The data collection process began with the Lewis Lab team sending Freedom of Information Act (FOIA) requests to almost 100 government agencies in late May, 2011. These requests sought to get the names and resumes of all political appointees from January 2001 to May 2011. 53 agencies responded to the requests, providing resumes for at least some of the political appointees during the period of study.

To build the dataset, seven graduate students used the coding rules below to code information on the appointees’ positions (from the federal Plum Book, the Federal Yellow Book leadership directories, web searches and agency-provided lists) and backgrounds (only from the resumes). As of August 10, 2012, the coding group had coded resumes for just over 3000 appointments.

The purpose of this dataset is to collect information on political appointees in different presidential administrations. With a few exceptions the goal is to collect data on the backgrounds of appointees prior to their work in the administration.

When these searches come up empty leave the cells empty. Do not guess.

**Variables**

**Appointing President:** The president that selected the appointee. This can usually be determined by noting the years of service (ie., 2001-2008 vs. 2009-present).

**Last Name**—The appointee’s last name.

**First Name—**The appointee’s first name.

**Agency**—The name of the primary department or agency that houses any sublevel bureaus or offices. The primary department is either the Executive Office of the President (EOP), the name of the cabinet department that houses the appointee, or the name of the agency outside the cabinet that houses the appointee. A list of all federal agencies can be found at <http://www.gpoaccess.gov/gmanual/browse-gm-09.html> or an organization chart can be found at: <http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=2009_government_manual&docid=217558tx_xxx-2.pdf>, p. 21. For most resumes the department category will be easy to code since the resumes are grouped by department. All printed resumes from the same department are grouped together. All electronic resumes usually have a file name that indicates the department. The only exceptions are resumes for appointees working in agencies in the EOP. EOP agencies include the Council of Economic Advisers, Council on Environmental Quality, National Security Council, Office of Administration, Office of Management and Budget, Office of National Drug Control Policy, Office of Science and Technology Policy, and Office of the United States Trade Representative.

**Bureau**—The name of the next-lowest level of organization if they work in one. For Cabinet departments, this is often a bureau or office. Sometimes it is a grouping of bureaus or programs under an under- or assistant secretary. For example, the Department of Justice includes the Federal Bureau of Investigation, the Bureau of Prisons, and the Drug Enforcement Administration. Alternatively, the Department of Agriculture has a major sub-unit titled Farm and Foreign Agricultural Services. An undersecretary of Agriculture runs this sub-unit which includes both the Farm Service Agency and the Foreign Agricultural Service.

**Sublevel**—A third level of organization, listing the name of a specific division, office, or board within a bureau. This would include the Farm Service Agency and the Foreign Agricultural Service listed above. It would also, in some cases, list smaller organization units depending upon the size of the agency involved. For example, within the Broadcasting Board of Governors is the International Broadcasting Bureau includes both an Office of Cuba Broadcasting and an Office of External Relations.

**Title**—The official title of the appointee. This information is gleaned from the *Federal Yellow Book* or the *Plum Book* except for a few agencies where this information was provided by the agency (e.g., Department of Energy).

**Appt. Type**—The type of appointment: “PAS”=Presidential Appointment with Senate Confirmation; “NA”=Non-Career Senior Executive Service Appointment; “SC”=Schedule C Excepted Appointment; “PA”=Presidential Appointment (without Senate Confirmation). This information is gleaned from the *Federal Yellow Book* or the *Plum Book* except for a few agencies where this information was provided by the agency (e.g., Department of Energy).

**Ed. Level (0,1,2,3,4)**—Highest education level completed. Coded with a 0 if no education listed, a 1 if achieved Bachelor’s level degree, a 2 if achieved Master’s level degree (e.g., MBA, JD, MA, MS), a 3 if M.D./M.Phil level or ABD, and a 4 if PhD level.

**Graduate Degrees**—List the graduate degrees earned. For example, MA, JD, MBA, MPA, PHD, MPhil.

**Undergraduate university—**Name of the person’s undergraduate university.

**Federal (0,1)**—Coded with a 1 if the appointee has worked in the Executive Branch (or an agency) of the Federal Government prior to their first appointment in the administration in which they serve (i.e., Bush or Obama). Part-time work, internships or volunteer activities do not count.

**PrevAgency (0,1)**—Coded with a 1 if the appointee has previously worked in the agency to which they have been appointed and a 0 otherwise. This should only be coded with a 1 if the appointee worked in the agency as an employee prior to the start of the administration that appointed them. Part-time work, internships or volunteer activities do not count.

So, for example, if an appointee previously worked as an appointed chief of staff in the Department of Energy prior to being appointed as a deputy assistant secretary, their work as chief of staff should **NOT** be coded as prior work in the agency. Only work in the agency prior to their first appointment in the current administration should lead them to be coded with a 1.

**Subject1 (0,1)**—Coded with a 1 if the appointee has previous work or educational experience (i.e., graduate degree) in the same subject area as the core policy mission of the agency to which they are appointed. An undergraduate major in same subject area should **NOT** be coded as subject area expertise. This is for work done prior to appointment in the agency. This may include experience in other government agencies, but excludes work in relevant congressional committees.

For example, appointees in the Department of Labor would receive a ‘1’ here if their biography included experience in any of the following: a labor union, a state-level labor department, the Occupational Safety and Health Review Commission (or similar agency), or teaching position in a relevant area such as labor law, industrial relations, or labor economics.

Determining whether the appointee has subject area expertise is perhaps the most difficult coding decision to be made. All questions should be referred to the principal investigator.

**Task (0,1)**—Coded with a 1 if the appointee has previous work or educational experience (graduate degree) in the same work area as the job to which they are appointed (e.g., management, speechwriting, public relations). This is for work done prior to appointment in the agency.

For example, if a person has experience working on the campaign as a press officer and then assumes a similar position in the federal agency, this should be coded with a 1. Similarly, if person worked as a lobbyist prior to their appointment to a position as a congressional liaison, this should be coded with a 1.

This should only be coded with a 1 if there is clear evidence that that person has the appropriate task expertise. In the case of special assistant or confidential assistants, persons should have worked in a similar role prior to appointment.

**White House (0,1)**—Coded with a 1 if the person previously worked in the White House for the same administration in which the person received an appointment and 0 otherwise. This must be work as a full time employee. Work as an intern or part-time employee should be coded with a 0. So, if a person worked in the Obama White House prior to their appointed job in the Obama administration, this would be coded with a 1. Someone who worked in the Clinton White House would receive a 0.

For this variable, positions in the White House Office should be coded with a 1, while positions in other EOP offices should be coded with a 0. For the breakdown of which offices are part of the White House Office, see: <http://www.whitehouse.gov/administration/eop/>. For example, someone working in the White House Personnel office would receive a 1, but a special assistant to the US Trade Representative would receive a 0.

**Congress (0, LA, SA, Committee)**—Coded with LC (Legislative Correspondent), LA (Legislative Assistant), SA (Staff Assistant), LD (Legislative Director), Counsel (Legislative or General Counsel), Committee (Committee Staff), CS (Chief of Staff), PS (Press secretary/communications director) or MC (Member of Congress) if the appointee has worked in Congress and a 0 otherwise.

This includes experience as a member of Congress, as committee staff, and personal staff. Persons who only worked in institutional staff agencies such as the Congressional Budget Office, the old Office of Technology Assessment, or the Botanical Garden are coded with a 0. Persons who only served as a legislative fellow (e.g. APSA Congressional Fellowship), intern, page are coded with a 0. Persons only serving on congressional campaigns or campaign committees (e.g., DCCC, RSCC) are coded with a 0.

**Member or Committee Name (0,1)**—The name of the member or committee that employed the person. List all in the order of service if there is more than one.

**Public (0,1)**—Coded with a 1 if the appointee has public management experience prior to their appointment in the agency and a 0 otherwise. This only includes high-ranking positions in federal, state, or local government agencies (secretaries, under secretaries, deputy secretaries), as well as directors of smaller bureaus and offices. For politicians, executive positions like mayors and governors receive a 1, but legislators do not. For military officers, a position at the rank of colonel or above (captain for Navy) would receive a 1. Lieutenant colonel and below (commander in the Navy) would receive a 0.

**State Work Experience**—Lists work at the state level--(EL) elected official; (LB) worked in legislature; (EB) worked in executive branch. Those with no work experience at the state level are coded with a 0.

**Private (0,1)--** Coded with a 1 if the appointee has private management experience and a 0 otherwise. This is limited to *presidents, vice presidents, CEOs, CFOs, managing partners*, or similarly-titled positions of any privately owned business. Remember, the focus here is on for-profit businesses.

This does **NOT** include management of universities, political organizations, non-managing partners of law firms, board members of companies, center directors, PACs, or other business organizations that are not for-profit firms (e.g., President of the Chamber of Commerce).

**Not-for-profit (0,1)**-- Coded with a 1 if the appointee has management experience in the not-for –profit sector and a 0 otherwise. This should be a full-time job where the person gives policy direction to the organization.

This does **NOT** include management of political organizations such as PACs or campaigns. It does **NOT** include non-managing partners of law firms, board members of non-profits, department chairs, center directors, or campus organizations. Work as a board member in any not-for-profit does **NOT** qualify.

For simplicity, provosts, deans, or presidents of universities are included in this category, even if they managed a publically-funded school.

If a person served as vice-president of the Red Cross, Director of the Alabama chapter of the Sierra Club, or president of the Kiwanis, they would be coded with a 1.

**Appointee (0,1)**—Coded with a 1 if the person has held an appointed position in a previous administration and 0 otherwise.

So, for example, an appointee in the Obama administration with only a previous appointed job in the Obama Administration would be coded with a 0. A person with an appointed job in the Clinton Administration would be coded with a 1.

**CurrentAppointee**—Includes the location (e.g., Department of Defense, Federal Communications Commission) of previous executive branch appointments in the current administration (Obama administration if appointed by Obama, or Bush administration if appointed by Bush) listed on their resume and 0 otherwise. This coding should be completely different from the previous column since that previous column deals with appointed positions in previous administrations.

**AppthisAdmin—**Coded with position of previous executive branch appointment in the current administration (if CurrentAppointee includes the location of a position, this should be the matching position) and 0 otherwise.

**Political (0,1)—**Coded 1 if the person’s last job/activity prior to their initial appointment in the administration was in politics and 0 otherwise. This includes work for:

* Political campaign
* Member of Congress
* Political party,
* Political official (e.g., governor, political appointee, etc.)
* Government affairs office for a firm or organization
* PAC or lobbying firm

So, for example, if an appointee previously worked as an appointed chief of staff in the Department of Energy prior to being appointed as a deputy assistant secretary, their work as chief of staff should **NOT** be coded as political. For the purposes of this variable political is only coded if their last job previous to appointment in the Bush or Obama administration was in politics. That is, was their last job before joining the administration a job in politics?

Persons recruited into the administration from jobs in Congress, a PAC, government affairs for a private corporation, the party, or an elected position would be coded. Internships or volunteer work in a political position would be coded a 1 as well (e.g. a recent college graduate who interned in Congress).

**Campaign (0,1)**—Coded with a 1 if the resume indicates that person worked or volunteered for the Obama for America campaign or Bush-Cheney Campaign and 0 otherwise.

**State/Role** – Lists the position of the person on the campaign. Some examples include volunteer, state director for Florida, National Finance Chair, etc.

**PrevCamp**—Count of the number of previous political campaigns (including any coded in the Campaign variable) the person lists on their resume. This includes work as a volunteer or paid staff. This includes not only presidential campaigns but other campaigns as well (House, Senate, mayoral, etc.).

**Transition (0,1)**—Coded with a 1 if the appointee worked on President-elect’s Transition Team and 0 otherwise. This does not include work for the inaugural committee or inauguration.

**Inauguration (0,1)**—Coded with a 1 if the appointee worked for the inaugural committee or inauguration.

**Party (0,1)—**Coded with a 1 if the appointee has ever worked for the Republican or Democratic political party and 0 otherwise. This includes work at the state or national level. For example, work for the party at the National Party Convention would qualify. This can also include work for the College Republicans or Democrats, or for the parties’ House or Senate campaign committees (DSCC/DCCC; NRSC/NRCC).

**Details**—Lists party position (s) of candidate.

**Elected Official(0,1)**—Coded with a 1 if the person has ever held elected office prior to their appointment.