8.3%	0.0%
National Foundation on the Arts and Humanities	15	20.0%	53.3%	13.3%	6.7%	6.7%
National Labor Relations Board	36	8.3%	63.9%	13.9%	13.9%	0.0%
National Science Foundation	51	17.6%	35.3%	27.5%	17.6%	2.0%
National Transportation Safety Board	12	41.7%	25.0%	8.3%	16.7%	8.3%
Nuclear Regulatory Commission	119	26.9%	42.0%	18.5%	10.1%	2.5%
Office of Management and Budget	22	9.1%	50.0%	13.6%	18.2%	9.1%
Office of Personnel Management	46	19.6%	32.6%	17.4%	21.7%	8.7%
Small Business Administration	30	30.0%	20.0%	16.7%	26.7%	6.7%
Social Security Administration	125	26.4%	43.2%	16.0%	12.8%	1.6%
U.S. Agency for International Development	21	9.5%	38.1%	23.8%	19.0%	9.5%
SES wide	4821	17.7%	38.4%	19.6%	17.0%	7.3%

Q64 How satisfied are you with your pay?						
Agency	Total # of Respondents	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Very Dissatisfied
Broadcasting Board of Governors	11	0.0%	36.4%	18.2%	36.4%	9.1%
Department of Agriculture	233	7.7%	38.6%	20.6%	25.8%	7.3%
Department of Commerce	234	10.7%	27.8%	20.1%	29.1%	12.4%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	257	7.0%	36.6%	20.6%	25.7%	10.1%
Department of Education	56	12.5%	50.0%	14.3%	16.1%	7.1%
Department of Energy	278	8.3%	33.1%	19.4%	28.1%	11.2%
Department of Health and Human Services	245	8.6%	49.4%	15.9%	19.2%	6.9%
Department of Homeland Security	332	15.7%	43.1%	15.1%	19.6%	6.6%
Department of Housing and Urban Development	61	14.8%	41.0%	16.4%	13.1%	14.8%
Department of Justice	406	15.3%	39.9%	18.7%	20.2%	5.9%
Department of Labor	109	10.1%	44.0%	14.7%	22.0%	9.2%
Department of State	97	16.5%	38.1%	13.4%	26.8%	5.2%
Department of the Air Force	119	11.8%	41.2%	16.8%	22.7%	7.6%
Department of the Army	147	6.1%	37.4%	15.6%	25.9%	15.0%
Department of the Interior	166	10.8%	39.8%	17.5%	25.9%	6.0%
Department of the Navy	180	7.2%	30.6%	21.1%	28.3%	12.8%
Department of the Treasury	328	9.1%	42.1%	14.9%	23.5%	10.4%
Department of Transportation	154	13.0%	41.6%	20.8%	18.2%	6.5%
Department of Veterans Affairs	209	5.7%	30.1%	14.4%	30.1%	19.6%
Environmental Protection Agency	184	16.3%	45.7%	12.0%	20.7%	5.4%
Equal Employment Opportunity Commission	21	9.5%	38.1%	23.8%	23.8%	4.8%
Federal Communications Commission	18	22.2%	38.9%	16.7%	22.2%	0.0%
Federal Labor Relations Authority	11	0.0%	54.5%	9.1%	36.4%	0.0%
Federal Trade Commission	30	10.0%	30.0%	26.7%	30.0%	3.3%
General Services Administration	70	7.1%	44.3%	14.3%	24.3%	10.0%
Merit Systems Protection Board	12	25.0%	33.3%	16.7%	8.3%	16.7%
National Aeronautics and Space Administration	288	11.5%	38.9%	21.2%	20.8%	7.6%
National Archives and Records Administration	12	16.7%	50.0%	0.0%	8.3%	25.0%
National Foundation on the Arts and Humanities	16	18.8%	43.8%	18.8%	12.5%	6.3%
National Labor Relations Board	37	8.1%	56.8%	10.8%	21.6%	2.7%
National Science Foundation	52	17.3%	36.5%	21.2%	23.1%	1.9%
National Transportation Safety Board	12	0.0%	41.7%	16.7%	33.3%	8.3%
Nuclear Regulatory Commission	119	9.2%	45.4%	19.3%	17.6%	8.4%
Office of Management and Budget	23	17.4%	30.4%	21.7%	30.4%	0.0%
Office of Personnel Management	46	17.4%	52.2%	8.7%	10.9%	10.9%
Small Business Administration	30	23.3%	43.3%	10.0%	16.7%	6.7%
Social Security Administration	125	23.2%	48.0%	12.8%	12.8%	3.2%
U.S. Agency for International Development	21	28.6%	38.1%	9.5%	14.3%	9.5%
SES wide	4831	11.3%	39.8%	17.4%	22.7%	8.7%

Q65 Job changes (i.e.; formal changes in position and not just shifting responsibilities) improve senior executives' performance.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	27.3%	36.4%	27.3%	9.1%	0.0%
Department of Agriculture	233	15.0%	37.3%	33.5%	12.4%	1.7%
Department of Commerce	234	12.8%	33.3%	36.8%	13.7%	3.4%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	256	14.1%	38.3%	35.5%	9.4%	2.7%
Department of Education	56	14.3%	32.1%	32.1%	19.6%	1.8%
Department of Energy	277	14.4%	46.2%	28.9%	9.0%	1.4%
Department of Health and Human Services	246	12.6%	35.8%	36.6%	12.6%	2.4%
Department of Homeland Security	329	23.4%	38.9%	28.3%	7.3%	2.1%
Department of Housing and Urban Development	59	32.2%	20.3%	32.2%	11.9%	3.4%
Department of Justice	405	20.2%	35.8%	31.4%	10.9%	1.7%
Department of Labor	108	6.5%	33.3%	36.1%	19.4%	4.6%
Department of State	98	18.4%	34.7%	35.7%	9.2%	2.0%
Department of the Air Force	118	22.9%	52.5%	17.8%	5.1%	1.7%
Department of the Army	147	14.3%	49.7%	21.1%	11.6%	3.4%
Department of the Interior	166	15.7%	33.1%	33.7%	15.1%	2.4%
Department of the Navy	180	18.9%	38.3%	30.0%	11.7%	1.1%
Department of the Treasury	328	18.3%	44.5%	30.2%	6.1%	0.9%
Department of Transportation	154	15.6%	35.1%	34.4%	13.0%	1.9%
Department of Veterans Affairs	208	13.5%	32.2%	32.2%	14.4%	7.7%
Environmental Protection Agency	184	21.2%	40.8%	27.2%	8.7%	2.2%
Equal Employment Opportunity Commission	21	9.5%	23.8%	52.4%	14.3%	0.0%
Federal Communications Commission	18	16.7%	33.3%	33.3%	16.7%	0.0%
Federal Labor Relations Authority	11	18.2%	18.2%	54.5%	9.1%	0.0%
Federal Trade Commission	30	10.0%	13.3%	60.0%	16.7%	0.0%
General Services Administration	70	18.6%	45.7%	21.4%	14.3%	0.0%
Merit Systems Protection Board	12	8.3%	33.3%	41.7%	16.7%	0.0%
National Aeronautics and Space Administration	287	18.5%	42.2%	27.5%	9.4%	2.4%
National Archives and Records Administration	12	8.3%	25.0%	41.7%	16.7%	8.3%
National Foundation on the Arts and Humanities	16	0.0%	25.0%	56.3%	12.5%	6.3%
National Labor Relations Board	37	8.1%	21.6%	29.7%	32.4%	8.1%
National Science Foundation	52	7.7%	46.2%	38.5%	7.7%	0.0%
National Transportation Safety Board	12	8.3%	41.7%	33.3%	8.3%	8.3%
Nuclear Regulatory Commission	119	31.9%	47.9%	16.8%	1.7%	1.7%
Office of Management and Budget	23	8.7%	43.5%	39.1%	4.3%	4.3%
Office of Personnel Management	46	17.4%	34.8%	37.0%	10.9%	0.0%
Small Business Administration	30	26.7%	26.7%	36.7%	6.7%	3.3%
Social Security Administration	125	24.8%	38.4%	25.6%	10.4%	0.8%
U.S. Agency for International Development	21	28.6%	52.4%	14.3%	4.8%	0.0%
SES wide	4821	17.2%	38.6%	31.2%	10.7%	2.3%

Q66 Senior executives should be able to perform successfully in a wide range of career positions.

Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	36.4%	45.5%	9.1%	9.1%	0.0%
Department of Agriculture	233	27.0%	50.6%	11.2%	10.7%	0.4%
Department of Commerce	234	25.6%	44.9%	16.7%	10.3%	2.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	257	31.5%	48.2%	15.6%	3.9%	0.8%
Department of Education	56	33.9%	42.9%	12.5%	10.7%	0.0%
Department of Energy	278	29.9%	51.4%	10.8%	7.9%	0.0%
Department of Health and Human Services	246	33.7%	41.9%	14.6%	8.5%	1.2%
Department of Homeland Security	331	43.2%	44.7%	6.3%	5.4%	0.3%
Department of Housing and Urban Development	60	43.3%	33.3%	16.7%	3.3%	3.3%
Department of Justice	406	31.5%	44.6%	12.6%	11.1%	0.2%
Department of Labor	108	16.7%	52.8%	13.0%	13.0%	4.6%
Department of State	98	32.7%	50.0%	10.2%	5.1%	2.0%
Department of the Air Force	119	42.0%	44.5%	9.2%	3.4%	0.8%
Department of the Army	146	26.0%	48.6%	13.7%	10.3%	1.4%
Department of the Interior	166	32.5%	44.6%	10.8%	10.8%	1.2%
Department of the Navy	180	25.0%	49.4%	18.3%	7.2%	0.0%
Department of the Treasury	328	32.0%	53.4%	6.4%	7.6%	0.6%
Department of Transportation	154	27.9%	53.2%	10.4%	7.8%	0.6%
Department of Veterans Affairs	210	27.1%	41.0%	16.7%	11.9%	3.3%
Environmental Protection Agency	184	34.2%	48.4%	12.5%	4.9%	0.0%
Equal Employment Opportunity Commission	21	28.6%	38.1%	28.6%	4.8%	0.0%
Federal Communications Commission	18	16.7%	61.1%	16.7%	5.6%	0.0%
Federal Labor Relations Authority	11	0.0%	36.4%	18.2%	45.5%	0.0%
Federal Trade Commission	30	16.7%	50.0%	16.7%	13.3%	3.3%
General Services Administration	70	31.4%	51.4%	12.9%	4.3%	0.0%
Merit Systems Protection Board	12	8.3%	58.3%	25.0%	8.3%	0.0%
National Aeronautics and Space Administration	288	34.7%	46.2%	9.7%	8.7%	0.7%
National Archives and Records Administration	12	33.3%	50.0%	8.3%	8.3%	0.0%
National Foundation on the Arts and Humanities	16	18.8%	56.3%	0.0%	18.8%	6.3%
National Labor Relations Board	37	16.2%	43.2%	18.9%	21.6%	0.0%
National Science Foundation	52	23.1%	50.0%	23.1%	3.8%	0.0%
National Transportation Safety Board	12	41.7%	50.0%	0.0%	8.3%	0.0%
Nuclear Regulatory Commission	119	38.7%	50.4%	5.0%	4.2%	1.7%
Office of Management and Budget	23	21.7%	56.5%	8.7%	8.7%	4.3%
Office of Personnel Management	46	30.4%	41.3%	17.4%	10.9%	0.0%
Small Business Administration	30	46.7%	26.7%	16.7%	6.7%	3.3%
Social Security Administration	125	41.6%	45.6%	10.4%	1.6%	0.8%
U.S. Agency for International Development	21	42.9%	38.1%	9.5%	9.5%	0.0%
SES wide	4830	31.4%	47.3%	12.2%	8.2%	1.0%

Q68 The five executive core qualifications (Leading People, Leading Change, Results Driven, Building Coalitions, Business Acumen) represent the critical skills needed by SES to succeed in performing their roles as Federal leaders.

Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	18.2%	54.5%	27.3%	0.0%	0.0%
Department of Agriculture	229	24.5%	54.6%	12.7%	4.8%	3.5%
Department of Commerce	230	15.2%	50.4%	22.2%	7.8%	4.3%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	251	11.6%	60.6%	15.9%	9.6%	2.4%
Department of Education	56	14.3%	53.6%	21.4%	7.1%	3.6%
Department of Energy	274	12.0%	55.8%	19.0%	9.1%	4.0%
Department of Health and Human Services	240	18.3%	54.6%	19.2%	6.7%	1.3%
Department of Homeland Security	328	24.1%	57.0%	11.9%	5.5%	1.5%
Department of Housing and Urban Development	59	25.4%	47.5%	20.3%	5.1%	1.7%
Department of Justice	383	15.4%	53.0%	18.0%	8.9%	4.7%
Department of Labor	106	7.5%	56.6%	18.9%	11.3%	5.7%
Department of State	95	10.5%	63.2%	16.8%	7.4%	2.1%
Department of the Air Force	118	19.5%	67.8%	11.9%	0.0%	0.8%
Department of the Army	146	16.4%	67.1%	8.9%	7.5%	0.0%
Department of the Interior	164	19.5%	53.7%	18.3%	7.3%	1.2%
Department of the Navy	177	20.9%	60.5%	14.1%	4.0%	0.6%
Department of the Treasury	325	15.1%	62.5%	12.9%	7.4%	2.2%
Department of Transportation	153	17.6%	50.3%	21.6%	8.5%	2.0%
Department of Veterans Affairs	208	18.3%	64.9%	9.1%	6.3%	1.4%
Environmental Protection Agency	184	14.7%	60.3%	12.5%	10.3%	2.2%
Equal Employment Opportunity Commission	20	10.0%	50.0%	20.0%	20.0%	0.0%
Federal Communications Commission	18	11.1%	61.1%	11.1%	16.7%	0.0%
Federal Labor Relations Authority	11	18.2%	27.3%	18.2%	18.2%	18.2%
Federal Trade Commission	25	8.0%	56.0%	20.0%	4.0%	12.0%
General Services Administration	68	26.5%	58.8%	7.4%	4.4%	2.9%
Merit Systems Protection Board	12	0.0%	66.7%	16.7%	16.7%	0.0%
National Aeronautics and Space Administration	285	18.6%	61.1%	11.6%	8.4%	0.4%
National Archives and Records Administration	11	27.3%	63.6%	9.1%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	12.5%	56.3%	6.3%	18.8%	6.3%
National Labor Relations Board	35	11.4%	40.0%	22.9%	22.9%	2.9%
National Science Foundation	51	13.7%	56.9%	19.6%	9.8%	0.0%
National Transportation Safety Board	12	25.0%	25.0%	8.3%	33.3%	8.3%
Nuclear Regulatory Commission	119	21.8%	62.2%	10.9%	4.2%	0.8%
Office of Management and Budget	23	8.7%	60.9%	21.7%	8.7%	0.0%
Office of Personnel Management	45	22.2%	53.3%	17.8%	4.4%	2.2%
Small Business Administration	30	26.7%	50.0%	16.7%	6.7%	0.0%
Social Security Administration	123	19.5%	60.2%	12.2%	6.5%	1.6%
U.S. Agency for International Development	21	23.8%	52.4%	19.0%	4.8%	0.0%
SES wide	4743	17.2%	57.6%	15.3%	7.5%	2.3%

Q69 As a job seeker, I would prefer to use a resume to apply for SES jobs instead of submitting executive core qualifications (ECQs) statements.

Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	27.3%	36.4%	27.3%	9.1%	0.0%
Department of Agriculture	228	19.7%	33.8%	20.2%	20.2%	6.1%
Department of Commerce	231	39.4%	28.6%	17.7%	10.8%	3.5%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	253	29.2%	40.3%	15.4%	11.9%	3.2%
Department of Education	54	31.5%	31.5%	14.8%	18.5%	3.7%
Department of Energy	274	28.8%	35.4%	19.3%	13.5%	2.9%
Department of Health and Human Services	243	35.8%	32.1%	17.7%	12.8%	1.6%
Department of Homeland Security	328	27.1%	36.3%	13.4%	15.9%	7.3%
Department of Housing and Urban Development	59	35.6%	28.8%	13.6%	18.6%	3.4%
Department of Justice	383	32.9%	33.9%	20.1%	11.2%	1.8%
Department of Labor	108	38.0%	34.3%	16.7%	9.3%	1.9%
Department of State	97	28.9%	39.2%	17.5%	10.3%	4.1%
Department of the Air Force	119	16.0%	39.5%	18.5%	20.2%	5.9%
Department of the Army	143	17.5%	34.3%	16.1%	23.1%	9.1%
Department of the Interior	164	20.1%	37.8%	23.8%	12.8%	5.5%
Department of the Navy	178	20.8%	33.7%	23.0%	18.5%	3.9%
Department of the Treasury	319	35.7%	30.4%	16.9%	12.9%	4.1%
Department of Transportation	153	34.0%	30.1%	17.6%	13.1%	5.2%
Department of Veterans Affairs	207	34.3%	30.9%	17.4%	13.5%	3.9%
Environmental Protection Agency	182	25.8%	35.7%	17.6%	17.6%	3.3%
Equal Employment Opportunity Commission	20	20.0%	45.0%	15.0%	20.0%	0.0%
Federal Communications Commission	18	33.3%	50.0%	5.6%	11.1%	0.0%
Federal Labor Relations Authority	11	45.5%	27.3%	9.1%	9.1%	9.1%
Federal Trade Commission	28	42.9%	39.3%	10.7%	7.1%	0.0%
General Services Administration	68	27.9%	29.4%	19.1%	20.6%	2.9%
Merit Systems Protection Board	11	45.5%	36.4%	9.1%	9.1%	0.0%
National Aeronautics and Space Administration	283	26.1%	39.2%	23.0%	9.9%	1.8%
National Archives and Records Administration	11	36.4%	9.1%	18.2%	36.4%	0.0%
National Foundation on the Arts and Humanities	16	37.5%	25.0%	25.0%	12.5%	0.0%
National Labor Relations Board	36	30.6%	38.9%	13.9%	16.7%	0.0%
National Science Foundation	50	30.0%	28.0%	22.0%	18.0%	2.0%
National Transportation Safety Board	11	63.6%	18.2%	0.0%	9.1%	9.1%
Nuclear Regulatory Commission	113	25.7%	35.4%	23.9%	13.3%	1.8%
Office of Management and Budget	22	22.7%	27.3%	18.2%	22.7%	9.1%
Office of Personnel Management	46	37.0%	39.1%	8.7%	8.7%	6.5%
Small Business Administration	30	40.0%	26.7%	16.7%	10.0%	6.7%
Social Security Administration	123	24.4%	33.3%	24.4%	14.6%	3.3%
U.S. Agency for International Development	21	28.6%	33.3%	4.8%	19.0%	14.3%
SES wide	4731	29.3%	34.4%	18.3%	14.2%	3.8%

Q70 I would prefer reviewing resumes for SES vacancies rather than executive core qualifications (ECQs) statements.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	27.3%	36.4%	18.2%	18.2%	0.0%
Department of Agriculture	227	15.4%	31.7%	15.0%	28.2%	9.7%
Department of Commerce	229	35.8%	31.9%	11.8%	15.7%	4.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	247	29.6%	40.5%	12.6%	15.4%	2.0%
Department of Education	51	31.4%	29.4%	9.8%	27.5%	2.0%
Department of Energy	271	26.2%	34.3%	15.1%	19.9%	4.4%
Department of Health and Human Services	235	33.2%	30.2%	16.2%	17.9%	2.6%
Department of Homeland Security	324	24.1%	30.6%	11.7%	21.0%	12.7%
Department of Housing and Urban Development	56	37.5%	25.0%	10.7%	25.0%	1.8%
Department of Justice	365	30.4%	31.2%	23.3%	12.6%	2.5%
Department of Labor	103	35.9%	28.2%	15.5%	18.4%	1.9%
Department of State	89	28.1%	32.6%	19.1%	18.0%	2.2%
Department of the Air Force	114	14.0%	37.7%	17.5%	25.4%	5.3%
Department of the Army	136	16.2%	30.9%	16.2%	27.9%	8.8%
Department of the Interior	163	18.4%	38.0%	16.6%	17.8%	9.2%
Department of the Navy	171	17.5%	30.4%	18.7%	28.7%	4.7%
Department of the Treasury	307	30.6%	36.5%	12.1%	17.3%	3.6%
Department of Transportation	150	32.0%	28.7%	16.0%	17.3%	6.0%
Department of Veterans Affairs	205	25.9%	35.6%	11.7%	19.0%	7.8%
Environmental Protection Agency	180	22.2%	32.2%	15.6%	20.6%	9.4%
Equal Employment Opportunity Commission	21	14.3%	38.1%	14.3%	28.6%	4.8%
Federal Communications Commission	17	17.6%	64.7%	5.9%	11.8%	0.0%
Federal Labor Relations Authority	11	36.4%	36.4%	9.1%	9.1%	9.1%
Federal Trade Commission	28	46.4%	25.0%	14.3%	14.3%	0.0%
General Services Administration	67	26.9%	22.4%	17.9%	26.9%	6.0%
Merit Systems Protection Board	12	33.3%	16.7%	25.0%	8.3%	16.7%
National Aeronautics and Space Administration	275	22.9%	39.6%	17.5%	17.8%	2.2%
National Archives and Records Administration	11	18.2%	27.3%	9.1%	36.4%	9.1%
National Foundation on the Arts and Humanities	16	43.8%	12.5%	18.8%	25.0%	0.0%
National Labor Relations Board	34	26.5%	32.4%	20.6%	17.6%	2.9%
National Science Foundation	47	27.7%	29.8%	14.9%	21.3%	6.4%
National Transportation Safety Board	12	50.0%	25.0%	8.3%	8.3%	8.3%
Nuclear Regulatory Commission	109	22.9%	34.9%	21.1%	17.4%	3.7%
Office of Management and Budget	23	21.7%	21.7%	13.0%	30.4%	13.0%
Office of Personnel Management	46	28.3%	30.4%	10.9%	19.6%	10.9%
Small Business Administration	29	34.5%	31.0%	10.3%	17.2%	6.9%
Social Security Administration	120	22.5%	34.2%	16.7%	22.5%	4.2%
U.S. Agency for International Development	21	28.6%	19.0%	19.0%	23.8%	9.5%
SES wide	4610	26.4%	33.2%	15.5%	19.5%	5.4%

Q71 My position could be filled using just executive core qualifications without requiring additional technical qualifications.						
Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	11	0.0%	18.2%	18.2%	63.6%	0.0%
Department of Agriculture	231	2.6%	20.8%	8.7%	42.9%	25.1%
Department of Commerce	231	5.6%	11.3%	5.2%	39.4%	38.5%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	254	7.1%	21.3%	5.1%	40.2%	26.4%
Department of Education	54	3.7%	18.5%	7.4%	48.1%	22.2%
Department of Energy	274	1.8%	7.3%	9.1%	40.5%	41.2%
Department of Health and Human Services	239	8.4%	14.2%	11.7%	36.0%	29.7%
Department of Homeland Security	329	4.6%	14.0%	8.2%	38.3%	35.0%
Department of Housing and Urban Development	60	10.0%	25.0%	11.7%	35.0%	18.3%
Department of Justice	379	9.8%	17.9%	15.6%	34.8%	21.9%
Department of Labor	107	4.7%	16.8%	3.7%	39.3%	35.5%
Department of State	95	6.3%	9.5%	8.4%	42.1%	33.7%
Department of the Air Force	119	2.5%	17.6%	10.9%	37.8%	31.1%
Department of the Army	147	5.4%	15.0%	3.4%	44.2%	32.0%
Department of the Interior	164	9.1%	20.1%	7.3%	36.0%	27.4%
Department of the Navy	180	6.1%	9.4%	2.8%	43.3%	38.3%
Department of the Treasury	318	7.5%	17.3%	9.1%	45.3%	20.8%
Department of Transportation	152	5.9%	21.1%	10.5%	37.5%	25.0%
Department of Veterans Affairs	207	5.8%	22.7%	10.6%	34.8%	26.1%
Environmental Protection Agency	181	7.7%	18.8%	7.7%	37.6%	28.2%
Equal Employment Opportunity Commission	20	10.0%	10.0%	20.0%	25.0%	35.0%
Federal Communications Commission	17	11.8%	23.5%	11.8%	17.6%	35.3%
Federal Labor Relations Authority	11	0.0%	9.1%	0.0%	27.3%	63.6%
Federal Trade Commission	26	0.0%	26.9%	3.8%	42.3%	26.9%
General Services Administration	69	11.6%	11.6%	11.6%	46.4%	18.8%
Merit Systems Protection Board	12	8.3%	25.0%	0.0%	50.0%	16.7%
National Aeronautics and Space Administration	284	3.2%	10.9%	6.7%	43.3%	35.9%
National Archives and Records Administration	11	0.0%	18.2%	9.1%	63.6%	9.1%
National Foundation on the Arts and Humanities	15	6.7%	0.0%	20.0%	40.0%	33.3%
National Labor Relations Board	36	8.3%	22.2%	11.1%	27.8%	30.6%
National Science Foundation	51	2.0%	7.8%	7.8%	31.4%	51.0%
National Transportation Safety Board	12	16.7%	8.3%	0.0%	33.3%	41.7%
Nuclear Regulatory Commission	117	3.4%	15.4%	8.5%	47.0%	25.6%
Office of Management and Budget	23	4.3%	17.4%	13.0%	39.1%	26.1%
Office of Personnel Management	46	8.7%	13.0%	8.7%	45.7%	23.9%
Small Business Administration	29	6.9%	27.6%	6.9%	41.4%	17.2%
Social Security Administration	124	9.7%	20.2%	11.3%	43.5%	15.3%
U.S. Agency for International Development	20	5.0%	20.0%	5.0%	35.0%	35.0%
SES wide	4736	6.0%	16.0%	8.7%	39.8%	29.5%

Q72 I have served on an Office of Personnel Management convened Qualifications Review Board (QRB).				
Agency	Total # of Respondents	Yes	No	I dont know what the QRB is
Broadcasting Board of Governors	11	45.5%	45.5%	9.1%
Department of Agriculture	232	41.8%	57.3%	0.9%
Department of Commerce	233	27.9%	69.1%	3.0%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	257	26.8%	71.6%	1.6%
Department of Education	56	41.1%	57.1%	1.8%
Department of Energy	278	25.2%	72.7%	2.2%
Department of Health and Human Services	245	24.1%	71.8%	4.1%
Department of Homeland Security	331	27.8%	70.7%	1.5%
Department of Housing and Urban Development	60	35.0%	65.0%	0.0%
Department of Justice	403	15.9%	76.2%	7.9%
Department of Labor	109	19.3%	78.0%	2.8%
Department of State	98	39.8%	54.1%	6.1%
Department of the Air Force	119	29.4%	69.7%	0.8%
Department of the Army	147	20.4%	77.6%	2.0%
Department of the Interior	165	28.5%	70.3%	1.2%
Department of the Navy	180	16.1%	82.8%	1.1%
Department of the Treasury	327	22.9%	75.2%	1.8%
Department of Transportation	154	22.7%	75.3%	1.9%
Department of Veterans Affairs	209	40.2%	59.8%	0.0%
Environmental Protection Agency	184	33.7%	65.2%	1.1%
Equal Employment Opportunity Commission	21	38.1%	57.1%	4.8%
Federal Communications Commission	18	33.3%	61.1%	5.6%
Federal Labor Relations Authority	11	27.3%	72.7%	0.0%
Federal Trade Commission	29	37.9%	55.2%	6.9%
General Services Administration	71	22.5%	77.5%	0.0%
Merit Systems Protection Board	12	41.7%	58.3%	0.0%
National Aeronautics and Space Administration	287	24.0%	73.9%	2.1%
National Archives and Records Administration	11	63.6%	36.4%	0.0%
National Foundation on the Arts and Humanities	16	43.8%	56.3%	0.0%
National Labor Relations Board	37	27.0%	73.0%	0.0%
National Science Foundation	51	51.0%	49.0%	0.0%
National Transportation Safety Board	12	50.0%	50.0%	0.0%
Nuclear Regulatory Commission	119	20.2%	78.2%	1.7%
Office of Management and Budget	23	21.7%	78.3%	0.0%
Office of Personnel Management	46	52.2%	47.8%	0.0%
Small Business Administration	30	33.3%	66.7%	0.0%
Social Security Administration	124	14.5%	83.9%	1.6%
U.S. Agency for International Development	21	42.9%	47.6%	9.5%
SES wide	4819	27.3%	70.4%	2.4%

Q73 Are you willing to serve, on a regular basis, on an OPM convened Qualifications Review Boards?						
Agency	Total # of Respondents	Yes, for 3 months	Yes, for 6 months	Yes, for 9 months	Yes, but I cant commit to a specific timeframe	No
Broadcasting Board of Governors	11	18.2%	18.2%	9.1%	45.5%	9.1%
Department of Agriculture	231	18.2%	9.1%	6.1%	48.1%	18.6%
Department of Commerce	233	10.3%	11.2%	8.2%	47.6%	22.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	254	13.8%	7.5%	5.9%	49.2%	23.6%
Department of Education	56	16.1%	8.9%	7.1%	46.4%	21.4%
Department of Energy	277	13.4%	6.1%	3.2%	49.8%	27.4%
Department of Health and Human Services	245	13.9%	11.4%	10.2%	38.8%	25.7%
Department of Homeland Security	330	13.3%	8.5%	7.3%	46.7%	24.2%
Department of Housing and Urban Development	60	15.0%	6.7%	8.3%	51.7%	18.3%
Department of Justice	404	11.4%	9.7%	6.4%	42.8%	29.7%
Department of Labor	109	12.8%	8.3%	9.2%	45.0%	24.8%
Department of State	98	15.3%	2.0%	3.1%	56.1%	23.5%
Department of the Air Force	119	14.3%	5.0%	5.9%	58.8%	16.0%
Department of the Army	146	11.6%	12.3%	7.5%	56.2%	12.3%
Department of the Interior	166	11.4%	13.3%	11.4%	48.2%	15.7%
Department of the Navy	180	12.2%	6.1%	6.7%	57.8%	17.2%
Department of the Treasury	326	12.9%	7.4%	6.7%	40.8%	32.2%
Department of Transportation	154	15.6%	6.5%	5.8%	51.9%	20.1%
Department of Veterans Affairs	208	11.1%	5.3%	4.3%	52.4%	26.9%
Environmental Protection Agency	182	17.0%	8.8%	7.7%	44.5%	22.0%
Equal Employment Opportunity Commission	21	33.3%	14.3%	4.8%	42.9%	4.8%
Federal Communications Commission	18	11.1%	11.1%	11.1%	44.4%	22.2%
Federal Labor Relations Authority	11	18.2%	18.2%	18.2%	27.3%	18.2%
Federal Trade Commission	30	20.0%	10.0%	6.7%	36.7%	26.7%
General Services Administration	69	14.5%	7.2%	10.1%	49.3%	18.8%
Merit Systems Protection Board	12	16.7%	0.0%	16.7%	58.3%	8.3%
National Aeronautics and Space Administration	288	12.2%	6.9%	5.2%	52.4%	23.3%
National Archives and Records Administration	11	0.0%	0.0%	9.1%	72.7%	18.2%
National Foundation on the Arts and Humanities	16	12.5%	6.3%	0.0%	37.5%	43.8%
National Labor Relations Board	37	5.4%	10.8%	5.4%	45.9%	32.4%
National Science Foundation	51	13.7%	15.7%	11.8%	39.2%	19.6%
National Transportation Safety Board	12	8.3%	8.3%	16.7%	58.3%	8.3%
Nuclear Regulatory Commission	119	11.8%	8.4%	4.2%	47.1%	28.6%
Office of Management and Budget	23	8.7%	4.3%	0.0%	52.2%	34.8%
Office of Personnel Management	46	23.9%	4.3%	10.9%	43.5%	17.4%
Small Business Administration	30	13.3%	3.3%	10.0%	46.7%	26.7%
Social Security Administration	124	10.5%	12.1%	7.3%	43.5%	26.6%
U.S. Agency for International Development	21	28.6%	4.8%	0.0%	52.4%	14.3%
SES wide	4810	13.4%	8.4%	6.8%	47.8%	23.6%

Q74 The OPM Qualifications Review Board (QRB) certification process helps ensure that the person selected for an SES position is a good leader.

Agency	Total # of Respondents	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
Broadcasting Board of Governors	10	0.0%	60.0%	30.0%	10.0%	0.0%
Department of Agriculture	202	6.4%	48.0%	31.2%	10.4%	4.0%
Department of Commerce	197	7.1%	33.0%	39.6%	13.7%	6.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	205	5.4%	36.6%	36.1%	18.5%	3.4%
Department of Education	48	2.1%	37.5%	33.3%	20.8%	6.3%
Department of Energy	226	6.2%	33.2%	37.6%	14.6%	8.4%
Department of Health and Human Services	203	4.9%	42.9%	29.6%	16.3%	6.4%
Department of Homeland Security	281	7.5%	42.0%	30.2%	14.2%	6.0%
Department of Housing and Urban Development	54	11.1%	33.3%	38.9%	11.1%	5.6%
Department of Justice	274	9.1%	35.4%	37.2%	12.0%	6.2%
Department of Labor	80	6.3%	33.8%	37.5%	13.8%	8.8%
Department of State	71	5.6%	40.8%	33.8%	18.3%	1.4%
Department of the Air Force	106	12.3%	45.3%	25.5%	17.0%	0.0%
Department of the Army	117	2.6%	48.7%	29.9%	10.3%	8.5%
Department of the Interior	145	9.0%	29.7%	44.8%	13.1%	3.4%
Department of the Navy	145	10.3%	37.9%	33.1%	15.2%	3.4%
Department of the Treasury	266	7.9%	36.1%	33.8%	13.5%	8.6%
Department of Transportation	117	5.1%	40.2%	38.5%	13.7%	2.6%
Department of Veterans Affairs	184	3.8%	37.5%	37.0%	17.9%	3.8%
Environmental Protection Agency	161	4.3%	49.1%	24.8%	17.4%	4.3%
Equal Employment Opportunity Commission	17	0.0%	52.9%	29.4%	11.8%	5.9%
Federal Communications Commission	12	0.0%	50.0%	33.3%	16.7%	0.0%
Federal Labor Relations Authority	10	10.0%	40.0%	20.0%	20.0%	10.0%
Federal Trade Commission	18	11.1%	11.1%	44.4%	22.2%	11.1%
General Services Administration	59	10.2%	44.1%	20.3%	18.6%	6.8%
Merit Systems Protection Board	11	0.0%	27.3%	54.5%	18.2%	0.0%
National Aeronautics and Space Administration	224	6.3%	46.4%	29.9%	14.3%	3.1%
National Archives and Records Administration	10	0.0%	60.0%	40.0%	0.0%	0.0%
National Foundation on the Arts and Humanities	14	7.1%	21.4%	42.9%	21.4%	7.1%
National Labor Relations Board	29	3.4%	20.7%	37.9%	27.6%	10.3%
National Science Foundation	44	6.8%	50.0%	27.3%	9.1%	6.8%
National Transportation Safety Board	12	8.3%	33.3%	8.3%	33.3%	16.7%
Nuclear Regulatory Commission	84	3.6%	41.7%	33.3%	14.3%	7.1%
Office of Management and Budget	20	0.0%	15.0%	45.0%	40.0%	0.0%
Office of Personnel Management	41	12.2%	48.8%	14.6%	19.5%	4.9%
Small Business Administration	24	20.8%	33.3%	25.0%	16.7%	4.2%
Social Security Administration	91	7.7%	34.1%	38.5%	15.4%	4.4%
U.S. Agency for International Development	16	18.8%	43.8%	12.5%	18.8%	6.3%
SES wide	3896	6.8%	39.3%	33.5%	15.0%	5.4%

Q75 How many employees do you manage?					
Agency	Total # of Respondents	1 to 50	51 to 200	201 to 500	more than 500
Broadcasting Board of Governors	11	27.3%	36.4%	9.1%	27.3%
Department of Agriculture	232	28.4%	26.3%	15.9%	29.3%
Department of Commerce	232	31.9%	36.6%	15.1%	16.4%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	256	45.3%	23.8%	9.4%	21.5%
Department of Education	55	58.2%	30.9%	9.1%	1.8%
Department of Energy	277	56.3%	28.9%	7.9%	6.9%
Department of Health and Human Services	243	37.4%	30.0%	19.3%	13.2%
Department of Homeland Security	330	27.3%	27.3%	19.7%	25.8%
Department of Housing and Urban Development	59	42.4%	30.5%	15.3%	11.9%
Department of Justice	405	26.4%	31.1%	28.1%	14.3%
Department of Labor	109	34.9%	40.4%	13.8%	11.0%
Department of State	98	54.1%	29.6%	9.2%	7.1%
Department of the Air Force	119	20.2%	34.5%	21.8%	23.5%
Department of the Army	147	21.1%	27.2%	16.3%	35.4%
Department of the Interior	166	39.8%	20.5%	16.3%	23.5%
Department of the Navy	179	27.9%	36.3%	10.6%	25.1%
Department of the Treasury	325	27.4%	27.7%	16.0%	28.9%
Department of Transportation	153	54.2%	27.5%	11.8%	6.5%
Department of Veterans Affairs	209	19.1%	14.8%	10.5%	55.5%
Environmental Protection Agency	183	26.8%	55.2%	9.3%	8.7%
Equal Employment Opportunity Commission	21	23.8%	66.7%	0.0%	9.5%
Federal Communications Commission	17	64.7%	29.4%	5.9%	0.0%
Federal Labor Relations Authority	11	100.0%	0.0%	0.0%	0.0%
Federal Trade Commission	30	66.7%	20.0%	13.3%	0.0%
General Services Administration	71	22.5%	47.9%	18.3%	11.3%
Merit Systems Protection Board	12	91.7%	0.0%	8.3%	0.0%
National Aeronautics and Space Administration	289	45.0%	29.8%	11.8%	13.5%
National Archives and Records Administration	11	18.2%	45.5%	9.1%	27.3%
National Foundation on the Arts and Humanities	16	87.5%	12.5%	0.0%	0.0%
National Labor Relations Board	37	59.5%	29.7%	2.7%	8.1%
National Science Foundation	51	88.2%	11.8%	0.0%	0.0%
National Transportation Safety Board	12	58.3%	25.0%	16.7%	0.0%
Nuclear Regulatory Commission	119	37.8%	48.7%	10.1%	3.4%
Office of Management and Budget	23	95.7%	4.3%	0.0%	0.0%
Office of Personnel Management	46	52.2%	34.8%	4.3%	8.7%
Small Business Administration	30	56.7%	26.7%	3.3%	13.3%
Social Security Administration	125	19.2%	26.4%	21.6%	32.8%
U.S. Agency for International Development	21	52.4%	28.6%	9.5%	9.5%
SES wide	4812	37.0%	29.9%	14.4%	18.7%

Q76 What is the total budget that you are responsible for in your agency?						
Agency	Total # of Respondents	Under \$1 million	\$1 million to \$100 million	\$101 million to \$500 million	Over \$500 million	I am not responsible for a budget
Broadcasting Board of Governors	11	9.1%	63.6%	18.2%	9.1%	0.0%
Department of Agriculture	232	5.2%	47.0%	20.7%	21.1%	6.0%
Department of Commerce	232	10.8%	52.2%	17.2%	11.2%	8.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	256	7.8%	35.2%	14.5%	28.1%	14.5%
Department of Education	56	16.1%	35.7%	10.7%	23.2%	14.3%
Department of Energy	278	9.0%	39.6%	17.6%	24.5%	9.4%
Department of Health and Human Services	244	9.0%	38.9%	14.8%	29.1%	8.2%
Department of Homeland Security	330	8.5%	51.2%	20.3%	13.9%	6.1%
Department of Housing and Urban Development	60	18.3%	26.7%	10.0%	23.3%	21.7%
Department of Justice	403	15.1%	53.3%	11.2%	8.2%	12.2%
Department of Labor	108	17.6%	53.7%	15.7%	9.3%	3.7%
Department of State	97	14.4%	34.0%	9.3%	20.6%	21.6%
Department of the Air Force	119	8.4%	26.9%	14.3%	45.4%	5.0%
Department of the Army	147	4.1%	27.2%	19.7%	46.3%	2.7%
Department of the Interior	166	9.0%	49.4%	25.3%	11.4%	4.8%
Department of the Navy	179	3.9%	30.7%	17.9%	41.3%	6.1%
Department of the Treasury	325	13.5%	49.2%	13.5%	12.6%	11.1%
Department of Transportation	153	13.1%	45.8%	13.1%	19.6%	8.5%
Department of Veterans Affairs	209	5.7%	28.2%	36.4%	27.3%	2.4%
Environmental Protection Agency	184	11.4%	56.5%	15.8%	13.0%	3.3%
Equal Employment Opportunity Commission	21	42.9%	33.3%	19.0%	0.0%	4.8%
Federal Communications Commission	18	11.1%	27.8%	0.0%	5.6%	55.6%
Federal Labor Relations Authority	11	72.7%	27.3%	0.0%	0.0%	0.0%
Federal Trade Commission	30	33.3%	36.7%	6.7%	0.0%	23.3%
General Services Administration	71	2.8%	47.9%	16.9%	26.8%	5.6%
Merit Systems Protection Board	12	50.0%	50.0%	0.0%	0.0%	0.0%
National Aeronautics and Space Administration	289	9.7%	45.7%	20.1%	20.1%	4.5%
National Archives and Records Administration	11	9.1%	54.5%	36.4%	0.0%	0.0%
National Foundation on the Arts and Humanities	16	37.5%	37.5%	25.0%	0.0%	0.0%
National Labor Relations Board	37	32.4%	21.6%	10.8%	0.0%	35.1%
National Science Foundation	52	5.8%	42.3%	34.6%	9.6%	7.7%
National Transportation Safety Board	12	16.7%	83.3%	0.0%	0.0%	0.0%
Nuclear Regulatory Commission	119	19.3%	65.5%	5.9%	1.7%	7.6%
Office of Management and Budget	23	39.1%	13.0%	0.0%	13.0%	34.8%
Office of Personnel Management	46	6.5%	52.2%	13.0%	13.0%	15.2%
Small Business Administration	30	26.7%	56.7%	6.7%	3.3%	6.7%
Social Security Administration	125	18.4%	44.8%	12.0%	18.4%	6.4%
U.S. Agency for International Development	21	28.6%	33.3%	0.0%	28.6%	9.5%
SES wide	4815	11.6%	44.3%	16.4%	19.0%	8.7%

Q77a What is the percentage of your current work that you consider to be...of a technical/professional nature?

Agency	Total # of Respondents	Less than 10%	10 to 25%	26 to 35%	36 to 45%	46 to 55%	Greater than 55%
Broadcasting Board of Governors	11	9.1%	27.3%	18.2%	18.2%	0.0%	27.3%
Department of Agriculture	228	9.6%	31.6%	23.7%	14.9%	7.9%	12.3%
Department of Commerce	232	7.8%	38.4%	25.0%	11.6%	8.2%	9.1%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	255	5.5%	32.9%	22.7%	14.5%	10.2%	14.1%
Department of Education	56	14.3%	25.0%	26.8%	12.5%	8.9%	12.5%
Department of Energy	275	8.0%	31.3%	21.1%	14.2%	9.5%	16.0%
Department of Health and Human Services	242	12.8%	27.3%	23.6%	16.5%	9.5%	10.3%
Department of Homeland Security	328	11.3%	25.6%	24.7%	18.0%	7.6%	12.8%
Department of Housing and Urban Development	59	18.6%	23.7%	22.0%	11.9%	6.8%	16.9%
Department of Justice	404	10.6%	25.2%	20.0%	13.1%	9.4%	21.5%
Department of Labor	108	6.5%	31.5%	26.9%	10.2%	9.3%	15.7%
Department of State	94	11.7%	21.3%	30.9%	16.0%	4.3%	16.0%
Department of the Air Force	118	5.9%	34.7%	28.8%	10.2%	10.2%	10.2%
Department of the Army	147	4.8%	33.3%	23.1%	17.0%	10.2%	11.6%
Department of the Interior	164	14.0%	29.3%	26.8%	9.8%	7.9%	12.2%
Department of the Navy	180	5.0%	31.1%	27.8%	17.2%	6.7%	12.2%
Department of the Treasury	324	7.7%	29.0%	22.5%	14.5%	7.7%	18.5%
Department of Transportation	154	12.3%	22.1%	33.1%	12.3%	5.2%	14.9%
Department of Veterans Affairs	208	15.9%	28.4%	22.1%	12.0%	9.1%	12.5%
Environmental Protection Agency	184	15.8%	33.2%	20.7%	12.0%	7.1%	11.4%
Equal Employment Opportunity Commission	21	9.5%	14.3%	33.3%	23.8%	4.8%	14.3%
Federal Communications Commission	18	0.0%	22.2%	11.1%	11.1%	5.6%	50.0%
Federal Labor Relations Authority	11	0.0%	18.2%	9.1%	18.2%	18.2%	36.4%
Federal Trade Commission	30	6.7%	13.3%	16.7%	23.3%	16.7%	23.3%
General Services Administration	69	10.1%	43.5%	18.8%	8.7%	8.7%	10.1%
Merit Systems Protection Board	12	0.0%	25.0%	25.0%	16.7%	8.3%	25.0%
National Aeronautics and Space Administration	287	5.6%	31.0%	26.8%	15.7%	10.5%	10.5%
National Archives and Records Administration	11	27.3%	36.4%	18.2%	9.1%	0.0%	9.1%
National Foundation on the Arts and Humanities	16	12.5%	12.5%	31.3%	12.5%	12.5%	18.8%
National Labor Relations Board	37	2.7%	13.5%	8.1%	13.5%	21.6%	40.5%
National Science Foundation	52	7.7%	36.5%	21.2%	11.5%	7.7%	15.4%
National Transportation Safety Board	12	0.0%	8.3%	25.0%	25.0%	16.7%	25.0%
Nuclear Regulatory Commission	119	10.1%	42.9%	21.8%	10.9%	5.9%	8.4%
Office of Management and Budget	23	13.0%	34.8%	34.8%	8.7%	4.3%	4.3%
Office of Personnel Management	46	4.3%	37.0%	28.3%	13.0%	6.5%	10.9%
Small Business Administration	29	13.8%	24.1%	27.6%	13.8%	6.9%	13.8%
Social Security Administration	125	16.0%	28.8%	20.0%	6.4%	12.8%	16.0%
U.S. Agency for International Development	21	23.8%	23.8%	4.8%	9.5%	23.8%	14.3%
SES wide	4792	9.7%	29.6%	23.7%	13.8%	8.8%	14.4%

Q77b What is the percentage of your current work that you consider to be...of an advisory nature (to top management)?							
Agency	Total # of Respondents	Less than 10%	10 to 25%	26 to 35%	36 to 45%	46 to 55%	Greater than 55%
Broadcasting Board of Governors	10	20.0%	40.0%	20.0%	10.0%	10.0%	0.0%
Department of Agriculture	228	8.3%	31.6%	27.2%	13.6%	10.1%	9.2%
Department of Commerce	232	12.1%	30.6%	25.0%	17.7%	8.2%	6.5%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	254	4.7%	26.4%	28.0%	17.3%	11.0%	12.6%
Department of Education	56	12.5%	14.3%	26.8%	26.8%	10.7%	8.9%
Department of Energy	275	9.1%	27.3%	30.2%	15.3%	8.0%	10.2%
Department of Health and Human Services	244	6.1%	23.4%	31.1%	19.3%	14.3%	5.7%
Department of Homeland Security	329	7.3%	23.1%	31.3%	14.6%	10.0%	13.7%
Department of Housing and Urban Development	59	8.5%	16.9%	25.4%	22.0%	10.2%	16.9%
Department of Justice	403	14.1%	25.8%	25.1%	15.6%	7.7%	11.7%
Department of Labor	108	12.0%	25.9%	25.0%	20.4%	10.2%	6.5%
Department of State	96	5.2%	19.8%	29.2%	22.9%	8.3%	14.6%
Department of the Air Force	119	5.0%	20.2%	31.9%	16.8%	11.8%	14.3%
Department of the Army	147	8.8%	29.9%	34.0%	12.9%	6.8%	7.5%
Department of the Interior	166	7.2%	23.5%	30.7%	15.1%	10.8%	12.7%
Department of the Navy	179	8.4%	30.7%	29.6%	15.1%	6.1%	10.1%
Department of the Treasury	322	10.6%	33.5%	24.5%	13.0%	8.7%	9.6%
Department of Transportation	153	6.5%	20.3%	35.9%	14.4%	10.5%	12.4%
Department of Veterans Affairs	206	21.4%	23.3%	27.7%	10.2%	11.2%	6.3%
Environmental Protection Agency	184	4.9%	28.3%	31.0%	19.6%	9.2%	7.1%
Equal Employment Opportunity Commission	21	33.3%	38.1%	4.8%	19.0%	0.0%	4.8%
Federal Communications Commission	18	0.0%	27.8%	27.8%	5.6%	5.6%	33.3%
Federal Labor Relations Authority	11	9.1%	45.5%	0.0%	27.3%	9.1%	9.1%
Federal Trade Commission	29	0.0%	31.0%	24.1%	24.1%	0.0%	20.7%
General Services Administration	70	4.3%	22.9%	27.1%	21.4%	17.1%	7.1%
Merit Systems Protection Board	12	0.0%	50.0%	16.7%	0.0%	8.3%	25.0%
National Aeronautics and Space Administration	286	10.8%	28.0%	30.8%	12.2%	10.1%	8.0%
National Archives and Records Administration	10	20.0%	20.0%	30.0%	20.0%	0.0%	10.0%
National Foundation on the Arts and Humanities	16	12.5%	6.3%	18.8%	37.5%	6.3%	18.8%
National Labor Relations Board	37	24.3%	32.4%	10.8%	10.8%	8.1%	13.5%
National Science Foundation	52	1.9%	36.5%	28.8%	17.3%	5.8%	9.6%
National Transportation Safety Board	12	8.3%	41.7%	33.3%	8.3%	0.0%	8.3%
Nuclear Regulatory Commission	117	12.0%	37.6%	29.1%	12.0%	6.8%	2.6%
Office of Management and Budget	23	4.3%	4.3%	21.7%	34.8%	17.4%	17.4%
Office of Personnel Management	46	2.2%	28.3%	34.8%	21.7%	2.2%	10.9%
Small Business Administration	30	6.7%	30.0%	26.7%	13.3%	10.0%	13.3%
Social Security Administration	125	8.0%	36.0%	19.2%	10.4%	8.8%	17.6%
U.S. Agency for International Development	21	0.0%	23.8%	28.6%	23.8%	9.5%	14.3%
SES wide	4788	9.3%	27.1%	28.3%	15.8%	9.3%	10.2%

Q77c What is the percentage of your current work that you consider to be...of a leadership/managerial nature?							
Agency	Total # of Respondents	Less than 10%	10 to 25%	26 to 35%	36 to 45%	46 to 55%	Greater than 55%
Broadcasting Board of Governors	11	0.0%	18.2%	9.1%	9.1%	27.3%	36.4%
Department of Agriculture	231	0.9%	8.7%	17.7%	19.5%	22.9%	30.3%
Department of Commerce	232	0.9%	3.0%	18.1%	22.8%	18.5%	36.6%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	255	3.1%	11.8%	19.2%	18.4%	21.6%	25.9%
Department of Education	55	0.0%	9.1%	21.8%	23.6%	12.7%	32.7%
Department of Energy	278	2.2%	11.5%	22.7%	17.3%	18.7%	27.7%
Department of Health and Human Services	244	1.2%	10.2%	19.3%	20.5%	16.4%	32.4%
Department of Homeland Security	330	1.2%	4.2%	16.1%	18.8%	17.3%	42.4%
Department of Housing and Urban Development	59	8.5%	8.5%	13.6%	8.5%	22.0%	39.0%
Department of Justice	405	2.7%	7.4%	13.6%	16.0%	18.3%	42.0%
Department of Labor	109	2.8%	6.4%	21.1%	19.3%	13.8%	36.7%
Department of State	96	2.1%	10.4%	18.8%	28.1%	17.7%	22.9%
Department of the Air Force	119	3.4%	5.0%	16.0%	22.7%	15.1%	37.8%
Department of the Army	147	1.4%	10.9%	14.3%	23.1%	21.1%	29.3%
Department of the Interior	165	2.4%	3.6%	18.2%	21.8%	18.8%	35.2%
Department of the Navy	179	0.0%	8.9%	24.0%	19.0%	23.5%	24.6%
Department of the Treasury	324	1.9%	10.8%	17.9%	17.3%	22.8%	29.3%
Department of Transportation	154	1.3%	11.0%	18.2%	21.4%	15.6%	32.5%
Department of Veterans Affairs	207	1.0%	5.3%	11.6%	13.0%	15.5%	53.6%
Environmental Protection Agency	184	0.5%	8.7%	19.6%	26.1%	19.6%	25.5%
Equal Employment Opportunity Commission	21	0.0%	9.5%	14.3%	19.0%	19.0%	38.1%
Federal Communications Commission	18	5.6%	11.1%	5.6%	27.8%	16.7%	33.3%
Federal Labor Relations Authority	11	0.0%	18.2%	18.2%	36.4%	9.1%	18.2%
Federal Trade Commission	30	10.0%	10.0%	20.0%	23.3%	6.7%	30.0%
General Services Administration	71	0.0%	5.6%	16.9%	21.1%	21.1%	35.2%
Merit Systems Protection Board	12	0.0%	25.0%	25.0%	0.0%	8.3%	41.7%
National Aeronautics and Space Administration	289	1.4%	6.6%	16.6%	19.7%	22.5%	33.2%
National Archives and Records Administration	11	9.1%	9.1%	9.1%	18.2%	27.3%	27.3%
National Foundation on the Arts and Humanities	16	0.0%	6.3%	12.5%	25.0%	18.8%	37.5%
National Labor Relations Board	37	0.0%	10.8%	21.6%	21.6%	21.6%	24.3%
National Science Foundation	52	3.8%	5.8%	23.1%	28.8%	11.5%	26.9%
National Transportation Safety Board	12	0.0%	8.3%	41.7%	16.7%	16.7%	16.7%
Nuclear Regulatory Commission	119	0.8%	5.9%	10.1%	21.0%	31.1%	31.1%
Office of Management and Budget	23	13.0%	4.3%	43.5%	17.4%	17.4%	4.3%
Office of Personnel Management	46	2.2%	4.3%	19.6%	21.7%	13.0%	39.1%
Small Business Administration	30	0.0%	10.0%	10.0%	26.7%	13.3%	40.0%
Social Security Administration	125	0.8%	10.4%	12.8%	8.0%	19.2%	48.8%
U.S. Agency for International Development	21	9.5%	4.8%	14.3%	9.5%	23.8%	38.1%
SES wide	4810	1.8%	8.2%	17.6%	19.3%	19.2%	33.9%

Q78 How long have you been with the Federal Government (excluding military service)?							
Agency	Total # of Respondents	Less than 1 year	1 to 3 years	4 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Broadcasting Board of Governors	11	9.1%	27.3%	9.1%	0.0%	18.2%	36.4%
Department of Agriculture	232	0.0%	3.9%	2.6%	9.1%	11.6%	72.8%
Department of Commerce	233	2.6%	5.6%	3.4%	7.7%	24.0%	56.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	253	1.2%	8.7%	5.1%	17.4%	16.2%	51.4%
Department of Education	56	0.0%	5.4%	1.8%	5.4%	21.4%	66.1%
Department of Energy	277	1.8%	4.7%	5.8%	10.5%	21.3%	56.0%
Department of Health and Human Services	244	1.2%	5.3%	2.5%	11.5%	23.8%	55.7%
Department of Homeland Security	330	0.3%	7.0%	3.6%	14.2%	18.8%	56.1%
Department of Housing and Urban Development	60	1.7%	6.7%	1.7%	5.0%	21.7%	63.3%
Department of Justice	407	1.2%	3.2%	1.2%	5.9%	20.4%	68.1%
Department of Labor	108	0.9%	4.6%	1.9%	10.2%	19.4%	63.0%
Department of State	97	1.0%	0.0%	2.1%	10.3%	18.6%	68.0%
Department of the Air Force	119	1.7%	10.9%	7.6%	17.6%	10.1%	52.1%
Department of the Army	147	0.0%	5.4%	6.8%	19.0%	11.6%	57.1%
Department of the Interior	166	1.8%	4.2%	1.8%	7.8%	13.3%	71.1%
Department of the Navy	180	0.0%	2.8%	5.6%	10.0%	8.3%	73.3%
Department of the Treasury	325	1.2%	4.6%	1.8%	6.8%	14.2%	71.4%
Department of Transportation	154	3.2%	10.4%	6.5%	11.7%	16.9%	51.3%
Department of Veterans Affairs	209	1.0%	1.9%	1.0%	3.8%	17.2%	75.1%
Environmental Protection Agency	184	0.0%	2.7%	0.5%	3.3%	14.1%	79.3%
Equal Employment Opportunity Commission	21	0.0%	0.0%	4.8%	9.5%	4.8%	81.0%
Federal Communications Commission	18	5.6%	11.1%	0.0%	0.0%	55.6%	27.8%
Federal Labor Relations Authority	11	0.0%	9.1%	0.0%	0.0%	0.0%	90.9%
Federal Trade Commission	30	0.0%	0.0%	0.0%	3.3%	26.7%	70.0%
General Services Administration	69	2.9%	1.4%	1.4%	13.0%	21.7%	59.4%
Merit Systems Protection Board	12	0.0%	8.3%	0.0%	16.7%	16.7%	58.3%
National Aeronautics and Space Administration	288	0.7%	0.7%	4.5%	5.2%	20.5%	68.4%
National Archives and Records Administration	11	0.0%	9.1%	0.0%	0.0%	36.4%	54.5%
National Foundation on the Arts and Humanities	16	0.0%	0.0%	12.5%	6.3%	18.8%	62.5%
National Labor Relations Board	37	0.0%	0.0%	0.0%	2.7%	8.1%	89.2%
National Science Foundation	52	3.8%	7.7%	1.9%	7.7%	21.2%	57.7%
National Transportation Safety Board	12	0.0%	8.3%	0.0%	0.0%	33.3%	58.3%
Nuclear Regulatory Commission	119	0.0%	0.0%	0.0%	2.5%	16.8%	80.7%
Office of Management and Budget	23	0.0%	0.0%	4.3%	4.3%	52.2%	39.1%
Office of Personnel Management	46	0.0%	10.9%	6.5%	6.5%	23.9%	52.2%
Small Business Administration	30	0.0%	23.3%	0.0%	10.0%	16.7%	50.0%
Social Security Administration	125	0.0%	2.4%	0.0%	4.8%	17.6%	75.2%
U.S. Agency for International Development	21	0.0%	9.5%	4.8%	0.0%	19.0%	66.7%
SES wide	4814	1.0%	4.7%	3.1%	8.9%	17.9%	64.3%

Agency	Q79 What is your age?					
	Total # of Respondents	Under 30	30 to 39	40 to 49	50 to 59	60 or older
Broadcasting Board of Governors	11	0.0%	0.0%	27.3%	63.6%	9.1%
Department of Agriculture	230	0.4%	1.3%	13.5%	54.8%	30.0%
Department of Commerce	233	0.0%	2.1%	24.9%	44.2%	28.8%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	252	0.0%	0.8%	17.9%	55.2%	26.2%
Department of Education	56	0.0%	0.0%	23.2%	42.9%	33.9%
Department of Energy	276	0.0%	2.2%	23.6%	53.6%	20.7%
Department of Health and Human Services	245	0.0%	3.3%	25.7%	42.0%	29.0%
Department of Homeland Security	328	0.0%	4.0%	34.1%	50.3%	11.6%
Department of Housing and Urban Development	59	0.0%	0.0%	23.7%	42.4%	33.9%
Department of Justice	404	0.0%	3.2%	36.1%	49.5%	11.1%
Department of Labor	108	0.0%	0.9%	13.0%	49.1%	37.0%
Department of State	96	0.0%	2.1%	15.6%	55.2%	27.1%
Department of the Air Force	118	0.0%	0.0%	14.4%	61.9%	23.7%
Department of the Army	146	0.0%	0.0%	18.5%	63.7%	17.8%
Department of the Interior	166	0.0%	1.2%	17.5%	58.4%	22.9%
Department of the Navy	180	0.0%	0.0%	20.6%	54.4%	25.0%
Department of the Treasury	324	0.0%	2.8%	25.9%	57.4%	13.9%
Department of Transportation	154	0.0%	4.5%	21.4%	51.3%	22.7%
Department of Veterans Affairs	209	0.0%	0.0%	18.2%	51.2%	30.6%
Environmental Protection Agency	184	0.0%	1.1%	19.0%	54.9%	25.0%
Equal Employment Opportunity Commission	21	0.0%	0.0%	9.5%	38.1%	52.4%
Federal Communications Commission	18	0.0%	5.6%	22.2%	50.0%	22.2%
Federal Labor Relations Authority	11	0.0%	0.0%	0.0%	72.7%	27.3%
Federal Trade Commission	30	0.0%	0.0%	16.7%	60.0%	23.3%
General Services Administration	70	0.0%	7.1%	24.3%	47.1%	21.4%
Merit Systems Protection Board	12	0.0%	0.0%	33.3%	33.3%	33.3%
National Aeronautics and Space Administration	287	0.0%	0.3%	24.0%	56.1%	19.5%
National Archives and Records Administration	11	0.0%	9.1%	27.3%	45.5%	18.2%
National Foundation on the Arts and Humanities	16	0.0%	6.3%	18.8%	31.3%	43.8%
National Labor Relations Board	37	0.0%	0.0%	2.7%	43.2%	54.1%
National Science Foundation	52	0.0%	0.0%	17.3%	44.2%	38.5%
National Transportation Safety Board	12	0.0%	0.0%	25.0%	75.0%	0.0%
Nuclear Regulatory Commission	119	0.0%	0.8%	21.0%	60.5%	17.6%
Office of Management and Budget	23	0.0%	13.0%	47.8%	34.8%	4.3%
Office of Personnel Management	46	0.0%	2.2%	26.1%	50.0%	21.7%
Small Business Administration	30	0.0%	3.3%	20.0%	50.0%	26.7%
Social Security Administration	124	0.0%	5.6%	16.9%	50.0%	27.4%
U.S. Agency for International Development	21	0.0%	0.0%	19.0%	66.7%	14.3%
SES wide	4801	0.0%	2.0%	22.8%	52.4%	22.8%

Q80 When do you plan to leave the Federal Government?							
Agency	Total # of Respondents	Less than 1 year	1 to 3 years	4 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
Broadcasting Board of Governors	11	0.0%	45.5%	18.2%	18.2%	18.2%	0.0%
Department of Agriculture	230	8.7%	32.6%	21.7%	26.1%	10.0%	0.9%
Department of Commerce	231	8.7%	22.1%	19.5%	25.5%	22.5%	1.7%
OSD, Joint Staff, Defense Agencies, and DoD Field Activities	250	6.4%	25.2%	22.8%	28.8%	13.6%	3.2%
Department of Education	56	8.9%	32.1%	19.6%	25.0%	10.7%	3.6%
Department of Energy	277	7.6%	29.2%	19.5%	28.5%	14.1%	1.1%
Department of Health and Human Services	244	8.6%	29.1%	17.2%	24.6%	17.6%	2.9%
Department of Homeland Security	328	8.5%	31.7%	15.2%	25.3%	17.1%	2.1%
Department of Housing and Urban Development	58	6.9%	37.9%	17.2%	19.0%	17.2%	1.7%
Department of Justice	403	10.7%	32.0%	23.6%	20.8%	11.2%	1.7%
Department of Labor	107	10.3%	34.6%	16.8%	26.2%	9.3%	2.8%
Department of State	96	7.3%	28.1%	18.8%	30.2%	14.6%	1.0%
Department of the Air Force	119	8.4%	19.3%	21.8%	31.1%	16.0%	3.4%
Department of the Army	147	6.1%	17.7%	24.5%	26.5%	23.1%	2.0%
Department of the Interior	164	4.9%	29.3%	22.0%	26.8%	15.2%	1.8%
Department of the Navy	180	5.6%	26.7%	24.4%	30.6%	12.2%	0.6%
Department of the Treasury	322	9.3%	36.6%	17.1%	23.0%	12.4%	1.6%
Department of Transportation	153	5.2%	24.2%	21.6%	31.4%	17.0%	0.7%
Department of Veterans Affairs	209	10.0%	28.2%	21.5%	24.9%	13.9%	1.4%
Environmental Protection Agency	184	6.5%	25.5%	18.5%	29.9%	19.0%	0.5%
Equal Employment Opportunity Commission	21	9.5%	23.8%	23.8%	33.3%	4.8%	4.8%
Federal Communications Commission	18	5.6%	38.9%	16.7%	27.8%	11.1%	0.0%
Federal Labor Relations Authority	11	9.1%	9.1%	36.4%	45.5%	0.0%	0.0%
Federal Trade Commission	30	10.0%	36.7%	16.7%	20.0%	13.3%	3.3%
General Services Administration	70	1.4%	15.7%	30.0%	31.4%	15.7%	5.7%
Merit Systems Protection Board	12	0.0%	41.7%	33.3%	16.7%	8.3%	0.0%
National Aeronautics and Space Administration	284	7.4%	23.6%	18.7%	28.5%	20.4%	1.4%
National Archives and Records Administration	11	0.0%	27.3%	18.2%	9.1%	36.4%	9.1%
National Foundation on the Arts and Humanities	16	0.0%	37.5%	37.5%	12.5%	6.3%	6.3%
National Labor Relations Board	37	16.2%	51.4%	21.6%	8.1%	0.0%	2.7%
National Science Foundation	51	7.8%	19.6%	25.5%	29.4%	15.7%	2.0%
National Transportation Safety Board	12	0.0%	16.7%	25.0%	16.7%	41.7%	0.0%
Nuclear Regulatory Commission	117	3.4%	24.8%	21.4%	29.9%	18.8%	1.7%
Office of Management and Budget	23	4.3%	21.7%	17.4%	30.4%	17.4%	8.7%
Office of Personnel Management	44	4.5%	29.5%	20.5%	22.7%	20.5%	2.3%
Small Business Administration	29	10.3%	34.5%	20.7%	13.8%	20.7%	0.0%
Social Security Administration	125	10.4%	31.2%	17.6%	16.8%	17.6%	6.4%
U.S. Agency for International Development	21	19.0%	28.6%	19.0%	28.6%	4.8%	0.0%
SES wide	4782	7.9%	28.4%	20.3%	26.0%	15.5%	2.0%

Appendix 3: Governmentwide Survey Results Comparison 2008 to 2011

Question Text 2011 (2008)	Response Category	2011 Percent	2008 Percent	Difference *
Q1(Q44). What type of appointment do you hold?	Career	93.4%	94.9%	-1.5%
	Non-Career	5.4%	4.7%	0.7%
	Limited Term or Limited Emergency	1.2%	0.4%	0.8%
Q3(Q46). How long have you been a member of the SES?	Less than 1 year	7.5%	4.2%	3.3%
	1 to 3 years	28.6%	30.9%	-2.3%
	4 to 5 years	20.0%	17.8%	2.2%
	6 to 10 years	23.4%	25.5%	-2.1%
	11 to 20 years	16.2%	17.1%	-0.9%
	More than 20 years	4.3%	4.5%	-0.2%
Q5a (Q37b). Since becoming a member of the SES, how many times have you...Changed jobs within your agency?	0	47.8%	50.7%	-2.9%
	1-2	29.4%	32.5%	-3.1%
	3-5	17.1%	14.7%	2.4%
	6+	5.6%	2.2%	3.4%
Q5b (Q37c). Since becoming a member of the SES, how many times have you...Changed jobs to work in a different organization or agency?	0	77.3%	90.5%	-13.2%
	1-2	17.3%	8.5%	8.8%
	3-5	4.6%	0.9%	3.7%
	6+	0.9%	0.1%	0.8%
Q5c(Q37d). Since becoming a member of the SES, how many times have you...Changed geographic locations?	0	76.6%	81.1%	-4.5%
	1-2	16.2%	15.5%	0.7%
	3-5	5.1%	3.1%	2.0%
	6+	2.1%	0.3%	1.8%
Q6(Q34). Career advancement depends on an employee's willingness to change positions.	Strongly Agree	36.0%	9.5%	26.5%
	Agree	39.3%	22.3%	17.0%
	Neither Agree nor Disagree	16.9%	30.7%	-13.8%
	Disagree	5.8%	28.7%	-22.9%
	Strongly Disagree	2.0%	8.9%	-6.9%
Q7(Q1). I am proud to be a member of the Federal Government's Senior Executive Service.	Strongly Agree	66.0%	74.9%	-8.9%
	Agree	27.6%	22.0%	5.6%
	Neither Agree nor Disagree	4.7%	2.5%	2.2%
	Disagree	1.3%	0.5%	0.8%
	Strongly Disagree	0.4%	0.2%	0.2%

*Differences deemed statistically significant via t-test have been bolded and appear in red.

Question Text 2011 (2008)	Response Category	2011 Percent	2008 Percent	Difference *
Q8(Q33). I am interested in more opportunities to network with other SES members outside my agency.	Strongly Agree	31.9%	19.7%	12.2%
	Agree	40.5%	41.2%	-0.7%
	Neither Agree nor Disagree	21.7%	28.3%	-6.6%
	Disagree	5.3%	9.3%	-4.0%
	Strongly Disagree	0.6%	1.4%	-0.8%
Q9(Q2). My work gives me a feeling of personal accomplishment.	Strongly Agree	61.4%	68.1%	-6.7%
	Agree	32.0%	27.2%	4.8%
	Neither Agree nor Disagree	3.7%	2.6%	1.1%
	Disagree	2.2%	1.6%	0.6%
	Strongly Disagree	0.7%	0.4%	0.3%
Q10(Q3). My talents are used well in the workplace.	Strongly Agree	43.1%	48.2%	-5.1%
	Agree	42.9%	39.1%	3.8%
	Neither Agree nor Disagree	5.4%	4.9%	0.5%
	Disagree	6.4%	5.9%	0.5%
	Strongly Disagree	2.2%	1.8%	0.4%
Q18(Q35). In my organization, there are sufficient funds available for my job-related development to maintain up-to-date skills.	Strongly Agree	14.2%	12.3%	1.9%
	Agree	42.5%	37.9%	4.6%
	Neither Agree nor Disagree	17.3%	22.3%	-5.0%
	Disagree	20.1%	18.3%	1.8%
	Strongly Disagree	5.9%	9.1%	-3.2%
Q19(Q36). My developmental needs are assessed.	Strongly Agree	9.7%	6.0%	3.7%
	Agree	37.8%	27.9%	9.9%
	Neither Agree nor Disagree	24.9%	28.1%	-3.2%
	Disagree	21.2%	25.3%	-4.1%
	Strongly Disagree	6.4%	9.6%	-3.2%
Q23(Q30). How satisfied are you with the developmental opportunities you receive?	Very Satisfied	17.6%	19.2%	-1.6%
	Satisfied	44.8%	35.9%	8.9%
	Neither Satisfied nor Dissatisfied	25.1%	26.8%	-1.7%
	Dissatisfied	10.9%	12.6%	-1.7%
	Very Dissatisfied	1.6%	5.5%	-3.9%

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Question Text 2011 (2008)	Response Category	2011 Percent	2008 Percent	Difference *
Q24a(Q38a). Since becoming a member of the SES, have you...received a 360-type assessment	Yes	56.2%	41.4%	14.8%
	No	43.8%	58.6%	-14.8%
Q24b(Q38b). Since becoming a member of the SES, have you...been on a developmental assignment lasting more than 30 days	Yes	17.5%	12.9%	4.6%
	No	82.5%	87.1%	-4.6%
Q24c(Q38c). Since becoming a member of the SES, have you...had a mentor advising you for developmental purposes	Yes	29.3%	20.5%	8.8%
	No	70.7%	79.5%	-8.8%
Q24d(Q38d). Since becoming a member of the SES, have you...received formal executive coaching?	Yes	36.2%	24.6%	11.6%
	No	63.8%	75.4%	-11.6%
Q24e(Q38e). Since becoming a member of the SES, have you...attended a residential executive development program?	Yes	32.4%	30.3%	2.1%
	No	67.6%	69.7%	-2.1%
Q24f(Q38f). Since becoming a member of the SES, have you...taken a sabbatical?	Yes	1.3%	1.1%	0.2%
	No	98.7%	98.9%	-0.2%
Q27(Q39). My agency is able to attract high quality senior executives.	Strongly Agree	23.4%	18.9%	4.5%
	Agree	46.4%	47.2%	-0.8%
	Neither Agree nor Disagree	18.0%	19.7%	-1.7%
	Disagree	9.0%	11.4%	-2.4%
	Strongly Disagree	3.3%	2.8%	0.5%
Q29(Q40). SES pay and benefits are helpful in attracting high quality senior executives.	Strongly Agree	11.1%	17.2%	-6.1%
	Agree	27.4%	32.4%	-5.0%
	Neither Agree nor Disagree	18.0%	19.8%	-1.8%
	Disagree	26.1%	20.6%	5.5%
	Strongly Disagree	17.5%	10.1%	7.4%
Q31(Q41). The SES application process discourages high quality candidates from applying.	Strongly Agree	13.8%	11.1%	2.7%
	Agree	27.7%	24.9%	2.8%
	Neither Agree nor Disagree	29.9%	33.7%	-3.8%
	Disagree	24.5%	25.6%	-1.1%
	Strongly Disagree	4.1%	4.7%	-0.6%

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Question Text 2011 (2008)	Response Category	2011 Percent	2008 Percent	Difference*
Q33(Q4). I understand the SES performance appraisal system being used in this organization.	Strongly Agree	22.6%	34.9%	-12.3%
	Agree	54.0%	47.9%	6.1%
	Neither Agree nor Disagree	10.3%	8.4%	1.9%
	Disagree	9.6%	7.0%	2.6%
	Strongly Disagree	3.5%	1.9%	1.6%
Q34(Q5). My performance evaluation takes into account the most important parts of my job.	Strongly Agree	20.5%	29.2%	-8.7%
	Agree	47.9%	42.5%	5.4%
	Neither Agree nor Disagree	13.8%	12.4%	1.4%
	Disagree	13.7%	11.7%	2.0%
	Strongly Disagree	4.2%	4.2%	0.0%
Q35(Q6). I received a performance plan in the first few months of the performance cycle.	Yes	82.3%	83.1%	-0.8%
	No	17.7%	16.9%	0.8%
Q36(Q7). I had a discussion about progress on my performance plan at mid-year in the performance cycle.	Yes	79.3%	74.3%	5.0%
	No	20.7%	25.7%	-5.0%
Q37a(Q8a). To what extent is your performance rating based on the following...The performance of your organization	To a Very Great Extent	27.6%	29.0%	-1.4%
	To a Great Extent	40.6%	38.5%	2.1%
	To a Moderate Extent	19.4%	18.5%	0.9%
	To a Limited Extent	8.9%	8.3%	0.6%
	Not at All	3.5%	3.1%	0.4%
Q37b (Q8b). To what extent is your performance rating based on the following...Your individual performance	To a Very Great Extent	38.1%	38.2%	-0.1%
	To a Great Extent	38.9%	36.1%	2.8%
	To a Moderate Extent	13.8%	15.4%	-1.6%
	To a Limited Extent	7.1%	7.3%	-0.2%
	Not at All	2.1%	1.8%	0.3%
Q37c(Q8c). To what extent is your performance rating based on the following...Customer perspective	To a Very Great Extent	12.2%	13.6%	-1.4%
	To a Great Extent	30.1%	29.1%	1.0%
	To a Moderate Extent	27.2%	26.8%	0.4%
	To a Limited Extent	19.8%	15.9%	3.9%
	Not at All	10.7%	9.5%	1.2%

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Question Text 2011 (2008)	Response Category	2011 Percent	2008 Percent	Difference *
Q37d(Q8d). To what extent is your performance rating based on the following...Employee perspective	To a Very Great Extent	6.8%	7.1%	-0.3%
	To a Great Extent	21.1%	21.3%	-0.2%
	To a Moderate Extent	30.4%	29.6%	0.8%
	To a Limited Extent	25.9%	21.9%	4.0%
	Not at All	15.8%	14.3%	1.5%
Q38(Q9). My last performance review helped me to identify my strengths.	Strongly Agree	10.6%	17.8%	-7.2%
	Agree	37.4%	34.2%	3.2%
	Neither Agree nor Disagree	26.2%	24.3%	1.9%
	Disagree	19.0%	16.6%	2.4%
	Strongly Disagree	6.7%	7.1%	-0.4%
Q39(Q10). My last performance review helped me to identify areas for improvement.	Strongly Agree	6.9%	12.0%	-5.1%
	Agree	35.1%	31.4%	3.7%
	Neither Agree nor Disagree	30.2%	29.5%	0.7%
	Disagree	21.0%	19.3%	1.7%
	Strongly Disagree	6.8%	7.8%	-1.0%
Q40(Q11). Discussions with my supervisor about my performance are worthwhile.	Strongly Agree	20.4%	25.8%	-5.4%
	Agree	43.7%	37.2%	6.5%
	Neither Agree nor Disagree	18.3%	16.3%	2.0%
	Disagree	11.1%	9.9%	1.2%
	Strongly Disagree	6.5%	6.8%	-0.3%
Q41(Q12). Discussions with my supervisor about my development are worthwhile.	Strongly Agree	15.8%	19.5%	-3.7%
	Agree	36.7%	30.6%	6.1%
	Neither Agree nor Disagree	27.2%	23.7%	3.5%
	Disagree	13.1%	10.9%	2.2%
	Strongly Disagree	7.2%	7.4%	-0.2%
Q42(Q13). My performance appraisal is a fair reflection of my performance.	Strongly Agree	21.2%	30.3%	-9.1%
	Agree	43.8%	37.5%	6.3%
	Neither Agree nor Disagree	16.7%	13.0%	3.7%
	Disagree	11.6%	10.4%	1.2%
	Strongly Disagree	6.7%	7.9%	-1.2%

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Question Text 2011 (2008)	Response Category	2011 Percent	2008 Percent	Difference*
Q43(Q14). To what extent is your salary increase linked to your performance rating?	To a Very Great Extent	22.6%	38.0%	-15.4%
	To a Great Extent	21.0%	26.4%	-5.4%
	To a Moderate Extent	12.6%	13.3%	-0.7%
	To a Limited Extent	13.1%	8.7%	4.4%
	Not at All	30.7%	6.3%	24.4%
Q44(Q15). To what extent is your performance award linked to your performance rating?	To a Very Great Extent	34.2%	45.1%	-10.9%
	To a Great Extent	30.0%	26.4%	3.6%
	To a Moderate Extent	13.4%	10.4%	3.0%
	To a Limited Extent	10.3%	5.3%	5.0%
	Not at All	12.2%	5.5%	6.7%
Q45(Q16). I understand how my most recent salary increase was determined.	Strongly Agree	18.0%	25.4%	-7.4%
	Agree	32.3%	32.3%	0.0%
	Neither Agree nor Disagree	24.8%	13.6%	11.2%
	Disagree	14.7%	17.6%	-2.9%
	Strongly Disagree	10.2%	11.0%	-0.8%
Q46(Q17). I understand how my most recent performance award was determined.	Strongly Agree	17.8%	23.7%	-5.9%
	Agree	37.2%	31.8%	5.4%
	Neither Agree nor Disagree	20.7%	15.0%	5.7%
	Disagree	15.7%	17.6%	-1.9%
	Strongly Disagree	8.6%	11.9%	-3.3%
Q47(Q18). I am held accountable for achieving results.	Strongly Agree	48.8%	55.5%	-6.7%
	Agree	42.8%	35.8%	7.0%
	Neither Agree nor Disagree	5.7%	5.1%	0.6%
	Disagree	1.7%	2.0%	-0.3%
	Strongly Disagree	1.0%	1.1%	-0.1%
Q48(Q19). Did you participate in the development of your performance plan?	Yes	89.4%	88.7%	0.7%
	No	10.6%	11.3%	-0.7%
Q49a(Q20a). Have you received a copy of... Your agency's Executive Performance Management System Plan?	Yes	54.1%	57.2%	-3.1%
	No, but I am familiar with it	21.2%	42.8%	-21.6%
	No, and I am not familiar with it	24.7%	0.0%	24.7%

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Question Text 2011 (2008)	Response Category	2011 Percent	2008 Percent	Difference*
Q49b(Q20b). Have you received a copy of... Your agency's Executive Compensation Pay Policy?	Yes	34.7%	39.8%	-5.1%
	No, but I am familiar with it	25.1%	60.2%	-35.1%
	No, and I am not familiar with it	40.1%	0.0%	40.1%
Q50(Q21). Did you receive a briefing or training on your agency's performance management system?	Yes	66.9%	63.0%	3.9%
	No	33.1%	37.0%	-3.9%
Q51(Q22). Were you given a summary of your agency's SES overall performance ratings, performance awards and pay adjustments?	Yes	47.2%	35.0%	12.2%
	No	52.8%	65.0%	-12.2%
Q52(Q23). My agency deals effectively with executives who perform poorly.	Strongly Agree	3.2%	4.2%	-1.0%
	Agree	24.5%	22.0%	2.5%
	Neither Agree nor Disagree	31.7%	25.7%	6.0%
	Disagree	27.3%	20.7%	6.6%
	Strongly Disagree	13.2%	9.9%	3.3%
Q53(Q43). Were you evaluated as a member of the SES on your most recent performance rating?	Yes	90.5%	98.1%	-7.6%
	No	9.5%	1.9%	7.6%
Q58(Q24). Pay distinctions are meaningfully different among executives.	Strongly Agree	5.7%	5.8%	-0.1%
	Agree	23.5%	20.0%	3.5%
	Neither Agree nor Disagree	24.7%	20.4%	4.3%
	Disagree	28.3%	16.8%	11.5%
	Strongly Disagree	17.7%	11.4%	6.3%
Q59(25). Performance awards are meaningfully different among executives.	Strongly Agree	8.7%	8.5%	0.2%
	Agree	33.9%	23.9%	10.0%
	Neither Agree nor Disagree	24.9%	18.6%	6.3%
	Disagree	20.0%	11.4%	8.6%
	Strongly Disagree	12.6%	9.2%	3.4%
Q60(Q26). Pay for the SES should be based on performance.	Strongly Agree	48.7%	49.9%	-1.2%
	Agree	43.3%	42.8%	0.5%
	Neither Agree nor Disagree	6.5%	5.3%	1.2%
	Disagree	1.1%	1.3%	-0.2%
	Strongly Disagree	0.4%	0.7%	-0.3%

* Differences deemed statistically significant via t-test have been bolded and appear in red.

Question Text 2011 (2008)	Response Category	2011 Percent	2008 Percent	Difference*
Q62(Q27). In my agency, SES pay for performance promotes better organizational performance.	Strongly Agree	9.7%	13.7%	-4.0%
	Agree	32.8%	29.7%	3.1%
	Neither Agree nor Disagree	28.9%	31.5%	-2.6%
	Disagree	19.7%	17.3%	2.4%
	Strongly Disagree	8.9%	7.8%	1.1%
Q63(Q28). How satisfied are you with the recognition you receive for doing a good job?	Very Satisfied	17.7%	28.0%	-10.3%
	Satisfied	38.4%	38.6%	-0.2%
	Neither Satisfied nor Dissatisfied	19.6%	13.2%	6.4%
	Dissatisfied	17.0%	13.2%	3.8%
	Very Dissatisfied	7.3%	7.1%	0.2%
Q64(Q29). How satisfied are you with your pay?	Very Satisfied	11.3%	20.1%	-8.8%
	Satisfied	39.8%	40.5%	-0.7%
	Neither Satisfied nor Dissatisfied	17.4%	14.7%	2.7%
	Dissatisfied	22.7%	16.5%	6.2%
	Very Dissatisfied	8.7%	8.1%	0.6%
Q65(Q31). Job changes (i.e.; formal changes in position and not just shifting responsibilities) improve senior executives' performance.	Strongly Agree	17.2%	18.8%	-1.6%
	Agree	38.6%	35.8%	2.8%
	Neither Agree nor Disagree	31.2%	31.4%	-0.2%
	Disagree	10.7%	11.5%	-0.8%
	Strongly Disagree	2.3%	2.5%	-0.2%
Q66(Q32). Senior executives should be able to perform successfully in a wide range of career positions.	Strongly Agree	31.4%	27.0%	4.4%
	Agree	47.3%	49.7%	-2.4%
	Neither Agree nor Disagree	12.2%	13.2%	-1.0%
	Disagree	8.2%	8.5%	-0.3%
	Strongly Disagree	1.0%	1.5%	-0.5%
Q77(42a)a. What is the percentage of your current work that you consider to be...of a technical/professional nature?	Less than 10%	9.7%	11.6%	-1.9%
	10 to 25%	29.6%	31.6%	-2.0%
	26 to 35%	23.7%	24.1%	-0.4%
	36 to 45%	13.8%	12.6%	1.2%
	46 to 55%	8.8%	8.6%	0.2%
	Greater than 55%	14.4%	11.6%	2.8%

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Question Text 2011 (2008)	Response Category	2011 Percent	2008 Percent	Difference*
Q77b(Q42b). What is the percentage of your current work that you consider to be...of an advisory nature (to top management)?	Less than 10%	9.3%	9.0%	0.3%
	10 to 25%	27.1%	29.1%	-2.0%
	26 to 35%	28.3%	27.8%	0.5%
	36 to 45%	15.8%	15.6%	0.2%
	46 to 55%	9.3%	10.4%	-1.1%
	Greater than 55%	10.2%	8.0%	2.2%
Q77c(Q42c). What is the percentage of your current work that you consider to be...of a leadership/managerial nature?	Less than 10%	1.8%	1.5%	0.3%
	10 to 25%	8.2%	6.9%	1.3%
	26 to 35%	17.6%	16.5%	1.1%
	36 to 45%	19.3%	18.0%	1.3%
	46 to 55%	19.2%	20.9%	-1.7%
	Greater than 55%	33.9%	36.2%	-2.3%
Q78(Q45). How long have you been with the Federal Government (excluding military service)?	Less than 1 year	1.0%	0.0%	1.0%
	1 to 3 years	4.7%	0.8%	3.9%
	4 to 5 years	3.1%	0.9%	2.2%
	6 to 10 years	8.9%	1.7%	7.2%
	11 to 20 years	17.9%	12.7%	5.2%
	More than 20 years	64.3%	83.9%	-19.6%
Q79(Q47). What is your age?	Under 30	0.0%	0.0%	0.0%
	30 to 39	2.0%	0.3%	1.7%
	40 to 49	22.8%	21.2%	1.6%
	50 to 59	52.4%	61.9%	-9.5%
	60 or older	22.8%	16.7%	6.1%
Q80(Q48). When do you plan to leave the Federal Government?	Less than 1 year	7.9%	9.9%	-2.0%
	1 to 3 years	28.4%	31.7%	-3.3%
	4 to 5 years	20.3%	20.5%	-0.2%
	6 to 10 years	26.0%	22.9%	3.1%
	11 to 20 years	15.5%	13.1%	2.4%
	More than 20 years	2.0%	1.8%	0.2%

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