

Online Appendix

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Appendix A. Details of the Survey on the Future of Government Service

In 2020 scholars at Princeton, Georgetown Universities, and Vanderbilt University worked with the Partnership for Public Service and Volcker Alliance to conduct the *Survey on the Future of Government Service*.¹ Investigators asked appointed and career executives across the executive establishment about their agencies. The survey targeted all appointed and career federal executives working in non-advisory agencies headed by Senate-confirmed appointees.² This includes all political appointees³, career members of the Senior Executive Service, all senior Foreign Service officers serving domestically, and comparable managers in agencies without these appointment authorities. It also includes other high level career managers that administered programs or agencies (i.e., GS 14-15 with specific titles). Researchers relied on Leadership Directories' Federal Government database⁴ to provide names and contact information for our target population. This proprietary database contains contact information for department and agency heads in the executive branch, including up to 15 levels of management hierarchy within departments and agencies. The database also identifies individuals in the following types of positions: Presidential Appointments with Senate Confirmation, Presidential Appointments without Senate Confirmation, Schedule C Appointments, Non-Career Senior Executive Service positions, Career Senior Executive Service positions, and Senior Foreign Service positions.

2020 Sampling Procedure⁵

In 2020 *other* senior career executives that were not in the Senior Executive Service or Senior Foreign Service were identified by title. Specifically, the sample includes a census of employees whose titles are variants of Administrator, Commissioner, Secretary (e.g., Under Secretary, Deputy Secretary, Assistant Secretary), Chief or General Counsel, Chief of Staff, Chief Officers (e.g. Chief Executive Officer, Chief Financial Officer), Controller, President, Director (e.g., Deputy Director).

Heterogeneity in title usage across agencies makes it difficult to identify a set of titles that reliably identifies senior employees at every agency. Moreover, variants of Chief, Manager, and Supervisor are common among senior employees in subagencies, meaning that the titles used to construct the census sample may not produce a large enough sample to yield a sufficient number of responses to make reliable subagency-level inferences. Therefore, for EOP agencies, subagencies, and independent agencies that had at least 100 employees in the sample frame (i.e., enough potential respondents to yield a reliable agency-level estimate give our expected response rate), we executed the following sampling procedure:

For each agency with at least 100 people in the sample frame and the titles Administrator, Director, Chief, Manager, and Supervisor (in that order),

¹ Principal Investigators, Dr. Mark Richardson, Dr. Nolan McCarty, and Dr. David Lewis. Georgetown Study Number: 00002441; Princeton IRB Number: 12939; Vanderbilt IRB Number: 200904.

² This includes bureaus and offices within the fifteen executive departments, agencies within the Executive Office of the President, and 66 federal agencies outside the executive departments. Researchers used David E. Lewis and Jennifer L. Selin, *Sourcebook of United States Executive Agencies* (2012) to create the list of workplaces. Agencies in the Executive Office of the President were identified using Table 1. They excluded the Executive Residence, Office of Administration, and White House Office. Prominent bureaus and agencies within executive departments were identified using Table 2. The research team made limited adjustments to this list based on which agencies and bureaus the team wanted to be able to analyze separately from the executive department as a whole. Agencies outside the executive departments were identified using Table 5. Scholarship agencies, regional agencies, and non-profits and cooperatives were excluded. Other limited adjustments were made by the research team.

³ This includes all Senate-confirmed appointees (PAS), other presidential appointees not requiring Senate confirmation (PA), non-career SES (NA), and Schedule C (SC) appointees.

⁴ See: <https://www.leadershipconnect.io/>.

⁵ This section borrows heavily from the document "SFGS 2020 Methods: Sample Construction, Weighting, and Agency List," on file with the author. Mark D. Richardson wrote this document describing the 2020 survey methodology.

- a. Calculate the number of additional respondents needed to reach a sample size of 100 for the agency
- b. Select people in the sample frame not already selected by the census procedures
- c. From step b, identify all individual whose title includes “Administrator”
- d. If adding all individuals from step c would cause the sample size to exceed 100, take a simple random sample from the set of individuals such that the sample size for that agency will be 100 and proceed to the next agency
- e. Otherwise, add all individuals from step c to the sample and repeat step c for the next title
- f. If all titles have been searched and the sample size remains below 100, proceed to the next agency

In total, this procedure yielded a sample of 23,824 individuals of whom 2,984 were not part of the census sample. Names and addresses were submitted to a vendor for mail service processing. There were 22,819 records (out of 23,824) that had a mailing address or building location in the directory. About 96% of these addresses were found to be valid delivery points in the USPS delivery sequence file. Through additional editing and research, nearly all of the remaining 4% were validated. The file was also inspected for duplicate names and email addresses. Because the survey is administered online, we then eliminated individuals with no email address resulting in a final sample of 18,035 individuals.

Survey Execution

The Princeton Survey Research Center (PSRC) executed the survey in the fall of 2020 (June 15, 2020 to December 31, 2020). Respondents were offered no incentives or compensation. The survey started with an email authored by Max Stier, President of the Partnership for Public Service. This email invited respondents to go to the sfgs.princeton.edu website and login with a login name and password. PSRC followed up with numerous email reminders. In 2020, most federal executives were working from home because of the 2020 global pandemic. This made letters and postcards infeasible since most respondents would not receive their work mail at home. The pandemic also made telephone calls difficult since most executives were working from home rather than the office. PSRC still tried to reach executives through calls to work numbers. Most of the 2020 survey involved electronic communications.

Message	Start	N	End	Cumulative Complete
Max Stier advance message (via email from PSP)	15-Jun	18,035	22-Jun	
Invitation Email (from psrc@princeton.edu)	24-Jun	17,792	26-Jun	341
First reminder email (from psrc)	14-Jul	16,331	17-Jul	575
Special reminder to SPAM blocked cases	30-Jul	1,316	30-Jul	715
Special reminder to partial completes	31-Jul	220	31-Jul	723
Telephone reminder calls	13-Aug	14,911	1-Dec	
Reminder from Max Stier at PSP (via email)	9-Sep	15,478	16-Sep	762
Second reminder email (from Ed Freeland)	17-Sep	15,458	22-Sep	1,006
Third reminder email (from delewis@princeton.edu)	29-Oct	14,806	2-Nov	1,323
Final reminder email (from mark.richardson@georgetown.edu)	4-Dec	14,152	18-Dec	1,470
Close of field period			31-Dec	1,485

Response and Participation Rates

The participation rate of the survey, fielded during the pandemic, was 11% (1,779 full or partial completes out of 16,232).⁶ Out of 1,779 respondents, there were 125 appointees (7%; 125/1,605) and 1,654 career professionals (11%; 1,654/14,627). These rates are comparable to most public opinion surveys (response rates for Gallup telephone surveys average around 7 percent).⁷ The denominator has been adjusted from 18,035 to 16,232 because some respondents had moved or retired (591), some turned out to be ineligible (10), and 1,202 never received survey emails.

Survey Weights

All analysis includes survey weights to ensure that the answers provided by the sample of respondents are reliable and mirror those of the target population. The results reported are weighted to reduce non-response and noncoverage bias. Researchers created post-stratification weights using iterative proportional fitting, more commonly called raking. The sample drawn from the Leadership Directories database was used to create population marginals because the sample is primarily a census sample, meaning the sample is the best estimate of the population. The characteristics used for weighting are:

- a. Whether a respondent worked in the DC area (defined as the District of Columbia, Maryland, and Virginia).
- b. Position type defined as political appointees (i.e., Presidential Appointments with Senate Confirmation, Presidential Appointments without Senate Confirmation, Schedule C Appointments, Non-Career Senior Executive Service positions), career member of the Senior Executive Service, member of the Senior Foreign Service, and career civil servant.
- c. Workplace location in the executive branch defined as the Executive Office of the President, each executive department (separately), and independent agencies (as a whole).

The composite design effect for a sample of size n with each case having weight w_i is:

$$def f = \frac{n \sum_{i=1}^n w_i^2}{(\sum_{i=1}^n w_i)^2}$$

Researchers set $\hat{p} = 0.5$ and calculated the weighted margin of error as:

$$\pm \left(\sqrt{def f} \times 1.96 \sqrt{\frac{\hat{p}(1 - \hat{p})}{n}} \right)$$

Survey Data Analysis

We have responses from thousands of federal executives. We use *agency averages* as the unit of analysis.⁸ Throughout the paper the number of observations reflects the number of agencies rather than the number of respondents. These agency averages are the average of the *weighted* responses. To protect the privacy of survey respondents and comply with human subjects protections, we report the average responses of no agencies with fewer than 5 respondents and 30 potential respondents.

⁶ We refer to the participation rate since many respondents started but did not complete the whole survey.

⁷ Stephanie Marken, *Still Listening: The State of Telephone Surveys*, GALLUP METHODOLOGY BLOG, (January 11, 2018) <https://news.gallup.com/opinion/methodology/225143/listening-state-telephone-surveys.aspx>.

⁸ For the purposes of department-wide averages (i.e., where the question asks about an entire department), we use only the responses of employees working in the Office of the Secretary. These respondents were asked about the whole department while other respondents were asked specifically about sub-units of the larger departments.

Appendix B: Survey on the Future of Government Service (2020) Survey Instrument

2020 Survey on the Future of Government Service Instrument

Q1.

Georgetown Study Number: 00002441

Princeton IRB Number: 12939

Vanderbilt IRB Number: 200904

Principal Investigators: Dr. David Lewis, Dr. Nolan McCarty, and Dr. Mark Richardson

Title: 2020 Survey on the Future of Government Service

Permission to Take Part in a Human Research Study

Key Information: The following is a short summary of this study to help you decide whether or not to be a part of this study.

Why am I being invited to take part in a research study?

You are being asked to participate in this study because you are a high-level executive in the federal government.

What should I know about a research study?

- If you have questions, someone will explain this research study to you.
- Whether or not you take part is up to you.
- You can choose not to take part.
- You can agree to take part and later change your mind.
- Your decision will not be held against you.
- You can ask all the questions you want before you decide.

Why is this research being done?

The 2020 Survey on the Future of Government Service is a study designed to understand the experiences and backgrounds of federal executives in the United States. In particular, this survey collects federal executives' opinions on a broad range of topics of concern to the public service, including recruitment and retention, workforce stressors, organizational performance, and the management environment. The results from the survey will provide important insight into the challenges facing federal agencies and contribute to ongoing efforts to strengthen America's public service and the operations and management of the federal government.

How long will the research last and what will I need to do?

You will complete a survey that takes about 20 minutes.

Is there any way being in this study could be bad for me?

The only risks associated with participation in this study are consequences that might result from unauthorized use or theft of the survey responses. The research team conducting the study has taken all necessary precautions to minimize the risk of accidental disclosure or theft of confidential data.

Will being in this study help me in any way?

We cannot promise any benefits to you or others from your taking part in this research. However, possible benefits include improvements in the management of federal agencies that improve your job

satisfaction. Possible benefits to others include improvements in the management of federal agencies that improve government performance.

What happens to the information collected for the research?

Data Use and Security: The survey data will be used to prepare public reports on the state of the civil service in the United States. The data will also be put to use by researchers for the purposes of scholarly publication. The principal investigators may also share individually de-identified data with researchers from other institutions for the purposes of scholarly publication. Scholars other than the principal investigators will only have access to a limited data set that is designed to prevent the use of survey responses to infer the identities of survey respondents. Survey data will be publicly reported as aggregate statistics or figures that prevent the inference of the identity of individual survey respondents. For agencies with a small population of federal executives, we will never report agency-level statistics. The research team is working with computer scientists at the Massive Data Institute (MDI) at Georgetown University, a Federal Statistical Research Data Center that handles some of the nation's most sensitive statistical data, to ensure that our reports and publications cannot be used to de-anonymize the survey data using publicly available information about the federal workforce (e.g., OPM records released in response to FOIA requests).

Respondent data such as email address, name, agency, etc. will reside on a private encrypted, server. Survey response data will also reside on a private encrypted, server and be stored separately from respondent data. Data security will be managed by MDI. Compliance with data security protocols will be monitored by the Office of Compliance and Ethics at Georgetown University.

Privacy: Your privacy will be maintained in all published materials resulting from the survey.

What happens if I do not want to be in this research?

Participation in research is completely voluntary. You can decide to participate or not to participate. You have the right to discontinue the survey at any time. You also have the right to refuse to answer specific questions by skipping over the question.

Who can I talk to?

If you have questions, concerns, or complaints, or think the research has hurt you, talk to the research team at (609) 258-5660; 169 Nassau Street, Princeton, NJ 08542; or psrc@princeton.edu. The researchers for this study are Dr. David Lewis, Dr. Nolan McCarty and Dr. Mark Richardson.

This research has been reviewed and approved by an Institutional Review Board ("IRB"). You may contact Georgetown's IRB at (202) 687-1506 or irboard@georgetown.edu. You may contact Princeton's Research Integrity and Assurance office at (609) 258-3321 or ria@princeton.edu. You may contact Vanderbilt's Institutional Review Board Office at (615) 322-2918 or toll free at (866) 224-8273. You should contact them if:

- Your questions, concerns, or complaints are not being answered by the research team.
- You cannot reach the research team.
- You want to talk to someone besides the research team.
- You have questions about your rights as a research subject.
- You want to get information or provide input about this research.

Consent: I understand the information presented above and that:

- A. My participation is voluntary, and I may withdraw my consent and discontinue participation in the project at any time. My refusal to participate will not result in any penalty.

B. By agreeing to participate, I do not waive any legal rights or release Georgetown University, Princeton University, Vanderbilt University, or their agents from liability for negligence.

- Yes, I would like to participate
 - No, I do not wish to participate
-

[Display Q2 if response to Q1 is "No, I do not want to participate."]

Q2. Your opinions are very important to us. We understand you're asked to complete many online surveys and that your time is valuable. This confidential survey will provide us with vital information and your input will help us get a better understanding of the current and future states of the public service in the United States.

Okay, I'll take the survey.

No, I do not want to participate.

[If answer to Q2 is "No, I do not want to participate.", end the survey.]

[Text] Thank you for agreeing to participate in this important project. The questionnaire was designed to be easy to complete. We estimate that the survey should take approximately 20 minutes. As you finish each page and proceed to the next, your data will be submitted for processing. You can back up and change your answers on the previous page of the questionnaire by using the "Back" button on the screen. Do not to use the "Back" button in your browser. The survey adapts future questions based on some of your answers which prevents you from backing up in a few instances.

If you choose to suspend the survey to take a break, if your computer shuts down, or if you lose your Internet connection, you will be able to resume where you left off. Simply log back on using the link and log in credentials that you received from us.

Thank you, again!

Q3. Please select your workplace from the list below:

[Drop-down menu – see Table A.1 in the Appendix.]

Q4. Please select the three agencies you have worked with the most in order of how often you work with them.

[Do not display the agency the respondent chose in Q3.]

First:
[Drop-down menu – see Table A.2 in the Appendix.]

Second:
[Drop-down menu – see Table A.2 in the Appendix.]

Third:
[Drop-down menu – see Table A.2 in the Appendix.]

Q5. Does your job deal *directly* with decisions about:

[Display order is randomized]	Yes	No
Information management (e.g., Information Technology, Database Management)		
Grants to state or local governments, other organizations, or individuals		
Deciding what enforcement responsibilities to prioritize		
Human resources		
Budget formulation/proposals		
Setting overall priorities in [your agency]		
Procurement and contract management		
Developing Notices of Proposed Rulemaking, summarizing related comments, writing final rules		

Q6. We'd like to understand what you value about your job. How important are each of the following job attributes to you?

[Display order is randomized.]	Not at all important	Not too important	Somewhat important	Important	Very important
Opportunities to influence public policies that are important to me					
Salary and benefits					
Job security					
Opportunities to develop professional skills to move to a job in the private sector					
Opportunities to develop professional skills to move to a higher job in the federal government					

Q7. To what extent do you agree or disagree with the following statements?

[Display order randomized.]	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
[My agency] is able to recruit the best employees.						
[My agency] often loses good candidates to other positions because of the time it takes my agency to hire.						
[My agency] effectively uses internships to build a pipeline of talent for the organization.						
Leadership in [my agency] is held accountable for recruiting top.						
[My agency] has a strategic recruitment plan aligned with agency workforce needs.						

Q7. To what extent do you agree or disagree with the following statements?

[Display order randomized.]	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
We have enough employees where I work to do a quality job.						
[My agency] effectively integrates agency employees and the contract workforce to meet its human capital needs.						
I am satisfied with the performance of the contract workforce in [my agency].						

Q8. Think about the last position you personally tried to fill. How long did it take to fill the position from the time you advertised it to the time a new employee started?

[Dropdown 1 have not tried to fill a position, one month increments from 1-24 months, Longer than two years, Did not fill the position].

Workforce Fundamentals

Q9. To what extent do you agree or disagree with the following statement?

An inadequately skilled workforce is a significant obstacle to [my agency] fulfilling its core mission.

[Responses displayed left to right.]

Strongly disagree [left]
 Disagree
 Neither agree nor disagree
 Agree
 Strongly agree
 Don't know [right]

[If response to Q9 “An inadequately skilled workforce is a significant obstacle to [my agency] fulfilling its core mission” is “Agree” or “Strongly agree”, display Q10.]

Q10. To what extent do the following factors contribute to the difficulty [your agency] has in maintaining a skilled workforce?

[Display order is randomized]	Not at all	Little	Some	A good bit	A great deal	Don't know
Lack of resources						
Lack of proactive recruiting strategy						
Political pressure to keep growth of workforce low						
Lack of qualified applicant pool						
Aging workforce with high employee retirement rate						
Inadequate career growth opportunities for staff						
Hiring process takes too long						
Cannot compete with salaries offered by other employers						
Civil service rules prevent me from hiring the best candidates						

Q11. To what extent do you agree or disagree with the following statements?

[Display order randomized.]	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
[My agency] is able to provide necessary training for high performance						
Promotions in [my agency] are based on a person's ability.						
At [my agency] we deal effectively with poor performers.						

Q12. [My agency] is able to retain its best employees.

[Responses displayed left to right.]

- Strongly disagree [left]
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
- Don't know [right]

Q13. Now thinking about the people, apart from yourself, who work in your agency, in general how competent are the following?

[Slider]	1 – Not at all competent	2	3	4	5	6	7 – Extremely competent	Don't know
Political appointees								
Senior Civil Servants								
Low to mid-level civil servants								
Contract employees								

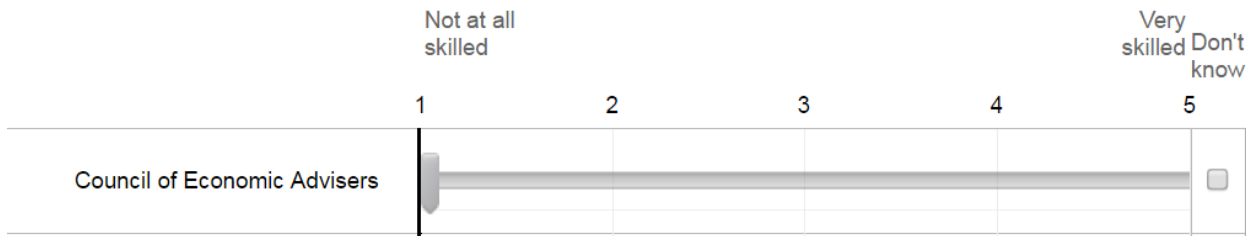
Q14. Does [your agency] have the skills necessary to implement effectively the core tasks given it by Congress and the President?

- Has none of the necessary skills [left]
- Has few of the necessary skills

- Has some of the necessary skills
- Has most of the necessary skills
- Has almost all of the necessary skills
- Has all of the necessary skills
- Don't know [right]

Q15. In your view, how skilled are the workforces of the following agencies?

Below is a screen shot using the Council of Economic Advisers as an example. Respondents will evaluate five agencies.



Workforce Stressors

Q16. To what extent do you agree or disagree with the following statements?

[Display order randomized.]	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
[My agency] is routinely impacted by the need to plan for possible government shutdowns.						
The shutdown of 2018-2019 imposed a financial hardship on me and my family						
It is difficult for [my agency] to fulfill its mission while operating under a continuing resolution.						

Q17. Thinking of the most recent government shutdown, what best characterizes your work status during the shutdown?

Furloughed

Worked without pay during the shutdown
 Worked in an agency receiving appropriations

Q18. To what extent do you agree or disagree with the following statements?

[Display order randomized.]	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
My work portfolio changed as a result of the pandemic.						
The public services [my agency] provides suffered as a result of the pandemic.						
In [my agency], we had the IT tools necessary to telework effectively during the pandemic.						

Q19. To what extent do you agree or disagree with the following statements?

[Display order randomized.]	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
I trust the senior leadership in [my agency] to respond well in a crisis.						
I trust the White House to respond well in a crisis.						
The federal government is a good employer during a crisis.						

Q20. Were you involved in planning for the 2016 presidential transition in [your agency]?

- Yes
- No

[If answer to Q20 is "Yes," then display Q21 – Q23.]

Q21. How prepared was [your agency] for the presidential transition?

- Not prepared at all
- Somewhat prepared

Prepared
Very prepared

Q22. How prepared was the landing team for [your agency] for the presidential transition?

No landing team
Not prepared at all
Somewhat prepared
Prepared
Very prepared

Q23. How much of a priority was transition planning for senior leadership in [your agency]?

Not a priority
Low priority
High priority
Top priority

Q24. Some agencies' policy agendas changed after the inauguration of President Trump. Other agencies' policy agendas stayed the same.

In your experience, how much did the policy agenda of [your agency] change as result of the transition?

Did not change
Changed minimally
Changed moderately
Changed significantly
I did not experience the change in administration
Don't know

Q25. What about you? How much did your day-to-day work at [your agency] change after the inauguration?

Did not change
Changed minimally
Changed moderately
Changed significantly
I did not experience the change in administration
Don't know

Organizational Culture and Performance

Q26. How many times in the last 3 months has somebody who works in [your agency] made an innovative suggestion for improving internal processes or procedures?

[Drop down menu 0 – 20+]

Q27. Think about the most recent such suggestion, was it:

Not accepted
Partly accepted, partly not
Accepted with changes
Accepted completely

Q28. Think of the person who made the suggestion above. Would you describe this person as (check as many as apply):

A more diligent employee than average
Something of a rebel
Highly respected in the organization
Very meticulous in their work
Something of a loner
More skilled than most at what they do

Q29. The work environment at [my agency] supports the development of new and innovative ideas.

[Responses displayed left to right.]

Strongly disagree [left]
Disagree
Neither agree nor disagree
Agree
Strongly agree
Don't know [right]

Q30. In my job, coming up with ideas for how to do the job better is:

Discouraged
Neither encouraged nor discouraged
Encouraged

Q31. I recommend [my agency] as a good place to work.

[Responses displayed left to right.]

Strongly disagree [left]
Disagree
Neither agree nor disagree
Agree
Strongly agree
Don't know [right]

Q32. Considering everything, how satisfied are you with your job?

[Responses displayed left to right.]

Very dissatisfied
Dissatisfied

Neither satisfied nor dissatisfied
 Satisfied
 Very Satisfied

Q33. Considering everything, how satisfied are you with [your agency]?

[Responses displayed left to right.]

Very dissatisfied
 Dissatisfied
 Neither satisfied nor dissatisfied
 Satisfied
 Very Satisfied

Q34. To what extent do you agree or disagree with the following statements?

[Display order randomized.]	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
There is a climate of trust within [my agency].						
I feel I have the right tools and resources to do my job properly (equipment, software, etc.). [My agency] is an effectively managed, well-run organization						

Q35. To what extent do you agree or disagree with the following statements?

[Display order randomized.]	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Don't know
[My agency] has a sense of urgency for getting things done.						
[My agency] is investing now to enable our future success.						
[My agency] makes decisions based on data.						

Q36. How would you rate the overall performance of [your agency] in carrying out its mission?

Slider: [1- Not all effective, 7 – Very effective] Don't know

Q37. How would you rate the overall performance of the following agencies in carrying out their missions?

[Respondent will evaluate five agencies.]

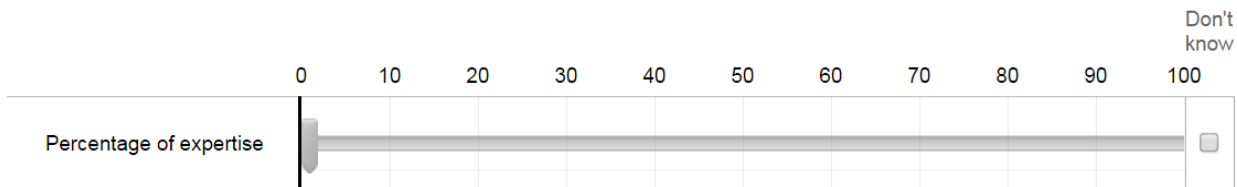
Slider: [1 – Not all effective,7- Very effective] Don't know

Q39. How often did you do each of the following in the previous calendar year?

[Display order is randomized.]	Never	Rarely	Few times a year	Monthly	Weekly	Daily	Don't know	Not applicable to my job
Consult subject matter experts at state agencies or international agencies								
Discuss policy with outside experts								
Attend industry or trade conferences related to the policy jurisdictions of [your agency]								
Attend seminars or training related to the policy jurisdiction of [your agency]								

Q40. Some types of expertise can only be acquired by working in an agency (e.g., agency procedures, policy expertise). Other expertise can be acquired by working in lots of different organizations (e.g., communications skills, managing people).

What percentage of the expertise that you have acquired in [your agency] can only be acquired by working in [your agency]?



Agency Rulemaking

[Display Q41-Q42 if respondent answered “Yes” their job deals with “Developing Notices of Proposed Rulemaking, summarizing related comments, writing final rules.”]

Q41. The number of issues that an agency needs to address via rulemaking often exceeds the agency’s capacity to develop new proposed rules. We would like to understand how senior leaders in [your agency] decide which new proposed rules to place on the Unified Agenda (i.e., what is included in the Unified Agenda).

In your experience, how much influence do the following groups have over which issues get included on the agency’s Unified Agenda?

[Display order is randomized]	No influence	Little influence	Some influence	A good bit of influence	A great deal of influence	Not applicable
Political Appointees in [your agency]						
Career civil servants in [your agency]						
Members of Congress and their staffs						
The President/White House						
[Do not display OMB if respondent selected OMB as their workplace.] OMB/OIRA						
Courts (e.g., litigation settlements and consent decrees)						
Private citizens (e.g., public petitions for rulemaking)						
Regulated parties (e.g., private firms, trade organizations)						
Public interest advocacy groups (e.g., non-governmental organizations)						

Q42. Our regulatory system deals with public policies of varying complexity. As a result, our understanding of the cause and effect relationship between the content of a rule and the ultimate effects of the rule is better in some areas than others.

Thinking about rules issued by [your agency], how easy or difficult is it to know the effects of these rules before they are implemented?

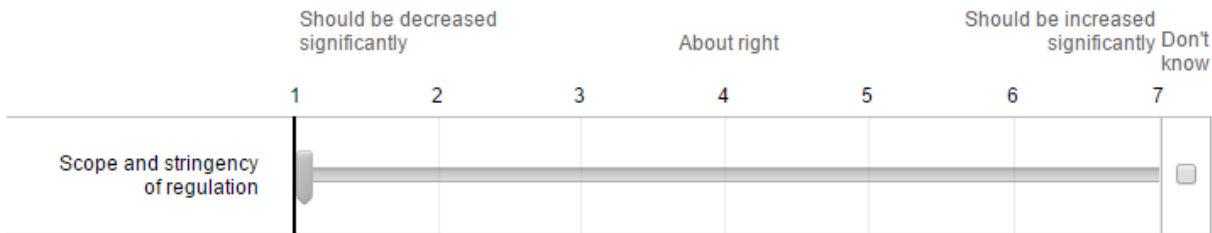
[Responses displayed left to right.]

- Very difficult [left]
- Difficult
- Somewhat difficult
- Somewhat easy
- Easy
- Very Easy
- Don't know [right]

[Display Q43 if respondent answered “Yes” their job deals with “Deciding what enforcement responsibilities to prioritize” or “Yes” their job deals with “Developing Notices of Proposed Rulemaking, summarizing related comments, writing final rules”.]

Q43. Some people think that the scope and stringency of regulation by federal agencies is too burdensome and should be decreased. Suppose these people are at one end of a scale, at point 1. Other people think that the scope and stringency of regulation by federal agencies is too lax and should be increased. Suppose these people are at the other end, at point 7.

Thinking about regulations enforced by [your agency], where would you place **yourself** on this scale?



Management Environment

Q44. To what extent do you agree or disagree with the following statement?

The policies of my agency are a particular priority of President Trump.

[Responses displayed left to right.]

- Strongly disagree [left]
- Disagree
- Neither agree nor disagree
- Agree
- Strongly agree
- Don't know [right]

Q45. We would like to better understand which agencies face challenges created by partisan disagreement.

How often do Republicans and Democrats in Washington disagree over what [your agency] should do?

[Responses displayed left to right.]

- Never
- Rarely
- Sometimes
- Often
- Always
- Don't know

Q46. How strongly do Republicans and Democrats in Washington disagree over what [your agency] should do?

- No disagreement
- Low intensity disagreement
- Moderate intensity disagreement
- High intensity disagreement
- Don't know

Q47. In general, how much influence do you think the following groups have over policy decisions in [your agency]?

	A great deal	A good bit	Some	Little	None	Don't know
Democrats in Congress						
Republicans in Congress						
White House						
Senior civil servants						
Political appointees						
[Do not display OMB if respondent selected OMB as their workplace.]						
Office of Management and Budget						
Congressional committees						

Q48. Of all the Senate committees, what committee's jurisdiction overlaps most with the work of [your agency]?

[Drop-down menu with a list of the committees.]

Senate Committee on Agriculture, Nutrition, and Forestry	Senate Committee on Homeland Security and Governmental Affairs
Senate Committee on Appropriations	Senate Select Committee on Intelligence
Senate Committee on Armed Services	Senate Committee on the Judiciary
Senate Committee on Banking, Housing, and Urban Affairs	Senate Committee on Rules and Administration
Senate Committee on the Budget	Senate Committee on Small Business and Entrepreneurship
Senate Committee on Commerce, Science, and Transportation	Senate Committee on Veterans' Affairs
Senate Committee on Energy and Natural Resources	Senate Committee on Indian Affairs
Senate Committee on Environment and Public Works	
Senate Committee on Finance	
Senate Committee on Foreign Relations	
Senate Committee on Health, Education, Labor, and Pensions	

Q49. Thinking of the following senators, how much priority have they given to making sure [your agency] is an effectively managed, well-run organization?

[Respondent gets at list of randomly selected senators who serve on the committee selected in Q48.]

Slider: [1- No priority, 5-High priority] Don't know

Q50. Thinking about the personnel in [your agency], in general how responsive are these different groups to the policy decisions of the President?

	Not at all responsive	Slightly responsive	Somewhat responsive	Responsive	Very responsive	Don't know
Political Appointees						
Senior career civil servants						
Low to midlevel civil servants						
Contractor employees						

Q51. Thinking about the personnel in [your agency], in general how responsive are these different groups to the policy decisions of the Congress?

	Not at all responsive	Slightly responsive	Somewhat responsive	Responsive	Very responsive	Don't know
Political Appointees						

Senior career civil servants						
Low to midlevel civil servants						
Contractor employees						

Q52. How often do you have contact (e.g., email, telephone, in person) with:

[Display order randomized]	Daily	Weekly	Monthly	Rarely	Never	Don't know
Members or staff of congressional committees						
Political appointees in [your agency]						
Private sector or not-for-profit stakeholders (e.g., regulated parties, advocacy groups)						
White House						

[Display Q53 - Q55 if respondent does not select an EOP agency as their workplace.]

Q53. Policy making in some agencies is driven by personnel in the White House, including the President or senior aides. In other agencies, it is agency senior leaders that drive policy decisions with little input from the White House.

In [your agency], who tends to set the policy making agenda?

Slider: [1-Agency senior leaders drive policy, 3 – Equal influence, 5 – White House] Don't know.

Q54. How about in the Obama Administration?

Slider: [1-Agency senior leaders drive policy, 3 – Equal influence, 5 – White House] Don't know.

Q55. How about in the George W. Bush Administration?

Slider: [1-Agency senior leaders drive policy, 3 – Equal influence, 5 – White House] Don't know.

Q56. The following issues have received significant attention. No one has asked those responsible for implementing these policies their opinions, and we would benefit from knowing the view of federal executives.

Do you agree with the following measures?

[Display order is randomized]	Yes	No	Not sure
<u>Terminate National Emergency:</u> A resolution to terminate the national emergency related to the U.S.-Mexico border.			
<u>International Trade (USMCA):</u> A bill to implement a new free trade agreement between the United States, Mexico, and Canada, replacing the North American Free Trade Agreement.			
<u>Balanced Budget:</u> A bill to limit federal spending and require a balanced budget amendment be passed before the debt ceiling is raised			
<u>NATO Support Act:</u> A bill to prohibit the use of funds to withdraw the United States from the North Atlantic Treaty Organization (NATO).			
<u>Tax Cut and Jobs Act of 2017:</u> A bill to reduce tax rates and modify policies, credits, and deductions for individuals and businesses.			
<u>American Health Care Act of 2017:</u> A bill to partially repeal the Affordable Care Act, commonly called "Obamacare," including repealing the Act's tax increases, subsidies, penalties, and mandates.			
<u>Background Checks:</u> A bill to require background checks for nearly all private transfers of firearms.			
<u>Raise the Minimum Wage:</u> A bill to increase to the national minimum wage to \$15 per hour over the next seven years			
<u>Promoting Marijuana Industry:</u> A bill to prevent federal banking regulators from penalizing banks for providing financial services to marijuana-related businesses that are legal under state and local law.			
<u>Violence Against Women Act Reauthorization:</u> A bill that would provide protections and assistance programs to victims of domestic violence, sexual assault, and stalking and prohibit gun possession by offenders.			
<u>Expansion of LGBTQ+ Rights:</u> A bill to expand the Civil Rights Act to include protections for sexual orientation and gender identity			
<u>Net Neutrality:</u> A bill to restore the open internet order of the Federal Communications Commission, commonly called "net neutrality."			
<u>Racial Discrimination and Voting Rights:</u> A bill to re-establish preclearance of voting practice changes where voting rights violations have occurred			
<u>Abortion:</u> A bill to prohibit federal funding of abortion.			

Q57. Among career managers in [my agency], I have a pretty good idea of who is a Democrat and who is a Republican.

[Responses displayed left to right.]

Strongly disagree

Disagree
 Agree
 Strongly agree
 Don't know

Q58. In [my agency] the policy or political views of career professionals at the GS12 to GS15 level (or equivalents) influence their chances for promotion or attractive assignments.

[Responses displayed left to right.]

Strongly disagree
 Disagree
 Agree
 Strongly agree
 Don't know

Demographics

[Text] Almost finished! This section asks a few basic demographic questions.

Q59. About how many years, in total, have you been employed in the following? Please include all positions and all time periods even if it has not been continuous (round to the nearest year).

Current position at [your agency] [Drop-down menu of integers 0 to 50]
 All positions at [your agency] [Drop-down menu of integers 0 to 50]
 Federal government (including [your agency]) [Drop-down menu of integers 0 to 50]

Q60. What is your annual salary?

[Drop-down list]

Less than \$20,000	\$110,000-\$119,999	\$210,000-\$219,999
\$20,000-\$29,999	\$120,000-\$129,999	\$220,000-\$229,999
\$30,000-\$39,999	\$130,000-\$139,999	\$230,000-\$239,999
\$40,000-\$49,999	\$140,000-\$149,999	\$240,000-\$249,999
\$50,000-\$59,999	\$150,000-\$159,999	\$250,000-\$259,999
\$60,000-\$69,999	\$160,000-\$169,999	\$260,000-\$269,999
\$70,000-\$79,999	\$170,000-\$179,999	\$270,000-\$279,999
\$80,000-\$89,999	\$180,000-\$189,999	\$280,000 or more
\$90,000-\$99,999	\$190,000-\$199,999	
\$100,000-\$109,999	\$200,000-\$209,999	

Q61. What is the highest level of school you completed or the highest degree you have received?

High school degree or less
 Some college
 College graduate
 Some post-graduate work
 Graduate degree

Q62. What is your age?

[Drop-down menu.]

Less than 20

20-24

25-29

30-34

35-39

40-44

45-49

50-54

55-59

60-64

65 or more

[Display Q29 if respondent is not a political appointee, a member of the Senior Foreign Service or a career member of the Senior Executive Service.]

Q63. Please tell us how much you agree or disagree with this statement.

I am interested in becoming a member of the Senior Executive Service or a Senior Professional.

[Responses displayed left to right.]

Strongly disagree [left]

Disagree

Neither agree nor disagree

Agree

Strongly agree

Not applicable [right]

Q64. Are you now or will you become eligible to retire in the next 12 months?

Yes

No

Don't know

Q65. Have you been approached about a job outside [your agency] since June 1, 2019?

Yes

No

[Display Q66 if answer to Q65 is "Yes."]

Q66. If so, by what type of organization? [check all that apply]

Private businesses

Federal agencies other than [your agency]
 State or local agency
 Not-for-profits
 Other (please specify): [Text entry box]

Q67. How likely is it that you will leave [your agency] in the next 12 months?

Very likely
 Likely
 Unlikely
 Very unlikely
 Not sure

[Display Q68 and Q69 if response to Q67 is "Very likely" or "Likely."]

Q68. If you plan to leave [your agency], would you be:

Becoming a government contractor or consultant
 Taking a job other than government contractor or consultant in the private sector
 Moving to another job within the federal government
 Joining a state or local government
 Retiring
 Other (please specify): [Text box entry]

Q69. Why would you be leaving? [check all that apply]

Workload too high
 Lack of appreciation
 No room for advancement
 Lack of autonomy
 Organizational culture
 Political environment
 Higher pay outside
 Other (please specify): [Text box entry]

[Text] The last questions on the survey come from the American National Election Study, a biennial national survey of Americans' political views and attitudes. These questions ask about political party and ideology. We ask these questions of all participants so that we can identify the issues on which Republicans and Democrats agree and disagree.

We would like to remind you that your answers are **completely confidential**. You should feel free to express your views openly and honestly. Of course, you are free to refuse to answer any questions.

Q70. Generally speaking, do you usually think of yourself as a Democrat, a Republican, an Independent, or what?

Democrat
Republican
Independent
Other party (please specify): [Text entry box.]
Don't know

[Display Q71 if response to Q70 is "Independent," "Other party," or "Don't know."]

Q71. Do you think of yourself as **closer** to the Republican Party or to the Democratic Party?

Closer to the Republican Party
Neither
Closer to the Democratic Party
Don't know

Q72. In general, would you describe your political views as:

Very conservative
Conservative
Somewhat conservative
Moderate
Somewhat liberal
Liberal
Very liberal
Don't know

[Display Q73 if respondent answered "Yes" their job deals with "Developing Notices of Proposed Rulemaking, summarizing related comments, writing final rules".]

Q73. We would like to ask more in-depth questions about rulemaking, but we do not want to take too much of your time now. We would be grateful if you would participate in a short follow-up survey comprised of five to seven questions about rulemaking this time next year.

Are you willing to participate in a short follow-up survey next year?

[Responses displayed left to right.]

Yes [left]
No [right]

Thank you for participating in this study. If there is anything else that we should know, please [click here to leave us a comment](#).

[If respondent clicks the link above, display the following question.]

Q74. What else should we know?

[Text entry box]

Appendix C. OLS Estimates of Models of Reports of Whether Agency is an Effectively Managed and Well-Run Organization (2020)

Effectively Managed (0-4)			
Months Vacant (0-42)	-0.004 (0.004) [0.27]	-0.013 (0.003)** [0.00]	-0.008 (0.003)** [0.01]
Leadership Transitions (0-4)		0.011 (0.048) [0.83]	-0.060 (0.064) [0.37]
EOP (0,1)		-0.810 (0.100)** [0.00]	-0.595 (0.086)** [0.00]
Office of the Secretary (0,1)		-0.513 (0.268)* [0.07]	-1.055 (0.229)** [0.00]
Independent Commission (0,1)		-0.286 (0.118)** [0.03]	-0.026 (0.083) [0.76]
Priority Department (0,1)		-0.402 (0.207)* [0.07]	
Priority Bureau (0,1)		0.325 (0.198) [0.12]	
Workforce Skill -- Obama Administration			0.279 (0.080)** [0.00]
Employees (1000s)			0.001 (0.000)** [0.01]
%Democratic Respondents			-0.324 (0.282) [0.27]
%Appointee Respondents			1.281 (0.589)** [0.05]
Constant	2.455 (0.110)** [0.00]	2.883 (0.124)** [0.00]	2.819 (0.183)** [0.00]
R ²	0.01	0.17	0.33
N	75	75	61

Note: * p<0.1; ** p<0.05. Data: Survey on the Future of Government Service, 2020. Dependent variable is agency average responses to question: "To what extent do you agree or disagree with the following statements?" [My agency] is an effectively managed, well-run organization" (0-4). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Appendix D. Models with Weights for Number of Observations for Each Average, 2020

Table D1. OLS Estimates of Models of Self-Reported Agency Performance with Weights for Number of Observations for Each Average, 2020

Agency Performance (1-5)	B SE P-value	B SE P-value	B SE P-value
Months Vacant (0-42)	-0.003 (0.004) [0.56]	-0.007 (0.004) [0.10]	-0.003 (0.004) [0.53]
Leadership Transitions (0-4)		-0.036 (0.067) [0.59]	-0.011 (0.048) [0.81]
EOP (0,1)		-0.399 (0.077)** [0.00]	-0.213 (0.080)** [0.02]
Office of the Secretary (0,1)		-0.393 (0.187)* [0.05]	-0.517 (0.168)** [0.01]
Independent Commission (0,1)		-0.137 (0.101) [0.20]	0.097 (0.074) [0.21]
Priority Department (0,1)		-0.310 (0.256) [0.24]	
Priority Bureau (0,1)		0.241 (0.154) [0.14]	
Workforce Skill -- Obama Administration			0.321 (0.056)** [0.00]
Employees (1000s)			0.001 (0.000) [0.14]
%Democratic Respondents			-0.517 (0.160)** [0.01]
%Appointee Respondents			-0.405 (0.540) [0.47]
Constant	3.989 (0.080)** [0.00]	4.328 (0.118)** [0.00]	4.345 (0.123)** [0.00]
R ²	0.03	0.14	0.34
N	76	76	61

Note: * p<0.1; ** p<0.05. Data: Survey on the Future of Government Service, 2020. Dependent variable is agency average responses to question: "How would you rate the overall performance of [agency name] in carrying out its mission?" (1-5). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table D2. OLS Estimates of Agency Time Horizon, Morale, Motivation, Stakeholder Support with Weights for Number of Observations for Each Average, 2020

	Invest Now	Agcy Satisfaction	Sense of Urgency	Appointee Supp	WH Support	Comm. Support
	B	B	B	B	B	B
	SE	SE	SE	SE	SE	SE
	P-value	P-value	P-value	P-value	P-value	P-value
Months Vacant (0-42)	-0.008 (0.005) [0.12]	-0.008 (0.004)* [0.07]	-0.008 (0.004) [0.11]	-0.010 (0.004)** [0.02]	-0.007 (0.004) [0.11]	-0.004 (0.004) [0.37]
Leadership Transitions (0-4)	-0.068 (0.078) [0.40]	-0.062 (0.065) [0.36]	0.015 (0.047) [0.76]	-0.010 (0.080) [0.90]	-0.027 (0.073) [0.72]	-0.029 (0.074) [0.70]
Office of the Secretary (0,1)	-0.211 (0.305) [0.50]	-0.498 (0.199)** [0.02]	-0.304 (0.174) [0.10]	0.029 (0.148) [0.85]	0.450 (0.265) [0.11]	-0.120 (0.331) [0.72]
EOP (0,1)	-0.942 (0.129)** [0.00]	-0.416 (0.098)** [0.00]	0.363 (0.169)** [0.05]	-0.192 (0.192) [0.33]	-0.041 (0.157) [0.80]	-0.446 (0.109)** [0.00]
Independent Commission (0,1)	-0.228 (0.160) [0.17]	-0.102 (0.109) [0.37]	0.013 (0.038) [0.73]	-0.114 (0.092) [0.24]	-0.745 (0.083)** [0.00]	-0.391 (0.179)** [0.04]
Priority Department (0,1)	-0.372 (0.324) [0.27]	-0.301 (0.231) [0.21]	-0.023 (0.105) [0.83]	-0.630 (0.183)** [0.00]	-0.500 (0.145)** [0.00]	-0.121 (0.253) [0.64]
Priority Bureau (0,1)	0.287 (0.196) [0.16]	0.226 (0.124)* [0.09]	0.157 (0.133) [0.25]	0.287 (0.225) [0.22]	0.350 (0.187)* [0.08]	-0.000 (0.203) [1.00]
Constant	3.027 (0.172)** [0.00]	3.303 (0.120)** [0.00]	3.142 (0.095)** [0.00]	3.216 (0.094)** [0.00]	1.999 (0.108)** [0.00]	2.861 (0.215)** [0.00]
R ²	0.14	0.20	0.12	0.23	0.18	0.06
N	74	75	75	72	72	72

Note: *Significant at the 0.10 level; **significant at the 0.05 level in two-tailed tests. Dependent variables are agency average responses to questions indicated above each column. Models 1, 3 are asked in form, “To what extent do you agree or disagree with the following statements?” (0-4). Model 1 includes estimates of agency average responses to the statement “[My agency] is investing now to enable our future success.” Model 3 includes estimates of responses to statement “[My agency] has a sense of urgency for getting things done.” Model 2 includes estimates of responses to the question, “Considering everything, how satisfied are you with [your agency]?” (0-4). Models 4-6 are asked in form, “How much effort do the following groups spend to ensure that [your agency] has what it needs to carry out its mission?” (0-4). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Appendix E. OLS Estimates of Models of COVID Performance (Partnership for Public Service 2020)

COVID Performance (0-100)			
Months Vacant (0-42)	-0.020 (0.046) [0.67]	-0.061 (0.080) [0.46]	-0.069 (0.073) [0.36]
Leadership Transitions (0-4)		-0.200 (0.828) [0.81]	-0.200 (0.854) [0.82]
EOP (0,1)		4.227 (2.483) [0.11]	4.328 (1.523)** [0.01]
Office of the Secretary (0,1)		-2.339 (1.207)* [0.07]	-1.478 (2.072) [0.49]
Independent Commission (0,1)		1.567 (0.954) [0.12]	2.740 (0.836)** [0.01]
Priority Department (0,1)		-1.580 (1.520) [0.32]	
Priority Bureau (0,1)		0.777 (2.324) [0.74]	
Workforce Skill -- Obama Administration			0.034 (0.742) [0.96]
Employees (1000s)			-0.005 (0.005) [0.34]
%Democratic Respondents			-5.334 (4.155) [0.22]
%Appointee Respondents			-8.552 (7.154) [0.26]
Constant	89.493 (1.110)** [0.00]	91.503 (2.250)** [0.00]	94.156 (2.455)** [0.00]
R ²	0.00	0.14	0.20
N	97	63	57

Note: * p<0.1; ** p<0.05. Data: Partnership for Public Service, 2020, COVID Performance Index (0-100). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Appendix F. Supplementary Models of Agency Performance (2020)

Table F1. OLS Estimates of Agency Performance, Using Months to First Confirmed Nominee (2020)

Agency Performance (1-5)			
Number of Months Before 1st Nominee Conf.	-0.002 (0.004) [0.66]	-0.007 (0.005) [0.16]	-0.004 (0.006) [0.55]
Leadership Transitions (0-4)		-0.017 (0.050) [0.74]	-0.086 (0.055) [0.14]
EOP (0,1)		(0.248) (0.109)** [0.04]	(0.224) (0.120)* [0.09]
Office of the Secretary (0,1)		-0.364 (0.203)* [0.09]	-0.568 (0.183)** [0.01]
Independent Commission (0,1)		-0.331 (0.082)** [0.00]	0.001 (0.162) [0.99]
Priority Department (0,1)		-0.190 (0.158) [0.25]	
Priority Bureau (0,1)		0.103 (0.138) [0.47]	
Workforce Skill -- Obama Administration			0.254 (0.099)** [0.02]
Employees (1000s)			0.001 (0.000) [0.10]
%Democratic Respondents			-0.568 (0.346) [0.12]
%Appointee Respondents			0.048 (0.713) [0.95]
Constant	3.918 (0.084)** [0.00]	4.191 (0.103)** [0.00]	4.482 (0.156)** [0.00]
R ²	0.00	0.10	0.38
N	65	65	51

Note: * $p < 0.1$; ** $p < 0.05$. Data: Survey on the Future of Government Service, 2020. "How would you rate the overall performance of [your agency] in carrying out its mission?" (1-5). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table F2. OLS Estimates of Agency Performance, Interacting Months Vacant and Workforce Skill Ratings (2020)

Agency Performance (1-5)		
Months Vacant (0-42)	-0.008 (0.003)** [0.02]	-0.009 (0.002)** [0.00]
Leadership Transitions (0-4)	0.032 (0.068) [0.64]	-0.027 (0.067) [0.69]
Workforce Skill -- Obama Administration	0.182 (0.091)* [0.07]	0.088 (0.087) [0.33]
Months Vacant*Workforce Skill	0.005 (0.007) [0.54]	0.010 (0.006) [0.14]
EOP (0,1)	-0.373 (0.077)** [0.00]	-0.303 (0.057)** [0.00]
Office of the Secretary (0,1)	-0.293 (0.189) [0.14]	-0.748 (0.187)** [0.00]
Independent Commission (0,1)	-0.197 (0.046)** [0.00]	-0.007 (0.059) [0.90]
Priority Department (0,1)	-0.367 (0.141)** [0.02]	
Priority Bureau (0,1)	0.265 (0.093)** [0.01]	
Employees (1000s)		0.001 (0.000) [0.10]
%Democratic Respondents		-0.461 (0.215)* [0.05]
%Appointee Respondents		0.194 (0.503) [0.71]
Constant	4.266 (0.070)**	4.476 (0.165)**
R ²	0.31	0.36
N	70	61

Note: * p<0.1; ** p<0.05. Data: Survey on the Future of Government Service, 2020. Dependent variable: "How would you rate the overall performance of [your agency] in carrying out its mission?" (1-5). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table F3. OLS Models of Agency Performance with Controls for Agency Ideology or Logged Employment, and Jackknife Errors

Agency Performance	Agency Ideology	Logged Employment	Jackknife Errors
Months Vacant (0-42)	-0.009 (0.003)** [0.01]	-0.012 (0.004)** [0.00]	-0.011 (0.006)** [0.05]
Leadership Transitions (0-4)	-0.002 (0.054) [0.97]	0.006 (0.063) [0.92]	0.035 (0.064) [0.59]
EOP (0,1)	-0.402 (0.059)** [0.00]	-0.114 (0.148) [0.45]	-0.306 (0.216) [0.16]
Office of the Secretary (0,1)	-0.397 (0.157)** [0.02]	-0.69 (0.306)** [0.04]	-0.441 (0.252)* [0.08]
Independent Commission (0,1)	-0.187 (0.034)** [0.00]	-0.110 (0.082) [0.20]	-0.130 (0.209) [0.54]
Priority Department (0,1)	-0.319 (0.144)** [0.04]	-0.208 (0.197) [0.31]	-0.235 (0.184) [0.21]
Priority Bureau (0,1)	0.187 (0.123) [0.15]	0.005 (0.207) [0.98]	0.121 (0.151) [0.43]
Agency Ideology (L-C)	0.097 (0.052)* [0.08]		
LN(Employment 1000s)		0.064 (0.045) [0.18]	
Constant	4.362 (0.079)** [0.00]	4.239 (0.099)** [0.00]	4.251 (0.198)** [0.00]
R ²	0.21	0.20	0.14
N	69	67	76

Note: * $p < 0.1$; ** $p < 0.05$. Data: Survey on the Future of Government Service, 2020. Dependent variable is agency average responses to question: "How would you rate the overall performance of the Economic Research Service in carrying out its mission?" (1-5). Model 1 includes measure of agency ideology from Richardson et al. (2018). Model 2 includes the natural log of agency employment. Model 3 estimated with Ordinary Least Squares but the standard errors produced by jackknife estimator. Other models estimated with Ordinary Least Squares and robust standard errors adjusted for clustering by department.

Table F4. OLS Estimates of Agency Performance, Including Percentage of Vacant Quarters with a Political Acting (2020)

Agency Performance (1-5)			
Months Vacant (0-42)	-0.003 (0.004) [0.45]	-0.011 (0.005)** [0.04]	-0.008 (0.005) [0.16]
% Vacant Months Political Acting	-0.078 (0.169) [0.65]	-0.101 (0.190) [0.60]	-0.097 (0.151) [0.53]
Leadership Transitions (0-4)		0.013 (0.053) [0.80]	-0.089 (0.081) [0.29]
EOP (0,1)		-0.313 (0.111)** [0.01]	-0.312 (0.080)** [0.00]
Office of the Secretary (0,1)		-0.418 (0.189)** [0.04]	-0.660 (0.186)** [0.00]
Independent Commission (0,1)		-0.659 (0.171)** [0.00]	-0.218 (0.200) [0.30]
Priority Department (0,1)		-0.279 (0.218) [0.22]	
Priority Bureau (0,1)		0.138 (0.161) [0.40]	
Workforce Skill -- Obama Administration			0.215 (0.100)* [0.05]
Employees (1000s)			0.001 (0.000)** [0.05]
%Democratic Respondents			-0.445 (0.317) [0.18]
%Appointee Respondents			-0.088 (0.697) [0.90]
Constant	3.988 (0.131)** [0.00]	4.363 (0.195)** [0.00]	4.574 (0.192)** [0.00]
R ²	0.01	0.15	0.40
N	59	59	46

Note: * $p < 0.1$; ** $p < 0.05$. Data: Survey on the Future of Government Service, 2020. Dependent variable: "How would you rate the overall performance of [your agency] in carrying out its mission?" (1-5). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table F5. OLS Estimates of Agency Perform., Controlling for Goal Clarity w/ Statutory Discretion (2020)

Agency Performance (1-5)			
Months Vacant (0-42)	-0.007 (0.006) [0.27]	-0.011 (0.004)** [0.02]	-0.011 (0.004)** [0.04]
Statutory Discretion (1-5)	-0.049 (0.103) [0.64]	-0.105 (0.138) [0.46]	0.089 (0.160) [0.59]
Leadership Transitions (0-4)		-0.012 (0.066) [0.86]	-0.013 (0.080) [0.88]
EOP (0,1)		-0.601 (0.106)** [0.00]	-0.359 (0.134)** [0.02]
Office of the Secretary (0,1)		-0.259 (0.175) [0.16]	-0.523 (0.246)* [0.06]
Independent Commission (0,1)		-0.004 (0.094) [0.96]	-0.016 (0.141) [0.91]
Priority Department (0,1)		-0.301 (0.150)* [0.07]	
Priority Bureau (0,1)		0.419 (0.141)** [0.01]	
Agency Ideology (L-C)		0.038 (0.042) [0.39]	0.080 (0.040)* [0.07]
Workforce Skill -- Obama Administration			0.262 (0.056)** [0.00]
Employees (1000s)			0.000 (0.000) [0.38]
%Democratic Respondents			0.231 (0.325) [0.49]
%Appointee Respondents			-0.057 (1.482) [0.97]
Constant	4.186 (0.295)** [0.00]	4.570 (0.419)** [0.00]	3.783 (0.550)** [0.00]
R ²	0.03	0.25	0.36
N	56	54	47

Note: * p<0.1; ** p<0.05. Data: Survey on the Future of Government Service, 2020 “How would you rate the overall performance of [your agency] in carrying out its mission?” (1-5). Variable on statutory discretion from Survey on the Future of Government Service, 2014 “How much discretion do [your agency] have over the following aspects of its management environment? The proper interpretation of statutes” 0-None, 1-Little, 2- Some, 3-A good bit, 4-A great deal, Don’t know. Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table F6. OLS Estimates of Agency Performance, Controlling for Goal Clarity Using Strength of Partisan Disagreement over What Agency Should Do (2020)

Agency Performance (1-5)			
Months Vacant (0-42)	-0.007 (0.003)* [0.05]	-0.008 (0.002)** [0.00]	-0.008 (0.003)** [0.02]
Strength of Partisan Disagreement over Agency	-0.456 (0.074)** [0.00]	-0.477 (0.088)** [0.00]	-0.41 (0.106)** [0.00]
Leadership Transitions (0-4)		0.021 -0.051 [0.68]	0.021 -0.071 [0.77]
EOP (0,1)		-0.252 (0.103)** [0.03]	-0.147 -0.146 [0.33]
Office of the Secretary (0,1)		-0.162 -0.106 [0.15]	-0.350 (0.157)** [0.04]
Independent Commission (0,1)		0.091 -0.062 [0.16]	0.085 -0.086 [0.34]
Priority Department (0,1)		-0.127 -0.083 [0.15]	
Priority Bureau (0,1)		0.293 (0.110)** [0.02]	
Agency Ideology (L-C)		0.024 -0.060 [0.70]	0.038 -0.068 [0.59]
Workforce Skill -- Obama Administration			0.132 -0.08 [0.12]
Employees (1000s)			0.001 0.000 [0.11]
%Democratic Respondents			0.269 -0.283 [0.36]
%Appointee Respondents			-0.257 -0.679 [0.71]
Constant	4.869 (0.146)** [0.00]	4.957 (0.125)** [0.00]	4.669 (0.230)** [0.00]
R ²	0.30	0.44	0.47
N	75	68	60

Note: * p<0.1; ** p<0.05. Data: Survey on the Future of Government Service, 2020. Dependent variable: "How would you rate the overall performance of [your agency] in carrying out its mission?" (1-5). Variable on partisan disagreement: "How strongly do Republicans and Democrats in Washington disagree over what [your agency] should do?" 0-No disagreement, 1-Low intensity disagreement, 2-Moderate intensity disagreement, 3-High intensity disagreement, Don't know. Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table F7. OLS Estimates of Agency Performance, Controls and Interactions for Selin Measures of Insulation and Professionalism (2020)

Agency Performance (1-5)	Selin Insulation	Selin Insulation	Selin Insulation
Months Vacant (0-42)	-0.009 (0.005)* [0.07]	-0.009 (0.004)** [0.04]	-0.006 (0.004) [0.17]
Leadership Transitions (0-4)	0.039 (0.062) [0.54]	0.038 (0.061) [0.55]	0.032 (0.060) [0.60]
Priority Department (0,1)	-0.327 (0.250) [0.21]	-0.299 (0.226) [0.21]	-0.231 (0.164) [0.18]
Priority Bureau (0,1)	0.175 (0.141) [0.23]	0.153 (0.141) [0.30]	0.173 (0.145) [0.25]
Decision Maker Independence	-0.087 (0.088) [0.34]	0.016 (0.087) [0.85]	
Independence from Political Review	0.031 (0.030) [0.31]		0.102 (0.048)* [0.05]
Months Vacant*Decision Maker Ind.		-0.004 (0.003) [0.17]	
Months Vacant*Political Rev. Ind.			-0.006 (0.002)** [0.00]
Constant	4.171 (0.176)** [0.00]	4.154 (0.145)** [0.00]	4.060 (0.117)** [0.00]
R ²	0.09	0.09	0.11
N	70	70	70

Note: * p<0.1; ** p<0.05. Data: Survey on the Future of Government Service, 2020. “How would you rate the overall performance of [your agency] in carrying out its mission?” (1-5). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table F8. OLS Estimates of Agency Performance, Controls and Interactions for Measures of Professionalism (2020)

Agency Performance	Pct Professional	Pct Professional
Months Vacant (0-42)	-0.016 (0.004)** [0.00]	-0.030 (0.010)** [0.01]
Leadership Transitions (0-4)	0.013 (0.053) [0.80]	0.025 (0.061) [0.69]
EOP (0,1)	-0.374 (0.109)** [0.00]	-0.425 (0.122)** [0.00]
Office of the Secretary (0,1)	-0.568 (0.236)** [0.03]	-0.620 (0.231)** [0.02]
Independent Commission (0,1)	-0.024 (0.082) [0.77]	-0.015 (0.078) [0.85]
Priority Department (0,1)	-0.039 (0.247) [0.88]	-0.012 (0.249) [0.96]
Priority Bureau (0,1)	0.096 (0.201) [0.64]	0.016 (0.207) [0.94]
%Professionals	0.261 (0.307) [0.41]	-0.349 (0.393) [0.39]
Months Vacant*%Professionals		0.040 (0.027) [0.16]
Constant	4.151 (0.107)** [0.00]	4.358 (0.152)** [0.00]
R ²	0.21	0.23
N	62	62

Note: * p<0.1; ** p<0.05. Data: Survey on the Future of Government Service, 2020. "How would you rate the overall performance of [your agency] in carrying out its mission?" (1-5). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table F9. OLS Estimates of Agency Performance, Controls and Interactions for Normal Experience with Vacancies (2020)

Agency Performance	Obama Vacancy	Obama Vacancy	Bush Vacancy	Bush Vacancy
Months Vacant (0-42)	-0.011 (0.005)** [0.02]	-0.016 (0.008)** [0.05]	-0.012 (0.005)** [0.02]	-0.007 (0.009) [0.43]
Leadership Transitions (0-4)	0.035 (0.057) [0.54]	0.029 (0.058) [0.61]	0.03 (0.057) [0.60]	0.031 (0.058) [0.59]
EOP (0,1)	-0.303 (0.375) [0.42]	-0.326 (0.378) [0.39]	-0.272 (0.380) [0.48]	-0.202 (0.398) [0.61]
Office of the Secretary (0,1)	-0.428 (0.232)* [0.07]	-0.468 (0.239)* [0.05]	-0.409 (0.227)* [0.08]	-0.342 (0.252) [0.18]
Independent Commission (0,1)	-0.117 (0.208) [0.58]	-0.107 (0.210) [0.61]	-0.100 (0.206) [0.63]	-0.084 (0.209) [0.69]
Priority Department (0,1)	-0.236 (0.178) [0.19]	-0.215 (0.181) [0.24]	-0.222 (0.179) [0.22]	-0.241 (0.183) [0.19]
Priority Bureau (0,1)	0.124 (0.157) [0.43]	0.134 (0.158) [0.40]	0.102 (0.159) [0.53]	0.076 (0.165) [0.65]
Vacant Months(Obama)	0.001 (0.004) [0.87]	-0.003 (0.007) [0.62]		
Months Vacant*Vacant Months(Obama)		0.000 (0.000) [0.48]		
Vacant Months(Bush)			0.003 (0.006) [0.62]	0.009 (0.011) [0.43]
Months Vacant*Vacant Months(Bush)				0.000 (0.000) [0.53]
Constant	4.238 (0.192)** [0.00]	4.293 (0.208)** [0.00]	4.211 (0.192)** [0.00]	4.139 (0.226)** [0.00]
R ²	0.14	0.15	0.14	0.15
N	75	75	75	75

Note: * p<0.1; ** p<0.05. Data: Survey on the Future of Government Service, 2020. “How would you rate the overall performance of [your agency] in carrying out its mission?” (1-5). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table F10. OLS Estimates of Agency Performance, Controls and Interactions for Normal Experience with Turnover (2020)

Agency Performance (1-5)	Obama Turnover	Obama Turnover	Bush Turnover	Bush Turnover
Months Vacant (0-42)	-0.010 (0.005)** [0.03]	-0.014 (0.012) [0.27]	-0.011 (0.005)** [0.02]	0.006 (0.016) [0.68]
Leadership Transitions (0-4)	0.027 (0.056) [0.63]	0.028 (0.056) [0.62]	0.026 (0.058) [0.66]	0.005 (0.061) [0.93]
EOP (0,1)	-0.414 (0.372) [0.27]	-0.394 (0.381) [0.30]	-0.352 (0.380) [0.36]	-0.485 (0.395) [0.22]
Office of the Secretary (0,1)	-0.507 (0.217)** [0.02]	-0.501 (0.220)** [0.03]	-0.430 (0.218)* [0.05]	-0.379 (0.222)* [0.09]
Independent Commission (0,1)	-0.193 (0.200) [0.34]	-0.195 (0.201) [0.33]	-0.159 (0.206) [0.44]	-0.178 (0.206) [0.39]
Priority Department (0,1)	-0.209 (0.175) [0.23]	-0.219 (0.178) [0.22]	-0.224 (0.178) [0.21]	-0.200 (0.179) [0.27]
Priority Bureau (0,1)	0.078 (0.154) [0.62]	0.077 (0.155) [0.62]	0.098 (0.159) [0.54]	0.089 (0.158) [0.58]
#PAS Leaders(Obama)	0.135 (0.079)* [0.09]	0.111 (0.114) [0.33]		
Months Vacant*#PAS Leaders(Obama)		0.002 (0.006) [0.77]		
#PAS Leaders(Bush)			0.053 (0.081) [0.52]	0.206 (0.153) [0.18]
Months Vacant*#PAS Leaders(Bush)				-0.007 (0.006) [0.24]
Constant	3.975 (0.236)** [0.00]	4.030 (0.301)** [0.00]	4.134 (0.251)** [0.00]	3.759 (0.404)** [0.00]
R ²	0.18	0.18	0.14	0.16
N	75	75	75	75

Note: * p<0.1; ** p<0.05. Data: Survey on the Future of Government Service, 2020. “How would you rate the overall performance of [your agency] in carrying out its mission?” (1-5). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Appendix G. Model of PAS Position Vacancy Length, 2017-2020

Months Vacant (0-42)	B	SE	P-value
Workforce Skill -- Obama Administration	-2.150	(2.274)	[0.36]
Office of the Secretary (0,1)	-17.827	(3.417)**	[0.00]
EOP (0,1)	-15.044	(4.637)**	[0.01]
Independent Commission (0,1)	-5.842	(3.835)	[0.15]
Priority Department (0,1)	-2.214	(3.310)	[0.52]
Priority Bureau (0,1)	7.066	(6.098)	[0.27]
Agency Ideology (L-C)	-6.060	(2.502)**	[0.03]
Employees (1000s)	0.032	(0.009)**	[0.00]
Constant	16.062	(4.107)**	[0.00]
R ²	0.34		
N	61		

Note: * p<0.1; ** p<0.05. Dependent variable is number of months a PAS position was vacant in the Trump Administration prior to the 2020 Survey on the Future of Government Service. Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Appendix H. Models of Agency Performance with Only High Skilled Agencies, 2020

Agency Performance (1-5)	50th Percentile	75th Percentile	90th Percentile
	B	B	B
	SE	SE	SE
	P-value	P-value	P-value
Months Vacant (0-42)	-0.008 (0.006) [0.20]	-0.016 (0.007)** [0.03]	-0.026 (0.013)* [0.08]
Leadership Transitions (0-4)	0.057 (0.103) [0.59]	0.099 (0.118) [0.42]	0.202 (0.277) [0.49]
EOP (0,1)	-0.110 (0.214) [0.61]	0.125 (0.214) [0.57]	
Office of the Secretary (0,1)	-0.890 (0.311)** [0.01]		
Independent Commission (0,1)	0.126 (0.15) [0.42]	0.152 (0.23) [0.52]	-0.225 (0.347) [0.54]
Priority Department (0,1)	-0.098 (0.248) [0.70]	-0.088 (0.307) [0.78]	0.114 (0.397) [0.78]
Priority Bureau (0,1)	-0.097 (0.227) [0.68]	-0.475 (0.310) [0.15]	-0.655 (0.236)** [0.02]
Constant	4.208 (0.153)** [0.00]	4.330 (0.224)** [0.00]	4.270 (0.391)** [0.00]
R ²	0.23	0.38	0.58
N	43	24	14

Note: * $p < 0.1$; ** $p < 0.05$. Data: Survey on the Future of Government Service, 2020. Dependent variable is agency average responses to question: "How would you rate the overall performance of the Economic Research Service in carrying out its mission?" (1-5). Models estimated with sub-samples based upon workforce skill rating from 2014 survey. Subsamples specified in column headings. Models estimated with Ordinary Least Squares and standard errors are clustered by department. Some coefficient estimates missing because of empty cells.

Appendix I. Coding of Agency Priority, Trump Administration, 2017

Policy Issue	Agency--Department Level	Agency--Bureau Level
Term limits	Department of Justice	
Hiring freeze	Office of Personnel Management	
Regulatory policy	Office of Management and Budget	Office of Information and Regulatory Affairs (OMB)
Ethics	Office of Government Ethics	
NAFTA	Office of the United States Trade Representative; Department of State	Economic Growth, Energy, and the Environment (STAT); Bureau of Economic and Business Affairs (STAT)
TPP	Office of the United States Trade Representative; Department of State	Economic Growth, Energy, and the Environment (STAT); Bureau of Economic and Business Affairs (STAT)
Currency Manipulation ⁹	Department of the Treasury	International Affairs (TREAS)
Trade Abuses ¹⁰	Department of the Treasury; Department of Commerce; Office of the United States Trade Representative; Department of State; US Agency for International Development, US International Trade Commission, US Trade and Development Agency, Department of Agriculture	International Trade Administration, Foreign Agricultural Service, Bureau of Industry and Security, U.S. Commercial Service, Trade Adjustment Assistance, Treasury (International), International Affairs (Energy), EPA (International Programs)
Energy production	Department of the Interior; Department of Energy	Office of Fossil Energy; Bureau of Ocean Energy Management; Office of Surface Mining and Enforcement; Bureau of Land Management; Land and Minerals Management
Keystone Pipeline	Department of State	
Climate Change	Environmental Protection Agency; Department of State; Department of Commerce; Council on Environmental Quality	National Oceanic and Atmospheric Administration
Executive Orders	Department of Justice	Office of Legal Counsel (DOJ)
Gorsuch Nomination	Department of Justice	Office of Justice Policy (DOJ)

⁹ <https://home.treasury.gov/system/files/206/2019-05-28-May-2019-FX-Report.pdf>

¹⁰ <https://ustr.gov/about-us/trade-toolbox/us-government-trade-agencies>

Sanctuary Cities	Department of Justice	
Immigration enforcement	Department of Homeland Security	Immigration and Customs Enforcement; Citizenship and Immigration Services; Customs and Border Protection
Visas	Department of State; Department of Homeland Security	Bureau of Consular Affairs; Citizenship and Immigration Services
Tax Relief	Department of the Treasury; Council of Economic Advisers	Tax Section; Internal Revenue Service
Offshoring	Department of the Treasury	Internal Revenue Service
Infrastructure ¹¹	Department of Transportation; Department of Defense; Environmental Protection Agency; Department of Veterans Affairs; Department of Agriculture	Federal Highway Administration, Federal Transit Administration, Federal Railroad Administration, Army Corps of Engineers; Federal Aviation Administration; Maritime Administration; Veterans Health Administration; EPA (Water Infrastructure); Rural Development (USDA)
School choice	Department of Education	Office of Elementary and Secondary Education
Obamacare	Department of Health and Human Services	Centers for Medicare and Medicaid Services
Childcare and eldercare	Department of Treasury	Internal Revenue Service
Border wall	Department of Homeland Security	Customs and Border Protection; Immigration and Customs Enforcement
Violent crime	Department of Justice	
Military Spending	Department of Defense; National Security Council	Comptroller; Department of the Army; Department of the Navy; Department of the Air Force; Joint Chiefs
Veterans	Department of Veterans Affairs	Veterans Health Administration
Cyber security	Department of Defense; Department of Homeland Security; Central Intelligence Agency; Office of the Director of National Intelligence	National Security Agency; Cybersecurity and Infrastructure Agency (DHS)
Red tape at FDA	Department of Health and Human Services	Food and Drug Administration
Medicaid	Department of Health and Human Services	Centers for Medicare and Medicaid Services

¹¹https://www.whitehouse.gov/sites/whitehouse.gov/files/omb/budget/fy2018/fact_sheets/2018%20Budget%20Fact%20Sheet_Infrastructure%20Initiative.pdf

Appendix J. Other Questions from the Survey Possibly Related to Proposed Mechanisms Influencing Performance

We have also estimated models evaluating the impact of vacancies on self-reported success dealing with poor performers and self-reported activities plausibly associated with expertise acquisition. To measure effectiveness at dealing with poor performers, we examine responses to the question “To what extent do you agree or disagree with the following statements? In [my agency], we deal effectively with poor performers” Strong disagree (0), Disagree (1), Neither agree nor disagree (2), Agree (3), Strongly Agree (4). Agency average responses vary from 0.5 to 3.08 and the mean is 1.62 (SD 0.51), suggesting few agencies report dealing effectively with poor performers.

To evaluate the impact of vacancies on expertise investment we aggregate responses to the four questions related to the following statement: How often did you do each of the following in the previous calendar year?

- Discuss policy with outside experts
- Attend seminars or training related to the policy jurisdiction of [your agency]
- Consult subject matter experts at state agencies or international agencies
- Attend industry or trade conferences related to the policy jurisdiction of [your agency]

The response categories are Never (0), Few times a year (1), Monthly (2), Weekly (3), Daily (4), and Not applicable to my job. We sum across the four responses by individual and then average these sums by agency. Agency averages vary from 0.64 to 6.21 with a mean of 3.08 (SD 1.13).

Table J1. Models of Agency Effectiveness with Poor Performers, Expertise Investment (2020)

	Poor Performers	Invest Expertise
Months Vacant (0-42)	0.001 (0.005) [0.86]	0.010 (0.008) [0.27]
Leadership Transitions (0-4)	-0.011 (0.060) [0.86]	-0.044 (0.154) [0.78]
Office of the Secretary (0,1)	-0.081 (0.149) [0.59]	-0.460 (0.436) [0.31]
EOP (0,1)	0.569 (0.131)** [0.00]	0.436 (0.319) [0.19]
Independent Commission (0,1)	-0.193 (0.052)** [0.00]	0.480 (0.359) [0.20]
Priority Department (0,1)	-0.301 (0.102)** [0.01]	0.794 (0.567) [0.18]
Priority Bureau (0,1)	-0.056 (0.101) [0.59]	0.116 (0.416) [0.78]
Constant	1.860 (0.158)** [0.00]	2.377 (0.344)** [0.00]
R ²	0.09	0.10
N	75	75

Note: * p<0.1; ** p<0.05. Dependent variable is agency average responses to question: "To what extent do you agree or disagree with the following statements? In [my agency], we deal effectively with poor performers" (0-4) and a count of responses to the expertise questions above. Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Appendix K. Supplementary Models of Agency Time Horizon, Morale, Motivation, Stakeholder Support, 2020

Table K1. OLS Estimates of Models of Agency Time Horizon (2020)

Invest Now (0-4)			
Months Vacant (0-42)	-0.004 (0.004) [0.30]	-0.009 (0.002)** [0.00]	-0.007 (0.001)** [0.00]
Leadership Transitions (0-4)		0.031 (0.057) [0.60]	0.012 (0.070) [0.87]
EOP (0,1)		-0.746 (0.099)** [0.00]	-0.635 (0.059)** [0.00]
Office of the Secretary (0,1)		-0.162 (0.218) [0.47]	-0.464 (0.184)** [0.03]
Independent Commission (0,1)		-0.142 (0.122) [0.26]	0.012 (0.053) [0.83]
Priority Department (0,1)		-0.215 (0.251) [0.41]	
Priority Bureau (0,1)		0.200 (0.218) [0.37]	
Workforce Skill -- Obama Administration			0.328 (0.065)** [0.00]
Employees (1000s)			0.001 (0.001)* [0.06]
%Democratic Respondents			-0.417 (0.253) [0.12]
%Appointee Respondents			0.212 (0.526) [0.69]
Constant	2.539 (0.117)** [0.00]	2.750 (0.128)** [0.00]	2.862 (0.220)** [0.00]
R ²	0.01	0.08	0.33
N	75	74	60

Note: *Significant at the 0.10 level; **significant at the 0.05 level in two-tailed tests. Dependent variable is agency average response to question "To what extent do you agree or disagree with the following statements? [My agency] has a sense of urgency for getting things done." (0-4) Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table K2. OLS Estimates of Models of Agency Satisfaction (2020)

Satisfaction-Agency (0-4)			
Months Vacant (0-42)	-0.005 (0.003) [0.13]	-0.010 (0.004)** [0.02]	-0.005 (0.003)* [0.09]
Leadership Transitions (0-4)		0.006 (0.050) [0.90]	-0.028 (0.051) [0.59]
EOP (0,1)		-0.192 (0.119) [0.13]	-0.123 (0.058)* [0.05]
Office of the Secretary (0,1)		-0.413 (0.172)** [0.03]	-0.643 (0.184)** [0.00]
Independent Commission (0,1)		-0.095 (0.091) [0.32]	0.087 (0.047)* [0.09]
Priority Department (0,1)		-0.280 (0.182) [0.14]	
Priority Bureau (0,1)		0.155 (0.182) [0.41]	
Workforce Skill -- Obama Administration			0.272 (0.069)** [0.00]
Employees (1000s)			0.001 (0.000)* [0.06]
%Democratic Respondents			-0.247 (0.196) [0.23]
%Appointee Respondents			0.380 (0.574) [0.52]
Constant	2.878 (0.086)** [0.00]	3.160 (0.100)** [0.00]	3.107 (0.169)** [0.00]
R ²	0.01	0.12	0.31
N	75	75	61

Note: *Significant at the 0.10 level; **significant at the 0.05 level in two-tailed tests. Dependent variable is agency average response to question "To what extent do you agree or disagree with the following statements? Considering everything, how satisfied are you with [your agency]?" (0-4). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table K3. OLS Estimates of Models of Agency Motivation (2020)

Sense of Urgency (0-4)			
Months Vacant (0-42)	-0.003 (0.004) [0.50]	-0.004 (0.004) [0.40]	-0.004 (0.006) [0.52]
Leadership Transitions (0-4)		0.060 (0.046) [0.21]	0.052 (0.058) [0.38]
EOP (0,1)		0.542 (0.152)** [0.00]	0.724 (0.131)** [0.00]
Office of the Secretary (0,1)		-0.215 (0.188) [0.27]	-0.490 (0.187)** [0.02]
Independent Commission (0,1)		0.115 (0.023)** [0.00]	0.132 (0.078) [0.11]
Priority Department (0,1)		-0.002 (0.103) [0.98]	
Priority Bureau (0,1)		0.187 (0.145) [0.22]	
Workforce Skill -- Obama Administration			0.101 (0.055)* [0.09]
Employees (1000s)			0.001 (0.000)** [0.00]
%Democratic Respondents			-0.214 (0.199) [0.30]
%Appointee Respondents			0.031 (0.637) [0.96]
Constant	3.061 (0.099)** [0.00]	2.926 (0.105)** [0.00]	3.064 (0.211)** [0.00]
R2	0.01	0.13	0.26
N	75	75	61

Note: *Significant at the 0.10 level; **significant at the 0.05 level in two-tailed tests. Dependent variables are agency average response to question "How much effort do the following groups spend to ensure that [your agency] has what it needs to carry out its mission?" (0-4). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table K4. OLS Estimates of Models of Appointee Effort to Support Agency Mission (2020)

Support Mission-Appointees			
Months Vacant (0-42)	-0.014 (0.004)** [0.00]	-0.017 (0.004)** [0.00]	-0.012 (0.005)** [0.02]
Leadership Transitions (0-4)		-0.035 (0.078) [0.66]	0.001 (0.059) [0.98]
EOP (0,1)		-0.315 (0.203) [0.14]	-0.075 (0.118) [0.54]
Office of the Secretary (0,1)		0.015 (0.158) [0.93]	-0.186 (0.263) [0.49]
Independent Commission (0,1)		-0.013 (0.085) [0.88]	0.256 (0.121)* [0.05]
Priority Department (0,1)		-0.403 (0.168)** [0.03]	
Priority Bureau (0,1)		0.354 (0.234) [0.15]	
Workforce Skill -- Obama Administration			0.095 (0.120) [0.44]
Employees (1000s)			0.000 (0.000) [0.34]
%Democratic Respondents			-0.406 (0.566) [0.49]
%Appointee Respondents			-0.363 (0.540) [0.51]
Constant	2.930 (0.116)** [0.00]	3.228 (0.100)** [0.00]	3.143 (0.351)** [0.00]
R ²	0.09	0.20	0.14
N	72	72	58

Note: *Significant at the 0.10 level; **significant at the 0.05 level in two-tailed tests. Dependent variable is agency average response to question "How much effort do the following groups spend to ensure that [your agency] has what it needs to carry out its mission?" (0-4). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table K5. OLS Estimates of Models of White House Effort to Support Agency Mission (2020)

Support Mission-WH			
Months Vacant (0-42)	-0.008 (0.005) [0.16]	-0.007 (0.005) [0.21]	-0.003 (0.003) [0.38]
Leadership Transitions (0-4)		-0.006 (0.093) [0.95]	-0.025 (0.083) [0.77]
EOP (0,1)		0.014 (0.211) [0.95]	0.468 (0.108)** [0.00]
Office of the Secretary (0,1)		0.581 (0.306)* [0.08]	-0.069 (0.228) [0.77]
Independent Commission (0,1)		-0.469 (0.077)** [0.00]	-0.119 (0.073) [0.13]
Priority Department (0,1)		-0.252 (0.172) [0.16]	
Priority Bureau (0,1)		0.304 (0.238) [0.22]	
Workforce Skill -- Obama Administration			0.039 (0.086) [0.66]
Employees (1000s)			0.002 (0.001)** [0.00]
%Democratic Respondents			-1.490 (0.382)** [0.00]
%Appointee Respondents			0.559 (0.919) [0.55]
Constant	1.665 (0.176)** [0.00]	1.769 (0.155)** [0.00]	2.350 (0.325)** [0.00]
R ²	0.02	0.14	0.50
N	72	72	58

Note: *Significant at the 0.10 level; **significant at the 0.05 level in two-tailed tests. Dependent variable is agency average response to question “How much effort do the following groups spend to ensure that [your agency] has what it needs to carry out its mission?” (0-4). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Table K6. OLS Estimates of Models of Congressional Committee Effort to Support Agency Mission (2020)

Support Mission-Committees			
Months Vacant (0-42)	-0.008 (0.003)** [0.02]	-0.009 (0.003)** [0.01]	-0.006 (0.003) [0.12]
Leadership Transitions (0-4)		0.071 (0.069) [0.32]	0.088 (0.056) [0.14]
EOP (0,1)		-0.177 (0.122) [0.17]	-0.160 (0.093) [0.11]
Office of the Secretary (0,1)		-0.040 (0.251) [0.88]	-0.092 (0.226) [0.69]
Independent Commission (0,1)		-0.149 (0.111) [0.20]	-0.096 (0.088) [0.30]
Priority Department (0,1)		0.013 (0.189) [0.95]	
Priority Bureau (0,1)		-0.016 (0.162) [0.92]	
Workforce Skill -- Obama Administration			0.318 (0.086)** [0.00]
Employees (1000s)			0.001 (0.000)** [0.00]
%Democratic Respondents			0.062 (0.354) [0.86]
%Appointee Respondents			-0.212 (0.542) [0.70]
Constant	2.681 (0.073)** [0.00]	2.620 (0.162)** [0.00]	2.484 (0.230)** [0.00]
R ²	0.04	0.08	0.29
N	72	72	58

Note: *Significant at the 0.10 level; **significant at the 0.05 level in two-tailed tests. Dependent variable is agency average response to question “How much effort do the following groups spend to ensure that [your agency] has what it needs to carry out its mission?” (0-4). Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Appendix L. Models of Agency Performance with Agency Ideology and Priority Subsets

Appendix L1. OLS Estimates of Agency Performance, Separating More Liberal from More Conservative Agencies (2020)

Agency Performance (1-5)	Liberal	Liberal	Liberal	Conservative	Conservative	Conservative
Months Vacant (0-42)	-0.002 (0.005) [0.66]	-0.009 (0.003)** [0.03]	-0.008 (0.005) [0.12]	-0.013 (0.006)** [0.04]	-0.011 (0.009) [0.23]	-0.027 (0.006)** [0.00]
Leadership Transitions (0-4)		-0.007 (0.080) [0.93]	-0.005 (0.094) [0.96]		0.078 (0.137) [0.58]	-0.132 (0.036)** [0.00]
Office of the Secretary (0,1)		-0.476 (0.255)* [0.10]	-0.802 (0.380)* [0.07]		-0.161 (0.201) [0.44]	-0.403 (0.480) [0.42]
Independent Commission (0,1)		-0.171 (0.038)** [0.00]	0.071 (0.102) [0.51]		0.060 (0.375) [0.87]	-0.323 (0.082)** [0.00]
Priority Department (0,1)		-0.381 (0.206) [0.10]			0.040 (0.407) [0.92]	
Priority Bureau (0,1)		0.452 (0.251) [0.11]			-0.153 (0.212) [0.48]	
Workforce Skill -- Obama Administration			0.312 (0.076)** [0.00]			0.035 (0.120) [0.78]
Employees (1000s)			0.003 (0.004) [0.46]			0.001 (0.000) [0.21]
%Democratic Respondents			-0.616 (0.349) [0.12]			0.152 (0.283) [0.60]
%Appointee Respondents			-0.493 (0.917) [0.61]			-0.003 (0.524) [1.00]
EOP (0,1)					-0.180 (0.267) [0.51]	-0.752 (0.091)** [0.00]
Constant	3.897 (0.126)** [0.00]	4.279 (0.056)** [0.00]	4.532 (0.214)** [0.00]	4.185 (0.113)** [0.00]	4.080 (0.440)** [0.00]	4.703 (0.199)** [0.00]
R ²	0.00	0.26	0.34	0.11	0.18	0.44
N	42	42	36	34	34	25

Note: * p<0.1; ** p<0.05. Data: Survey on the Future of Government Service, 2020. Dependent variable: "How would you rate the overall performance of [your agency] in carrying out its mission?" (1-5). Liberal agencies are those below the median in Richardson et al. (2018) ideology scores. Conservative agencies are those above the median. Models estimated with Ordinary Least Squares and standard errors are clustered by department.

Appendix L2. OLS Estimates of Agency Performance, Separating Priority Departments from Non-Priority Departments (2020)

Agency Performance (1-5)	Pres. Priority	Pres. Priority	Pres. Priority	No Priority	No Priority	No Priority
Months Vacant (0-42)	-0.002 (0.005) [0.65]	-0.007 (0.006) [0.23]	-0.005 (0.006) [0.43]	-0.014 (0.004)* [0.07]	-0.012 (0.005) [0.15]	-0.010 (0.006) [0.25]
Leadership Transitions (0-4)		-0.035 (0.049) [0.49]	-0.109 (0.048)** [0.04]		0.365 (0.076)** [0.04]	0.458 (0.071)** [0.02]
EOP (0,1)		-0.224 (0.117)* [0.08]	-0.257 (0.147) [0.11]			
Office of the Secretary (0,1)		-0.419 (0.184)** [0.04]	-0.567 (0.251)** [0.05]			
Workforce Skill -- Obama Administration			0.239 (0.138) [0.11]			0.249 (0.055)** [0.04]
Employees (1000s)			0.001 (0.001)* [0.08]			-0.001 (0.002) [0.80]
%Democratic Respondents			-0.373 (0.408) [0.38]			-0.701 (0.365) [0.19]
%Appointee Respondents			-0.073 (0.863) [0.93]			1.549 (0.645) [0.14]
Independent Commission (0,1)					-0.209 (0.047)** [0.05]	-0.212 (0.095) [0.15]
Constant	3.900 (0.108)** [0.00]	4.109 (0.149)** [0.00]	4.421 (0.232)** [0.00]	4.267 (0.072)** [0.00]	4.006 (0.101)** [0.00]	4.338 (0.383)** [0.01]
R ²	0.00	0.09	0.47	0.14	0.39	0.73
N	50	50	37	26	26	24

Note: * p<0.1; ** p<0.05. Data: Survey on the Future of Government Service, 2020. Dependent variable: "How would you rate the overall performance of [your agency] in carrying out its mission?" (1-5). Models estimated on subsets by whether department-level unit implements a policy mentioned in President Trump's 2016 *Contract with the American Voter*. Models estimated with Ordinary Least Squares and standard errors are clustered by department.