

**DMDC**

*Information and Technology for Better Decision Making*

# **Office of Personnel Management 2008 Senior Executive Service (SES) Survey**

**Department of Defense SES Members Compared to  
Non-Department of Defense SES Members**

**June 2008**



# BRIEFING OVERVIEW

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# INTRODUCTION

## Briefing Includes

- Tables showing results by DoD compared to non-DoD
  - Statistical tests used to compare each component to non-DoD SES members
  - Results of statistical tests shown by color coding significant differences between each DoD component and non-DoD
    - In some cases a group/component may be higher on both agreement and disagreement; this is due to a lower response of "Neither agree nor disagree" and/or "do not know" for that group
    - To maintain consistency with OPM-reported results, "do not know" responses were included in the analysis
  - Significance testing was conducted using standard errors that were adjusted using the finite population correction factor

KEY:													
4. I understand the SES performance appraisal system being used in this organization. <sup>1</sup>		Agree	82.8	83.4	82.6	84.3	82.6	87.2	82.6	80.5	82.6	80.6	82.6
		Disagree	8.9	8.5	8.9	7.9	8.9	5.4	8.9	10.6	8.9	10.6	8.9
KEY:													
6. I received a performance plan in the first few months of the performance cycle.		Yes	83.1	75.5	84.5	85.3	84.5	64.0	84.5	78.8	84.5	76.4	84.5
		Yes	74.3	69.2	75.3	84.4	75.3	62.1	75.3	70.6	75.3	63.0	75.3

<sup>1</sup>Item is part of the OPM Index "Communicating Pay for Performance"

<sup>2</sup>Item is part of the OPM Index "Mid-Year Assessment/Worthwhile Discussion with Supervisor"

# INTRODUCTION

## Briefing Includes

- Detailed findings
  - Summaries colored to indicate valence
    - Positive results presented in green font
    - Negative results presented in red font

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### PAY FOR PERFORMANCE

#### Detailed Findings

- DoD SES members were *more* likely than non-DoD SES members to indicate:
  - Their performance rating is based to a great extent on:
    - Their individual performance
    - Customer perspective
    - Employee perspective
  - Agreement that
    - Their performance appraisal is a fair reflection of performance
    - Pay for SES members should be based on performance
  - They participated in the development of their performance plan
  - They have seen or received a copy of their agency's Executive Compensation/Pay Plan
  - They were given a summary of their agency's SES overall performance ratings, performance awards, and pay adjustments
  - Their performance rating is not at all based on performance of their organization
  - Disagreement that
    - Their last performance review helped them identify their strengths
    - Their last performance review helped them identify areas for improvement
    - They understand how their most recent salary increase was determined
    - They are held accountable for achieving results
    - Bonus amounts are meaningfully different among executives
  - Indicate their salary increase is not at all linked to their performance rating
  - Dissatisfaction with pay

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# INTRODUCTION

## Demographics

Self-reported demographics of respondents are as follows:

		Total	Army	Navy	Air Force	DoD Agencies and Activities	Non-DoD
44. What type of appointment do you hold?	Career	93.0	94.4	97.5	98.2	90.4	93.9
	Non-career	5.8	2.8	1.5	1.8	7.5	5.1
	Limited term or limited emergency	1.3	2.8	1.0	0.0	2.2	1.0
45. How long have you been with the Federal Government (excluding military service)?	Less than 1 year	0.8	0.6	0.0	0.9	0.4	0.5
	1 to 3 years	2.9	3.4	4.4	5.3	4.4	3.1
	4 to 5 years	3.7	8.5	4.9	5.3	5.7	3.0
	6 to 10 years	7.2	6.3	5.9	12.4	12.7	6.2
	11 to 20 years	18.7	13.1	12.3	8.8	22.4	18.7
	More than 20 years	66.7	68.2	72.5	67.3	54.4	68.6
46. How long have you been a member of the SES?	Less than 1 year	4.8	5.7	5.5	6.2	3.1	5.2
	1 to 3 years	29.0	36.6	29.5	32.7	25.7	31.2
	4 to 5 years	18.6	18.9	22.0	15.9	22.6	17.5
	6 to 10 years	25.0	22.3	24.0	34.5	28.3	24.9
	11 to 20 years	18.0	12.0	12.5	8.8	19.0	16.7
	More than 20 years	4.6	4.6	6.5	1.8	1.3	4.5
47. What is your age?	30-39	3.6	0.6	2.0	0.0	3.5	3.0
	40-49	21.8	20.3	28.9	18.6	23.5	24.1
	50-59	54.3	49.7	52.0	64.6	50.2	55.3
	60 or older	20.3	29.4	17.2	16.8	22.9	17.7
48. When do you plan to leave the Federal Government?	Less than 1 year	10.1	7.9	7.9	7.1	13.2	10.0
	1 to 3 years	31.8	27.5	27.2	30.1	27.2	32.2
	4 to 5 years	19.5	23.0	17.3	26.5	19.3	20.1
	6 to 10 years	22.7	23.6	30.7	23.0	24.6	22.6
	11 to 20 years	14.1	15.2	15.3	12.4	13.6	13.2
	More than 20 years	1.9	2.8	1.5	0.9	2.2	1.8

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# OVERALL SUMMARY OF FINDINGS

	More Positive 	More Negative 	Overall	Army	Navy	Air Force	DoD Agencies / Activities
<b>Pay for Performance (OPM index)</b>							
<b>Communicating pay for performance (OPM index)<sup>1</sup></b>							
<b>Development</b>							
<b>Developmental funds/needs assessment (OPM index)<sup>2</sup></b>							
<b>Recruitment and Retention</b>							
<b>Pride</b>							
<b>Type of Work</b>							
<b>Certification for Personnel System</b>							

<sup>1</sup> Q4, Q16, Q17, Q20a-b

<sup>2</sup> Q35, Q36

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# PAY FOR PERFORMANCE

## Percent of All SES Members

KEY:												
Higher Response of Agree												
Higher Response of Disagree												
		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
4. I understand the SES performance appraisal system being used in this organization. <sup>1</sup>	Agree	82.8	83.4	82.6	84.3	82.6	87.2	82.6	80.5	82.6	80.6	82.6
	Disagree	8.9	8.5	8.9	7.9	8.9	5.4	8.9	10.6	8.9	10.6	8.9
KEY:												
Higher Response of Yes												
		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
6. I received a performance plan in the first few months of the performance cycle.	Yes	83.1	75.5	84.5	85.3	84.5	64.0	84.5	78.8	84.5	76.4	84.5
7. I had a discussion about progress on my performance plan at mid-year in the performance cycle. <sup>2</sup>	Yes	74.3	69.2	75.3	84.4	75.3	62.1	75.3	70.6	75.3	63.0	75.3

<sup>1</sup>Item is part of the OPM Index "Communicating Pay for Performance"

<sup>2</sup>Item is part of the OPM Index "Mid-Year Assessment/Worthwhile Discussion with Supervisor"

# PAY FOR PERFORMANCE

## Percent of All SES Members

KEY:		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
To what extent is your performance rating based on the following?												
8a. The performance of your organization	Great Extent	67.5	64.1	68.1	64.8	68.1	63.8	68.1	66.4	68.1	62.6	68.1
	Not at All	11.4	13.2	11.0	12.5	11.0	13.6	11.0	12.7	11.0	13.5	11.0
8b. Your individual performance	Great Extent	74.3	78.2	73.6	77.7	73.6	84.0	73.6	75.5	73.6	74.7	73.6
	Not at All	9.1	6.2	9.6	8.0	9.6	3.0	9.6	6.4	9.6	7.7	9.6
8c. Customer perspective	Great Extent	42.7	52.4	40.8	54.6	40.8	51.8	40.8	48.2	40.8	53.4	40.8
	Not at All	25.4	21.3	26.2	20.1	26.2	19.1	26.2	23.6	26.2	23.1	26.2
8d. Employee perspective	Great Extent	28.4	30.3	28.0	34.9	28.0	26.6	28.0	28.2	28.0	30.9	28.0
	Not at All	36.3	37.2	36.1	37.1	36.1	40.2	36.1	30.0	36.1	38.2	36.1

# PAY FOR PERFORMANCE

## Percent of All SES Members

KEY: Higher Response of Agree Higher Response of Disagree			Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
9. My last performance review helped me to identify my strengths.	Agree	52.1	48.7	52.7	48.3	52.7	55.0	52.7	46.4	52.7	44.4	52.7	
	Disagree	23.6	25.7	23.2	23.3	23.2	22.5	23.2	24.5	23.2	30.9	23.2	
10. My last performance review helped me to identify areas for improvement.	Agree	43.4	38.7	44.4	40.3	44.4	45.5	44.4	36.4	44.4	32.4	44.4	
	Disagree	27.1	30.5	26.4	30.7	26.4	25.5	26.4	27.3	26.4	36.5	26.4	
11. Discussions with my supervisor about my performance are worthwhile. <sup>2</sup>	Agree	63.0	64.0	62.8	69.1	62.8	67.2	62.8	61.9	62.8	58.3	62.8	
	Disagree	16.7	13.7	17.2	10.7	17.2	17.2	17.2	12.4	17.2	13.6	17.2	
12. Discussions with my supervisor about my development are worthwhile.	Agree	50.1	51.0	49.9	57.9	49.9	47.5	49.9	52.2	49.9	48.2	49.9	
	Disagree	18.3	18.0	18.4	14.6	18.4	22.5	18.4	15.9	18.4	17.5	18.4	
13. My performance appraisal is a fair reflection of my performance.	Agree	67.9	70.3	67.4	70.3	67.4	78.0	67.4	70.0	67.4	63.7	67.4	
	Disagree	18.4	16.9	18.6	14.9	18.6	12.5	18.6	22.7	18.6	19.7	18.6	
KEY: Higher Response of Great Extent Higher Response of Not at All			Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
14. To what extent is your salary increase linked to your performance rating?	Great Extent	64.3	57.5	65.7	46.3	65.7	66.5	65.7	64.5	65.7	54.7	65.7	
	Not at All	15.0	20.6	13.9	25.7	13.9	18.5	13.9	18.2	13.9	19.7	13.9	
15. To what extent is your bonus linked to your performance rating?	Great Extent	71.5	71.2	71.6	55.9	71.6	81.1	71.6	82.4	71.6	68.6	71.6	
	Not at All	10.8	10.0	11.0	12.9	11.0	7.1	11.0	7.4	11.0	11.6	11.0	

<sup>2</sup>Item is part of the OPM Index "Mid-Year Assessment/Worthwhile Discussion with Supervisor"

# PAY FOR PERFORMANCE

Percent of All SES Members

KEY:												
Higher Response of Agree												
Higher Response of Disagree												
		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
16. I understand how my most recent salary increase was determined. <sup>1</sup>	Agree	57.8	54.2	58.5	40.9	58.5	66.5	58.5	62.7	58.5	49.5	58.5
	Disagree	28.7	32.1	28.0	40.9	28.0	21.5	28.0	30.0	28.0	35.6	28.0
17. I understand how my most recent bonus was determined. <sup>1</sup>	Agree	55.5	57.5	55.1	39.8	55.1	73.6	55.1	65.7	55.1	52.7	55.1
	Disagree	29.5	28.0	29.8	39.8	29.8	15.2	29.8	25.9	29.8	31.4	29.8
18. I am held accountable for achieving results.	Agree	91.2	90.0	91.5	89.9	91.5	93.1	91.5	89.4	91.5	87.7	91.5
	Disagree	3.1	3.9	2.9	3.4	2.9	2.5	2.9	2.7	2.9	6.1	2.9
KEY:												
Higher Response of Yes												
		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
19. Did you participate in the development of your performance plan?	Yes	88.7	94.7	87.6	99.4	87.6	97.0	87.6	98.2	87.6	87.2	87.6
Have you seen or received a copy of...												
20a. Your agency's Executive Performance Management System Plan? <sup>1</sup>	Yes	57.2	53.7	57.8	55.9	57.8	59.7	57.8	49.6	57.8	48.7	57.8
20b. Your agency's Executive Compensation/Pay Plan? <sup>1</sup>	Yes	39.8	42.1	39.3	43.5	39.3	45.3	39.3	42.5	39.3	38.1	39.3
21. Did you receive a briefing of training on your agency's performance management system? <sup>1</sup>	Yes	63.0	55.6	64.5	48.6	64.5	61.2	64.5	55.8	64.5	55.9	64.5
22. Were you given a summary of your agency's SES overall performance ratings, performance awards and pay adjustments? <sup>1</sup>	Yes	35.0	37.4	34.5	22.3	34.5	34.5	34.5	87.3	34.5	27.0	34.5

<sup>1</sup>Item is part of the OPM Index "Communicating Pay for Performance"  
OPM SES Survey

# PAY FOR PERFORMANCE

## Percent of All SES Members

KEY:												
Higher Response of Agree												
Higher Response of Disagree												
		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
23. My agency deals effectively with executives who perform poorly.	Agree	26.2	23.3	26.7	20.2	26.7	25.6	26.7	25.7	26.7	22.4	26.7
	Disagree	30.5	24.9	31.6	21.3	31.6	24.6	31.6	17.7	31.6	31.6	31.6
24. Pay distinctions are meaningfully different among executives. <sup>3</sup>	Agree	25.8	24.9	26.0	16.5	26.0	24.6	26.0	35.8	26.0	26.5	26.0
	Disagree	28.3	30.0	27.9	36.9	27.9	27.1	27.9	22.9	27.9	30.5	27.9
25. Bonus amounts are meaningfully different among executives. <sup>3</sup>	Agree	32.3	28.9	33.0	19.9	33.0	26.6	33.0	41.3	33.0	31.8	33.0
	Disagree	20.6	23.2	20.1	29.5	20.1	18.6	20.1	22.0	20.1	22.9	20.1
26. Pay for the SES should be based on performance.	Agree	92.7	94.1	92.4	94.4	92.4	94.1	92.4	92.9	92.4	94.3	92.4
	Disagree	2.0	1.8	2.1	2.8	2.1	1.0	2.1	2.7	2.1	1.3	2.1
27. In my agency, SES pay for performance promotes better organizational performance. <sup>3</sup>	Agree	43.4	44.5	43.1	40.4	43.1	51.0	43.1	56.3	43.1	36.1	43.1
	Disagree	25.2	26.6	24.9	27.5	24.9	21.1	24.9	20.5	24.9	33.9	24.9
KEY:												
Higher Response of Satisfied												
Higher Response of Dissatisfied												
		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
28. How satisfied are you with the recognition you receive for doing a good job?	Satisfied	66.5	64.3	67.0	63.5	67.0	69.1	67.0	65.5	67.0	60.1	67.0
	Dissatisfied	20.2	19.9	20.3	16.9	20.3	16.7	20.3	22.1	20.3	24.1	20.3
29. How satisfied are you with your pay?	Satisfied	60.6	48.1	63.1	40.4	63.1	45.6	63.1	54.9	63.1	53.1	63.1
	Dissatisfied	24.7	34.9	22.7	39.9	22.7	34.3	22.7	32.7	22.7	32.5	22.7

<sup>3</sup>Item is part of the OPM Index "Pay for Performance"  
OPM SES Survey

# PAY FOR PERFORMANCE

## Summary of Findings

- Overall, Navy and Air Force SES members tended to be more positive than non-DoD SES members, whereas Army and DoD Agencies and Activities SES members tended to be more negative about the pay for performance system
- Overall, neither DoD nor non-DoD SES members tended to be more or less positive on OPM's "Communicating Pay for Performance" Index (items 4, 16, 17, 20a, 20b, 21, 22); however, Navy SES members tended to be more positive than non-DoD SES members
- Overall, Army SES members tended to be more positive than non-DoD SES members on OPM's "Mid-Year Assessment/Worthwhile Discussion with Supervisor" Index (items 7, 11)
- Overall, Air Force SES members tended to be more positive than non-DoD SES members, whereas Army SES members tended to be more negative on OPM's "Pay for Performance" Index (items 24, 25, 27)
- Detailed findings at Appendix A

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# DEVELOPMENT

## Percent of All SES Members

KEY: Higher Response of Satisfied Higher Response of Dissatisfied		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
30. How satisfied are you with the developmental opportunities you receive?	Satisfied	55.1	53.5	55.4	56.7	55.4	56.9	55.4	55.4	55.4	46.9	55.4
	Dissatisfied	18.1	18.8	18.0	18.0	18.0	14.7	18.0	18.8	18.0	23.0	18.0
KEY: Higher Response of Agree Higher Response of Disagree		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
31. Job changes improve senior executives' performance.	Agree	54.6	55.5	54.4	52.2	54.4	50.0	54.4	69.0	54.4	56.1	54.4
	Disagree	14.0	17.3	13.4	23.0	13.4	18.1	13.4	7.1	13.4	17.1	13.4
32. Senior executives should be able to perform successfully in a wide range of career positions.	Agree	76.7	72.9	77.5	65.2	77.5	69.6	77.5	82.3	77.5	77.2	77.5
	Disagree	10.0	13.0	9.4	19.1	9.4	13.2	9.4	9.7	9.4	9.6	9.4
33. I am interested in more opportunities to network with other SES members out my agency.	Agree	60.9	66.2	59.8	71.3	59.8	65.7	59.8	67.3	59.8	62.1	59.8
	Disagree	10.8	7.1	11.5	5.6	11.5	7.8	11.5	5.3	11.5	8.4	11.5
34. In my organization, my advancement depends upon my willingness to change positions.	Agree	31.7	35.8	30.9	37.6	30.9	29.4	30.9	69.9	30.9	23.2	30.9
	Disagree	37.6	31.7	38.7	29.2	38.7	35.3	38.7	12.4	38.7	39.9	38.7
35. In my organization, there are sufficient funds available for my job-related development to maintain up-to-date skills. <sup>4</sup>	Agree	50.3	58.2	48.7	67.4	48.7	62.3	48.7	58.9	48.7	46.9	48.7
	Disagree	27.4	18.6	29.2	13.5	29.2	16.2	29.2	22.3	29.2	22.8	29.2
36. My developmental needs are assessed. <sup>4</sup>	Agree	33.9	31.4	34.4	33.7	34.4	27.8	34.4	42.2	34.4	27.4	34.4
	Disagree	34.9	35.2	34.9	32.5	34.9	35.6	34.9	24.8	34.9	42.3	34.9

<sup>4</sup>Item is part of the OPM Index "Development Fund/Needs Assessment"  
OPM SES Survey

# DEVELOPMENT

## Percent of All SES Members

KEY: Higher Response of Zero		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
Since becoming a member of the SES, how many times have you...												
37a. Declined job changes within your agency?	Zero	86.9	90.3	86.3	89.3	86.3	88.7	86.3	89.4	86.3	93.0	86.3
37b. Changed jobs within your agency?	Zero	50.7	49.7	50.8	53.9	50.8	50.5	50.8	42.5	50.8	49.3	50.8
37c. Changed jobs to work in a different agency?	Zero	90.5	87.8	91.0	87.6	91.0	89.7	91.0	91.2	91.0	84.6	91.0
37d. Changed geographic locations?	Zero	81.1	79.4	81.4	75.3	81.4	83.7	81.4	62.8	81.4	86.8	81.4
37e. Changed to a job you did not prefer?	Zero	84.0	84.2	84.0	84.8	84.0	85.2	84.0	83.2	84.0	83.3	84.0

# DEVELOPMENT

## Percent of All SES Members

KEY: Higher Response of Yes		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
Since becoming a member of the SES, have you...												
38a. Received a 360-type assessment?	Yes	41.4	45.3	40.7	42.7	40.7	48.8	40.7	58.4	40.7	37.7	40.7
38b. Been on a developmental assignment lasting more than 30 days?	Yes	12.9	11.1	13.3	19.1	13.3	9.8	13.3	10.6	13.3	6.1	13.3
38c. Had a mentor advising you for developmental purposes?	Yes	20.5	23.8	19.8	27.5	19.8	25.0	19.8	27.4	19.8	18.0	19.8
38d. Received formal executive coaching?	Yes	24.6	29.2	23.7	33.1	23.7	33.3	23.7	34.5	23.7	19.7	23.7
38e. Attended a residential executive development program?	Yes	30.3	47.9	26.8	47.8	26.8	49.5	26.8	64.6	26.8	38.2	26.8
38f. Taken a sabbatical?	Yes	1.1	0.7	1.2	0.6	1.2	0.5	1.2	0.9	1.2	0.9	1.2

# DEVELOPMENT

## Summary of Findings

- Overall, Army, Navy, and Air Force SES members tended to be more positive than non-DoD SES members about development, whereas DoD Agency and Activity SES members tended to be more negative
- Overall, DoD SES members were more positive than non-DoD SES members on OPM's "Development Funds/Needs Assessment" Index (items 35, 36)
- Detailed findings at Appendix B

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# RECRUITMENT AND RETENTION

## Percent of All SES Members

KEY:			Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
39. My agency is able to attract/retain high quality senior executives.	Agree	66.1	66.5	66.0	61.8	66.0	70.1	66.0	73.2	66.0	63.6	66.0	
	Disagree	14.2	14.0	14.3	18.0	14.3	12.3	14.3	8.0	14.3	15.4	14.3	
40. SES pay and benefits are helpful in attracting and retaining high quality senior executives.	Agree	49.5	37.0	52.0	26.6	52.0	34.3	52.0	41.6	52.0	45.2	52.0	
	Disagree	30.7	45.3	27.8	59.3	27.8	43.1	27.8	39.8	27.8	39.0	27.8	
41. The SES application process discourages high quality candidates from applying.	Agree	36.0	44.0	34.4	51.7	34.4	38.2	34.4	48.7	34.4	40.8	34.4	
	Disagree	30.3	28.8	30.7	25.3	30.7	30.4	30.7	33.6	30.7	27.6	30.7	

# RECRUITMENT AND RETENTION

## Summary of Findings

- Overall, DoD SES members tended to be more negative about recruitment and retention, whereas non-DoD SES members tended to be more positive
- Detailed findings at Appendix C

# BRIEFING OVERVIEW

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# PRIDE

## Percent of All SES Members

KEY:		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
1. I am proud to be a member of the Federal Government's Senior Executive Service.	Agree	96.8	97.8	96.6	98.9	96.6	97.5	96.6	98.2	96.6	96.9	96.6
	Disagree	0.7	0.8	0.7	0.0	0.7	1.5	0.7	0.9	0.7	0.9	0.7
2. My work gives me a feeling of personal accomplishment.	Agree	95.3	96.5	95.1	97.2	95.1	95.5	95.1	97.3	95.1	96.4	95.1
	Disagree	2.0	0.8	2.3	1.1	2.3	1.0	2.3	0.0	2.3	0.9	2.3
3. My talents are used well in the workplace.	Agree	87.3	88.4	87.1	89.9	87.1	87.2	87.1	92.0	87.1	86.4	87.1
	Disagree	7.7	6.9	7.9	6.2	7.9	7.9	7.9	1.8	7.9	9.2	7.9

# PRIDE

## Summary of Findings

- Overall, DoD SES members tended to be more positive about pride than non-DoD SES members
- Detailed findings at Appendix D

# BRIEFING OVERVIEW

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# TYPE OF WORK

## Percent of All SES Members

KEY: More Likely to Mark		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
		What is the percentage of your current work that you consider to be...										
42a. Of a technical/professional nature?	Greater than 45%	20.2	19.4	20.3	15.2	20.3	21.7	20.3	13.4	20.3	23.6	20.3
	26%-45%	36.7	39.6	36.1	46.1	36.1	37.9	36.1	37.5	36.1	36.9	36.1
	Less than 26%	43.2	41.1	43.6	38.8	43.6	40.4	43.6	49.1	43.6	39.6	43.6
42b. Of an advisory nature (to top management)?	Greater than 45%	18.4	18.9	18.4	14.6	18.4	19.2	18.4	17.9	18.4	22.5	18.4
	26%-45%	43.4	47.6	42.6	53.3	42.6	44.8	42.6	43.8	42.6	47.6	42.6
	Less than 26%	38.1	33.5	39.1	32.0	39.1	36.0	39.1	38.4	39.1	30.0	39.1
42c. Of a leadership/managerial nature?	Greater than 45%	57.1	53.8	57.7	47.8	57.7	56.4	57.7	62.5	57.7	52.0	57.7
	26%-45%	34.5	38.1	33.8	42.1	33.8	34.3	33.8	33.0	33.8	41.0	33.8
	Less than 26%	8.4	8.0	8.5	10.1	8.5	9.3	8.5	4.5	8.5	7.0	8.5

# TYPE OF WORK

## Summary of Findings

- Overall, DoD SES members were more likely to indicate they consider their current work to be 26%-45% of each type of work (*technical, advisory, and leadership/management*), whereas non-DoD SES members were more likely to indicate they consider more of their current work (greater than 45%) to be of a *leadership/managerial* nature and less of their current work (less than 26%) to be of a *technical/professional* and *advisory* nature
- Detailed findings at Appendix E

# BRIEFING OVERVIEW

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# CERTIFICATION FOR PERSONNEL SYSTEM

## Percent of All SES Members

KEY:												
Higher Response of Agree												
Higher Response of Disagree												
		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
4. I understand the SES performance appraisal system being used in this organization. <sup>1</sup>	Agree	82.8	83.4	82.6	84.3	82.6	87.2	82.6	80.5	82.6	80.6	82.6
	Disagree	8.9	8.5	8.9	7.9	8.9	5.4	8.9	10.6	8.9	10.6	8.9
5. My performance evaluation takes into account the most important parts of my job.	Agree	71.7	72.8	71.5	69.9	71.5	77.7	71.5	68.5	71.5	72.7	71.5
	Disagree	15.9	14.3	16.2	15.9	16.2	10.2	16.2	17.6	16.2	15.0	16.2
KEY:												
Higher Response of Yes												
		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
6. I received a performance plan in the first few months of the performance cycle.	Yes	83.1	75.5	84.5	85.3	84.5	64.0	84.5	78.8	84.5	76.4	84.5
	Yes	74.3	69.2	75.3	84.4	75.3	62.1	75.3	70.6	75.3	63.0	75.3

<sup>1</sup>Item is part of the OPM Index "Communicating Pay for Performance"

<sup>2</sup>Item is part of the OPM Index "Mid-Year Assessment/Worthwhile Discussion with Supervisor"

# CERTIFICATION FOR PERSONNEL SYSTEM

## Percent of All SES Members

KEY:		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
To what extent is your performance rating based on the following?												
8a. The performance of your organization	Great Extent	67.5	64.1	68.1	64.8	68.1	63.8	68.1	66.4	68.1	62.6	68.1
	Not at All	11.4	13.2	11.0	12.5	11.0	13.6	11.0	12.7	11.0	13.5	11.0
8b. Your individual performance	Great Extent	74.3	78.2	73.6	77.7	73.6	84.0	73.6	75.5	73.6	74.7	73.6
	Not at All	9.1	6.2	9.6	8.0	9.6	3.0	9.6	6.4	9.6	7.7	9.6
8c. Customer perspective	Great Extent	42.7	52.4	40.8	54.6	40.8	51.8	40.8	48.2	40.8	53.4	40.8
	Not at All	25.4	21.3	26.2	20.1	26.2	19.1	26.2	23.6	26.2	23.1	26.2
8d. Employee perspective	Great Extent	28.4	30.3	28.0	34.9	28.0	26.6	28.0	28.2	28.0	30.9	28.0
	Not at All	36.3	37.2	36.1	37.1	36.1	40.2	36.1	30.0	36.1	38.2	36.1
KEY:		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
Higher Response of Agree												
18. I am held accountable for achieving results.	Agree	91.2	90.0	91.5	89.9	91.5	93.1	91.5	89.4	91.5	87.7	91.5
	Disagree	3.1	3.9	2.9	3.4	2.9	2.5	2.9	2.7	2.9	6.1	2.9

# CERTIFICATION FOR PERSONNEL SYSTEM

## Percent of All SES Members

KEY:												
Higher Response of Yes												
		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
19. Did you participate in the development of your performance plan?	Yes	88.7	94.7	87.6	99.4	87.6	97.0	87.6	98.2	87.6	87.2	87.6
Have you seen or received a copy of...												
20a. Your agency's Executive Performance Management System Plan? <sup>1</sup>	Yes	57.2	53.7	57.8	55.9	57.8	59.7	57.8	49.6	57.8	48.7	57.8
20b. Your agency's Executive Compensation/Pay Plan? <sup>1</sup>	Yes	39.8	42.1	39.3	43.5	39.3	45.3	39.3	42.5	39.3	38.1	39.3
21. Did you receive a briefing of training on your agency's performance management system? <sup>1</sup>	Yes	63.0	55.6	64.5	48.6	64.5	61.2	64.5	55.8	64.5	55.9	64.5
22. Were you given a summary of your agency's SES overall performance ratings, performance awards and pay adjustments? <sup>1</sup>	Yes	35.0	37.4	34.5	22.3	34.5	34.5	34.5	87.3	34.5	27.0	34.5
KEY:												
Higher Response of Agree												
Higher Response of Disagree												
		Total	DoD	Non-DoD	Army	Non-DoD	Navy	Non-DoD	Air Force	Non-DoD	DoD Agencies & Activities	Non-DoD
24. Pay distinctions are meaningfully different among executives. <sup>3</sup>	Agree	25.8	24.9	26.0	16.5	26.0	24.6	26.0	35.8	26.0	26.5	26.0
	Disagree	28.3	30.0	27.9	36.9	27.9	27.1	27.9	22.9	27.9	30.5	27.9
25. Bonus amounts are meaningfully different among executives. <sup>3</sup>	Agree	32.3	28.9	33.0	19.9	33.0	26.6	33.0	41.3	33.0	31.8	33.0
	Disagree	20.6	23.2	20.1	29.5	20.1	18.6	20.1	22.0	20.1	22.9	20.1

<sup>1</sup>Item is part of the OPM Index "Communicating Pay for Performance"

<sup>3</sup>Item is part of the OPM Index "Pay for Performance"

# CERTIFICATION FOR PERSONNEL SYSTEM

## Summary of Findings

- DoD Agency and Activity SES members tended to be more negative than non-DoD SES members on items related to certification for the personnel system
- Detailed findings at Appendix F

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# Appendix A

# PAY FOR PERFORMANCE

## Detailed Findings

- DoD SES members were *more* likely than non-DoD SES members to indicate:
  - Their performance rating is based to a great extent on:
    - Their individual performance
    - Customer perspective
    - Employee perspective
  - Agreement that
    - Their performance appraisal is a fair reflection of performance
    - Pay for SES members should be based on performance
  - They participated in the development of their performance plan
  - They have seen or received a copy of their agency's Executive Compensation/Pay Plan
  - They were given a summary of their agency's SES overall performance ratings, performance awards, and pay adjustments
  - Their performance rating is not at all based on performance of their organization
  - Disagreement that
    - Their last performance review helped them identify their strengths
    - Their last performance review helped them identify areas for improvement
    - They understand how their most recent salary increase was determined
    - They are held accountable for achieving results
    - Bonus amounts are meaningfully different among executives
  - Their salary increase is not at all linked to their performance rating
  - Dissatisfaction with pay

# PAY FOR PERFORMANCE

## Detailed Findings (Continued)

- DoD SES members were *less likely* than non-DoD SES members to indicate:
  - They received a performance plan in the first few months of the performance cycle
  - They had a discussion about progress on their performance plan at mid-year in the performance cycle
  - They have seen or received a copy of their agency's Executive Performance Management System Plan
  - They received a briefing of training on their agency's performance management system
  - Agreement that their agency deals effectively with executives who perform poorly
  - Satisfaction with recognition received for doing a good job

# PAY FOR PERFORMANCE

## Detailed Findings (Continued)

- Army SES members were *more* likely than non-DoD SES members to indicate:
  - They had a discussion about progress on their performance plan at mid-year in the performance cycle
  - Their performance rating is based to a great extent on:
    - Their individual performance
    - Customer perspective
    - Employee perspective
  - Agreement that
    - Discussions with their supervisor about their performance are worthwhile
    - Discussions with their supervisor about their development are worthwhile
    - Pay for SES members should be based on performance
  - They participated in the development of their performance plan
  - They have seen or received a copy of their agency's Executive Compensation/Pay Plan
  - Disagreement that
    - Their last performance review helped them identify areas for improvement
    - They understand how their most recent salary increase was determined
    - They understand how their most recent bonus was determined
    - Pay distinctions are meaningfully different among executives
    - Bonus amounts are meaningfully different among executives
  - Their salary is not at all linked to their performance rating
  - Dissatisfaction with pay

# PAY FOR PERFORMANCE

## Detailed Findings (Continued)

- Army SES members were *less likely* than non-DoD SES members to indicate:
  - Disagreement that their performance appraisal is a fair reflection of performance
  - Dissatisfaction with recognition received for doing a good job
  - Agreement that
    - Their last performance review helped them identify their strengths
    - Agency deals effectively with executives who perform poorly
  - Their bonus is linked to a great extent to their performance rating
  - They received a briefing of training on their agency's performance management system
  - They were given a summary of their agency's SES overall performance ratings, performance awards, and pay adjustments

# PAY FOR PERFORMANCE

## Detailed Findings (Continued)

- Navy SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that
    - They understand the SES performance appraisal system being used in their organization
    - Discussions with their supervisor about their performance are worthwhile
    - Their performance appraisal is a fair reflection of performance
    - They understand how their most recent salary increase was determined
    - They understand how their most recent bonus was determined
    - SES pay for performance promotes better organizational performance in their agency
  - Their performance rating is based to a great extent on:
    - Their individual performance
    - Customer perspective
  - Their bonus is linked to a great extent to their performance rating
  - They participated in the development of their performance plan
  - They have seen or received a copy of their agency's Executive Compensation/Pay Plan
  - Disagreement that discussions with their supervisor about their development are worthwhile
  - Their salary is not at all linked to their performance rating
  - Dissatisfaction with pay

# PAY FOR PERFORMANCE

## Detailed Findings (Continued)

- Navy SES members were *less likely* than non-DoD SES members to indicate:
  - Disagreement that
    - Their agency deals effectively with executives who perform poorly
    - Pay for the SES should be based on performance
  - Dissatisfaction with recognition received for doing a good job
  - They received a performance plan in the first few months of the performance cycle
  - They had a discussion about progress on their performance plan at mid-year in the performance cycle
  - Their performance rating is based to a great extent on performance of their organization
  - Agreement that bonus amounts are meaningfully different among executives

# PAY FOR PERFORMANCE

## Detailed Findings (Continued)

- Air Force SES members were *more* likely than non-DoD SES members to indicate:
  - Their performance rating is based to a great extent on customer perspective
  - Their bonus is linked to a great extent to their performance rating
  - Agreement that
    - They understand how their most recent bonus was determined
    - Pay distinctions are meaningfully different among executives
    - Bonus amounts are meaningfully different among executives
    - SES pay for performance promotes better organizational performance in their agency
  - They participated in the development of their performance plan
  - They were given a summary of their agency's SES overall performance ratings, performance awards, and pay adjustments
  - Disagreement that their performance appraisal is a fair reflection of performance
  - Their salary is not at all linked to their performance rating
  - Dissatisfaction with pay

# PAY FOR PERFORMANCE

## Detailed Findings (Continued)

- Air Force SES members were *less likely* than non-DoD SES members to indicate:
  - Their performance rating is not at all based on:
    - Their individual performance
    - Employee perspective
  - Disagreement that
    - Discussions with their supervisor about their performance are worthwhile
    - Their agency deals effectively with executives who perform poorly
  - They received a performance plan in the first few months of the performance cycle
  - They had a discussion about progress on their performance plan at mid-year in the performance cycle
  - Agreement that
    - Their last performance review helped them identify their strengths
    - Their last performance review helped them identify areas for improvement
  - They have seen or received a copy of their agency's Executive Performance Management System Plan
  - They received a briefing of training on their agency's performance management system

# PAY FOR PERFORMANCE

## Detailed Findings (Continued)

- DoD Agency and Activity SES members were *more* likely than non-DoD SES members to indicate:
  - Their performance rating is based to a great extent on customer perspective
  - Disagreement that
    - Their last performance review helped them identify their strengths
    - Their last performance review helped them identify areas for improvement
    - They understand how their most recent salary increase was determined
    - They are held accountable for achieving results
    - SES pay for performance promotes better organizational performance in their agency
  - Their salary increase is not at all linked to their performance rating
  - Dissatisfaction with
    - Recognition received for doing a good job
    - Pay

# PAY FOR PERFORMANCE

## Detailed Findings (Continued)

- DoD Agency and Activity SES members were *less likely* than non-DoD SES members to indicate:
  - They received a performance plan in the first few months of the performance cycle
  - They had a discussion about progress on their performance plan at mid-year in the performance cycle
  - Their performance rating is based to a great extent on performance of their organization
  - Agreement that
    - Discussions with their supervisor about their performance are worthwhile
    - Their agency deals effectively with executives who perform poorly
  - They have seen or received a copy of their agency's Executive Performance Management System Plan
  - They received a briefing of training on their agency's performance management system
  - They were given a summary of their agency's SES overall performance ratings, performance awards, and pay adjustments

# Appendix B

# DEVELOPMENT

## Detailed Findings

- DoD SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that
    - They are interested in more opportunities to network with other SES members outside of their agency
    - Their advancement depends on their willingness to change positions
    - There are sufficient funds available for their job-related development to main up-to-date skills
  - That since becoming a member of the SES,
    - They have never declined job changes within their agency
    - They have received a 360-type assessment
    - They have had a mentor advising them for developmental purposes
    - They received formal executive coaching
    - They attended a residential executive development program
  - Disagreement that
    - Job changes improve senior executive's performance
    - Senior executives should be able to perform successfully in a wide range of career positions
- DoD SES members were *less* likely than non-DoD SES members to indicate:
  - Agreement that their development needs are assessed
  - That since becoming a member of the SES,
    - They have never changed jobs to work in a different agency
    - They have never changed geographic locations
    - They have been on a development assignment lasting more than 30 days
    - They have taken a sabbatical

# DEVELOPMENT

## Detailed Findings (Continued)

- Army SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that
    - They are interested in more opportunities to network with other SES members outside of their agency
    - Their advancement depends on their willingness to change positions
    - There are sufficient funds available for their job-related development to main up-to-date skills
  - That since becoming a member of the SES,
    - They have never declined job changes within their agency
    - They have been on a developmental assignment lasting more than 30 days
    - They have had a mentor advising them for developmental purposes
    - They received formal executive coaching
    - They attended a residential executive development program
  - Disagreement that
    - Job changes improve senior executive's performance
    - Senior executives should be able to perform successfully in a wide range of career positions
  
- Army SES members were *less* likely than non-DoD SES members to indicate:
  - That since becoming a member of the SES,
    - They have never changed jobs to work in a different agency
    - They have never changed geographic locations
    - They have taken a sabbatical

# DEVELOPMENT

## Detailed Findings (Continued)

- Navy SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that
    - They are interested in more opportunities to network with other SES members outside of their agency
    - There are sufficient funds available for their job-related development to main up-to-date skills
  - That since becoming a member of the SES,
    - They have received a 360-type assessment
    - They have had a mentor advising them for developmental purposes
    - They received formal executive coaching
    - They attended a residential executive development program
  - Disagreement that
    - Job changes improve senior executive's performance
    - Senior executives should be able to perform successfully in a wide range of career positions
- Navy SES members were *less* likely than non-DoD SES members to indicate:
  - Dissatisfaction with developmental opportunities received
  - That since becoming a member of the SES,
    - They have been on a developmental assignment lasting more than 30 days
    - They have taken a sabbatical
  - Agreement that their developmental needs are assessed

# DEVELOPMENT

## Detailed Findings (Continued)

- Air Force SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that
    - Job changes improve senior executive's performance
    - Senior executives should be able to perform successfully in a wide range of career positions
    - They are interested in more opportunities to network with other SES members outside of their agency
    - Their advancement depends on their willingness to change positions
    - There are sufficient funds available for their job-related development to main up-to-date skills
    - Their developmental needs are assessed
  - That since becoming a member of the SES,
    - They have never declined job changes within their agency
    - They have received a 360-type assessment
    - They have had a mentor advising them for developmental purposes
    - They received formal executive coaching
    - They attended a residential executive development program
  
- Air Force SES members were *less* likely than non-DoD SES members to indicate:
  - That since becoming a member of the SES,
    - They have never changed jobs within their agency
    - They have never changed geographic locations

# DEVELOPMENT

## Detailed Findings (Continued)

- DoD Agency and Activity SES members were *more* likely than non-DoD SES members to indicate:
  - That since becoming a member of the SES,
    - They have never declined job changes within their agency
    - They have never changed geographic locations
    - They attended a residential executive development program
  - Dissatisfaction with developmental opportunities received
  - Disagreement that
    - Job changes improve senior executive's performance
    - Their developmental needs are assessed
- DoD Agency and Activity SES members were *less* likely than non-DoD SES members to indicate:
  - Disagreement that
    - There are interested in more opportunities to network with other SES members outside of their agency
    - There are sufficient funds available for their job-related development to maintain up-to-date skills
  - Agreement that advancement depends up on their willingness to change positions in their agency
  - That since becoming a member of the SES,
    - They have never changed jobs to work in a different agency
    - They have been on a developmental assignment lasting more than 30 days
    - They received formal executive coaching

# Appendix C

# RECRUITMENT AND RETENTION

## Detailed Findings

- DoD SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that the SES application process discourages high quality candidates from applying
  - Disagreement that SES pay and benefits are helpful in attracting and retaining high quality senior executives
- Army SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that the SES application process discourages high quality candidates from applying
  - Disagreement that
    - Their agency is able to attract/retain high quality senior executives
    - SES pay and benefits are helpful in attracting and retaining high quality senior executives
- Navy SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that their agency is able to attract/retain high quality senior executives
  - Disagreement that SES pay and benefits are helpful in attracting and retaining high quality senior executives

# RECRUITMENT AND RETENTION

## Detailed Findings (Continued)

- Air Force SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that
    - Their agency is able to attract/retain high quality senior executives
  - Agreement that
    - The SES application process discourages high quality candidates from applying
  - Disagreement that
    - SES pay and benefits are helpful in attracting and retaining high quality senior executives
- DoD Agency and Activity SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that
    - The SES application process discourages high quality candidates from applying
  - Disagreement that
    - SES pay and benefits are helpful in attracting and retaining high quality senior executives

# Appendix D

# PRIDE

## Detailed Findings

- DoD SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that:
    - They are proud to be a member of the Federal Government's Senior Executive Service
    - Their work gives them a feeling of personal accomplishment
- Army SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that:
    - They are proud to be a member of the Federal Government's Senior Executive Service
    - Their work gives them a feeling of personal accomplishment
    - Their talents are used well in the workplace
- Air Force SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that:
    - They are proud to be a member of the Federal Government's Senior Executive Service
    - Their work gives them a feeling of personal accomplishment
    - Their talents are used well in the workplace
- Navy SES members were *less* likely than non-DoD SES members to indicate:
  - Disagreement that their work gives them a feeling of personal accomplishment
- DoD Agency and Activity SES members were *less* likely than non-DoD SES members to indicate:
  - Disagreement that their work gives them a feeling of personal accomplishment

# Appendix E

# TYPE OF WORK

## Detailed Findings

- Army SES members were *more* likely than non-DoD SES members to indicate they consider:
  - 26%-45% of their current work to be of a *technical/professional* nature
  - 26%-45% of their current work to be of a an *advisory nature*
  - 26%-45% of their current work to be of a *leadership/managerial* nature
- Air Force SES members were *more* likely than non-DoD SES members to indicate they consider:
  - Less than 26% of their current work to be of a *technical/professional* nature
  - Greater than 45% of their current work to be of a *leadership/management* nature
- DoD Agency SES members were *more* likely than non-DoD SES members to indicate they consider:
  - Greater than 25% of their current work to be of an *advisory* nature
  - 26%-45% of their current work to be of a *leadership/managerial* nature

# Appendix F

# CERTIFICATION FOR PERSONNEL SYSTEM

## Detailed Findings

- DoD SES members were *more* likely than non-DoD SES members to indicate:
  - Their performance rating is based to a great extent on:
    - Their individual performance
    - Customer perspective
    - Employee perspective
  - They participated in the development of their performance plan
  - They have seen or received a copy of their agency's Executive Compensation/Pay Plan
  - They were given a summary of their agency's SES overall performance ratings, performance awards, and pay adjustments
  - Their performance rating is not at all based on performance of their organization
  - Disagreement that
    - They are held accountable for achieving results
    - Bonus amounts are meaningfully different among executives
- DoD SES members were *less* likely than non-DoD SES members to indicate:
  - Agreement that their performance evaluation takes into account the most important parts of their job
  - They received a performance plan in the first few months of the performance cycle
  - They had a discussion about progress on their performance plan at mid-year in the performance cycle
  - They have seen or received a copy of their agency's Executive Performance Management System Plan
  - They received a briefing of training on their agency's performance management system

# CERTIFICATION FOR PERSONNEL SYSTEM

## Detailed Findings (Continued)

- Army SES members were *more* likely than non-DoD SES members to indicate:
  - They had a discussion about progress on their performance plan at mid-year in the performance cycle
  - Their performance rating is based to a great extent on:
    - Their individual performance
    - Customer perspective
    - Employee perspective
  - They participated in the development of their performance plan
  - They have seen or received a copy of their agency's Executive Compensation/Pay Plan
  - Disagreement that
    - Pay distinctions are meaningfully different among executives
    - Bonus amounts are meaningfully different among executives
- Army SES members were *less* likely than non-DoD SES members to indicate:
  - They received a briefing of training on their agency's performance management system
  - They were given a summary of their agency's SES overall performance ratings, performance awards, and pay adjustments

# CERTIFICATION FOR PERSONNEL SYSTEM

## Detailed Findings (Continued)

- Navy SES members were *more* likely than non-DoD SES members to indicate:
  - Agreement that
    - They understand the SES performance appraisal system being used in their organization
    - Their performance evaluation takes into account the most important parts of their job
  - Their performance rating is based to a great extent on:
    - Their individual performance
    - Customer perspective
  - They participated in the development of their performance plan
  - They have seen or received a copy of their agency's Executive Compensation/Pay Plan
- Navy SES members were *less* likely than non-DoD SES members to indicate:
  - They received a performance plan in the first few months of the performance cycle
  - They had a discussion about progress on their performance plan at mid-year in the performance cycle
  - Their performance rating is based to a great extent on performance of their organization
  - Agreement that bonus amounts are meaningfully different among executives

# CERTIFICATION FOR PERSONNEL SYSTEM

## Detailed Findings (Continued)

- Air Force SES members were *more* likely than non-DoD SES members to indicate:
  - Their performance rating is based to a great extent on customer perspective
  - They participated in the development of their performance plan
  - They were given a summary of their agency's SES overall performance ratings, performance awards, and pay adjustments
  - Agreement that
    - Pay distinctions are meaningfully different among executives
    - Bonus amounts are meaningfully different among executives
- Air Force SES members were *less* likely than non-DoD SES members to indicate:
  - Their performance rating is not at all based on:
    - Their individual performance
    - Employee perspective
  - They received a performance plan in the first few months of the performance cycle
  - They had a discussion about progress on their performance plan at mid-year in the performance cycle
  - They have seen or received a copy of their agency's Executive Performance Management System Plan
  - They received a briefing of training on their agency's performance management system

# CERTIFICATION FOR PERSONNEL SYSTEM

## Detailed Findings (Continued)

- DoD Agency and Activity SES members were *more* likely than non-DoD SES members to indicate:
  - Their performance rating is based to a great extent on customer perspective
  - Disagreement that they are held accountable for achieving results
- DoD Agency and Activity SES members were *less* likely than non-DoD SES members to indicate:
  - They received a performance plan in the first few months of the performance cycle
  - They had a discussion about progress on their performance plan at mid-year in the performance cycle
  - Their performance rating is based to a great extent on performance of their organization
  - They have seen or received a copy of their agency's Executive Compensation/Pay Plan
  - They received a briefing of training on their agency's performance management system
  - They were given a summary of their agency's SES overall performance ratings, performance awards, and pay adjustments