

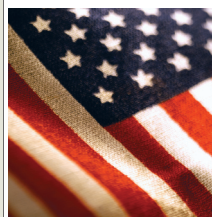


UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

# SENIOR EXECUTIVE SERVICE SURVEY RESULTS

May 2008

UNITED STATES OFFICE OF PERSONNEL MANAGEMENT



*Working  
for  
America*





UNITED STATES OFFICE OF PERSONNEL MANAGEMENT  
Washington, DC 20415

The Director

## A Message from the Director

I am pleased to present the results of the survey of Senior Executive Service (SES) members administered in January and February of this year. The survey covers a variety of important topics, with a particular emphasis on the impact of the still relatively new SES pay for performance system and the continuing issue of executive development.

We were pleased at the high participation rate of 65% and believe these results give us a good view from the senior executives themselves on how well the SES pay for performance and other systems are working. We found considerable variability in the responses of executives in different agencies. Nevertheless, the overall results make clear that the vast majority of executives feel good about the work they do and believe that pay should be based on performance. On the other hand, they see that certain aspects of the process, such as communication to executives of how these systems work, can be strengthened.

We look forward to working with the Chief Human Capital Officers and other key stakeholders to use this valuable information to ensure the SES has an environment that supports our senior executives' success.

A handwritten signature in black ink, appearing to read "LMS", with a long, sweeping horizontal line extending to the right.

Linda M. Springer  
Director

## 2008 SURVEY OF SENIOR EXECUTIVE SERVICE

### Background

**Purpose.** All members of the Senior Executive Service (SES) had the opportunity to take a survey to assess the implementation of the SES pay for performance system and to obtain information related to executive development.

**Survey administration.** The survey was e-mailed to 6,745 career, non-career and term appointment SES members January 17, 2008 - February 8, 2008. A total of 4,386 completed the survey for a response rate of 65%. The agency response rates ranged from 51% to 88%. The average survey respondent was a career employee with 4-5 years as an SES, over 20 years of Federal service, and between 50 and 59 years old. The margin of error for the survey was less than 1%.

### Overall Results

**Agency differences.** There was considerable variability in SES responses in different agencies. Agencies will be able to benchmark with each other. The Nuclear Regulatory Commission (NRC) had the most positive responses for both performance management and executive development questions. The Social Security Administration (SSA) and the Office of Personnel Management (OPM) also ranked well on performance management, and National Aeronautics and Space Administration (NASA) was relatively strong in executive development.

**Most favorable overall responses.** Senior Executives as a group are proud to be members of the SES (97%, Q.1), feel a sense of accomplishment with the work they do (95%, Q.2), and believe their talents are well used (87%, Q.3). The latter two positive question responses increased 7 (from 88%) and 8 points (from 79%), respectively, from the 2006 Federal Human Capital Survey (FHCS).

Many SES members (66%, Q.39) believe their agency is able to attract and retain high quality executives, and half agree (50%, Q.40) SES pay and benefits are helpful to that end. Executives are divided on whether or not the application process discourages high quality candidates (36% agree, 30% disagree, 34% are neutral, Q.41). One interesting difference relating to SES tenure is, among relatively new executives (i.e., less than 5 years), those with little Federal service were more critical on the question of whether the SES application process discourages high quality candidates from applying (50% vs. 33%, Q.41).

*Comment: This distinction by tenure may point to a difference in perspective and expectations between SES hires from within and outside the Government.*

**Expected turnover in SES ranks.** The survey confirms OPM’s projections of high turnover among the senior ranks in the near future. Thirty-nine percent (Q.48) of career respondents plan to leave in the next 3 years, and 60% (Q.48) plan to do so in the next 5 years. A majority (66%, Q.47) of those planning to leave in the next year are under 60.

*Comment:* This could suggest a need to re-engage and retain some of the SES through options such as reassignments, pay incentives, or sabbaticals.

For those career executives planning to leave in the next year, satisfaction with pay was only slightly below the overall mean (56% vs. 60% overall, Q.29). For those planning to leave within 1 to 3 years, 60% (Q.29) were satisfied with their pay, nearly identical to the overall average.

*Comment:* The data would not support a hypothesis that pay dissatisfaction is driving SES out of Government.

**Career and noncareer.** There was little difference between the results of career and noncareer respondents on most responses. Noncareer executives were, however, less likely to have had a mid-year progress review (62% non-career vs. 75% career, Q.7) and they were more likely to say SES pay for performance promotes better organizational performance (64% non-career vs. 42% career, Q.27).

### **Pay for Performance**

**Pay for performance responses.** SES respondents believe their pay should be based on performance (93%, Q.26), feel they are held accountable for achieving results (91%, Q.18) and report they participated in the development of their performance plan (89%, Q.19).

A number of other responses are largely positive, including responses they had their performance plan early in the cycle (83%, Q.6), understood their organization’s performance appraisal system (83%, Q.4), and had a mid-year discussion (74%, Q.7). Most also say they are satisfied with the recognition they receive for doing a good job (67%, Q.28).

**Performance evaluation.** Most (72%, Q.5) SES respondents say their performance evaluation takes into account the most important part of their job, and most thought their ratings were based to a great or very great extent on individual (74%, Q.8b) and organizational (68%, Q.8a) performance. Only a few agencies (SBA, USAID, OMB) had a significant number of executives (20% or more) who said those factors were not taken into account to at least a moderate extent (Q.8a-8b). However, when asked the same question about customer and employee perspective, seven agencies had over 30% of their executives say customer perspective was taken into account to a limited extent or not at all, and the vast majority of agencies had over 30% say the same about employee perspective (Q.8c-8d).

*Comment:* Agencies may be doing a good job of incorporating individual and organizational performance measures but may need to improve the way they incorporate balanced measures of customer and employee perspectives. These balanced measures are among OPM's certification criteria for agency performance appraisal systems.

Over half (63%, Q.11) of the SES respondents say discussions with their supervisors about performance were worthwhile, and newer SES members agreed at a higher rate than more seasoned executives. Fewer feel similarly when the discussion centered on development (50%, Q.12). SES members were somewhat positive (52% agreed, 24% disagreed, Q.9) when asked if their performance review helped them identify their strengths. But a smaller number (43% agreed, 27% disagreed, Q.10) said it helped them identify their weaknesses.

*Comment:* This might suggest positive feedback tends to get delivered more frequently and more effectively than less positive.

**Pay satisfaction.** Most respondents (61%, Q.29) are satisfied or very satisfied with their pay, which is nonetheless a significant decrease from the 73% positive response of SES members in the 2006 Federal Human Capital Survey. The respondents who are satisfied with pay are stronger proponents of pay for performance (53%, Q.27) than respondents not satisfied with pay (26%, Q.27). Furthermore, those satisfied with pay are more likely to believe their agency is able to attract/retain high quality SES members (77%, Q.39) than those who are not satisfied (46%, Q.39).

*Comment:* Recent increases to SES pay have, on average, lagged behind those of the General Schedule, possibly contributing to the decrease in pay satisfaction.

**Pay for performance process and implementation.** Responses to questions directly addressing the pay for performance process and its implementation show a mixed picture and significant differences among agencies. On the plus side, most respondents believe their appraisal was a fair reflection of their performance (68%, Q.13--down considerably from the 2006 FHCS rate of 74%). They also say their bonuses (72%, Q.15) and salary increases (64%, Q.14) were linked to their appraisals. However, relatively few (26%, Q.24 and 32%, Q.25) believe pay and bonus distinctions are meaningfully different among executives. Of the large agencies, only NRC had over half (54%, Q.24; 60%, Q.25) favorable responses to these two questions concerning meaningful pay and bonus distinctions.

*Comment:* Such a discrepancy could be explained in any given agency by several possible factors, such as a rating pattern that does not differentiate sufficiently or a lack of funding to make a differentiated pattern meaningful to the executives.

An additional concern is fewer than half (43%, Q.27) of respondents believe pay for performance promotes better organizational performance in their agency. There is significant variation among agencies on that item, from a low of 11% (OMB) to a high of 68% (OPM).

**Communicating the process to SES.** Responses to questions about the extent of pay for performance-related communications and training received by executives also range considerably by agency. Because the Senior Executive Association survey pointed to a lack of understanding of the pay for performance process, OPM has added as one of the criteria for certifying agency SES performance appraisal systems that agencies conduct briefings and inform executives of the overall results of the process. Favorable responses ranged from a low of 35% (Q.22) on whether the executive was given a summary of overall results to a high of 63% (Q.21) on whether the executive received a briefing or training on the performance management system. The responses by agency differed significantly, sometimes by 30 or more percentage points (e.g., 47% range, Q.21; 69% range, Q.22).

*Comment:* The average favorable responses for such questions Governmentwide were somewhat disappointing, given the recent emphasis on such communications.

**Agency Certification.** There were differences between certified and uncertified agencies with respect to most performance management-related questions, with uncertified agency SES being less favorable in their responses. However, because the number of survey respondents in uncertified agencies is very small (n=75), any meaningful conclusions would be difficult. In addition, differences in results between fully and provisionally certified agencies were minimal.

*Comment:* This latter difference is perhaps not surprising, given OPM imposes the same criteria for both types of certification, the only distinction being fairly subtle differences in the degree to which the agencies meet these criteria. In fact, OPM is considering phasing out this distinction in the future.

## **Executive Development**

**Does development stop once you are an executive?** Survey responses appear to confirm the commonly held perception that once an individual becomes a senior executive, the individual and agency may neglect further development. As noted above, only half (50%, Q.12) of SES respondents say their discussions with their supervisors about development are worthwhile, as compared to 63% favorable for a similar question (Q.11) about whether performance discussions are worthwhile. The positive results range by agency on this question from 33% to 70%. When coupled with the finding that, in performance discussions, strengths are more likely to be addressed (52%, Q.9) than areas for improvement (43%, Q.10), this may mean at least in some agencies, executives' development needs are being overlooked.

Some further causes for concern include the over one-third (35%, Q.36) of SES respondents who indicated their developmental needs are not assessed, and the over a third (37%, Q.38a-f) who have not engaged during their SES tenure in any of the six activities commonly used for developing executives, including 360 degree assessments, details, mentoring, coaching, residential programs, and sabbaticals. One factor may be

budgetary, since 27% (Q.35) disagree there are sufficient funds to support job-related development to maintain up-to-date skills. One half of respondents do agree sufficient funds are available for executive development (50%, Q.35), ranging from a low of 8% at one agency (USAID) to a high of 89% at another (NRC).

**Wide variability between agencies in developmental activities.** It is important to note, however, responses to such questions varied widely by agency, indicating varying emphasis on executive development, in general, and a variety in the strategies for development. For instance, SBA and NASA executive respondents reported they had received formal executive coaching (56% and 47% respectively, Q.38d) at approximately twice the average (25%, Q.38d) of all other agency executives. NRC and NASA had relatively favorable responses overall on development-related questions.

**Developmental assignments and job changes.** Only 13% (Q.38b) of respondents reported a developmental assignment of 30 days or more. Equally important, fewer than half (49%, Q.37b) have changed jobs within their agency during their SES tenure and over 80% (81%, Q.37d; 84%, Q.37e) have not changed jobs to work in another agency or location. Only a third (32%, Q.34) believe their advancement depends upon their willingness to change positions.

*Comment: At a time when our Government needs executives with a broad perspective and when some agencies are appropriately stressing intra- and interagency job mobility and joint duty assignments, we found relatively little evidence of such assignments so far.*

On the plus side, it appears respondents are open to the prospect of continuing learning, and many believe in the benefit of job changes. Over half (55%, Q.31) believe job changes improve executives' performance, and 77% (Q.32) believe SES should be able to perform successfully in a wide range of career positions. These responses are consistent with the tenets underlying the SES. Those who answered also reported relatively limited instances of unsuitable or unwanted job changes: only 13% had ever declined a job change (Q.37a) and only 16% had changed to a job they did not prefer (Q.37e). Many (61%, Q.33) were also interested in opportunities to network with executives in other agencies, another potential learning situation.

**Satisfaction with developmental opportunities.** While just over half (55%, Q.30) are satisfied with developmental opportunities, this represents a decrease of 10 percentage points from a comparable question on the 2006 FHCS survey. The favorable responses range by agency from a low of 25% (USAID) to a high of 77% (NRC).

*Comment: This decrease in satisfaction could be due to lack of available time or funding for development or to a greater recognition of the need for development in an increasingly demanding environment. Nonetheless, these data are consistent with executive development in the private sector. In a study conducted by Development Dimensions International with private sector executives, only a little over 50% indicated satisfaction with development opportunities offered by their organizations (DDI, "Leadership Forecast," 2005-2006).*

SES respondents with 6 or more years tenure as an executive are somewhat more likely to have had development opportunities (Q.38a-f) than those with 5 years or less, except for mentoring which tends to be higher for newer executives (Q.38c). On the other hand, development needs are more likely to be assessed in the first 3 years (Q.36), and discussions about performance are deemed more worthwhile in the early years (Q.11).



All members of the Senior Executive Service (SES) were administered a survey to assess the implementation of the SES pay-for-performance system and to obtain information related to executive development. The survey was administered over a 3 week period ending February 8, 2008. Of the 6,745 career and non-career executives who received the survey, 4,386 responded for a response rate of 65%.

### Senior Executive Service Survey

	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree	
1. I am proud to be a member of the Federal Government's Senior Executive Service.	96.8%	2.5%	0.7%	
2. My work gives me a feeling of personal accomplishment.	95.3%	2.6%	2.0%	
	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree	Do Not Know
3. My talents are used well in the workplace.	87.3%	4.9%	7.7%	0.0%
	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree	
4. I understand the SES performance appraisal system being used in this organization.	82.8%	8.4%	8.9%	
5. My performance evaluation takes into account the most important parts of my job.	71.7%	12.4%	15.9%	
	Yes	No		
6. I received a performance plan in the first few months of the performance cycle.	83.1%	16.9%		
7. I had a discussion about progress on my performance plan at mid-year in the performance cycle.	74.3%	25.7%		
	Very Great/ Great Extent	Moderate Extent	Not at All/ Limited Extent	Do Not Know
8. To what extent is your performance rating based on the following				
a. The performance of your organization	67.5%	18.5%	11.4%	2.6%
b. Your individual performance	74.3%	15.4%	9.1%	1.2%
c. Customer perspective	42.7%	26.8%	25.4%	5.1%
d. Employee perspective	28.4%	29.6%	36.3%	5.7%
	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree	
9. My last performance review helped me to identify my strengths.	52.1%	24.3%	23.6%	
10. My last performance review helped me to identify areas for improvement.	43.4%	29.5%	27.1%	

## Senior Executive Service Survey

	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree	No Basis to Judge
11. Discussions with my supervisor about my performance are worthwhile.	63.0%	16.3%	16.7%	4.1%
12. Discussions with my supervisor about my development are worthwhile.	50.1%	23.7%	18.3%	7.9%
13. My performance appraisal is a fair reflection of my performance.	67.9%	13.0%	18.4%	0.8%
	Very Great/ Great Extent	Moderate Extent	Not at All/ Limited Extent	Do Not Know
14. To what extent is your salary increase linked to your performance rating?	64.3%	13.3%	15.0%	7.4%
15. To what extent is your bonus linked to your performance rating?	71.5%	10.4%	10.8%	7.3%
	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree	
16. I understand how my most recent salary increase was determined.	57.8%	13.6%	28.7%	
17. I understand how my most recent bonus was determined.	55.5%	15.0%	29.5%	
	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree	Do Not Know
18. I am held accountable for achieving results.	91.2%	5.1%	3.1%	0.6%
	Yes	No		
19. Did you participate in the development of your performance plan?	88.7%	11.3%		
20. Have you seen or received a copy of:				
a. Your agency's Executive Performance Management System Plan?	57.2%	42.8%		
b. Your agency's Executive Compensation/Pay Plan?	39.8%	60.2%		
21. Did you receive a briefing or training on your agency's performance management system?	63.0%	37.0%		
22. Were you given a summary of your agency's SES overall performance ratings, performance awards and pay adjustments?	35.0%	65.0%		
	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree	Do Not Know
23. My agency deals effectively with executives who perform poorly.	26.2%	25.7%	30.5%	17.6%
24. Pay distinctions are meaningfully different among executives.	25.8%	20.4%	28.3%	25.5%
25. Bonus amounts are meaningfully different among executives.	32.3%	18.6%	20.6%	28.4%

## Senior Executive Service Survey

	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree
26. Pay for the SES should be based on performance.	92.7%	5.3%	2.0%
27. In my agency, SES pay for performance promotes better organizational performance.	43.4%	31.5%	25.2%

	Very Satisfied/ Satisfied	Neither Satisfied nor Dissatisfied	Very Dissatisfied/ Dissatisfied
28. How satisfied are you with the recognition you receive for doing a good job?	66.5%	13.2%	20.2%
29. How satisfied are you with your pay?	60.6%	14.7%	24.7%
30. How satisfied are you with the developmental opportunities you receive?	55.1%	26.8%	18.1%

	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree
31. Job changes improve senior executives' performance.	54.6%	31.4%	14.0%
32. Senior executives should be able to perform successfully in a wide range of career positions.	76.7%	13.2%	10.0%
33. I am interested in more opportunities to network with other SES members outside my agency.	60.9%	28.3%	10.8%
34. In my organization, my advancement depends upon my willingness to change positions.	31.7%	30.7%	37.6%
35. In my organization, there are sufficient funds available for my job-related development to maintain up-to-date skills.	50.3%	22.3%	27.4%

	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree	Do Not Know
36. My developmental needs are assessed.	33.9%	28.1%	34.9%	3.0%
	<b>0</b>	<b>1-2</b>	<b>3-5</b>	<b>6+</b>
37. Since becoming a member of the SES, how many times have you:				
a. declined job changes within your agency?	86.9%	11.6%	1.3%	0.2%
b. changed jobs within your agency?	50.7%	32.5%	14.7%	2.2%
c. changed jobs to work in a different agency?	90.5%	8.5%	0.9%	0.1%
d. changed geographic locations?	81.1%	15.5%	3.1%	0.3%
e. changed to a job you did not prefer?	84.0%	15.5%	0.4%	0.0%

## Senior Executive Service Survey

	Yes	No
<b>38. Since becoming a member of the SES, have you:</b>		
a. received a 360-type assessment?	41.4%	58.6%
b. been on a developmental assignment lasting more than 30 days?	12.9%	87.1%
c. had a mentor advising you for developmental purposes?	20.5%	79.5%
d. received formal executive coaching?	24.6%	75.4%
e. attended a residential executive development program?	30.3%	69.7%
f. taken a sabbatical?	1.1%	98.9%

	Strongly Agree/ Agree	Neither Agree nor Disagree	Strongly Disagree/ Disagree
<b>39. My agency is able to attract/retain high quality senior executives.</b>	66.1%	19.7%	14.2%
<b>40. SES pay and benefits are helpful in attracting and retaining high quality senior executives.</b>	49.5%	19.8%	30.7%
<b>41. The SES application process discourages high quality candidates from applying.</b>	36.0%	33.7%	30.3%

	Less than 10%	10 to 25%	26 to 35%	36 to 45%	45 to 55%	Greater than 55%
<b>42. What is the percentage of your current work that you consider to be:</b>						
a. of a technical/professional nature?	11.6%	31.6%	24.1%	12.6%	8.6%	11.6%
b. of an advisory nature (to top management)?	9.0%	29.1%	27.8%	15.6%	10.4%	8.0%
c. of a leadership/managerial nature?	1.5%	6.9%	16.5%	18.0%	20.9%	36.2%

	Yes	No
<b>43. Were you evaluated as a member of the SES on your most recent performance rating?</b>	98.1%	1.9%

	Career	Non-career	Limited term or limited emergency
<b>44. What type of appointment do you hold?</b>	94.0%	4.9%	1.1%

	Less than 1 year	1 to 3 years	4 to 5 years	6 to 10 years	11 to 20 years	More than 20 years
<b>45. How long have you been with the Federal Government (excluding military service)?</b>	0.5%	3.3%	3.5%	6.7%	17.9%	68.1%
<b>46. How long have you been a member of the SES?</b>	5.0%	30.7%	17.8%	25.2%	16.6%	4.7%

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*Senior Executive Service Survey*

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	<b>Under 30</b>	<b>30 to 39</b>	<b>40 to 49</b>	<b>50 to 59</b>	<b>60 or older</b>	
<i>47. What is your age?</i>	0.0%	2.7%	23.4%	54.9%	19.0%	0.0%

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	<b>Less than 1 year</b>	<b>1 to 3 years</b>	<b>4 to 5 years</b>	<b>6 to 10 years</b>	<b>11 to 20 years</b>	<b>More than 20 years</b>
<i>48. When do you plan to leave the Federal Government?</i>	9.9%	31.7%	20.5%	22.9%	13.1%	1.8%

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## Senior Executive Service Survey Response Rates

Agency	Number of Respondents	Eligible Population*	Response Rate
Agriculture	197	322	61%
AID	12	19	63%
Commerce	199	328	61%
Defense/Air Force	113	148	76%
Defense/Army	178	243	73%
Defense/Navy	204	312	65%
Defense/All Other	228	399	57%
Education	62	79	78%
Energy	232	402	58%
EPA	178	277	64%
GSA	66	84	79%
HHS	257	402	64%
Homeland Security	230	343	67%
HUD	49	97	51%
Interior	158	241	66%
Justice	353	592	60%
Labor	89	174	51%
NASA	284	420	68%
NRC	123	140	88%
NSF	55	81	68%
OMB	38	62	61%
OPM	37	46	80%
SBA	25	46	54%
SSA	108	127	85%
State	79	143	55%
Transportation	128	192	67%
Treasury	265	396	67%
VA	193	287	67%
All Other Agencies	246	343	72%
<b>Total</b>	<b>4386</b>	<b>6745</b>	<b>65%</b>

\*The eligible population includes executives as of June 30, 2007 with a valid e-mail address who had not retired or relocated when the survey was administered.

## Senior Executive Service Results by Agency

	1. I am proud to be a member of the Federal Government's Senior Executive Service.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	192	98.0%	3	1.5%	1	0.5%
AID	11	100.0%	0	0.0%	0	0.0%
Commerce	188	94.9%	8	4.0%	2	1.0%
Defense/Air Force	111	98.2%	1	0.9%	1	0.9%
Defense/Army	176	98.9%	2	1.1%	0	0.0%
Defense/Navy	198	97.5%	2	1.0%	3	1.5%
Defense/All Other	221	96.9%	5	2.2%	2	0.9%
Education	58	93.5%	4	6.5%	0	0.0%
Energy	221	95.7%	8	3.5%	2	0.9%
EPA	171	96.6%	4	2.3%	2	1.1%
GSA	65	98.5%	1	1.5%	0	0.0%
HHS	250	97.3%	5	1.9%	2	0.8%
Homeland Security	226	98.3%	4	1.7%	0	0.0%
HUD	47	95.9%	1	2.0%	1	2.0%
Interior	151	95.6%	6	3.8%	1	0.6%
Justice	345	97.7%	8	2.3%	0	0.0%
Labor	88	98.9%	1	1.1%	0	0.0%
NASA	270	95.4%	9	3.2%	4	1.4%
NRC	123	100.0%	0	0.0%	0	0.0%
NSF	50	90.9%	5	9.1%	0	0.0%
OMB	38	100.0%	0	0.0%	0	0.0%
OPM	35	94.6%	1	2.7%	1	2.7%
SBA	24	96.0%	1	4.0%	0	0.0%
SSA	107	99.1%	1	0.9%	0	0.0%
State	76	96.2%	3	3.8%	0	0.0%
Transportation	125	97.7%	2	1.6%	1	0.8%
Treasury	256	97.0%	6	2.3%	2	0.8%
VA	187	96.9%	3	1.6%	3	1.6%
Agency Average		97.0%		2.4%		0.6%

	2. My work gives me a feeling of personal accomplishment.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	186	95.9%	4	2.1%	4	2.1%
AID	9	81.8%	0	0.0%	2	18.2%
Commerce	185	95.4%	5	2.6%	4	2.1%
Defense/Air Force	109	97.3%	3	2.7%	0	0.0%
Defense/Army	172	97.2%	3	1.7%	2	1.1%
Defense/Navy	191	95.5%	7	3.5%	2	1.0%
Defense/All Other	216	96.4%	6	2.7%	2	0.9%
Education	58	95.1%	1	1.6%	2	3.3%
Energy	215	92.7%	11	4.7%	6	2.6%
EPA	165	94.3%	7	4.0%	3	1.7%
GSA	63	100.0%	0	0.0%	0	0.0%
HHS	241	96.0%	7	2.8%	3	1.2%
Homeland Security	211	93.8%	7	3.1%	7	3.1%
HUD	45	91.8%	1	2.0%	3	6.1%
Interior	154	97.5%	1	0.6%	3	1.9%
Justice	334	96.5%	8	2.3%	4	1.2%
Labor	77	89.5%	4	4.7%	5	5.8%
NASA	260	93.5%	10	3.6%	8	2.9%
NRC	121	98.4%	1	0.8%	1	0.8%
NSF	50	94.3%	3	5.7%	0	0.0%
OMB	36	94.7%	2	5.3%	0	0.0%
OPM	34	94.4%	1	2.8%	1	2.8%
SBA	24	96.0%	0	0.0%	1	4.0%
SSA	103	95.4%	3	2.8%	2	1.9%
State	76	96.2%	2	2.5%	1	1.3%
Transportation	118	92.9%	4	3.1%	5	3.9%
Treasury	248	94.3%	8	3.0%	7	2.7%
VA	188	98.4%	1	0.5%	2	1.0%
Agency Average		94.8%		2.5%		2.6%



	3. My talents are used well in the workplace.							
	Agree		Neutral		Disagree		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	175	89.3%	5	2.6%	16	8.2%	0	0.0%
AID	8	72.7%	0	0.0%	3	27.3%	0	0.0%
Commerce	170	86.3%	12	6.1%	15	7.6%	0	0.0%
Defense/Air Force	104	92.0%	7	6.2%	2	1.8%	0	0.0%
Defense/Army	160	89.9%	6	3.4%	11	6.2%	1	0.6%
Defense/Navy	177	87.2%	10	4.9%	16	7.9%	0	0.0%
Defense/All Other	197	86.4%	10	4.4%	21	9.2%	0	0.0%
Education	52	83.9%	3	4.8%	7	11.3%	0	0.0%
Energy	197	84.9%	14	6.0%	21	9.1%	0	0.0%
EPA	151	85.3%	9	5.1%	17	9.6%	0	0.0%
GSA	60	90.9%	2	3.0%	4	6.1%	0	0.0%
HHS	226	88.3%	12	4.7%	18	7.0%	0	0.0%
Homeland Security	201	87.4%	8	3.5%	21	9.1%	0	0.0%
HUD	36	75.0%	4	8.3%	8	16.7%	0	0.0%
Interior	135	86.0%	11	7.0%	11	7.0%	0	0.0%
Justice	328	92.9%	11	3.1%	14	4.0%	0	0.0%
Labor	73	82.0%	5	5.6%	11	12.4%	0	0.0%
NASA	240	84.8%	20	7.1%	23	8.1%	0	0.0%
NRC	115	93.5%	6	4.9%	2	1.6%	0	0.0%
NSF	46	83.6%	2	3.6%	7	12.7%	0	0.0%
OMB	33	86.8%	4	10.5%	1	2.6%	0	0.0%
OPM	32	86.5%	2	5.4%	3	8.1%	0	0.0%
SBA	20	80.0%	3	12.0%	2	8.0%	0	0.0%
SSA	97	89.8%	5	4.6%	6	5.6%	0	0.0%
State	67	84.8%	7	8.9%	5	6.3%	0	0.0%
Transportation	109	85.2%	8	6.3%	11	8.6%	0	0.0%
Treasury	231	87.5%	12	4.5%	21	8.0%	0	0.0%
VA	179	92.7%	8	4.1%	6	3.1%	0	0.0%
Agency Average		86.3%		5.4%		8.3%		0.0%

	4. I understand the SES performance appraisal system being used in this organization.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	157	80.1%	20	10.2%	19	9.7%
AID	7	63.6%	1	9.1%	3	27.3%
Commerce	160	80.8%	16	8.1%	22	11.1%
Defense/Air Force	91	80.5%	10	8.8%	12	10.6%
Defense/Army	150	84.3%	14	7.9%	14	7.9%
Defense/Navy	177	87.2%	15	7.4%	11	5.4%
Defense/All Other	183	80.6%	20	8.8%	24	10.6%
Education	55	88.7%	1	1.6%	6	9.7%
Energy	191	82.3%	19	8.2%	22	9.5%
EPA	151	85.3%	13	7.3%	13	7.3%
GSA	56	84.8%	3	4.5%	7	10.6%
HHS	218	84.8%	21	8.2%	18	7.0%
Homeland Security	180	78.3%	29	12.6%	21	9.1%
HUD	42	85.7%	3	6.1%	4	8.2%
Interior	129	81.6%	14	8.9%	15	9.5%
Justice	272	77.3%	44	12.5%	36	10.2%
Labor	74	83.1%	7	7.9%	8	9.0%
NASA	239	84.8%	20	7.1%	23	8.2%
NRC	114	93.4%	5	4.1%	3	2.5%
NSF	44	80.0%	4	7.3%	7	12.7%
OMB	26	68.4%	5	13.2%	7	18.4%
OPM	34	91.9%	1	2.7%	2	5.4%
SBA	20	80.0%	4	16.0%	1	4.0%
SSA	100	92.6%	6	5.6%	2	1.9%
State	63	79.7%	4	5.1%	12	15.2%
Transportation	114	89.1%	6	4.7%	8	6.3%
Treasury	224	84.8%	21	8.0%	19	7.2%
VA	163	84.5%	13	6.7%	17	8.8%
Agency Average		82.8%		7.8%		9.4%

	5. My performance evaluation takes into account the most important parts of my job.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	141	73.1%	21	10.9%	31	16.1%
AID	8	72.7%	1	9.1%	2	18.2%
Commerce	126	65.3%	29	15.0%	38	19.7%
Defense/Air Force	74	68.5%	15	13.9%	19	17.6%
Defense/Army	123	69.9%	25	14.2%	28	15.9%
Defense/Navy	153	77.7%	24	12.2%	20	10.2%
Defense/All Other	160	72.7%	27	12.3%	33	15.0%
Education	41	67.2%	7	11.5%	13	21.3%
Energy	165	71.1%	36	15.5%	31	13.4%
EPA	103	60.6%	25	14.7%	42	24.7%
GSA	46	73.0%	6	9.5%	11	17.5%
HHS	153	61.2%	35	14.0%	62	24.8%
Homeland Security	179	79.9%	21	9.4%	24	10.7%
HUD	33	71.7%	4	8.7%	9	19.6%
Interior	90	60.0%	18	12.0%	42	28.0%
Justice	246	71.7%	50	14.6%	47	13.7%
Labor	59	66.3%	15	16.9%	15	16.9%
NASA	235	84.2%	18	6.5%	26	9.3%
NRC	102	83.6%	12	9.8%	8	6.6%
NSF	38	70.4%	6	11.1%	10	18.5%
OMB	23	63.9%	6	16.7%	7	19.4%
OPM	24	66.7%	7	19.4%	5	13.9%
SBA	11	44.0%	8	32.0%	6	24.0%
SSA	88	83.0%	5	4.7%	13	12.3%
State	59	77.6%	5	6.6%	12	15.8%
Transportation	93	74.4%	13	10.4%	19	15.2%
Treasury	199	75.7%	33	12.5%	31	11.8%
VA	138	73.4%	29	15.4%	21	11.2%
Agency Average		70.7%		12.8%		16.5%

	6. I received a performance plan in the first few months of the performance cycle.			
	Yes		No	
	Count	Percent	Count	Percent
Agriculture	154	78.6%	42	21.4%
AID	8	72.7%	3	27.3%
Commerce	183	92.0%	16	8.0%
Defense/Air Force	89	78.8%	24	21.2%
Defense/Army	151	85.3%	26	14.7%
Defense/Navy	130	64.0%	73	36.0%
Defense/All Other	172	76.4%	53	23.6%
Education	56	91.8%	5	8.2%
Energy	190	82.3%	41	17.7%
EPA	166	94.9%	9	5.1%
GSA	41	62.1%	25	37.9%
HHS	237	92.2%	20	7.8%
Homeland Security	188	82.1%	41	17.9%
HUD	40	81.6%	9	18.4%
Interior	136	86.1%	22	13.9%
Justice	294	83.8%	57	16.2%
Labor	77	87.5%	11	12.5%
NASA	256	90.8%	26	9.2%
NRC	121	98.4%	2	1.6%
NSF	38	69.1%	17	30.9%
OMB	24	63.2%	14	36.8%
OPM	21	56.8%	16	43.2%
SBA	20	80.0%	5	20.0%
SSA	79	73.1%	29	26.9%
State	65	83.3%	13	16.7%
Transportation	118	92.2%	10	7.8%
Treasury	222	84.1%	42	15.9%
VA	156	80.8%	37	19.2%
Agency Average		80.9%		19.1%

	7. I had a discussion about progress on my performance plan at mid-year in the performance cycle.			
	Yes		No	
	Count	Percent	Count	Percent
Agriculture	135	69.9%	58	30.1%
AID	7	63.6%	4	36.4%
Commerce	164	84.5%	30	15.5%
Defense/Air Force	77	70.6%	32	29.4%
Defense/Army	146	84.4%	27	15.6%
Defense/Navy	123	62.1%	75	37.9%
Defense/All Other	138	63.0%	81	37.0%
Education	45	73.8%	16	26.2%
Energy	179	78.2%	50	21.8%
EPA	145	85.3%	25	14.7%
GSA	52	82.5%	11	17.5%
HHS	200	80.0%	50	20.0%
Homeland Security	144	63.7%	82	36.3%
HUD	36	76.6%	11	23.4%
Interior	119	78.3%	33	21.7%
Justice	214	62.2%	130	37.8%
Labor	68	77.3%	20	22.7%
NASA	249	89.6%	29	10.4%
NRC	117	95.9%	5	4.1%
NSF	38	70.4%	16	29.6%
OMB	11	30.6%	25	69.4%
OPM	33	91.7%	3	8.3%
SBA	19	76.0%	6	24.0%
SSA	91	85.8%	15	14.2%
State	50	66.7%	25	33.3%
Transportation	93	75.6%	30	24.4%
Treasury	223	85.4%	38	14.6%
VA	130	69.1%	58	30.9%
Agency Average		74.7%		25.3%

	8a. To what extent is your performance rating based on the following? (The performance of your organization)							
	Great/Very Great Extent		Moderate Extent		Limited Extent/Not at All		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	135	69.6%	38	19.6%	18	9.3%	3	1.5%
AID	7	63.6%	1	9.1%	3	27.3%	0	0.0%
Commerce	123	63.1%	42	21.5%	28	14.4%	2	1.0%
Defense/Air Force	73	66.4%	21	19.1%	14	12.7%	2	1.8%
Defense/Army	114	64.8%	38	21.6%	22	12.5%	2	1.1%
Defense/Navy	127	63.8%	43	21.6%	27	13.6%	2	1.0%
Defense/All Other	139	62.6%	43	19.4%	30	13.5%	10	4.5%
Education	37	61.7%	12	20.0%	8	13.3%	3	5.0%
Energy	142	61.5%	54	23.4%	27	11.7%	8	3.5%
EPA	94	54.7%	38	22.1%	33	19.2%	7	4.1%
GSA	46	73.0%	12	19.0%	4	6.3%	1	1.6%
HHS	171	68.1%	44	17.5%	30	12.0%	6	2.4%
Homeland Security	160	70.5%	36	15.9%	23	10.1%	8	3.5%
HUD	34	72.3%	8	17.0%	5	10.6%	0	0.0%
Interior	90	59.6%	32	21.2%	22	14.6%	7	4.6%
Justice	230	66.9%	60	17.4%	41	11.9%	13	3.8%
Labor	55	62.5%	18	20.5%	13	14.8%	2	2.3%
NASA	207	74.7%	43	15.5%	21	7.6%	6	2.2%
NRC	103	84.4%	12	9.8%	6	4.9%	1	0.8%
NSF	34	63.0%	11	20.4%	6	11.1%	3	5.6%
OMB	13	37.1%	12	34.3%	9	25.7%	1	2.9%
OPM	29	78.4%	5	13.5%	2	5.4%	1	2.7%
SBA	17	68.0%	5	20.0%	3	12.0%	0	0.0%
SSA	83	79.0%	14	13.3%	7	6.7%	1	1.0%
State	44	60.3%	14	19.2%	10	13.7%	5	6.8%
Transportation	85	68.0%	25	20.0%	10	8.0%	5	4.0%
Treasury	184	70.2%	44	16.8%	29	11.1%	5	1.9%
VA	159	84.6%	24	12.8%	5	2.7%	0	0.0%
Agency Average		66.9%		18.6%		12.0%		2.5%

	8b. To what extent is your performance rating based on the following? (Your individual performance)							
	Great/Very Great Extent		Moderate Extent		Limited Extent/Not at All		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	148	75.9%	26	13.3%	21	10.8%	0	0.0%
AID	7	63.6%	1	9.1%	3	27.3%	0	0.0%
Commerce	146	74.9%	29	14.9%	20	10.3%	0	0.0%
Defense/Air Force	83	75.5%	19	17.3%	7	6.4%	1	0.9%
Defense/Army	136	77.7%	23	13.1%	14	8.0%	2	1.1%
Defense/Navy	168	84.0%	26	13.0%	6	3.0%	0	0.0%
Defense/All Other	165	74.7%	31	14.0%	17	7.7%	8	3.6%
Education	40	65.6%	10	16.4%	9	14.8%	2	3.3%
Energy	160	69.0%	47	20.3%	22	9.5%	3	1.3%
EPA	106	61.6%	34	19.8%	28	16.3%	4	2.3%
GSA	47	74.6%	12	19.0%	3	4.8%	1	1.6%
HHS	185	73.7%	42	16.7%	22	8.8%	2	0.8%
Homeland Security	188	82.8%	21	9.3%	16	7.0%	2	0.9%
HUD	34	73.9%	4	8.7%	8	17.4%	0	0.0%
Interior	102	67.5%	30	19.9%	17	11.3%	2	1.3%
Justice	259	75.1%	51	14.8%	32	9.3%	3	0.9%
Labor	52	59.1%	17	19.3%	17	19.3%	2	2.3%
NASA	227	81.7%	28	10.1%	21	7.6%	2	0.7%
NRC	91	74.6%	25	20.5%	5	4.1%	1	0.8%
NSF	42	77.8%	10	18.5%	1	1.9%	1	1.9%
OMB	25	69.4%	4	11.1%	6	16.7%	1	2.8%
OPM	25	67.6%	6	16.2%	5	13.5%	1	2.7%
SBA	15	60.0%	5	20.0%	5	20.0%	0	0.0%
SSA	89	84.0%	10	9.4%	6	5.7%	1	0.9%
State	63	84.0%	7	9.3%	4	5.3%	1	1.3%
Transportation	97	77.6%	17	13.6%	10	8.0%	1	0.8%
Treasury	191	72.6%	53	20.2%	15	5.7%	4	1.5%
VA	136	72.3%	31	16.5%	20	10.6%	1	0.5%
Agency Average		73.2%		15.2%		10.4%		1.2%

	8c. To what extent is your performance rating based on the following? (Customer perspective)							
	Great/Very Great Extent		Moderate Extent		Limited Extent/Not at All		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	83	42.8%	54	27.8%	48	24.7%	9	4.6%
AID	7	63.6%	1	9.1%	3	27.3%	0	0.0
Commerce	82	42.1%	57	29.2%	48	24.6%	8	4.1%
Defense/Air Force	53	48.2%	28	25.5%	26	23.6%	3	2.7%
Defense/Army	95	54.6%	41	23.6%	35	20.1%	3	1.7%
Defense/Navy	103	51.8%	51	25.6%	38	19.1%	7	3.5%
Defense/All Other	118	53.4%	40	18.1%	51	23.1%	12	5.4%
Education	20	32.8%	15	24.6%	20	32.8%	6	9.8%
Energy	108	46.6%	51	22.0%	62	26.7%	11	4.7%
EPA	51	29.7%	46	26.7%	58	33.7%	17	9.9%
GSA	29	46.0%	20	31.7%	12	19.0%	2	3.2%
HHS	91	36.3%	79	31.5%	68	27.1%	13	5.2%
Homeland Security	96	42.7%	59	26.2%	60	26.7%	10	4.4%
HUD	23	48.9%	14	29.8%	9	19.1%	1	2.1%
Interior	52	34.7%	46	30.7%	46	30.7%	6	4.0%
Justice	127	36.9%	83	24.1%	110	32.0%	24	7.0%
Labor	24	27.3%	25	28.4%	33	37.5%	6	6.8%
NASA	157	56.3%	65	23.3%	44	15.8%	13	4.7%
NRC	52	42.6%	42	34.4%	25	20.5%	3	2.5%
NSF	22	40.7%	17	31.5%	13	24.1%	2	3.7%
OMB	10	27.8%	9	25.0%	12	33.3%	5	13.9%
OPM	11	29.7%	11	29.7%	14	37.8%	1	2.7%
SBA	12	48.0%	6	24.0%	4	16.0%	3	12.0%
SSA	57	53.8%	31	29.2%	15	14.2%	3	2.8%
State	39	52.0%	18	24.0%	12	16.0%	6	8.0%
Transportation	38	30.6%	41	33.1%	38	30.6%	7	5.6%
Treasury	107	40.7%	89	33.8%	60	22.8%	7	2.7%
VA	96	51.1%	47	25.0%	40	21.3%	5	2.7%
Agency Average		43.3%		26.7%		25.0%		5.0%



	8d. To what extent is your performance rating based on the following? (Employee perspective)							
	Great/Very Great Extent		Moderate Extent		Limited Extent/Not at All		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	56	28.7%	68	34.9%	63	32.3%	8	4.1%
AID	7	63.6%	1	9.1%	3	27.3%	0	0.0%
Commerce	50	25.6%	54	27.7%	83	42.6%	8	4.1%
Defense/Air Force	31	28.2%	43	39.1%	33	30.0%	3	2.7%
Defense/Army	61	34.9%	45	25.7%	65	37.1%	4	2.3%
Defense/Navy	53	26.6%	60	30.2%	80	40.2%	6	3.0%
Defense/All Other	68	30.9%	52	23.6%	84	38.2%	16	7.3%
Education	11	18.0%	15	24.6%	30	49.2%	5	8.2%
Energy	61	26.3%	62	26.7%	94	40.5%	15	6.5%
EPA	25	14.5%	52	30.2%	75	43.6%	20	11.6%
GSA	21	33.3%	18	28.6%	18	28.6%	6	9.5%
HHS	63	25.1%	82	32.7%	93	37.1%	13	5.2%
Homeland Security	74	33.0%	60	26.8%	77	34.4%	13	5.8%
HUD	15	31.9%	18	38.3%	12	25.5%	2	4.3%
Interior	43	28.7%	44	29.3%	56	37.3%	7	4.7%
Justice	106	31.0%	96	28.1%	114	33.3%	26	7.6%
Labor	24	27.3%	19	21.6%	38	43.2%	7	8.0%
NASA	95	33.9%	90	32.1%	76	27.1%	19	6.8%
NRC	26	21.3%	44	36.1%	49	40.2%	3	2.5%
NSF	17	31.5%	15	27.8%	20	37.0%	2	3.7%
OMB	5	13.9%	10	27.8%	18	50.0%	3	8.3%
OPM	6	16.2%	12	32.4%	18	48.6%	1	2.7%
SBA	8	32.0%	7	28.0%	7	28.0%	3	12.0%
SSA	35	33.0%	27	25.5%	39	36.8%	5	4.7%
State	28	37.8%	29	39.2%	12	16.2%	5	6.8%
Transportation	21	17.1%	42	34.1%	52	42.3%	8	6.5%
Treasury	88	33.5%	92	35.0%	78	29.7%	5	1.9%
VA	59	31.4%	63	33.5%	62	33.0%	4	2.1%
Agency Average		28.9%		29.6%		36.0%		5.5%

	9. My last performance review helped me to identify my strengths.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	102	52.3%	48	24.6%	45	23.1%
AID	6	54.5%	2	18.2%	3	27.3%
Commerce	103	52.8%	39	20.0%	53	27.2%
Defense/Air Force	51	46.4%	32	29.1%	27	24.5%
Defense/Army	85	48.3%	50	28.4%	41	23.3%
Defense/Navy	110	55.0%	45	22.5%	45	22.5%
Defense/All Other	99	44.4%	55	24.7%	69	30.9%
Education	28	45.9%	13	21.3%	20	32.8%
Energy	122	52.6%	56	24.1%	54	23.3%
EPA	75	43.6%	37	21.5%	60	34.9%
GSA	36	57.1%	13	20.6%	14	22.2%
HHS	124	49.4%	69	27.5%	58	23.1%
Homeland Security	129	56.8%	52	22.9%	46	20.3%
HUD	27	57.4%	7	14.9%	13	27.7%
Interior	69	45.4%	34	22.4%	49	32.2%
Justice	187	54.5%	85	24.8%	71	20.7%
Labor	38	42.7%	32	36.0%	19	21.3%
NASA	172	61.4%	61	21.8%	47	16.8%
NRC	83	68.0%	26	21.3%	13	10.7%
NSF	25	46.3%	16	29.6%	13	24.1%
OMB	14	38.9%	10	27.8%	12	33.3%
OPM	17	45.9%	7	18.9%	13	35.1%
SBA	10	40.0%	8	32.0%	7	28.0%
SSA	69	65.1%	23	21.7%	14	13.2%
State	41	53.9%	19	25.0%	16	21.1%
Transportation	69	55.2%	25	20.0%	31	24.8%
Treasury	142	54.0%	68	25.9%	53	20.2%
VA	97	51.6%	50	26.6%	41	21.8%
Agency Average		51.4%		24.1%		24.5%

	10. My last performance review helped me to identify areas for improvement.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	79	40.5%	63	32.3%	53	27.2%
AID	6	54.5%	1	9.1%	4	36.4%
Commerce	88	45.1%	48	24.6%	59	30.3%
Defense/Air Force	40	36.4%	40	36.4%	30	27.3%
Defense/Army	71	40.3%	51	29.0%	54	30.7%
Defense/Navy	91	45.5%	58	29.0%	51	25.5%
Defense/All Other	72	32.4%	69	31.1%	81	36.5%
Education	27	44.3%	11	18.0%	23	37.7%
Energy	108	46.6%	66	28.4%	58	25.0%
EPA	67	39.0%	42	24.4%	63	36.6%
GSA	38	60.3%	14	22.2%	11	17.5%
HHS	95	38.0%	82	32.8%	73	29.2%
Homeland Security	119	52.4%	53	23.3%	55	24.2%
HUD	22	46.8%	11	23.4%	14	29.8%
Interior	52	34.2%	51	33.6%	49	32.2%
Justice	158	45.9%	99	28.8%	87	25.3%
Labor	37	41.6%	27	30.3%	25	28.1%
NASA	136	48.6%	81	28.9%	63	22.5%
NRC	82	67.2%	25	20.5%	15	12.3%
NSF	19	35.2%	17	31.5%	18	33.3%
OMB	14	38.9%	9	25.0%	13	36.1%
OPM	15	40.5%	8	21.6%	14	37.8%
SBA	12	48.0%	7	28.0%	6	24.0%
SSA	59	55.7%	32	30.2%	15	14.2%
State	23	30.3%	30	39.5%	23	30.3%
Transportation	54	43.2%	37	29.6%	34	27.2%
Treasury	113	43.1%	89	34.0%	60	22.9%
VA	92	49.2%	54	28.9%	41	21.9%
Agency Average		44.4%		27.7%		27.9%

	11. Discussions with my supervisor about my performance are worthwhile.							
	Agree		Neutral		Disagree		No Basis to Judge	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	128	65.0%	35	17.8%	30	15.2%	4	2.0%
AID	8	66.7%	1	8.3%	2	16.7%	1	8.3%
Commerce	125	62.8%	29	14.6%	41	20.6%	4	2.0%
Defense/Air Force	70	61.9%	22	19.5%	14	12.4%	7	6.2%
Defense/Army	123	69.1%	25	14.0%	19	10.7%	11	6.2%
Defense/Navy	137	67.2%	23	11.3%	35	17.2%	9	4.4%
Defense/All Other	133	58.3%	41	18.0%	31	13.6%	23	10.1%
Education	33	53.2%	10	16.1%	16	25.8%	3	4.8%
Energy	146	62.9%	40	17.2%	36	15.5%	10	4.3%
EPA	98	55.4%	25	14.1%	53	29.9%	1	0.6%
GSA	45	68.2%	9	13.6%	10	15.2%	2	3.0%
HHS	160	62.3%	43	16.7%	48	18.7%	6	2.3%
Homeland Security	151	65.9%	34	14.8%	29	12.7%	15	6.6%
HUD	30	61.2%	5	10.2%	11	22.4%	3	6.1%
Interior	101	63.9%	22	13.9%	31	19.6%	4	2.5%
Justice	208	59.4%	70	20.0%	41	11.7%	31	8.9%
Labor	49	55.1%	17	19.1%	19	21.3%	4	4.5%
NASA	205	72.2%	38	13.4%	39	13.7%	2	0.7%
NRC	96	78.7%	14	11.5%	11	9.0%	1	0.8%
NSF	32	59.3%	14	25.9%	8	14.8%	0	0.0%
OMB	19	50.0%	10	26.3%	6	15.8%	3	7.9%
OPM	19	51.4%	8	21.6%	9	24.3%	1	2.7%
SBA	15	60.0%	5	20.0%	5	20.0%	0	0.0%
SSA	78	72.2%	15	13.9%	14	13.0%	1	0.9%
State	52	66.7%	15	19.2%	6	7.7%	5	6.4%
Transportation	81	63.3%	17	13.3%	26	20.3%	4	3.1%
Treasury	158	59.8%	53	20.1%	47	17.8%	6	2.3%
VA	123	63.7%	26	13.5%	38	19.7%	6	3.1%
Agency Average		62.7%		16.4%		17.0%		4.0%

	12. Discussions with my supervisor about my development are worthwhile.							
	Agree		Neutral		Disagree		No Basis to Judge	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	100	50.8%	45	22.8%	36	18.3%	16	8.1%
AID	4	33.3%	3	25.0%	3	25.0%	2	16.7%
Commerce	96	48.2%	50	25.1%	43	21.6%	10	5.0%
Defense/Air Force	59	52.2%	26	23.0%	18	15.9%	10	8.8%
Defense/Army	103	57.9%	31	17.4%	26	14.6%	18	10.1%
Defense/Navy	97	47.5%	48	23.5%	46	22.5%	13	6.4%
Defense/All Other	110	48.2%	45	19.7%	40	17.5%	33	14.5%
Education	20	32.8%	15	24.6%	17	27.9%	9	14.8%
Energy	112	48.5%	54	23.4%	50	21.6%	15	6.5%
EPA	78	43.8%	40	22.5%	56	31.5%	4	2.2%
GSA	37	56.1%	15	22.7%	9	13.6%	5	7.6%
HHS	138	54.1%	53	20.8%	46	18.0%	18	7.1%
Homeland Security	119	52.0%	51	22.3%	33	14.4%	26	11.4%
HUD	24	49.0%	12	24.5%	9	18.4%	4	8.2%
Interior	73	46.2%	40	25.3%	35	22.2%	10	6.3%
Justice	186	53.1%	82	23.4%	40	11.4%	42	12.0%
Labor	34	38.2%	24	27.0%	18	20.2%	13	14.6%
NASA	169	59.7%	61	21.6%	41	14.5%	12	4.2%
NRC	85	69.7%	21	17.2%	12	9.8%	4	3.3%
NSF	25	46.3%	19	35.2%	9	16.7%	1	1.9%
OMB	14	36.8%	11	28.9%	7	18.4%	6	15.8%
OPM	17	45.9%	7	18.9%	11	29.7%	2	5.4%
SBA	11	44.0%	7	28.0%	5	20.0%	2	8.0%
SSA	67	62.0%	22	20.4%	16	14.8%	3	2.8%
State	35	44.9%	25	32.1%	9	11.5%	9	11.5%
Transportation	63	49.2%	36	28.1%	23	18.0%	6	4.7%
Treasury	121	46.0%	82	31.2%	46	17.5%	14	5.3%
VA	102	52.8%	40	20.7%	38	19.7%	13	6.7%
Agency Average		48.9%		24.1%		18.8%		8.2%

	13. My performance appraisal is a fair reflection of my performance.							
	Agree		Neutral		Disagree		No Basis to Judge	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	132	67.7%	23	11.8%	40	20.5%	0	0.0%
AID	8	72.7%	0	0.0%	3	27.3%	0	0.0%
Commerce	126	64.6%	28	14.4%	41	21.0%	0	0.0%
Defense/Air Force	77	70.0%	8	7.3%	25	22.7%	0	0.0%
Defense/Army	123	70.3%	22	12.6%	26	14.9%	4	2.3%
Defense/Navy	156	78.0%	18	9.0%	25	12.5%	1	0.5%
Defense/All Other	142	63.7%	35	15.7%	44	19.7%	2	0.9%
Education	40	65.6%	6	9.8%	15	24.6%	0	0.0%
Energy	143	61.6%	36	15.5%	52	22.4%	1	0.4%
EPA	86	50.0%	30	17.4%	56	32.6%	0	0.0%
GSA	44	69.8%	8	12.7%	11	17.5%	0	0.0%
HHS	178	70.9%	28	11.2%	45	17.9%	0	0.0%
Homeland Security	167	73.6%	33	14.5%	24	10.6%	3	1.3%
HUD	29	61.7%	4	8.5%	13	27.7%	1	2.1%
Interior	94	61.8%	25	16.4%	30	19.7%	3	2.0%
Justice	251	73.0%	35	10.2%	53	15.4%	5	1.5%
Labor	49	55.1%	15	16.9%	25	28.1%	0	0.0%
NASA	195	69.6%	37	13.2%	46	16.4%	2	0.7%
NRC	83	68.0%	23	18.9%	15	12.3%	1	0.8%
NSF	44	81.5%	3	5.6%	7	13.0%	0	0.0%
OMB	19	52.8%	6	16.7%	9	25.0%	2	5.6%
OPM	24	64.9%	4	10.8%	9	24.3%	0	0.0%
SBA	13	52.0%	6	24.0%	6	24.0%	0	0.0%
SSA	84	79.2%	10	9.4%	12	11.3%	0	0.0%
State	63	84.0%	6	8.0%	5	6.7%	1	1.3%
Transportation	83	66.4%	19	15.2%	19	15.2%	4	3.2%
Treasury	181	68.8%	38	14.4%	43	16.3%	1	0.4%
VA	134	71.3%	19	10.1%	35	18.6%	0	0.0%
Agency Average		67.5%		12.5%		19.2%		0.8%

	14. To what extent is your salary increase linked to your performance rating?							
	Great/Very Great Extent		Moderate Extent		Limited Extent/Not at All		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	135	69.2%	24	12.3%	23	11.8%	13	6.7%
AID	3	27.3%	3	27.3%	4	36.4%	1	9.1%
Commerce	136	69.7%	25	12.8%	26	13.3%	8	4.1%
Defense/Air Force	71	64.5%	16	14.5%	20	18.2%	3	2.7%
Defense/Army	81	46.3%	31	17.7%	45	25.7%	18	10.3%
Defense/Navy	133	66.5%	23	11.5%	37	18.5%	7	3.5%
Defense/All Other	122	54.7%	38	17.0%	44	19.7%	19	8.5%
Education	46	75.4%	4	6.6%	7	11.5%	4	6.6%
Energy	149	64.2%	40	17.2%	36	15.5%	7	3.0%
EPA	123	71.5%	26	15.1%	13	7.6%	10	5.8%
GSA	40	63.5%	7	11.1%	9	14.3%	7	11.1%
HHS	189	75.6%	27	10.8%	27	10.8%	7	2.8%
Homeland Security	140	61.9%	29	12.8%	23	10.2%	34	15.0%
HUD	28	60.9%	5	10.9%	10	21.7%	3	6.5%
Interior	97	64.2%	27	17.9%	19	12.6%	8	5.3%
Justice	218	63.4%	31	9.0%	49	14.2%	46	13.4%
Labor	55	62.5%	8	9.1%	7	8.0%	18	20.5%
NASA	153	55.0%	47	16.9%	52	18.7%	26	9.4%
NRC	97	79.5%	15	12.3%	7	5.7%	3	2.5%
NSF	38	70.4%	8	14.8%	6	11.1%	2	3.7%
OMB	21	58.3%	7	19.4%	4	11.1%	4	11.1%
OPM	31	86.1%	3	8.3%	1	2.8%	1	2.8%
SBA	15	60.0%	3	12.0%	3	12.0%	4	16.0%
SSA	92	86.8%	5	4.7%	5	4.7%	4	3.8%
State	43	57.3%	11	14.7%	14	18.7%	7	9.3%
Transportation	77	61.6%	12	9.6%	25	20.0%	11	8.8%
Treasury	171	65.0%	42	16.0%	39	14.8%	11	4.2%
VA	113	60.1%	26	13.8%	42	22.3%	7	3.7%
Agency Average		64.3%		13.4%		14.7%		7.5%

	15. To what extent is your bonus linked to your performance rating?							
	Great/Very Great Extent		Moderate Extent		Limited Extent/Not at All		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	132	73.3%	25	13.9%	11	6.1%	12	6.7%
AID	3	27.3%	2	18.2%	6	54.5%	0	0.0%
Commerce	130	72.2%	24	13.3%	21	11.7%	5	2.8%
Defense/Air Force	89	82.4%	8	7.4%	8	7.4%	3	2.8%
Defense/Army	95	55.9%	35	20.6%	22	12.9%	18	10.6%
Defense/Navy	159	81.1%	16	8.2%	14	7.1%	7	3.6%
Defense/All Other	142	68.6%	24	11.6%	24	11.6%	17	8.2%
Education	40	76.9%	3	5.8%	6	11.5%	3	5.8%
Energy	159	70.0%	23	10.1%	40	17.6%	5	2.2%
EPA	120	73.6%	26	16.0%	12	7.4%	5	3.1%
GSA	37	67.3%	11	20.0%	7	12.7%	0	0.0%
HHS	201	84.5%	16	6.7%	16	6.7%	5	2.1%
Homeland Security	138	68.7%	20	10.0%	17	8.5%	26	12.9%
HUD	28	68.3%	2	4.9%	9	22.0%	2	4.9%
Interior	94	66.2%	24	16.9%	14	9.9%	10	7.0%
Justice	215	64.8%	19	5.7%	46	13.9%	52	15.7%
Labor	62	73.8%	5	6.0%	3	3.6%	14	16.7%
NASA	180	65.0%	27	9.7%	39	14.1%	31	11.2%
NRC	102	83.6%	12	9.8%	5	4.1%	3	2.5%
NSF	40	74.1%	4	7.4%	7	13.0%	3	5.6%
OMB	20	57.1%	5	14.3%	3	8.6%	7	20.0%
OPM	28	80.0%	4	11.4%	2	5.7%	1	2.9%
SBA	14	70.0%	2	10.0%	2	10.0%	2	10.0%
SSA	76	71.7%	7	6.6%	4	3.8%	19	17.9%
State	47	68.1%	6	8.7%	11	15.9%	5	7.2%
Transportation	85	72.0%	7	5.9%	17	14.4%	9	7.6%
Treasury	184	72.2%	28	11.0%	30	11.8%	13	5.1%
VA	153	84.1%	15	8.2%	10	5.5%	4	2.2%
Agency Average		70.5%		10.7%		11.9%		7.0%



	16. I understand how my most recent salary increase was determined.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	129	66.2%	23	11.8%	43	22.1%
AID	4	36.4%	2	18.2%	5	45.5%
Commerce	106	54.6%	22	11.3%	66	34.0%
Defense/Air Force	69	62.7%	8	7.3%	33	30.0%
Defense/Army	72	40.9%	32	18.2%	72	40.9%
Defense/Navy	133	66.5%	24	12.0%	43	21.5%
Defense/All Other	110	49.5%	33	14.9%	79	35.6%
Education	46	75.4%	5	8.2%	10	16.4%
Energy	133	57.6%	40	17.3%	58	25.1%
EPA	91	52.9%	19	11.0%	62	36.0%
GSA	38	60.3%	7	11.1%	18	28.6%
HHS	162	64.5%	32	12.7%	57	22.7%
Homeland Security	116	51.3%	34	15.0%	76	33.6%
HUD	28	59.6%	6	12.8%	13	27.7%
Interior	79	52.0%	20	13.2%	53	34.9%
Justice	152	44.1%	58	16.8%	135	39.1%
Labor	50	56.2%	13	14.6%	26	29.2%
NASA	151	54.1%	44	15.8%	84	30.1%
NRC	95	78.5%	8	6.6%	18	14.9%
NSF	43	79.6%	5	9.3%	6	11.1%
OMB	22	61.1%	4	11.1%	10	27.8%
OPM	30	81.1%	4	10.8%	3	8.1%
SBA	15	60.0%	3	12.0%	7	28.0%
SSA	95	89.6%	5	4.7%	6	5.7%
State	41	53.9%	12	15.8%	23	30.3%
Transportation	75	60.0%	15	12.0%	35	28.0%
Treasury	152	57.8%	43	16.3%	68	25.9%
VA	112	59.6%	29	15.4%	47	25.0%
Agency Average		60.2%		12.7%		27.1%

	17. I understand how my most recent bonus was determined.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	107	59.8%	26	14.5%	46	25.7%
AID	3	27.3%	2	18.2%	6	54.5%
Commerce	92	51.4%	28	15.6%	59	33.0%
Defense/Air Force	71	65.7%	9	8.3%	28	25.9%
Defense/Army	68	39.8%	35	20.5%	68	39.8%
Defense/Navy	145	73.6%	22	11.2%	30	15.2%
Defense/All Other	109	52.7%	33	15.9%	65	31.4%
Education	37	71.2%	6	11.5%	9	17.3%
Energy	129	57.3%	35	15.6%	61	27.1%
EPA	84	51.2%	19	11.6%	61	37.2%
GSA	35	63.6%	5	9.1%	15	27.3%
HHS	153	64.6%	26	11.0%	58	24.5%
Homeland Security	103	51.5%	27	13.5%	70	35.0%
HUD	21	50.0%	8	19.0%	13	31.0%
Interior	67	47.2%	23	16.2%	52	36.6%
Justice	146	44.0%	65	19.6%	121	36.4%
Labor	45	53.6%	9	10.7%	30	35.7%
NASA	138	50.0%	49	17.8%	89	32.2%
NRC	88	72.1%	11	9.0%	23	18.9%
NSF	33	61.1%	10	18.5%	11	20.4%
OMB	14	40.0%	11	31.4%	10	28.6%
OPM	28	80.0%	4	11.4%	3	8.6%
SBA	10	50.0%	4	20.0%	6	30.0%
SSA	57	53.8%	28	26.4%	21	19.8%
State	37	52.9%	9	12.9%	24	34.3%
Transportation	69	59.5%	16	13.8%	31	26.7%
Treasury	137	53.9%	49	19.3%	68	26.8%
VA	121	66.9%	17	9.4%	43	23.8%
Agency Average		55.9%		15.4%		28.7%

	18. I am held accountable for achieving results.							
	Agree		Neutral		Disagree		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	176	89.3%	13	6.6%	7	3.6%	1	0.5%
AID	10	83.3%	0	0.0%	1	8.3%	1	8.3%
Commerce	170	86.3%	20	10.2%	7	3.6%	0	0.0%
Defense/Air Force	101	89.4%	8	7.1%	3	2.7%	1	0.9%
Defense/Army	160	89.9%	10	5.6%	6	3.4%	2	1.1%
Defense/Navy	189	93.1%	8	3.9%	5	2.5%	1	0.5%
Defense/All Other	200	87.7%	10	4.4%	14	6.1%	4	1.8%
Education	54	88.5%	4	6.6%	2	3.3%	1	1.6%
Energy	213	91.8%	9	3.9%	9	3.9%	1	0.4%
EPA	155	87.1%	11	6.2%	11	6.2%	1	0.6%
GSA	64	97.0%	2	3.0%	0	0.0%	0	0.0%
HHS	238	93.0%	8	3.1%	9	3.5%	1	0.4%
Homeland Security	218	95.6%	7	3.1%	2	0.9%	1	0.4%
HUD	46	95.8%	1	2.1%	1	2.1%	0	0.0%
Interior	144	91.1%	6	3.8%	6	3.8%	2	1.3%
Justice	324	91.8%	17	4.8%	10	2.8%	2	0.6%
Labor	77	86.5%	7	7.9%	5	5.6%	0	0.0%
NASA	257	91.1%	16	5.7%	7	2.5%	2	0.7%
NRC	117	95.1%	5	4.1%	1	0.8%	0	0.0%
NSF	53	96.4%	2	3.6%	0	0.0%	0	0.0%
OMB	31	81.6%	6	15.8%	1	2.6%	0	0.0%
OPM	35	94.6%	1	2.7%	1	2.7%	0	0.0%
SBA	23	92.0%	2	8.0%	0	0.0%	0	0.0%
SSA	100	93.5%	5	4.7%	2	1.9%	0	0.0%
State	72	92.3%	4	5.1%	2	2.6%	0	0.0%
Transportation	115	91.3%	8	6.3%	3	2.4%	0	0.0%
Treasury	244	92.4%	15	5.7%	4	1.5%	1	0.4%
VA	181	94.8%	6	3.1%	4	2.1%	0	0.0%
Agency Average		91.2%		5.3%		2.9%		0.7%

	19. Did you participate in the development of your performance plan?			
	Yes		No	
	Count	Percent	Count	Percent
Agriculture	170	86.3%	27	13.7%
AID	10	83.3%	2	16.7%
Commerce	175	87.9%	24	12.1%
Defense/Air Force	111	98.2%	2	1.8%
Defense/Army	176	99.4%	1	0.6%
Defense/Navy	197	97.0%	6	3.0%
Defense/All Other	197	87.2%	29	12.8%
Education	61	98.4%	1	1.6%
Energy	206	89.6%	24	10.4%
EPA	174	97.8%	4	2.2%
GSA	59	89.4%	7	10.6%
HHS	240	93.8%	16	6.3%
Homeland Security	189	83.6%	37	16.4%
HUD	42	87.5%	6	12.5%
Interior	148	94.3%	9	5.7%
Justice	275	78.3%	76	21.7%
Labor	75	85.2%	13	14.8%
NASA	275	97.5%	7	2.5%
NRC	110	89.4%	13	10.6%
NSF	54	98.2%	1	1.8%
OMB	34	89.5%	4	10.5%
OPM	36	100.0%	0	0.0%
SBA	20	80.0%	5	20.0%
SSA	96	88.9%	12	11.1%
State	76	96.2%	3	3.8%
Transportation	120	94.5%	7	5.5%
Treasury	241	91.3%	23	8.7%
VA	100	52.4%	91	47.6%
Agency Average		89.8%		10.2%

	20a. Have you seen or received a copy of: (Your agency's Executive Performance Management System Plan?)					20b. Have you seen or received a copy of: (Your agency's Executive Compensation/Pay Plan?)			
	Yes		No			Yes		No	
	Count	Percent	Count	Percent		Count	Percent	Count	Percent
Agriculture	98	50.0%	98	50.0%	Agriculture	77	39.1%	120	60.9%
AID	4	33.3%	8	66.7%	AID	2	16.7%	10	83.3%
Commerce	115	59.0%	80	41.0%	Commerce	89	45.6%	106	54.4%
Defense/Air Force	56	49.6%	57	50.4%	Defense/Air Force	48	42.5%	65	57.5%
Defense/Army	99	55.9%	78	44.1%	Defense/Army	77	43.5%	100	56.5%
Defense/Navy	120	59.7%	81	40.3%	Defense/Navy	91	45.3%	110	54.7%
Defense/All Other	110	48.7%	116	51.3%	Defense/All Other	86	38.1%	140	61.9%
Education	47	77.0%	14	23.0%	Education	40	64.5%	22	35.5%
Energy	95	40.9%	137	59.1%	Energy	60	26.0%	171	74.0%
EPA	114	65.1%	61	34.9%	EPA	92	52.6%	83	47.4%
GSA	34	51.5%	32	48.5%	GSA	16	24.2%	50	75.8%
HHS	186	72.7%	70	27.3%	HHS	105	41.0%	151	59.0%
Homeland Security	112	48.9%	117	51.1%	Homeland Security	58	25.3%	171	74.7%
HUD	34	69.4%	15	30.6%	HUD	25	51.0%	24	49.0%
Interior	99	62.7%	59	37.3%	Interior	63	39.9%	95	60.1%
Justice	178	50.7%	173	49.3%	Justice	91	26.2%	256	73.8%
Labor	52	59.1%	36	40.9%	Labor	36	40.9%	52	59.1%
NASA	146	51.8%	136	48.2%	NASA	104	37.0%	177	63.0%
NRC	75	62.0%	46	38.0%	NRC	75	62.0%	46	38.0%
NSF	31	56.4%	24	43.6%	NSF	31	56.4%	24	43.6%
OMB	21	56.8%	16	43.2%	OMB	12	31.6%	26	68.4%
OPM	29	78.4%	8	21.6%	OPM	29	78.4%	8	21.6%
SBA	11	44.0%	14	56.0%	SBA	5	20.0%	20	80.0%
SSA	77	71.3%	31	28.7%	SSA	80	74.1%	28	25.9%
State	48	60.8%	31	39.2%	State	34	43.0%	45	57.0%
Transportation	91	71.7%	36	28.3%	Transportation	75	59.1%	52	40.9%
Treasury	142	54.4%	119	45.6%	Treasury	82	31.5%	178	68.5%
VA	104	53.9%	89	46.1%	VA	61	31.6%	132	68.4%
Agency Average		57.7%		42.3%	Agency Average		42.4%		57.6%

	21. Did you receive a briefing or training on your agency's performance management system?			
	Yes		No	
	Count	Percent	Count	Percent
Agriculture	94	47.7%	103	52.3%
AID	5	41.7%	7	58.3%
Commerce	126	64.0%	71	36.0%
Defense/Air Force	63	55.8%	50	44.2%
Defense/Army	86	48.6%	91	51.4%
Defense/Navy	123	61.2%	78	38.8%
Defense/All Other	127	55.9%	100	44.1%
Education	49	80.3%	12	19.7%
Energy	172	74.8%	58	25.2%
EPA	104	59.4%	71	40.6%
GSA	37	56.1%	29	43.9%
HHS	210	82.0%	46	18.0%
Homeland Security	122	53.5%	106	46.5%
HUD	37	77.1%	11	22.9%
Interior	129	82.2%	28	17.8%
Justice	177	50.3%	175	49.7%
Labor	41	46.1%	48	53.9%
NASA	188	66.7%	94	33.3%
NRC	108	88.5%	14	11.5%
NSF	38	69.1%	17	30.9%
OMB	21	55.3%	17	44.7%
OPM	32	86.5%	5	13.5%
SBA	16	64.0%	9	36.0%
SSA	84	78.5%	23	21.5%
State	57	72.2%	22	27.8%
Transportation	100	78.1%	28	21.9%
Treasury	150	57.0%	113	43.0%
VA	97	50.3%	96	49.7%
Agency Average		64.4%		35.6%

	22. Were you given a summary of your agency's SES overall performance ratings, performance awards and pay adjustments?			
	Yes		No	
	Count	Percent	Count	Percent
Agriculture	51	26.2%	144	73.8%
AID	4	36.4%	7	63.6%
Commerce	138	71.5%	55	28.5%
Defense/Air Force	96	87.3%	14	12.7%
Defense/Army	39	22.3%	136	77.7%
Defense/Navy	68	34.5%	129	65.5%
Defense/All Other	60	27.0%	162	73.0%
Education	42	68.9%	19	31.1%
Energy	58	25.2%	172	74.8%
EPA	106	62.4%	64	37.6%
GSA	16	25.4%	47	74.6%
HHS	89	36.0%	158	64.0%
Homeland Security	46	20.4%	180	79.6%
HUD	18	40.0%	27	60.0%
Interior	38	25.2%	113	74.8%
Justice	77	22.3%	269	77.7%
Labor	41	46.6%	47	53.4%
NASA	76	27.3%	202	72.7%
NRC	108	88.5%	14	11.5%
NSF	18	34.0%	35	66.0%
OMB	10	27.8%	26	72.2%
OPM	24	64.9%	13	35.1%
SBA	5	20.0%	20	80.0%
SSA	31	29.2%	75	70.8%
State	25	32.9%	51	67.1%
Transportation	44	35.2%	81	64.8%
Treasury	55	21.2%	205	78.8%
VA	42	22.5%	145	77.5%
Agency Average		38.6%		61.4%

	23. My agency deals effectively with executives who perform poorly.							
	Agree		Neutral		Disagree		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	58	29.4%	50	25.4%	63	32.0%	26	13.2%
AID	3	25.0%	3	25.0%	6	50.0%	0	0.0%
Commerce	45	22.6%	60	30.2%	60	30.2%	34	17.1%
Defense/Air Force	29	25.7%	29	25.7%	20	17.7%	35	31.0%
Defense/Army	36	20.2%	54	30.3%	38	21.3%	50	28.1%
Defense/Navy	52	25.6%	53	26.1%	50	24.6%	48	23.6%
Defense/All Other	51	22.4%	52	22.8%	72	31.6%	53	23.2%
Education	18	29.0%	15	24.2%	14	22.6%	15	24.2%
Energy	43	18.5%	54	23.3%	99	42.7%	36	15.5%
EPA	20	11.2%	51	28.7%	77	43.3%	30	16.9%
GSA	15	22.7%	20	30.3%	23	34.8%	8	12.1%
HHS	74	28.9%	64	25.0%	80	31.3%	38	14.8%
Homeland Security	64	28.1%	60	26.3%	55	24.1%	49	21.5%
HUD	10	20.8%	14	29.2%	14	29.2%	10	20.8%
Interior	36	22.8%	35	22.2%	56	35.4%	31	19.6%
Justice	114	32.3%	83	23.5%	101	28.6%	55	15.6%
Labor	27	30.3%	17	19.1%	27	30.3%	18	20.2%
NASA	88	31.2%	75	26.6%	70	24.8%	49	17.4%
NRC	60	48.8%	32	26.0%	25	20.3%	6	4.9%
NSF	4	7.3%	20	36.4%	23	41.8%	8	14.5%
OMB	10	26.3%	8	21.1%	12	31.6%	8	21.1%
OPM	15	40.5%	9	24.3%	8	21.6%	5	13.5%
SBA	5	20.0%	6	24.0%	10	40.0%	4	16.0%
SSA	43	39.8%	29	26.9%	18	16.7%	18	16.7%
State	7	8.9%	22	27.8%	29	36.7%	21	26.6%
Transportation	29	22.7%	32	25.0%	37	28.9%	30	23.4%
Treasury	67	25.3%	69	26.0%	86	32.5%	43	16.2%
VA	63	32.6%	40	20.7%	75	38.9%	15	7.8%
Agency Average		25.7%		25.8%		30.8%		17.7%



	24. Pay distinctions are meaningfully different among executives.							
	Agree		Neutral		Disagree		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	41	21.1%	45	23.2%	53	27.3%	55	28.4%
AID	2	18.2%	3	27.3%	4	36.4%	2	18.2%
Commerce	62	31.8%	43	22.1%	42	21.5%	48	24.6%
Defense/Air Force	39	35.8%	24	22.0%	25	22.9%	21	19.3%
Defense/Army	29	16.5%	34	19.3%	65	36.9%	48	27.3%
Defense/Navy	49	24.6%	41	20.6%	54	27.1%	55	27.6%
Defense/All Other	59	26.5%	38	17.0%	68	30.5%	58	26.0%
Education	21	34.4%	16	26.2%	13	21.3%	11	18.0%
Energy	54	23.3%	44	19.0%	75	32.3%	59	25.4%
EPA	48	27.9%	38	22.1%	56	32.6%	30	17.4%
GSA	17	27.0%	16	25.4%	10	15.9%	20	31.7%
HHS	77	30.7%	48	19.1%	61	24.3%	65	25.9%
Homeland Security	46	20.4%	44	19.6%	39	17.3%	96	42.7%
HUD	8	17.4%	12	26.1%	13	28.3%	13	28.3%
Interior	36	23.7%	30	19.7%	35	23.0%	51	33.6%
Justice	79	22.9%	74	21.4%	83	24.1%	109	31.6%
Labor	24	27.0%	13	14.6%	21	23.6%	31	34.8%
NASA	79	28.3%	63	22.6%	70	25.1%	67	24.0%
NRC	65	53.7%	29	24.0%	20	16.5%	7	5.8%
NSF	11	20.4%	13	24.1%	19	35.2%	11	20.4%
OMB	6	16.7%	7	19.4%	16	44.4%	7	19.4%
OPM	16	43.2%	6	16.2%	2	5.4%	13	35.1%
SBA	6	24.0%	4	16.0%	8	32.0%	7	28.0%
SSA	30	28.3%	36	34.0%	19	17.9%	21	19.8%
State	13	17.3%	14	18.7%	31	41.3%	17	22.7%
Transportation	29	23.2%	19	15.2%	42	33.6%	35	28.0%
Treasury	61	23.1%	46	17.4%	93	35.2%	64	24.2%
VA	48	25.5%	24	12.8%	95	50.5%	21	11.2%
Agency Average		26.2%		20.9%		28.0%		25.0%

	25. Bonus amounts are meaningfully different among executives.							
	Agree		Neutral		Disagree		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	60	31.1%	41	21.2%	36	18.7%	56	29.0%
AID	2	18.2%	3	27.3%	4	36.4%	2	18.2%
Commerce	67	34.4%	36	18.5%	36	18.5%	56	28.7%
Defense/Air Force	45	41.3%	19	17.4%	24	22.0%	21	19.3%
Defense/Army	35	19.9%	38	21.6%	52	29.5%	51	29.0%
Defense/Navy	53	26.6%	46	23.1%	37	18.6%	63	31.7%
Defense/All Other	71	31.8%	37	16.6%	51	22.9%	64	28.7%
Education	28	45.9%	13	21.3%	9	14.8%	11	18.0%
Energy	83	35.9%	31	13.4%	57	24.7%	60	26.0%
EPA	58	33.7%	37	21.5%	43	25.0%	34	19.8%
GSA	17	27.0%	16	25.4%	9	14.3%	21	33.3%
HHS	84	33.7%	48	19.3%	47	18.9%	70	28.1%
Homeland Security	59	26.1%	42	18.6%	22	9.7%	103	45.6%
HUD	9	19.6%	12	26.1%	12	26.1%	13	28.3%
Interior	44	29.1%	26	17.2%	28	18.5%	53	35.1%
Justice	100	29.0%	64	18.6%	62	18.0%	119	34.5%
Labor	33	37.1%	7	7.9%	17	19.1%	32	36.0%
NASA	99	35.5%	59	21.1%	42	15.1%	79	28.3%
NRC	72	59.5%	25	20.7%	13	10.7%	11	9.1%
NSF	24	44.4%	7	13.0%	7	13.0%	16	29.6%
OMB	11	30.6%	9	25.0%	8	22.2%	8	22.2%
OPM	14	37.8%	7	18.9%	2	5.4%	14	37.8%
SBA	6	24.0%	4	16.0%	7	28.0%	8	32.0%
SSA	39	36.8%	23	21.7%	10	9.4%	34	32.1%
State	21	28.0%	12	16.0%	25	33.3%	17	22.7%
Transportation	30	24.2%	18	14.5%	33	26.6%	43	34.7%
Treasury	93	35.2%	44	16.7%	58	22.0%	69	26.1%
VA	69	36.7%	29	15.4%	61	32.4%	29	15.4%
Agency Average		32.6%		19.1%		20.5%		27.8%

	26. Pay for the SES should be based on performance.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	185	93.9%	10	5.1%	2	1.0%
AID	10	83.3%	1	8.3%	1	8.3%
Commerce	190	95.5%	7	3.5%	2	1.0%
Defense/Air Force	105	92.9%	5	4.4%	3	2.7%
Defense/Army	168	94.4%	5	2.8%	5	2.8%
Defense/Navy	192	94.1%	10	4.9%	2	1.0%
Defense/All Other	215	94.3%	10	4.4%	3	1.3%
Education	58	93.5%	2	3.2%	2	3.2%
Energy	215	93.1%	12	5.2%	4	1.7%
EPA	153	86.0%	16	9.0%	9	5.1%
GSA	63	95.5%	3	4.5%	0	0.0%
HHS	233	91.0%	17	6.6%	6	2.3%
Homeland Security	215	94.3%	10	4.4%	3	1.3%
HUD	43	89.6%	4	8.3%	1	2.1%
Interior	150	94.9%	6	3.8%	2	1.3%
Justice	314	89.7%	25	7.1%	11	3.1%
Labor	81	91.0%	5	5.6%	3	3.4%
NASA	270	95.1%	10	3.5%	4	1.4%
NRC	118	95.9%	4	3.3%	1	0.8%
NSF	48	87.3%	6	10.9%	1	1.8%
OMB	31	81.6%	7	18.4%	0	0.0%
OPM	37	100.0%	0	0.0%	0	0.0%
SBA	24	96.0%	1	4.0%	0	0.0%
SSA	99	91.7%	6	5.6%	3	2.8%
State	70	89.7%	5	6.4%	3	3.8%
Transportation	122	95.3%	4	3.1%	2	1.6%
Treasury	245	92.8%	15	5.7%	4	1.5%
VA	183	94.8%	8	4.1%	2	1.0%
Agency Average		92.4%		5.6%		2.0%

	27. In my agency, SES pay for performance promotes better organizational performance.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	79	40.3%	72	36.7%	45	23.0%
AID	5	41.7%	2	16.7%	5	41.7%
Commerce	92	46.5%	50	25.3%	56	28.3%
Defense/Air Force	63	56.3%	26	23.2%	23	20.5%
Defense/Army	72	40.4%	57	32.0%	49	27.5%
Defense/Navy	104	51.0%	57	27.9%	43	21.1%
Defense/All Other	82	36.1%	68	30.0%	77	33.9%
Education	26	42.6%	22	36.1%	13	21.3%
Energy	96	41.6%	77	33.3%	58	25.1%
EPA	49	27.5%	54	30.3%	75	42.1%
GSA	33	50.8%	25	38.5%	7	10.8%
HHS	113	44.1%	85	33.2%	58	22.7%
Homeland Security	109	47.8%	75	32.9%	44	19.3%
HUD	27	55.1%	10	20.4%	12	24.5%
Interior	67	42.4%	48	30.4%	43	27.2%
Justice	149	42.5%	125	35.6%	77	21.9%
Labor	35	39.3%	30	33.7%	24	27.0%
NASA	141	49.6%	87	30.6%	56	19.7%
NRC	67	54.5%	35	28.5%	21	17.1%
NSF	18	32.7%	17	30.9%	20	36.4%
OMB	4	10.5%	17	44.7%	17	44.7%
OPM	25	67.6%	8	21.6%	4	10.8%
SBA	10	41.7%	10	41.7%	4	16.7%
SSA	65	60.2%	31	28.7%	12	11.1%
State	22	28.2%	25	32.1%	31	39.7%
Transportation	59	46.5%	41	32.3%	27	21.3%
Treasury	106	40.2%	87	33.0%	71	26.9%
VA	104	53.9%	54	28.0%	35	18.1%
Agency Average		44.0%		31.0%		25.0%

	28. How satisfied are you with the recognition you receive for doing a good job?					
	Satisfied		Neutral		Dissatisfied	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	131	66.5%	23	11.7%	43	21.8%
AID	6	50.0%	1	8.3%	5	41.7%
Commerce	126	63.3%	25	12.6%	48	24.1%
Defense/Air Force	74	65.5%	14	12.4%	25	22.1%
Defense/Army	113	63.5%	35	19.7%	30	16.9%
Defense/Navy	141	69.1%	29	14.2%	34	16.7%
Defense/All Other	137	60.1%	36	15.8%	55	24.1%
Education	41	66.1%	9	14.5%	12	19.4%
Energy	150	64.9%	25	10.8%	56	24.2%
EPA	103	58.2%	25	14.1%	49	27.7%
GSA	45	68.2%	12	18.2%	9	13.6%
HHS	178	69.3%	30	11.7%	49	19.1%
Homeland Security	161	70.6%	30	13.2%	37	16.2%
HUD	32	65.3%	10	20.4%	7	14.3%
Interior	107	67.7%	21	13.3%	30	19.0%
Justice	241	68.5%	48	13.6%	63	17.9%
Labor	61	68.5%	11	12.4%	17	19.1%
NASA	194	68.3%	31	10.9%	59	20.8%
NRC	89	72.4%	18	14.6%	16	13.0%
NSF	41	74.5%	4	7.3%	10	18.2%
OMB	23	60.5%	7	18.4%	8	21.1%
OPM	28	75.7%	4	10.8%	5	13.5%
SBA	15	60.0%	9	36.0%	1	4.0%
SSA	86	79.6%	12	11.1%	10	9.3%
State	47	61.8%	9	11.8%	20	26.3%
Transportation	80	62.5%	21	16.4%	27	21.1%
Treasury	184	69.7%	29	11.0%	51	19.3%
VA	129	67.2%	22	11.5%	41	21.4%
Agency Average		66.3%		14.2%		19.5%

	29. How satisfied are you with your pay?					
	Satisfied		Neutral		Dissatisfied	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	130	66.0%	35	17.8%	32	16.2%
AID	4	33.3%	3	25.0%	5	41.7%
Commerce	111	55.8%	29	14.6%	59	29.6%
Defense/Air Force	62	54.9%	14	12.4%	37	32.7%
Defense/Army	72	40.4%	35	19.7%	71	39.9%
Defense/Navy	93	45.6%	41	20.1%	70	34.3%
Defense/All Other	121	53.1%	33	14.5%	74	32.5%
Education	43	69.4%	11	17.7%	8	12.9%
Energy	143	61.9%	34	14.7%	54	23.4%
EPA	114	64.0%	24	13.5%	40	22.5%
GSA	38	57.6%	10	15.2%	18	27.3%
HHS	182	70.8%	37	14.4%	38	14.8%
Homeland Security	159	69.4%	26	11.4%	44	19.2%
HUD	24	49.0%	6	12.2%	19	38.8%
Interior	115	72.8%	14	8.9%	29	18.4%
Justice	239	68.1%	48	13.7%	64	18.2%
Labor	68	76.4%	12	13.5%	9	10.1%
NASA	169	59.7%	49	17.3%	65	23.0%
NRC	76	61.8%	21	17.1%	26	21.1%
NSF	38	69.1%	5	9.1%	12	21.8%
OMB	20	52.6%	3	7.9%	15	39.5%
OPM	34	91.9%	2	5.4%	1	2.7%
SBA	19	76.0%	2	8.0%	4	16.0%
SSA	83	76.9%	13	12.0%	12	11.1%
State	42	54.5%	12	15.6%	23	29.9%
Transportation	74	57.8%	20	15.6%	34	26.6%
Treasury	157	59.2%	31	11.7%	77	29.1%
VA	88	45.6%	33	17.1%	72	37.3%
Agency Average		61.2%		14.1%		24.7%

	30. How satisfied are you with the developmental opportunities you receive?					
	Satisfied		Neutral		Dissatisfied	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	109	55.3%	47	23.9%	41	20.8%
AID	3	25.0%	5	41.7%	4	33.3%
Commerce	108	54.3%	55	27.6%	36	18.1%
Defense/Air Force	62	55.4%	29	25.9%	21	18.8%
Defense/Army	101	56.7%	45	25.3%	32	18.0%
Defense/Navy	116	56.9%	58	28.4%	30	14.7%
Defense/All Other	106	46.9%	68	30.1%	52	23.0%
Education	36	58.1%	16	25.8%	10	16.1%
Energy	114	49.4%	65	28.1%	52	22.5%
EPA	116	65.2%	41	23.0%	21	11.8%
GSA	39	60.0%	19	29.2%	7	10.8%
HHS	140	54.9%	74	29.0%	41	16.1%
Homeland Security	123	53.9%	68	29.8%	37	16.2%
HUD	25	51.0%	15	30.6%	9	18.4%
Interior	83	52.9%	46	29.3%	28	17.8%
Justice	201	57.3%	79	22.5%	71	20.2%
Labor	39	44.3%	34	38.6%	15	17.0%
NASA	184	65.0%	60	21.2%	39	13.8%
NRC	94	77.0%	20	16.4%	8	6.6%
NSF	29	52.7%	14	25.5%	12	21.8%
OMB	13	34.2%	13	34.2%	12	31.6%
OPM	21	56.8%	6	16.2%	10	27.0%
SBA	13	52.0%	7	28.0%	5	20.0%
SSA	71	65.7%	22	20.4%	15	13.9%
State	31	40.3%	29	37.7%	17	22.1%
Transportation	55	43.0%	41	32.0%	32	25.0%
Treasury	144	54.5%	71	26.9%	49	18.6%
VA	119	61.7%	46	23.8%	28	14.5%
Agency Average		53.6%		27.5%		18.9%

	31. Job changes improve senior executives' performance.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	105	53.6%	62	31.6%	29	14.8%
AID	6	50.0%	6	50.0%	0	0.0%
Commerce	98	49.2%	64	32.2%	37	18.6%
Defense/Air Force	78	69.0%	27	23.9%	8	7.1%
Defense/Army	93	52.2%	44	24.7%	41	23.0%
Defense/Navy	102	50.0%	65	31.9%	37	18.1%
Defense/All Other	128	56.1%	61	26.8%	39	17.1%
Education	22	35.5%	29	46.8%	11	17.7%
Energy	141	60.8%	62	26.7%	29	12.5%
EPA	107	60.1%	48	27.0%	23	12.9%
GSA	38	57.6%	21	31.8%	7	10.6%
HHS	112	43.9%	107	42.0%	36	14.1%
Homeland Security	147	63.9%	58	25.2%	25	10.9%
HUD	28	57.1%	13	26.5%	8	16.3%
Interior	80	50.6%	55	34.8%	23	14.6%
Justice	186	52.7%	105	29.7%	62	17.6%
Labor	35	39.3%	38	42.7%	16	18.0%
NASA	176	62.0%	84	29.6%	24	8.5%
NRC	88	71.5%	29	23.6%	6	4.9%
NSF	24	43.6%	23	41.8%	8	14.5%
OMB	15	39.5%	19	50.0%	4	10.5%
OPM	24	64.9%	7	18.9%	6	16.2%
SBA	15	60.0%	7	28.0%	3	12.0%
SSA	58	53.7%	38	35.2%	12	11.1%
State	37	47.4%	35	44.9%	6	7.7%
Transportation	79	61.7%	35	27.3%	14	10.9%
Treasury	155	58.5%	77	29.1%	33	12.5%
VA	99	51.3%	62	32.1%	32	16.6%
Agency Average		54.1%		32.7%		13.2%



	32. Senior executives should be able to perform successfully in a wide range of career positions.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	146	74.1%	19	9.6%	32	16.2%
AID	10	83.3%	2	16.7%	0	0.0%
Commerce	139	69.8%	33	16.6%	27	13.6%
Defense/Air Force	93	82.3%	9	8.0%	11	9.7%
Defense/Army	116	65.2%	28	15.7%	34	19.1%
Defense/Navy	142	69.6%	35	17.2%	27	13.2%
Defense/All Other	176	77.2%	30	13.2%	22	9.6%
Education	40	64.5%	14	22.6%	8	12.9%
Energy	184	79.7%	27	11.7%	20	8.7%
EPA	140	78.7%	24	13.5%	14	7.9%
GSA	59	89.4%	3	4.5%	4	6.1%
HHS	210	81.7%	30	11.7%	17	6.6%
Homeland Security	195	84.8%	22	9.6%	13	5.7%
HUD	39	79.6%	7	14.3%	3	6.1%
Interior	118	74.7%	28	17.7%	12	7.6%
Justice	270	76.7%	37	10.5%	45	12.8%
Labor	58	65.2%	20	22.5%	11	12.4%
NASA	232	82.3%	34	12.1%	16	5.7%
NRC	108	87.8%	8	6.5%	7	5.7%
NSF	38	69.1%	13	23.6%	4	7.3%
OMB	25	65.8%	7	18.4%	6	15.8%
OPM	30	83.3%	4	11.1%	2	5.6%
SBA	18	72.0%	4	16.0%	3	12.0%
SSA	97	89.8%	8	7.4%	3	2.8%
State	62	80.5%	12	15.6%	3	3.9%
Transportation	99	77.3%	13	10.2%	16	12.5%
Treasury	203	76.6%	44	16.6%	18	6.8%
VA	153	79.3%	22	11.4%	18	9.3%
Agency Average		77.2%		13.7%		9.1%

	33. I am interested in more opportunities to network with other SES members outside my agency.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	122	62.2%	59	30.1%	15	7.7%
AID	10	83.3%	1	8.3%	1	8.3%
Commerce	112	56.6%	60	30.3%	26	13.1%
Defense/Air Force	76	67.3%	31	27.4%	6	5.3%
Defense/Army	127	71.3%	41	23.0%	10	5.6%
Defense/Navy	134	65.7%	54	26.5%	16	7.8%
Defense/All Other	141	62.1%	67	29.5%	19	8.4%
Education	29	46.8%	20	32.3%	13	21.0%
Energy	138	59.5%	72	31.0%	22	9.5%
EPA	116	65.5%	45	25.4%	16	9.0%
GSA	42	64.6%	21	32.3%	2	3.1%
HHS	173	67.6%	55	21.5%	28	10.9%
Homeland Security	149	64.8%	49	21.3%	32	13.9%
HUD	39	79.6%	8	16.3%	2	4.1%
Interior	103	65.2%	44	27.8%	11	7.0%
Justice	188	53.4%	120	34.1%	44	12.5%
Labor	46	51.7%	29	32.6%	14	15.7%
NASA	171	60.2%	87	30.6%	26	9.2%
NRC	72	59.5%	36	29.8%	13	10.7%
NSF	29	52.7%	19	34.5%	7	12.7%
OMB	15	39.5%	17	44.7%	6	15.8%
OPM	29	78.4%	5	13.5%	3	8.1%
SBA	19	76.0%	4	16.0%	2	8.0%
SSA	65	60.2%	25	23.1%	18	16.7%
State	38	48.7%	25	32.1%	15	19.2%
Transportation	85	66.9%	33	26.0%	9	7.1%
Treasury	149	56.4%	84	31.8%	31	11.7%
VA	114	59.4%	57	29.7%	21	10.9%
Agency Average		62.3%		27.2%		10.5%

	34. In my organization, my advancement depends upon my willingness to change positions.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	65	33.0%	63	32.0%	69	35.0%
AID	2	16.7%	3	25.0%	7	58.3%
Commerce	39	19.8%	76	38.6%	82	41.6%
Defense/Air Force	79	69.9%	20	17.7%	14	12.4%
Defense/Army	67	37.6%	59	33.1%	52	29.2%
Defense/Navy	60	29.4%	72	35.3%	72	35.3%
Defense/All Other	53	23.2%	84	36.8%	91	39.9%
Education	8	12.9%	9	14.5%	45	72.6%
Energy	45	19.5%	84	36.4%	102	44.2%
EPA	46	25.8%	72	40.4%	60	33.7%
GSA	15	22.7%	23	34.8%	28	42.4%
HHS	44	17.3%	90	35.3%	121	47.5%
Homeland Security	85	37.0%	84	36.5%	61	26.5%
HUD	6	12.5%	21	43.8%	21	43.8%
Interior	38	24.1%	57	36.1%	63	39.9%
Justice	154	43.6%	61	17.3%	138	39.1%
Labor	12	13.5%	38	42.7%	39	43.8%
NASA	100	35.5%	90	31.9%	92	32.6%
NRC	94	76.4%	18	14.6%	11	8.9%
NSF	8	14.5%	17	30.9%	30	54.5%
OMB	7	18.4%	10	26.3%	21	55.3%
OPM	8	21.6%	15	40.5%	14	37.8%
SBA	4	16.0%	13	52.0%	8	32.0%
SSA	41	38.0%	34	31.5%	33	30.6%
State	16	20.5%	27	34.6%	35	44.9%
Transportation	32	25.0%	34	26.6%	62	48.4%
Treasury	127	47.9%	58	21.9%	80	30.2%
VA	102	52.8%	44	22.8%	47	24.4%
Agency Average		29.5%		31.8%		38.7%

	35. In my organization, there are sufficient funds available for my job-related development to maintain up-to-date skills.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	89	45.2%	35	17.8%	73	37.1%
AID	1	8.3%	3	25.0%	8	66.7%
Commerce	114	57.3%	41	20.6%	44	22.1%
Defense/Air Force	66	58.9%	21	18.8%	25	22.3%
Defense/Army	120	67.4%	34	19.1%	24	13.5%
Defense/Navy	127	62.3%	44	21.6%	33	16.2%
Defense/All Other	107	46.9%	69	30.3%	52	22.8%
Education	31	50.0%	17	27.4%	14	22.6%
Energy	108	46.6%	61	26.3%	63	27.2%
EPA	101	57.1%	41	23.2%	35	19.8%
GSA	54	83.1%	9	13.8%	2	3.1%
HHS	102	40.0%	56	22.0%	97	38.0%
Homeland Security	127	55.5%	49	21.4%	53	23.1%
HUD	12	24.5%	10	20.4%	27	55.1%
Interior	65	41.1%	33	20.9%	60	38.0%
Justice	146	41.4%	113	32.0%	94	26.6%
Labor	24	27.3%	18	20.5%	46	52.3%
NASA	172	60.6%	62	21.8%	50	17.6%
NRC	109	88.6%	8	6.5%	6	4.9%
NSF	17	30.9%	14	25.5%	24	43.6%
OMB	8	21.1%	8	21.1%	22	57.9%
OPM	17	45.9%	8	21.6%	12	32.4%
SBA	8	32.0%	9	36.0%	8	32.0%
SSA	57	52.8%	24	22.2%	27	25.0%
State	31	39.7%	26	33.3%	21	26.9%
Transportation	37	28.9%	29	22.7%	62	48.4%
Treasury	127	47.9%	58	21.9%	80	30.2%
VA	136	70.8%	25	13.0%	31	16.1%
Agency Average		47.6%		22.4%		30.1%

	36. My developmental needs are assessed.							
	Agree		Neutral		Disagree		Do Not Know	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	71	37.0%	44	22.9%	71	37.0%	6	3.1%
AID	2	18.2%	2	18.2%	7	63.6%	0	0.0%
Commerce	56	29.3%	58	30.4%	71	37.2%	6	3.1%
Defense/Air Force	46	42.2%	28	25.7%	27	24.8%	8	7.3%
Defense/Army	56	33.7%	52	31.3%	54	32.5%	4	2.4%
Defense/Navy	54	27.8%	68	35.1%	69	35.6%	3	1.5%
Defense/All Other	59	27.4%	52	24.2%	91	42.3%	13	6.0%
Education	24	40.0%	17	28.3%	18	30.0%	1	1.7%
Energy	66	30.4%	67	30.9%	80	36.9%	4	1.8%
EPA	58	35.2%	57	34.5%	49	29.7%	1	0.6%
GSA	23	36.5%	20	31.7%	17	27.0%	3	4.8%
HHS	76	31.7%	71	29.6%	88	36.7%	5	2.1%
Homeland Security	70	33.5%	60	28.7%	66	31.6%	13	6.2%
HUD	15	33.3%	13	28.9%	16	35.6%	1	2.2%
Interior	54	35.8%	33	21.9%	60	39.7%	4	2.6%
Justice	116	35.3%	93	28.3%	109	33.1%	11	3.3%
Labor	21	24.7%	24	28.2%	35	41.2%	5	5.9%
NASA	118	44.5%	73	27.5%	70	26.4%	4	1.5%
NRC	84	70.6%	25	21.0%	9	7.6%	1	0.8%
NSF	13	25.0%	19	36.5%	17	32.7%	3	5.8%
OMB	4	12.5%	9	28.1%	16	50.0%	3	9.4%
OPM	15	40.5%	7	18.9%	15	40.5%	0	0.0%
SBA	9	37.5%	9	37.5%	6	25.0%	0	0.0%
SSA	37	35.2%	29	27.6%	35	33.3%	4	3.8%
State	10	13.5%	25	33.8%	36	48.6%	3	4.1%
Transportation	34	27.6%	35	28.5%	52	42.3%	2	1.6%
Treasury	81	32.5%	64	25.7%	99	39.8%	5	2.0%
VA	65	35.3%	43	23.4%	69	37.5%	7	3.8%
Agency Average		33.1%		28.1%		35.6%		3.1%

	37a. Since becoming a member of the SES, how many times have you: (declined job changes within your agency?)							
	0		1-2		3-5		6+	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	181	91.9%	16	8.1%	0	0.0%	0	0.0%
AID	11	91.7%	1	8.3%	0	0.0%	0	0.0%
Commerce	168	84.4%	27	13.6%	3	1.5%	1	0.5%
Defense/Air Force	101	89.4%	12	10.6%	0	0.0%	0	0.0%
Defense/Army	159	89.3%	17	9.6%	2	1.1%	0	0.0%
Defense/Navy	181	88.7%	21	10.3%	2	1.0%	0	0.0%
Defense/All Other	211	93.0%	14	6.2%	2	0.9%	0	0.0%
Education	58	93.5%	4	6.5%	0	0.0%	0	0.0%
Energy	203	87.5%	27	11.6%	2	0.9%	0	0.0%
EPA	146	82.0%	29	16.3%	3	1.7%	0	0.0%
GSA	51	78.5%	13	20.0%	1	1.5%	0	0.0%
HHS	232	90.3%	21	8.2%	4	1.6%	0	0.0%
Homeland Security	208	90.4%	20	8.7%	1	0.4%	1	0.4%
HUD	44	91.7%	4	8.3%	0	0.0%	0	0.0%
Interior	132	83.5%	26	16.5%	0	0.0%	0	0.0%
Justice	308	87.3%	40	11.3%	4	1.1%	1	0.3%
Labor	82	92.1%	5	5.6%	2	2.2%	0	0.0%
NASA	237	83.5%	45	15.8%	2	0.7%	0	0.0%
NRC	92	74.8%	23	18.7%	7	5.7%	1	0.8%
NSF	52	94.5%	3	5.5%	0	0.0%	0	0.0%
OMB	27	71.1%	10	26.3%	1	2.6%	0	0.0%
OPM	37	100.0%	0	0.0%	0	0.0%	0	0.0%
SBA	23	92.0%	2	8.0%	0	0.0%	0	0.0%
SSA	97	89.8%	9	8.3%	2	1.9%	0	0.0%
State	64	82.1%	9	11.5%	4	5.1%	1	1.3%
Transportation	118	92.9%	8	6.3%	1	0.8%	0	0.0%
Treasury	214	80.8%	46	17.4%	4	1.5%	1	0.4%
VA	148	76.7%	33	17.1%	11	5.7%	1	0.5%
Agency Average		87.3%		11.2%		1.4%		0.2%

	37b. Since becoming a member of the SES, how many times have you: (changed jobs within your agency?)							
	0		1-2		3-5		6+	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	114	57.9%	58	29.4%	24	12.2%	1	0.5%
AID	4	33.3%	6	50.0%	2	16.7%	0	0.0%
Commerce	123	61.8%	54	27.1%	22	11.1%	0	0.0%
Defense/Air Force	48	42.5%	40	35.4%	22	19.5%	3	2.7%
Defense/Army	96	53.9%	54	30.3%	26	14.6%	2	1.1%
Defense/Navy	103	50.5%	72	35.3%	27	13.2%	2	1.0%
Defense/All Other	112	49.3%	81	35.7%	30	13.2%	4	1.8%
Education	28	45.2%	26	41.9%	7	11.3%	1	1.6%
Energy	115	49.6%	66	28.4%	43	18.5%	8	3.4%
EPA	80	44.9%	68	38.2%	30	16.9%	0	0.0%
GSA	30	46.9%	24	37.5%	10	15.6%	0	0.0%
HHS	171	66.5%	64	24.9%	22	8.6%	0	0.0%
Homeland Security	118	51.3%	87	37.8%	19	8.3%	6	2.6%
HUD	28	57.1%	10	20.4%	7	14.3%	4	8.2%
Interior	79	50.0%	58	36.7%	19	12.0%	2	1.3%
Justice	194	55.0%	109	30.9%	44	12.5%	6	1.7%
Labor	59	66.3%	25	28.1%	4	4.5%	1	1.1%
NASA	102	35.9%	107	37.7%	62	21.8%	13	4.6%
NRC	22	17.9%	33	26.8%	46	37.4%	22	17.9%
NSF	31	56.4%	16	29.1%	6	10.9%	2	3.6%
OMB	21	55.3%	14	36.8%	3	7.9%	0	0.0%
OPM	22	59.5%	11	29.7%	4	10.8%	0	0.0%
SBA	12	48.0%	6	24.0%	6	24.0%	1	4.0%
SSA	52	48.1%	41	38.0%	14	13.0%	1	0.9%
State	46	59.0%	23	29.5%	9	11.5%	0	0.0%
Transportation	78	60.9%	40	31.3%	9	7.0%	1	0.8%
Treasury	101	38.3%	86	32.6%	69	26.1%	8	3.0%
VA	85	44.0%	66	34.2%	35	18.1%	7	3.6%
Agency Average		50.2%		32.8%		14.7%		2.3%

	37c. Since becoming a member of the SES, how many times have you: (changed jobs to work in a different agency?)							
	0		1-2		3-5		6+	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	182	92.4%	12	6.1%	2	1.0%	1	0.5%
AID	8	66.7%	3	25.0%	1	8.3%	0	0.0%
Commerce	171	85.9%	25	12.6%	3	1.5%	0	0.0%
Defense/Air Force	103	91.2%	9	8.0%	0	0.0%	1	0.9%
Defense/Army	156	87.6%	19	10.7%	3	1.7%	0	0.0%
Defense/Navy	183	89.7%	20	9.8%	1	0.5%	0	0.0%
Defense/All Other	192	84.6%	33	14.5%	2	0.9%	0	0.0%
Education	51	82.3%	9	14.5%	2	3.2%	0	0.0%
Energy	214	92.2%	18	7.8%	0	0.0%	0	0.0%
EPA	165	92.7%	13	7.3%	0	0.0%	0	0.0%
GSA	61	93.8%	3	4.6%	1	1.5%	0	0.0%
HHS	225	87.5%	27	10.5%	5	1.9%	0	0.0%
Homeland Security	189	82.9%	34	14.9%	4	1.8%	1	0.4%
HUD	44	91.7%	4	8.3%	0	0.0%	0	0.0%
Interior	143	90.5%	13	8.2%	2	1.3%	0	0.0%
Justice	337	95.7%	14	4.0%	1	0.3%	0	0.0%
Labor	77	86.5%	11	12.4%	1	1.1%	0	0.0%
NASA	269	94.7%	12	4.2%	2	0.7%	1	0.4%
NRC	117	95.1%	6	4.9%	0	0.0%	0	0.0%
NSF	46	83.6%	8	14.5%	1	1.8%	0	0.0%
OMB	36	94.7%	2	5.3%	0	0.0%	0	0.0%
OPM	32	86.5%	4	10.8%	1	2.7%	0	0.0%
SBA	23	92.0%	2	8.0%	0	0.0%	0	0.0%
SSA	104	96.3%	4	3.7%	0	0.0%	0	0.0%
State	68	88.3%	8	10.4%	1	1.3%	0	0.0%
Transportation	109	85.8%	17	13.4%	0	0.0%	1	0.8%
Treasury	242	91.3%	18	6.8%	5	1.9%	0	0.0%
VA	185	95.9%	7	3.6%	1	0.5%	0	0.0%
Agency Average		89.2%		9.5%		1.2%		0.1%



	37d. Since becoming a member of the SES, how many times have you: (changed geographic locations?)							
	0		1-2		3-5		6+	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	163	82.7%	27	13.7%	7	3.6%	0	0.0%
AID	11	91.7%	1	8.3%	0	0.0%	0	0.0%
Commerce	182	91.5%	15	7.5%	2	1.0%	0	0.0%
Defense/Air Force	71	62.8%	35	31.0%	7	6.2%	0	0.0%
Defense/Army	134	75.3%	38	21.3%	6	3.4%	0	0.0%
Defense/Navy	170	83.7%	30	14.8%	3	1.5%	0	0.0%
Defense/All Other	198	86.8%	29	12.7%	1	0.4%	0	0.0%
Education	58	95.1%	1	1.6%	2	3.3%	0	0.0%
Energy	205	88.4%	23	9.9%	4	1.7%	0	0.0%
EPA	155	87.1%	20	11.2%	3	1.7%	0	0.0%
GSA	57	87.7%	8	12.3%	0	0.0%	0	0.0%
HHS	233	90.7%	22	8.6%	2	0.8%	0	0.0%
Homeland Security	187	81.7%	38	16.6%	3	1.3%	1	0.4%
HUD	40	85.1%	4	8.5%	2	4.3%	1	2.1%
Interior	122	77.2%	29	18.4%	6	3.8%	1	0.6%
Justice	250	71.0%	80	22.7%	18	5.1%	4	1.1%
Labor	76	85.4%	12	13.5%	1	1.1%	0	0.0%
NASA	213	75.3%	61	21.6%	9	3.2%	0	0.0%
NRC	89	72.4%	28	22.8%	5	4.1%	1	0.8%
NSF	52	94.5%	3	5.5%	0	0.0%	0	0.0%
OMB	38	100.0%	0	0.0%	0	0.0%	0	0.0%
OPM	37	100.0%	0	0.0%	0	0.0%	0	0.0%
SBA	19	76.0%	6	24.0%	0	0.0%	0	0.0%
SSA	85	78.7%	20	18.5%	3	2.8%	0	0.0%
State	67	85.9%	11	14.1%	0	0.0%	0	0.0%
Transportation	114	89.8%	12	9.4%	1	0.8%	0	0.0%
Treasury	192	72.5%	50	18.9%	22	8.3%	1	0.4%
VA	109	56.5%	54	28.0%	24	12.4%	6	3.1%
Agency Average		83.0%		14.1%		2.5%		0.3%

	37e. Since becoming a member of the SES, how many times have you: (changed to a job you did not prefer?)							
	0		1-2		3-5		6+	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	170	86.7%	25	12.8%	1	0.5%	0	0.0%
AID	9	75.0%	3	25.0%	0	0.0%	0	0.0%
Commerce	181	91.0%	18	9.0%	0	0.0%	0	0.0%
Defense/Air Force	94	83.2%	19	16.8%	0	0.0%	0	0.0%
Defense/Army	151	84.8%	26	14.6%	1	0.6%	0	0.0%
Defense/Navy	173	85.2%	27	13.3%	3	1.5%	0	0.0%
Defense/All Other	189	83.3%	37	16.3%	1	0.4%	0	0.0%
Education	51	83.6%	10	16.4%	0	0.0%	0	0.0%
Energy	185	79.7%	46	19.8%	1	0.4%	0	0.0%
EPA	162	91.0%	16	9.0%	0	0.0%	0	0.0%
GSA	59	90.8%	6	9.2%	0	0.0%	0	0.0%
HHS	226	88.3%	29	11.3%	1	0.4%	0	0.0%
Homeland Security	194	84.7%	34	14.8%	1	0.4%	0	0.0%
HUD	37	77.1%	9	18.8%	1	2.1%	1	2.1%
Interior	138	87.9%	18	11.5%	1	0.6%	0	0.0%
Justice	295	83.8%	56	15.9%	1	0.3%	0	0.0%
Labor	76	85.4%	13	14.6%	0	0.0%	0	0.0%
NASA	212	74.6%	70	24.6%	2	0.7%	0	0.0%
NRC	88	71.5%	34	27.6%	1	0.8%	0	0.0%
NSF	49	89.1%	6	10.9%	0	0.0%	0	0.0%
OMB	37	97.4%	1	2.6%	0	0.0%	0	0.0%
OPM	32	86.5%	5	13.5%	0	0.0%	0	0.0%
SBA	23	92.0%	2	8.0%	0	0.0%	0	0.0%
SSA	92	85.2%	16	14.8%	0	0.0%	0	0.0%
State	74	94.9%	4	5.1%	0	0.0%	0	0.0%
Transportation	111	87.4%	15	11.8%	1	0.8%	0	0.0%
Treasury	198	75.6%	61	23.3%	3	1.1%	0	0.0%
VA	164	85.0%	29	15.0%	0	0.0%	0	0.0%
Agency Average		85.0%		14.5%		0.4%		0.1%

	38a. Since becoming a member of the SES, have you: (received a 360-type assessment?)					38b. Since becoming a member of the SES, have you: (been on a developmental assignment lasting more than 30 days?)			
	Yes		No			Yes		No	
	Count	Percent	Count	Percent		Count	Percent	Count	Percent
Agriculture	63	32.0%	134	68.0%	Agriculture	23	11.7%	174	88.3%
AID	7	58.3%	5	41.7%	AID	1	8.3%	11	91.7%
Commerce	66	33.3%	132	66.7%	Commerce	12	6.0%	187	94.0%
Defense/Air Force	66	58.4%	47	41.6%	Defense/Air Force	12	10.6%	101	89.4%
Defense/Army	76	42.7%	102	57.3%	Defense/Army	34	19.1%	144	80.9%
Defense/Navy	99	48.8%	104	51.2%	Defense/Navy	20	9.8%	184	90.2%
Defense/All Other	86	37.7%	142	62.3%	Defense/All Other	14	6.1%	214	93.9%
Education	23	37.1%	39	62.9%	Education	2	3.2%	60	96.8%
Energy	98	42.2%	134	57.8%	Energy	27	11.6%	205	88.4%
EPA	102	57.3%	76	42.7%	EPA	41	23.0%	137	77.0%
GSA	16	24.6%	49	75.4%	GSA	8	12.3%	57	87.7%
HHS	85	33.3%	170	66.7%	HHS	23	8.9%	234	91.1%
Homeland Security	53	23.0%	177	77.0%	Homeland Security	30	13.0%	200	87.0%
HUD	26	55.3%	21	44.7%	HUD	6	12.5%	42	87.5%
Interior	135	85.4%	23	14.6%	Interior	30	19.0%	128	81.0%
Justice	95	27.0%	257	73.0%	Justice	31	8.8%	322	91.2%
Labor	17	19.3%	71	80.7%	Labor	8	9.1%	80	90.9%
NASA	153	53.9%	131	46.1%	NASA	60	21.1%	224	78.9%
NRC	33	26.8%	90	73.2%	NRC	37	30.3%	85	69.7%
NSF	14	25.5%	41	74.5%	NSF	10	18.2%	45	81.8%
OMB	12	31.6%	26	68.4%	OMB	0	0.0%	38	100.0%
OPM	12	32.4%	25	67.6%	OPM	3	8.1%	34	91.9%
SBA	22	88.0%	3	12.0%	SBA	3	12.0%	22	88.0%
SSA	37	34.3%	71	65.7%	SSA	17	15.7%	91	84.3%
State	36	46.8%	41	53.2%	State	6	7.8%	71	92.2%
Transportation	68	53.1%	60	46.9%	Transportation	9	7.0%	119	93.0%
Treasury	123	46.4%	142	53.6%	Treasury	52	19.7%	212	80.3%
VA	108	56.0%	85	44.0%	VA	32	16.6%	161	83.4%
Agency Average		43.2%		56.8%	Agency Average		12.5%		87.5%

	38c. Since becoming a member of the SES, have you: (had a mentor advising you for developmental purposes?)					38d. Since becoming a member of the SES, have you: (received formal executive coaching?)			
	Yes		No			Yes		No	
	Count	Percent	Count	Percent		Count	Percent	Count	Percent
Agriculture	37	18.8%	160	81.2%	Agriculture	39	19.8%	158	80.2%
AID	0	0.0%	12	100.0%	AID	4	33.3%	8	66.7%
Commerce	33	16.6%	166	83.4%	Commerce	42	21.2%	156	78.8%
Defense/Air Force	31	27.4%	82	72.6%	Defense/Air Force	39	34.5%	74	65.5%
Defense/Army	49	27.5%	129	72.5%	Defense/Army	59	33.1%	119	66.9%
Defense/Navy	51	25.0%	153	75.0%	Defense/Navy	68	33.3%	136	66.7%
Defense/All Other	41	18.0%	187	82.0%	Defense/All Other	45	19.7%	183	80.3%
Education	9	14.5%	53	85.5%	Education	12	19.4%	50	80.6%
Energy	38	16.4%	194	83.6%	Energy	46	19.8%	186	80.2%
EPA	43	24.2%	135	75.8%	EPA	69	38.8%	109	61.2%
GSA	16	24.6%	49	75.4%	GSA	16	24.6%	49	75.4%
HHS	46	17.9%	211	82.1%	HHS	70	27.2%	187	72.8%
Homeland Security	45	19.6%	185	80.4%	Homeland Security	26	11.3%	204	88.7%
HUD	9	18.8%	39	81.3%	HUD	2	4.2%	46	95.8%
Interior	31	19.6%	127	80.4%	Interior	33	20.9%	125	79.1%
Justice	60	17.0%	293	83.0%	Justice	62	17.6%	291	82.4%
Labor	14	15.9%	74	84.1%	Labor	14	15.9%	74	84.1%
NASA	75	26.4%	209	73.6%	NASA	127	44.7%	157	55.3%
NRC	46	37.4%	77	62.6%	NRC	35	28.5%	88	71.5%
NSF	12	21.8%	43	78.2%	NSF	7	12.7%	48	87.3%
OMB	6	15.8%	32	84.2%	OMB	8	21.1%	30	78.9%
OPM	6	16.2%	31	83.8%	OPM	5	13.5%	32	86.5%
SBA	1	4.0%	24	96.0%	SBA	14	56.0%	11	44.0%
SSA	23	21.3%	85	78.7%	SSA	20	18.5%	88	81.5%
State	11	14.3%	66	85.7%	State	16	20.8%	61	79.2%
Transportation	16	12.5%	112	87.5%	Transportation	39	30.5%	89	69.5%
Treasury	64	24.2%	200	75.8%	Treasury	53	20.1%	211	79.9%
VA	54	28.0%	139	72.0%	VA	70	36.3%	123	63.7%
Agency Average		19.4%		80.6%	Agency Average		24.9%		75.1%

	38e. Since becoming a member of the SES, have you: (attended a residential executive development program?)					38f. Since becoming a member of the SES, have you: (taken a sabbatical?)			
	Yes		No			Yes		No	
	Count	Percent	Count	Percent		Count	Percent	Count	Percent
Agriculture	49	24.9%	148	75.1%	Agriculture	4	2.0%	193	98.0%
AID	2	16.7%	10	83.3%	AID	0	0.0%	12	100.0%
Commerce	57	28.6%	142	71.4%	Commerce	5	2.5%	193	97.5%
Defense/Air Force	73	64.6%	40	35.4%	Defense/Air Force	1	0.9%	112	99.1%
Defense/Army	85	47.8%	93	52.2%	Defense/Army	1	0.6%	177	99.4%
Defense/Navy	101	49.5%	103	50.5%	Defense/Navy	1	0.5%	203	99.5%
Defense/All Other	87	38.2%	141	61.8%	Defense/All Other	2	0.9%	225	99.1%
Education	14	23.0%	47	77.0%	Education	0	0.0%	62	100.0%
Energy	36	15.5%	196	84.5%	Energy	1	0.4%	231	99.6%
EPA	55	31.1%	122	68.9%	EPA	2	1.1%	175	98.9%
GSA	6	9.2%	59	90.8%	GSA	0	0.0%	65	100.0%
HHS	61	23.8%	195	76.2%	HHS	4	1.6%	253	98.4%
Homeland Security	52	22.6%	178	77.4%	Homeland Security	0	0.0%	230	100.0%
HUD	6	12.5%	42	87.5%	HUD	0	0.0%	48	100.0%
Interior	32	20.4%	125	79.6%	Interior	2	1.3%	155	98.7%
Justice	106	30.1%	246	69.9%	Justice	4	1.1%	347	98.9%
Labor	14	15.9%	74	84.1%	Labor	0	0.0%	87	100.0%
NASA	94	33.2%	189	66.8%	NASA	7	2.5%	277	97.5%
NRC	45	36.6%	78	63.4%	NRC	0	0.0%	122	100.0%
NSF	20	36.4%	35	63.6%	NSF	4	7.3%	51	92.7%
OMB	8	21.1%	30	78.9%	OMB	1	2.6%	37	97.4%
OPM	8	21.6%	29	78.4%	OPM	0	0.0%	37	100.0%
SBA	12	48.0%	13	52.0%	SBA	0	0.0%	25	100.0%
SSA	33	30.6%	75	69.4%	SSA	0	0.0%	108	100.0%
State	31	40.3%	46	59.7%	State	2	2.6%	75	97.4%
Transportation	32	25.0%	96	75.0%	Transportation	0	0.0%	128	100.0%
Treasury	92	34.7%	173	65.3%	Treasury	3	1.1%	262	98.9%
VA	42	21.8%	151	78.2%	VA	0	0.0%	193	100.0%
Agency Average		29.4%		70.6%	Agency Average		1.0%		99.0%

	39. My agency is able to attract/retain high quality senior executives.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	128	65.0%	39	19.8%	30	15.2%
AID	7	58.3%	3	25.0%	2	16.7%
Commerce	109	54.8%	50	25.1%	40	20.1%
Defense/Air Force	82	73.2%	21	18.8%	9	8.0%
Defense/Army	110	61.8%	36	20.2%	32	18.0%
Defense/Navy	143	70.1%	36	17.6%	25	12.3%
Defense/All Other	145	63.6%	48	21.1%	35	15.4%
Education	35	56.5%	18	29.0%	9	14.5%
Energy	135	58.2%	61	26.3%	36	15.5%
EPA	133	75.1%	36	20.3%	8	4.5%
GSA	43	65.2%	15	22.7%	8	12.1%
HHS	176	69.0%	46	18.0%	33	12.9%
Homeland Security	146	63.5%	41	17.8%	43	18.7%
HUD	23	46.9%	15	30.6%	11	22.4%
Interior	98	62.0%	32	20.3%	28	17.7%
Justice	246	70.1%	51	14.5%	54	15.4%
Labor	60	67.4%	16	18.0%	13	14.6%
NASA	226	79.6%	37	13.0%	21	7.4%
NRC	110	89.4%	7	5.7%	6	4.9%
NSF	44	80.0%	6	10.9%	5	9.1%
OMB	24	63.2%	10	26.3%	4	10.5%
OPM	28	75.7%	7	18.9%	2	5.4%
SBA	13	52.0%	6	24.0%	6	24.0%
SSA	85	78.7%	20	18.5%	3	2.8%
State	60	76.9%	10	12.8%	8	10.3%
Transportation	87	68.0%	27	21.1%	14	10.9%
Treasury	168	63.4%	60	22.6%	37	14.0%
VA	97	50.3%	44	22.8%	52	26.9%
Agency Average		66.3%		20.1%		13.6%

	40. SES pay and benefits are helpful in attracting and retaining high quality senior executives.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	115	58.4%	36	18.3%	46	23.4%
AID	7	58.3%	2	16.7%	3	25.0%
Commerce	74	37.2%	43	21.6%	82	41.2%
Defense/Air Force	47	41.6%	21	18.6%	45	39.8%
Defense/Army	47	26.6%	25	14.1%	105	59.3%
Defense/Navy	70	34.3%	46	22.5%	88	43.1%
Defense/All Other	103	45.2%	36	15.8%	89	39.0%
Education	36	58.1%	13	21.0%	13	21.0%
Energy	103	44.4%	51	22.0%	78	33.6%
EPA	84	47.7%	44	25.0%	48	27.3%
GSA	36	55.4%	11	16.9%	18	27.7%
HHS	156	60.9%	47	18.4%	53	20.7%
Homeland Security	138	60.3%	45	19.7%	46	20.1%
HUD	27	55.1%	10	20.4%	12	24.5%
Interior	91	57.6%	30	19.0%	37	23.4%
Justice	207	58.6%	69	19.5%	77	21.8%
Labor	47	52.8%	27	30.3%	15	16.9%
NASA	136	47.9%	61	21.5%	87	30.6%
NRC	66	54.1%	25	20.5%	31	25.4%
NSF	22	40.0%	12	21.8%	21	38.2%
OMB	15	39.5%	12	31.6%	11	28.9%
OPM	27	73.0%	5	13.5%	5	13.5%
SBA	15	60.0%	6	24.0%	4	16.0%
SSA	58	53.7%	24	22.2%	26	24.1%
State	37	47.4%	19	24.4%	22	28.2%
Transportation	76	59.4%	26	20.3%	26	20.3%
Treasury	113	42.6%	45	17.0%	107	40.4%
VA	87	45.1%	25	13.0%	81	42.0%
Agency Average		50.5%		20.3%		29.1%

	41. The SES application process discourages high quality candidates from applying.					
	Agree		Neutral		Disagree	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	66	33.7%	53	27.0%	77	39.3%
AID	4	33.3%	5	41.7%	3	25.0%
Commerce	86	43.4%	67	33.8%	45	22.7%
Defense/Air Force	55	48.7%	20	17.7%	38	33.6%
Defense/Army	92	51.7%	41	23.0%	45	25.3%
Defense/Navy	78	38.2%	64	31.4%	62	30.4%
Defense/All Other	93	40.8%	72	31.6%	63	27.6%
Education	19	31.1%	24	39.3%	18	29.5%
Energy	100	43.1%	78	33.6%	54	23.3%
EPA	69	39.0%	61	34.5%	47	26.6%
GSA	26	39.4%	21	31.8%	19	28.8%
HHS	107	42.1%	88	34.6%	59	23.2%
Homeland Security	66	28.8%	71	31.0%	92	40.2%
HUD	14	28.6%	23	46.9%	12	24.5%
Interior	53	33.8%	51	32.5%	53	33.8%
Justice	73	20.7%	128	36.4%	151	42.9%
Labor	32	36.0%	37	41.6%	20	22.5%
NASA	98	34.8%	108	38.3%	76	27.0%
NRC	20	16.4%	48	39.3%	54	44.3%
NSF	20	36.4%	26	47.3%	9	16.4%
OMB	10	26.3%	16	42.1%	12	31.6%
OPM	12	32.4%	9	24.3%	16	43.2%
SBA	9	36.0%	10	40.0%	6	24.0%
SSA	32	30.2%	27	25.5%	47	44.3%
State	23	29.5%	36	46.2%	19	24.4%
Transportation	50	39.1%	41	32.0%	37	28.9%
Treasury	106	40.3%	95	36.1%	62	23.6%
VA	79	41.1%	66	34.4%	47	24.5%
Agency Average		35.5%		34.8%		29.7%



	42a. What is the percentage of your current work that you consider to be: (...of a technical/professional nature?)											
	Less than 10%		10 to 25%		26 to 35%		36 to 45%		45 to 55%		Greater than 55%	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	30	15.2%	70	35.5%	45	22.8%	18	9.1%	17	8.6%	17	8.6%
AID	1	8.3%	1	8.3%	2	16.7%	0	0.0%	4	33.3%	4	33.3%
Commerce	16	8.0%	57	28.6%	60	30.2%	32	16.1%	15	7.5%	19	9.5%
Defense/Air Force	16	14.3%	39	34.8%	26	23.2%	16	14.3%	11	9.8%	4	3.6%
Defense/Army	16	9.0%	53	29.8%	60	33.7%	22	12.4%	14	7.9%	13	7.3%
Defense/Navy	10	4.9%	72	35.5%	47	23.2%	30	14.8%	18	8.9%	26	12.8%
Defense/All Other	16	7.1%	73	32.4%	51	22.7%	32	14.2%	23	10.2%	30	13.3%
Education	7	11.3%	11	17.7%	13	21.0%	9	14.5%	5	8.1%	17	27.4%
Energy	15	6.5%	74	32.0%	54	23.4%	34	14.7%	25	10.8%	29	12.6%
EPA	29	16.6%	68	38.9%	32	18.3%	18	10.3%	16	9.1%	12	6.9%
GSA	11	16.9%	25	38.5%	18	27.7%	4	6.2%	3	4.6%	4	6.2%
HHS	39	15.5%	79	31.3%	57	22.6%	36	14.3%	16	6.3%	25	9.9%
Homeland Security	28	12.2%	77	33.5%	59	25.7%	22	9.6%	16	7.0%	28	12.2%
HUD	5	10.2%	14	28.6%	15	30.6%	7	14.3%	4	8.2%	4	8.2%
Interior	30	19.2%	48	30.8%	36	23.1%	16	10.3%	8	5.1%	18	11.5%
Justice	56	16.0%	88	25.1%	79	22.5%	38	10.8%	34	9.7%	56	16.0%
Labor	9	10.2%	31	35.2%	22	25.0%	9	10.2%	5	5.7%	12	13.6%
NASA	21	7.4%	90	31.7%	76	26.8%	42	14.8%	23	8.1%	32	11.3%
NRC	18	14.9%	51	42.1%	27	22.3%	8	6.6%	11	9.1%	6	5.0%
NSF	2	3.6%	21	38.2%	14	25.5%	3	5.5%	2	3.6%	13	23.6%
OMB	1	2.7%	13	35.1%	14	37.8%	5	13.5%	3	8.1%	1	2.7%
OPM	5	13.5%	12	32.4%	10	27.0%	6	16.2%	0	0.0%	4	10.8%
SBA	2	8.3%	5	20.8%	6	25.0%	5	20.8%	2	8.3%	4	16.7%
SSA	24	22.2%	43	39.8%	17	15.7%	8	7.4%	7	6.5%	9	8.3%
State	7	9.0%	27	34.6%	17	21.8%	12	15.4%	6	7.7%	9	11.5%
Transportation	11	8.7%	40	31.7%	34	27.0%	16	12.7%	10	7.9%	15	11.9%
Treasury	25	9.4%	74	27.9%	68	25.7%	36	13.6%	31	11.7%	31	11.7%
VA	32	16.7%	67	34.9%	37	19.3%	25	13.0%	10	5.2%	21	10.9%
Agency Average		11.4%		31.6%		24.5%		12.0%		8.5%		12.0%

	42b. What is the percentage of your current work that you consider to be: (...of an advisory nature (to top management)?)											
	Less than 10%		10 to 25%		26 to 35%		36 to 45%		45 to 55%		Greater than 55%	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	22	11.2%	50	25.4%	43	21.8%	38	19.3%	25	12.7%	19	9.6%
AID	2	16.7%	1	8.3%	3	25.0%	0	0.0%	2	16.7%	4	33.3%
Commerce	17	8.5%	68	34.2%	58	29.1%	28	14.1%	20	10.1%	8	4.0%
Defense/Air Force	6	5.4%	37	33.0%	32	28.6%	17	15.2%	11	9.8%	9	8.0%
Defense/Army	11	6.2%	46	25.8%	59	33.1%	36	20.2%	16	9.0%	10	5.6%
Defense/Navy	12	5.9%	61	30.0%	65	32.0%	26	12.8%	24	11.8%	15	7.4%
Defense/All Other	16	7.0%	52	22.9%	60	26.4%	48	21.1%	30	13.2%	21	9.3%
Education	6	9.8%	12	19.7%	23	37.7%	8	13.1%	5	8.2%	7	11.5%
Energy	18	7.8%	84	36.2%	65	28.0%	31	13.4%	16	6.9%	18	7.8%
EPA	13	7.4%	48	27.3%	60	34.1%	29	16.5%	16	9.1%	10	5.7%
GSA	3	4.6%	15	23.1%	21	32.3%	12	18.5%	8	12.3%	6	9.2%
HHS	15	5.9%	58	22.9%	74	29.2%	55	21.7%	27	10.7%	24	9.5%
Homeland Security	16	7.0%	67	29.4%	48	21.1%	35	15.4%	30	13.2%	32	14.0%
HUD	1	2.0%	16	32.7%	13	26.5%	8	16.3%	3	6.1%	8	16.3%
Interior	16	10.2%	37	23.6%	44	28.0%	32	20.4%	17	10.8%	11	7.0%
Justice	38	10.8%	109	31.1%	89	25.4%	38	10.8%	44	12.5%	33	9.4%
Labor	10	11.2%	27	30.3%	24	27.0%	15	16.9%	10	11.2%	3	3.4%
NASA	31	10.9%	92	32.4%	80	28.2%	44	15.5%	19	6.7%	18	6.3%
NRC	11	9.1%	44	36.4%	34	28.1%	22	18.2%	7	5.8%	3	2.5%
NSF	6	10.9%	10	18.2%	18	32.7%	10	18.2%	7	12.7%	4	7.3%
OMB	0	0.0%	9	23.7%	15	39.5%	7	18.4%	5	13.2%	2	5.3%
OPM	2	5.4%	11	29.7%	11	29.7%	4	10.8%	6	16.2%	3	8.1%
SBA	2	8.0%	11	44.0%	4	16.0%	3	12.0%	3	12.0%	2	8.0%
SSA	5	4.7%	32	29.9%	31	29.0%	17	15.9%	15	14.0%	7	6.5%
State	3	3.9%	22	28.9%	23	30.3%	15	19.7%	7	9.2%	6	7.9%
Transportation	8	6.3%	32	25.2%	35	27.6%	24	18.9%	16	12.6%	12	9.4%
Treasury	26	9.8%	92	34.8%	71	26.9%	37	14.0%	23	8.7%	15	5.7%
VA	42	21.9%	56	29.2%	41	21.4%	24	12.5%	17	8.9%	12	6.3%
Agency Average		8.2%		28.2%		28.4%		15.7%		10.9%		8.7%

	42c. What is the percentage of your current work that you consider to be: (...of a leadership/managerial nature?)											
	Less than 10%		10 to 25%		26 to 35%		36 to 45%		45 to 55%		Greater than 55%	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	3	1.5%	12	6.1%	32	16.2%	32	16.2%	45	22.8%	73	37.1%
AID	1	8.3%	1	8.3%	3	25.0%	1	8.3%	2	16.7%	4	33.3%
Commerce	0	0.0%	12	6.0%	42	21.1%	34	17.1%	47	23.6%	64	32.2%
Defense/Air Force	0	0.0%	5	4.5%	20	17.9%	17	15.2%	34	30.4%	36	32.1%
Defense/Army	1	0.6%	17	9.6%	36	20.2%	39	21.9%	46	25.8%	39	21.9%
Defense/Navy	0	0.0%	19	9.3%	33	16.2%	37	18.1%	48	23.5%	67	32.8%
Defense/All Other	5	2.2%	11	4.8%	51	22.5%	42	18.5%	49	21.6%	69	30.4%
Education	2	3.2%	4	6.5%	13	21.0%	14	22.6%	15	24.2%	14	22.6%
Energy	5	2.2%	21	9.1%	47	20.3%	40	17.2%	49	21.1%	70	30.2%
EPA	3	1.7%	9	5.1%	22	12.4%	35	19.8%	51	28.8%	57	32.2%
GSA	2	3.0%	0	0.0%	11	16.7%	9	13.6%	16	24.2%	28	42.4%
HHS	3	1.2%	17	6.6%	42	16.4%	60	23.4%	55	21.5%	79	30.9%
Homeland Security	3	1.3%	17	7.4%	26	11.3%	40	17.4%	47	20.4%	97	42.2%
HUD	4	8.2%	2	4.1%	7	14.3%	9	18.4%	3	6.1%	24	49.0%
Interior	1	0.6%	13	8.3%	15	9.6%	24	15.3%	39	24.8%	65	41.4%
Justice	7	2.0%	19	5.4%	55	15.6%	56	15.9%	58	16.4%	158	44.8%
Labor	2	2.2%	5	5.6%	17	19.1%	11	12.4%	19	21.3%	35	39.3%
NASA	7	2.5%	16	5.6%	59	20.8%	53	18.7%	49	17.3%	100	35.2%
NRC	1	0.8%	2	1.7%	10	8.3%	29	24.0%	24	19.8%	55	45.5%
NSF	3	5.5%	8	14.5%	9	16.4%	10	18.2%	13	23.6%	12	21.8%
OMB	0	0.0%	3	7.9%	13	34.2%	10	26.3%	5	13.2%	7	18.4%
OPM	1	2.7%	5	13.5%	2	5.4%	5	13.5%	11	29.7%	13	35.1%
SBA	0	0.0%	3	12.0%	6	24.0%	4	16.0%	4	16.0%	8	32.0%
SSA	2	1.9%	4	3.7%	9	8.3%	15	13.9%	18	16.7%	60	55.6%
State	1	1.3%	8	10.3%	12	15.4%	18	23.1%	15	19.2%	24	30.8%
Transportation	0	0.0%	10	7.8%	29	22.7%	27	21.1%	23	18.0%	39	30.5%
Treasury	5	1.9%	24	9.1%	37	14.0%	56	21.2%	53	20.1%	89	33.7%
VA	2	1.0%	6	3.1%	21	10.9%	21	10.9%	31	16.1%	112	58.0%
Agency Average		2.0%		7.0%		17.0%		17.8%		20.8%		35.4%

	43. Were you evaluated as a member of the SES on your most recent performance rating?			
	Yes		No	
	Count	Percent	Count	Percent
Agriculture	195	99.0%	2	1.0%
AID	11	91.7%	1	8.3%
Commerce	195	98.0%	4	2.0%
Defense/Air Force	110	97.3%	3	2.7%
Defense/Army	176	98.9%	2	1.1%
Defense/Navy	200	98.0%	4	2.0%
Defense/All Other	223	97.8%	5	2.2%
Education	61	98.4%	1	1.6%
Energy	232	100.0%	0	0.0%
EPA	172	96.6%	6	3.4%
GSA	63	95.5%	3	4.5%
HHS	251	97.7%	6	2.3%
Homeland Security	228	99.1%	2	0.9%
HUD	47	95.9%	2	4.1%
Interior	152	96.2%	6	3.8%
Justice	346	98.0%	7	2.0%
Labor	89	100.0%	0	0.0%
NASA	280	98.6%	4	1.4%
NRC	122	99.2%	1	0.8%
NSF	54	98.2%	1	1.8%
OMB	36	94.7%	2	5.3%
OPM	37	100.0%	0	0.0%
SBA	25	100.0%	0	0.0%
SSA	106	98.1%	2	1.9%
State	76	96.2%	3	3.8%
Transportation	125	97.7%	3	2.3%
Treasury	264	99.6%	1	0.4%
VA	188	97.4%	5	2.6%
Agency Average		97.8%		2.2%

	44. What type of appointment do you hold?					
	Career		Non-career		emergency	
	Count	Percent	Count	Percent	Count	Percent
Agriculture	181	91.9%	14	7.1%	2	1.0%
AID	12	100.0%	0	0.0%	0	0.0%
Commerce	183	92.0%	15	7.5%	1	0.5%
Defense/Air Force	111	98.2%	2	1.8%	0	0.0%
Defense/Army	168	94.4%	5	2.8%	5	2.8%
Defense/Navy	199	97.5%	3	1.5%	2	1.0%
Defense/All Other	206	90.4%	17	7.5%	5	2.2%
Education	52	83.9%	10	16.1%	0	0.0%
Energy	225	97.0%	4	1.7%	3	1.3%
EPA	170	95.5%	8	4.5%	0	0.0%
GSA	55	83.3%	10	15.2%	1	1.5%
HHS	241	93.8%	14	5.4%	2	0.8%
Homeland Security	200	87.0%	26	11.3%	4	1.7%
HUD	43	87.8%	6	12.2%	0	0.0%
Interior	146	92.4%	9	5.7%	3	1.9%
Justice	337	95.5%	13	3.7%	3	0.8%
Labor	85	95.5%	4	4.5%	0	0.0%
NASA	279	98.2%	2	0.7%	3	1.1%
NRC	123	100.0%	0	0.0%	0	0.0%
NSF	51	92.7%	0	0.0%	4	7.3%
OMB	36	94.7%	2	5.3%	0	0.0%
OPM	33	89.2%	2	5.4%	2	5.4%
SBA	20	80.0%	5	20.0%	0	0.0%
SSA	107	99.1%	1	0.9%	0	0.0%
State	69	87.3%	7	8.9%	3	3.8%
Transportation	120	93.8%	7	5.5%	1	0.8%
Treasury	254	95.8%	8	3.0%	3	1.1%
VA	187	96.9%	6	3.1%	0	0.0%
Agency Average		93.0%		5.8%		1.3%

	45. How long have you been with the Federal Government (excluding military service)?											
	Less than 1 year		1 to 3 years		4 to 5 years		6 to 10 years		11 to 20 years		More than 20 years	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	0	0.0%	5	2.5%	9	4.6%	17	8.6%	30	15.2%	136	69.0%
AID	0	0.0%	0	0.0%	0	0.0%	1	8.3%	2	16.7%	9	75.0%
Commerce	0	0.0%	10	5.0%	3	1.5%	14	7.0%	39	19.6%	133	66.8%
Defense/Air Force	1	0.9%	6	5.3%	6	5.3%	14	12.4%	10	8.8%	76	67.3%
Defense/Army	1	0.6%	6	3.4%	15	8.5%	11	6.3%	23	13.1%	120	68.2%
Defense/Navy	0	0.0%	9	4.4%	10	4.9%	12	5.9%	25	12.3%	148	72.5%
Defense/All Other	1	0.4%	10	4.4%	13	5.7%	29	12.7%	51	22.4%	124	54.4%
Education	0	0.0%	3	4.8%	3	4.8%	7	11.3%	13	21.0%	36	58.1%
Energy	0	0.0%	12	5.2%	6	2.6%	15	6.5%	53	22.9%	145	62.8%
EPA	0	0.0%	3	1.7%	0	0.0%	7	4.0%	28	15.8%	139	78.5%
GSA	2	3.0%	5	7.6%	5	7.6%	5	7.6%	8	12.1%	41	62.1%
HHS	1	0.4%	10	3.9%	12	4.7%	21	8.2%	60	23.4%	152	59.4%
Homeland Security	2	0.9%	16	7.0%	11	4.8%	19	8.3%	39	17.0%	142	62.0%
HUD	0	0.0%	1	2.0%	3	6.1%	4	8.2%	8	16.3%	33	67.3%
Interior	1	0.6%	5	3.2%	3	1.9%	10	6.3%	19	12.0%	120	75.9%
Justice	1	0.3%	5	1.4%	12	3.4%	9	2.6%	79	22.4%	246	69.9%
Labor	0	0.0%	2	2.2%	3	3.4%	10	11.2%	15	16.9%	59	66.3%
NASA	2	0.7%	7	2.5%	10	3.5%	20	7.1%	71	25.1%	173	61.1%
NRC	0	0.0%	0	0.0%	1	0.8%	1	0.8%	23	18.7%	98	79.7%
NSF	0	0.0%	1	1.8%	3	5.5%	4	7.3%	17	30.9%	30	54.5%
OMB	0	0.0%	0	0.0%	2	5.3%	1	2.6%	17	44.7%	18	47.4%
OPM	0	0.0%	0	0.0%	5	13.5%	4	10.8%	8	21.6%	20	54.1%
SBA	2	8.0%	0	0.0%	0	0.0%	3	12.0%	8	32.0%	12	48.0%
SSA	0	0.0%	0	0.0%	1	0.9%	2	1.9%	6	5.6%	98	91.6%
State	3	3.8%	3	3.8%	1	1.3%	3	3.8%	11	13.9%	58	73.4%
Transportation	3	2.4%	6	4.7%	2	1.6%	11	8.7%	20	15.7%	85	66.9%
Treasury	0	0.0%	7	2.7%	3	1.1%	11	4.2%	37	14.0%	206	78.0%
VA	0	0.0%	4	2.1%	3	1.6%	12	6.3%	26	13.5%	147	76.6%
Agency Average		0.8%		2.9%		3.7%		7.2%		18.7%		66.7%

	46. How long have you been a member of the SES?											
	Less than 1 year		1 to 3 years		4 to 5 years		6 to 10 years		11 to 20 years		More than 20 years	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	10	5.1%	59	30.1%	27	13.8%	63	32.1%	29	14.8%	8	4.1%
AID	0	0.0%	2	16.7%	3	25.0%	3	25.0%	4	33.3%	0	0.0%
Commerce	10	5.1%	52	26.3%	32	16.2%	50	25.3%	42	21.2%	12	6.1%
Defense/Air Force	7	6.2%	37	32.7%	18	15.9%	39	34.5%	10	8.8%	2	1.8%
Defense/Army	10	5.7%	64	36.6%	33	18.9%	39	22.3%	21	12.0%	8	4.6%
Defense/Navy	11	5.5%	59	29.5%	44	22.0%	48	24.0%	25	12.5%	13	6.5%
Defense/All Other	7	3.1%	58	25.7%	51	22.6%	64	28.3%	43	19.0%	3	1.3%
Education	2	3.3%	12	20.0%	16	26.7%	9	15.0%	15	25.0%	6	10.0%
Energy	13	5.7%	77	33.5%	26	11.3%	62	27.0%	41	17.8%	11	4.8%
EPA	7	4.0%	35	19.8%	33	18.6%	42	23.7%	43	24.3%	17	9.6%
GSA	10	15.2%	15	22.7%	15	22.7%	14	21.2%	11	16.7%	1	1.5%
HHS	18	7.1%	96	37.9%	36	14.2%	62	24.5%	31	12.3%	10	4.0%
Homeland Security	18	7.9%	108	47.4%	32	14.0%	48	21.1%	21	9.2%	1	0.4%
HUD	1	2.0%	19	38.8%	9	18.4%	11	22.4%	5	10.2%	4	8.2%
Interior	4	2.5%	45	28.5%	32	20.3%	39	24.7%	30	19.0%	8	5.1%
Justice	20	5.7%	144	41.0%	80	22.8%	65	18.5%	32	9.1%	10	2.8%
Labor	5	5.7%	22	25.0%	21	23.9%	21	23.9%	14	15.9%	5	5.7%
NASA	15	5.4%	86	30.7%	58	20.7%	79	28.2%	36	12.9%	6	2.1%
NRC	0	0.0%	28	22.8%	22	17.9%	23	18.7%	35	28.5%	15	12.2%
NSF	1	1.9%	9	16.7%	10	18.5%	16	29.6%	13	24.1%	5	9.3%
OMB	0	0.0%	10	26.3%	8	21.1%	9	23.7%	9	23.7%	2	5.3%
OPM	1	2.8%	18	50.0%	6	16.7%	8	22.2%	2	5.6%	1	2.8%
SBA	3	12.0%	5	20.0%	3	12.0%	7	28.0%	7	28.0%	0	0.0%
SSA	1	0.9%	27	25.2%	29	27.1%	29	27.1%	18	16.8%	3	2.8%
State	4	5.2%	16	20.8%	16	20.8%	19	24.7%	17	22.1%	5	6.5%
Transportation	7	5.5%	36	28.3%	13	10.2%	33	26.0%	32	25.2%	6	4.7%
Treasury	14	5.3%	74	28.1%	53	20.2%	75	28.5%	39	14.8%	8	3.0%
VA	11	5.8%	61	31.9%	14	7.3%	58	30.4%	40	20.9%	7	3.7%
Agency Average		4.8%		29.0%		18.6%		25.0%		18.0%		4.6%

	47. What is your age?									
	Under 30		30-39		40-49		50-59		60 or older	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	0	0.0%	2	1.0%	30	15.2%	122	61.9%	43	21.8%
AID	0	0.0%	0	0.0%	1	8.3%	8	66.7%	3	25.0%
Commerce	0	0.0%	8	4.0%	42	21.2%	112	56.6%	36	18.2%
Defense/Air Force	0	0.0%	0	0.0%	21	18.6%	73	64.6%	19	16.8%
Defense/Army	0	0.0%	1	0.6%	36	20.3%	88	49.7%	52	29.4%
Defense/Navy	0	0.0%	4	2.0%	59	28.9%	106	52.0%	35	17.2%
Defense/All Other	0	0.0%	8	3.5%	53	23.3%	114	50.2%	52	22.9%
Education	0	0.0%	5	8.6%	10	17.2%	29	50.0%	14	24.1%
Energy	1	0.4%	7	3.0%	59	25.5%	118	51.1%	46	19.9%
EPA	0	0.0%	2	1.1%	32	18.1%	109	61.6%	34	19.2%
GSA	0	0.0%	2	3.0%	20	30.3%	32	48.5%	12	18.2%
HHS	0	0.0%	13	5.1%	65	25.6%	121	47.6%	55	21.7%
Homeland Security	0	0.0%	9	3.9%	72	31.3%	129	56.1%	20	8.7%
HUD	0	0.0%	1	2.1%	12	25.0%	17	35.4%	18	37.5%
Interior	0	0.0%	3	1.9%	24	15.2%	106	67.1%	25	15.8%
Justice	0	0.0%	7	2.0%	140	40.2%	170	48.9%	31	8.9%
Labor	0	0.0%	2	2.3%	8	9.1%	52	59.1%	26	29.5%
NASA	0	0.0%	2	0.7%	97	34.4%	147	52.1%	36	12.8%
NRC	0	0.0%	2	1.6%	36	29.5%	69	56.6%	15	12.3%
NSF	0	0.0%	0	0.0%	9	16.4%	19	34.5%	27	49.1%
OMB	0	0.0%	10	26.3%	10	26.3%	14	36.8%	4	10.5%
OPM	0	0.0%	0	0.0%	12	32.4%	20	54.1%	5	13.5%
SBA	0	0.0%	3	12.0%	4	16.0%	15	60.0%	3	12.0%
SSA	0	0.0%	3	2.8%	16	15.0%	67	62.6%	21	19.6%
State	0	0.0%	3	3.8%	12	15.2%	48	60.8%	16	20.3%
Transportation	0	0.0%	6	4.7%	18	14.1%	71	55.5%	33	25.8%
Treasury	0	0.0%	9	3.4%	64	24.2%	170	64.2%	22	8.3%
VA	1	0.5%	2	1.0%	24	12.5%	110	57.3%	55	28.6%
Agency Average		0.0%		3.6%		21.8%		54.3%		20.3%



	48. When do you plan to leave the Federal Government?											
	Less than 1 year		1 to 3 years		4 to 5 years		6 to 10 years		11 to 20 years		More than 20 years	
	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent	Count	Percent
Agriculture	30	15.2%	58	29.4%	44	22.3%	45	22.8%	18	9.1%	2	1.0%
AID	2	16.7%	5	41.7%	2	16.7%	1	8.3%	1	8.3%	1	8.3%
Commerce	22	11.2%	55	27.9%	41	20.8%	48	24.4%	27	13.7%	4	2.0%
Defense/Air Force	8	7.1%	34	30.1%	30	26.5%	26	23.0%	14	12.4%	1	0.9%
Defense/Army	14	7.9%	49	27.5%	41	23.0%	42	23.6%	27	15.2%	5	2.8%
Defense/Navy	16	7.9%	55	27.2%	35	17.3%	62	30.7%	31	15.3%	3	1.5%
Defense/All Other	30	13.2%	62	27.2%	44	19.3%	56	24.6%	31	13.6%	5	2.2%
Education	10	16.4%	20	32.8%	11	18.0%	14	23.0%	4	6.6%	2	3.3%
Energy	22	9.5%	74	31.9%	39	16.8%	57	24.6%	38	16.4%	2	0.9%
EPA	10	5.6%	52	29.4%	32	18.1%	51	28.8%	26	14.7%	6	3.4%
GSA	10	15.4%	22	33.8%	7	10.8%	15	23.1%	8	12.3%	3	4.6%
HHS	26	10.2%	75	29.3%	53	20.7%	54	21.1%	44	17.2%	4	1.6%
Homeland Security	30	13.3%	84	37.2%	41	18.1%	46	20.4%	21	9.3%	4	1.8%
HUD	7	14.6%	16	33.3%	5	10.4%	12	25.0%	8	16.7%	0	0.0%
Interior	22	14.1%	45	28.8%	39	25.0%	32	20.5%	17	10.9%	1	0.6%
Justice	26	7.4%	132	37.8%	89	25.5%	59	16.9%	36	10.3%	7	2.0%
Labor	6	7.1%	30	35.3%	20	23.5%	17	20.0%	10	11.8%	2	2.4%
NASA	20	7.1%	70	25.0%	57	20.4%	73	26.1%	50	17.9%	10	3.6%
NRC	7	5.7%	25	20.5%	28	23.0%	37	30.3%	22	18.0%	3	2.5%
NSF	4	7.4%	22	40.7%	9	16.7%	13	24.1%	6	11.1%	0	0.0%
OMB	4	11.1%	6	16.7%	10	27.8%	5	13.9%	11	30.6%	0	0.0%
OPM	2	5.6%	8	22.2%	5	13.9%	13	36.1%	8	22.2%	0	0.0%
SBA	0	0.0%	12	48.0%	4	16.0%	3	12.0%	6	24.0%	0	0.0%
SSA	7	6.6%	37	34.9%	25	23.6%	25	23.6%	9	8.5%	3	2.8%
State	10	12.8%	25	32.1%	12	15.4%	19	24.4%	11	14.1%	1	1.3%
Transportation	14	11.1%	40	31.7%	26	20.6%	30	23.8%	16	12.7%	0	0.0%
Treasury	25	9.4%	97	36.6%	49	18.5%	61	23.0%	31	11.7%	2	0.8%
VA	23	11.9%	79	40.9%	33	17.1%	35	18.1%	19	9.8%	4	2.1%
Agency Average		10.1%		31.8%		19.5%		22.7%		14.1%		1.9%



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