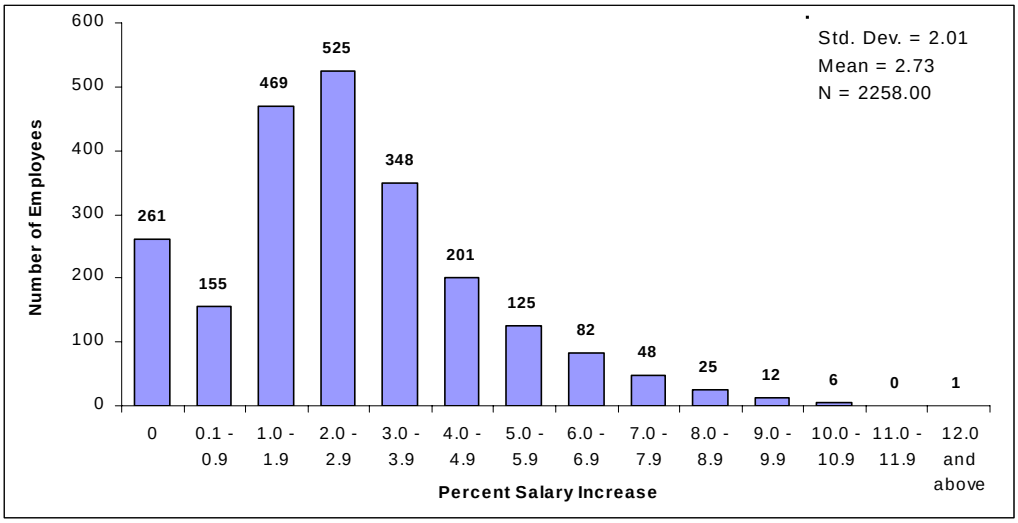
APPENDIX B-2

YEARS 1-8
OBJECTIVE DATA RESULTS

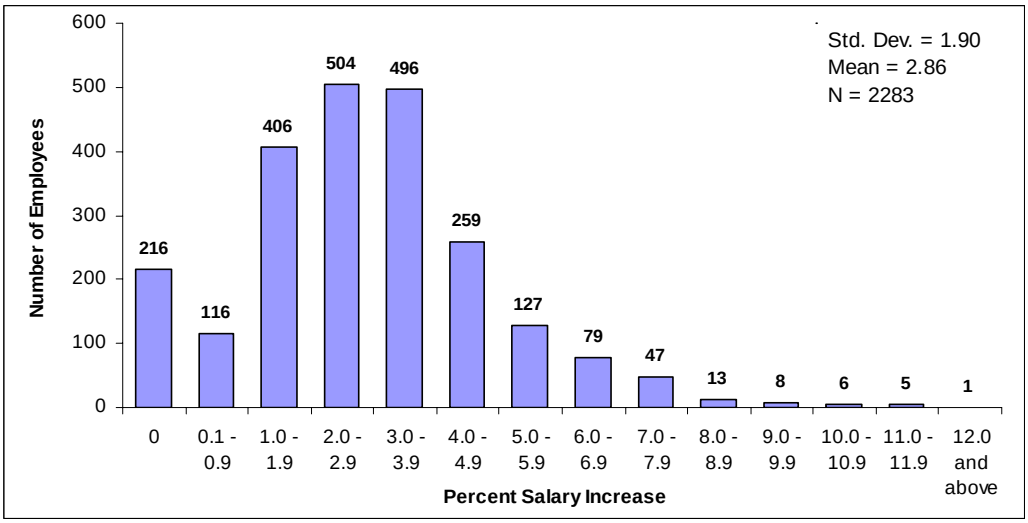
PREVIOUS YEARS' OBJECTIVE DATA RESULTS[1]

Range of Percent Salary Increases for Demonstration Group Employees

Year One—Range of Percent Salary Increases for Demonstration Group Employees

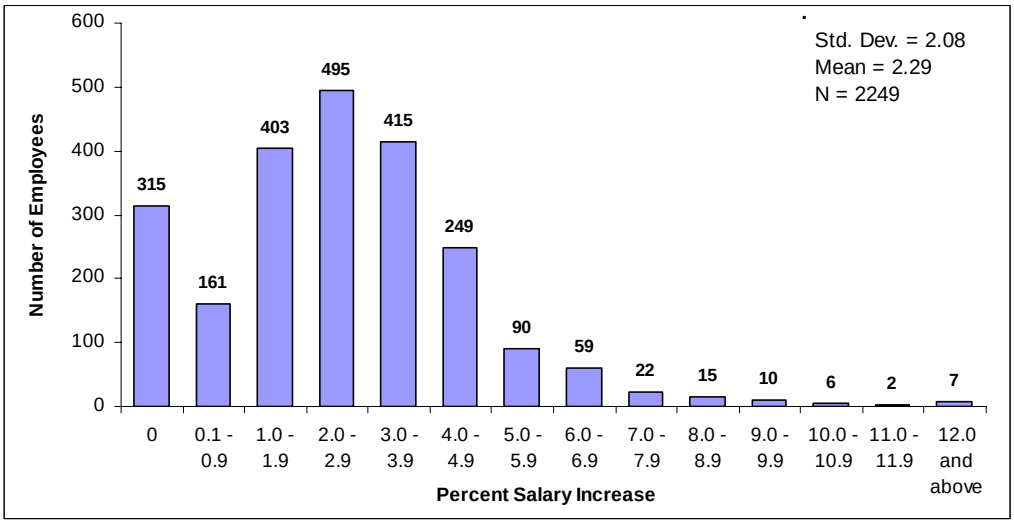


Year Two—Range of Percent Salary Increases for Demonstration Group Employees

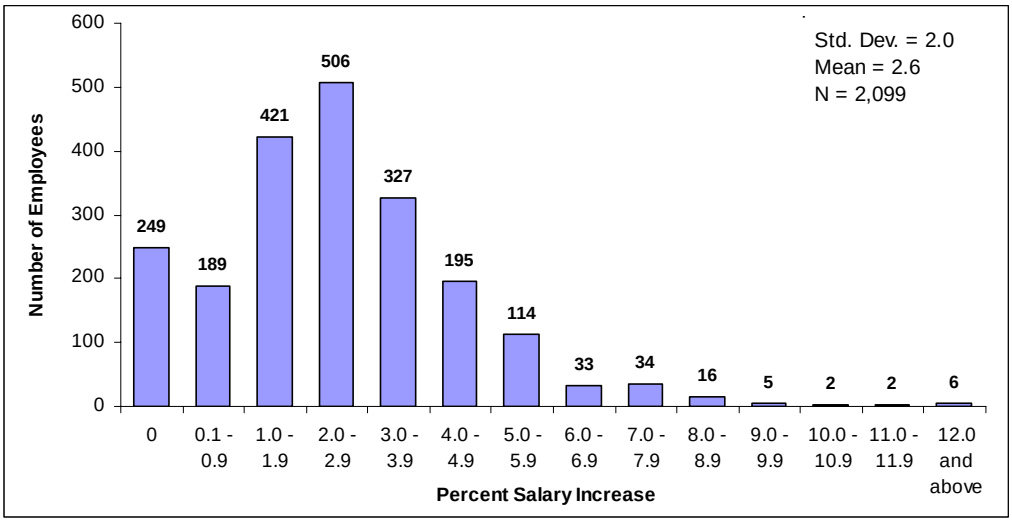


[1] *This appendix is a compendium of data tables from previous reports and is provided for the ease of the reader in making comparisons with the Year Seven data. Note that some analyses were not performed in all years.*

Year Three—Range of Percent Salary Increases for Demonstration Group Participants

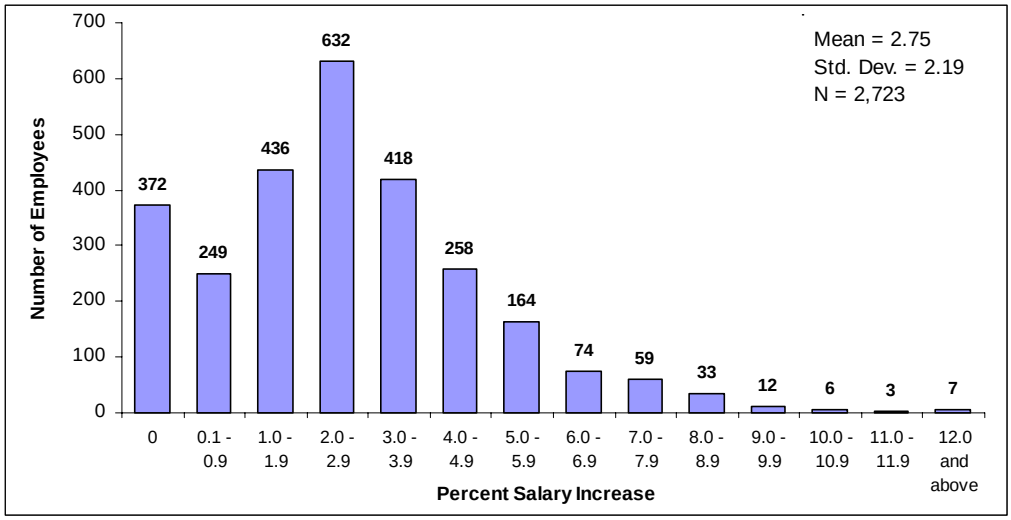


Year Four—Range of Percent Salary Increases for Demonstration Group Participants



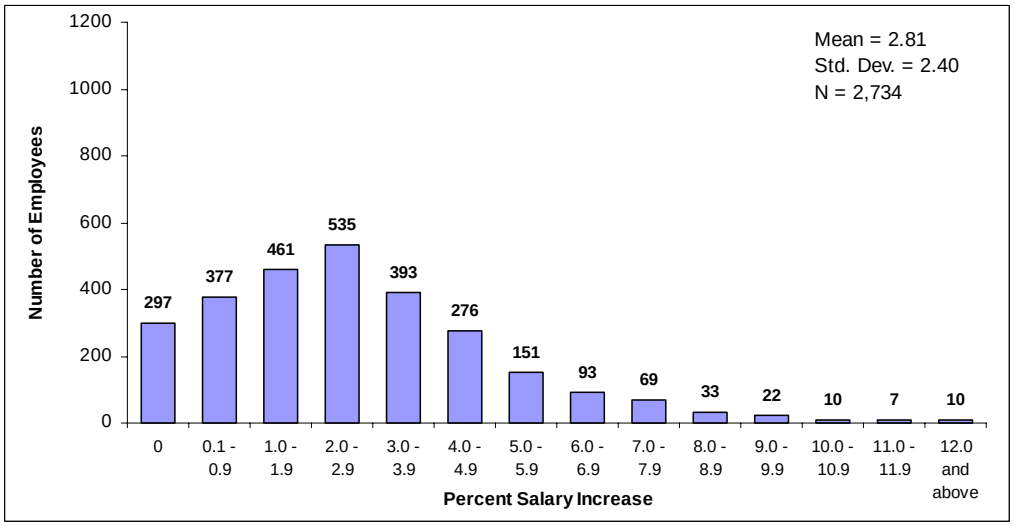
Note: This analysis is based on 2,099 of the 2,641 Demonstration Group participants for whom salary data were available.

Year Five—Range of Percent Salary Increases for Demonstration Group Participants



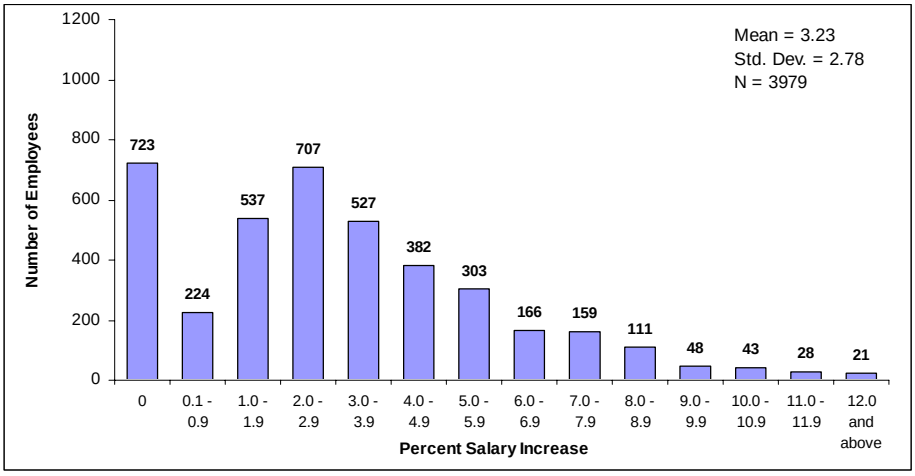
Note: This analysis is based on the 2,723 of the 3,072 Demonstration Group participants for whom salary data were available.

Year Six—Range of Percent Salary Increases for Demonstration Group Participants



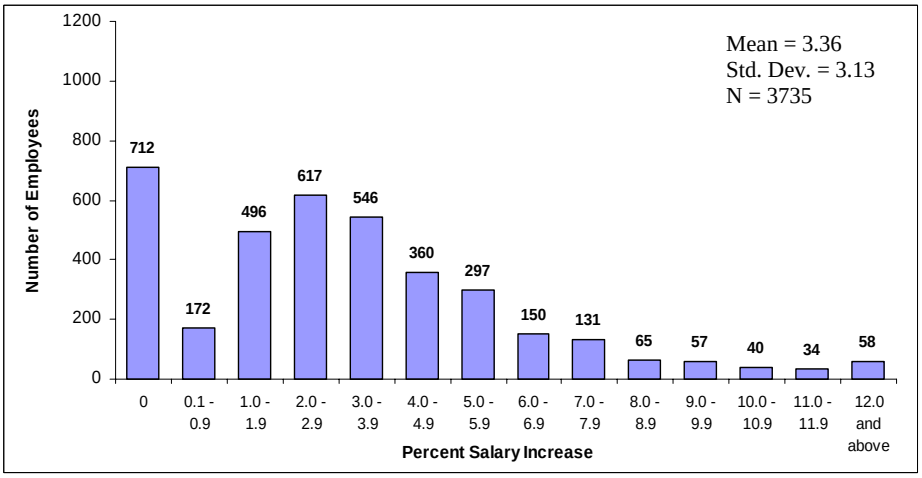
Note: This analysis is based on 2,734 of the 4,465 Demonstration Group participants who had eligible performance ratings and for whom salary data were available.

Year Seven—Range of Percent Salary Increases for Demonstration Group Participants



Note: This analysis is based on 3,979 of the 4,608 Demonstration Group participants who had eligible performance ratings and for whom salary data were available.

Year Eight—Range of Percent Salary Increases for Demonstration Group Participants



Note:

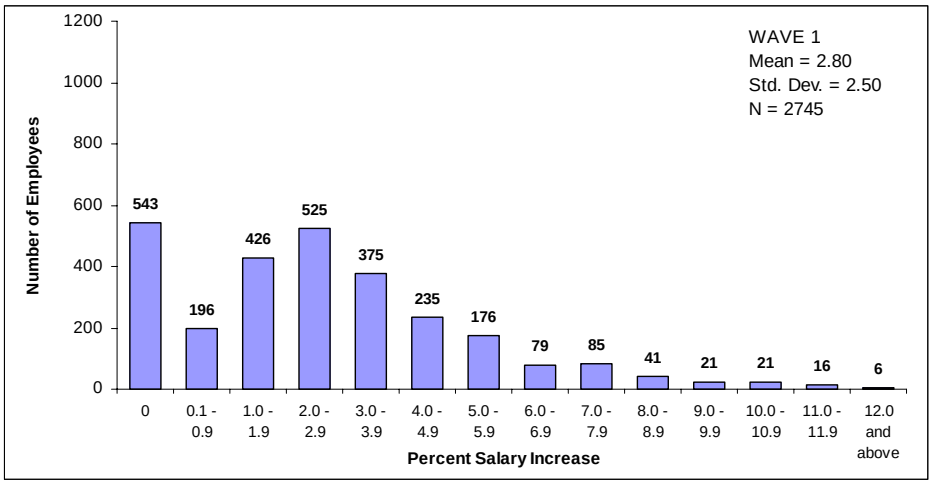
1. *This analysis is based on 3,735 of the 4,650 Demonstration Group participants who had eligible performance scores2 and for whom salary data were available. There were an additional 262 Demonstration Group participants who had eligible performance scores but for whom salary data were not available.*

2 *For this analysis and those to follow, the term "eligible performance score" refers to the definition provided in Section 3.1.2.*

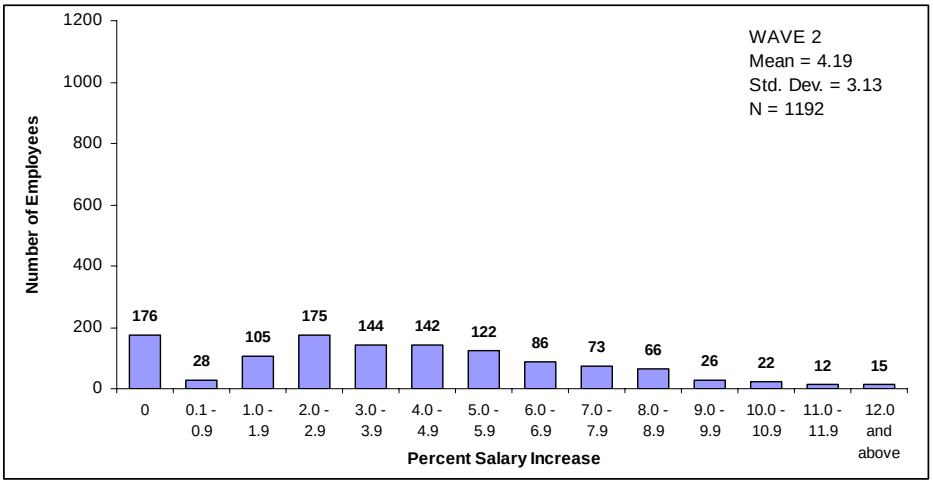
Range of Percent Salary Increases for Demonstration Group Employees – By Wave

(This analysis was first performed in Year Seven.)

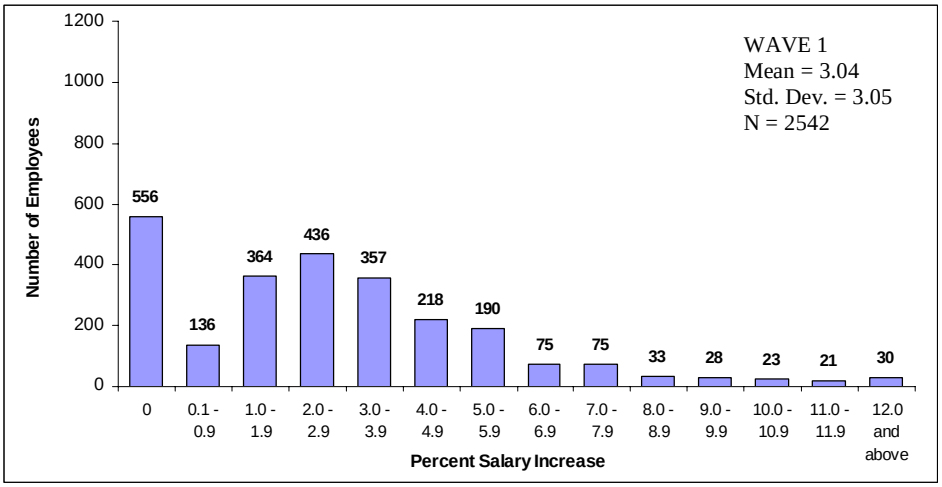
Year Seven—Range of Percent Salary Increases for Demonstration Group Participants – Wave 1 Only



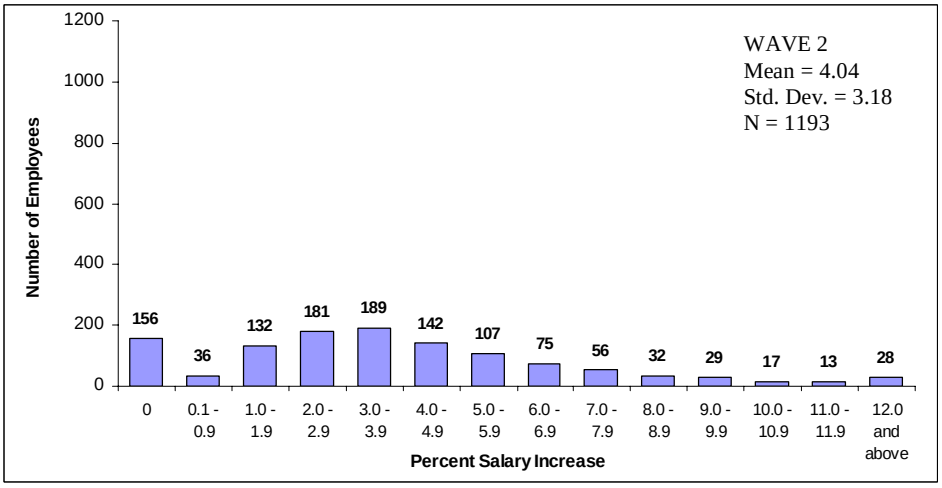
Year Seven—Range of Percent Salary Increases for Demonstration Group Participants – Wave 2 Only



Year Eight—Range of Percent Salary Increases for Demonstration Group Participants – Wave 1 Only

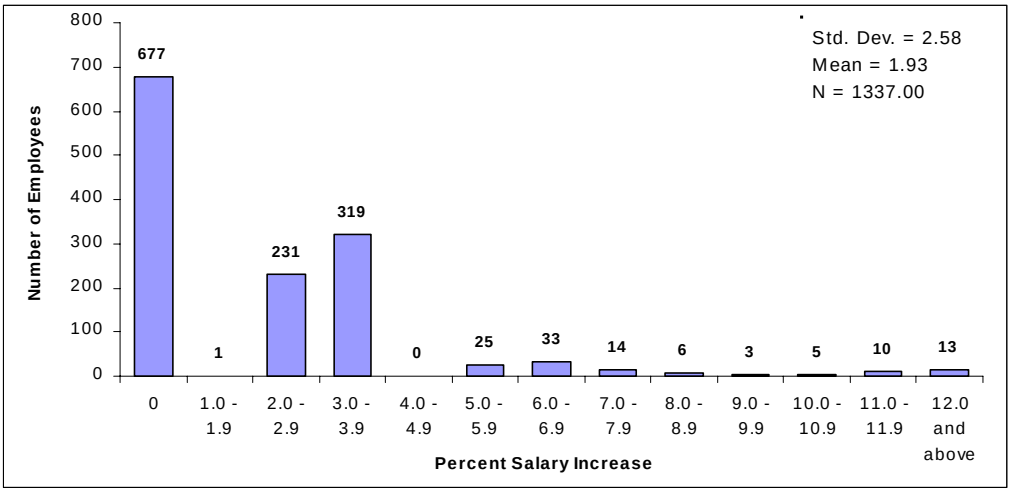


Year Eight—Range of Percent Salary Increases for Demonstration Group Participants – Wave 2 Only

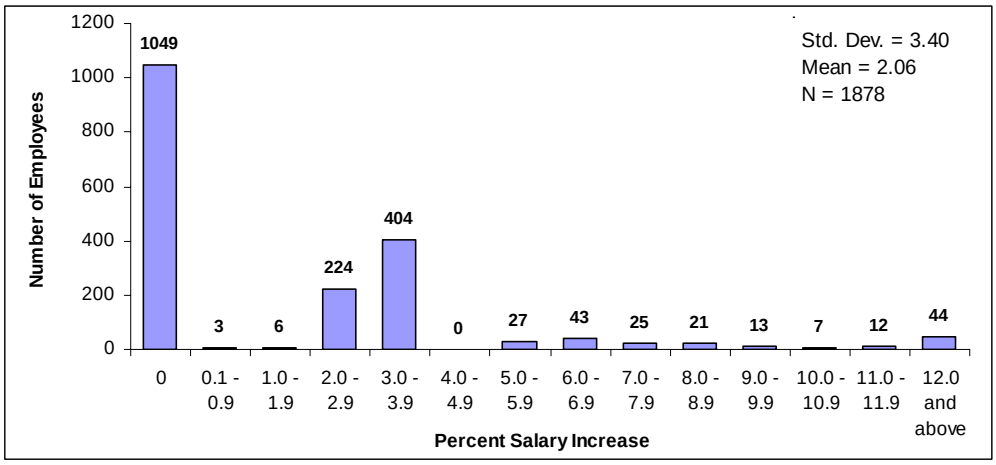


Range of Percent Salary Increases for Comparison Group Employees

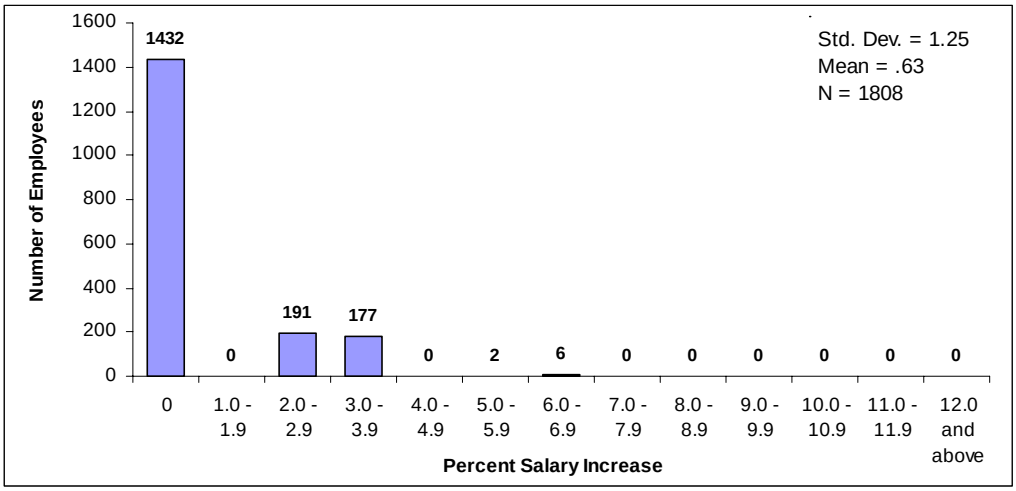
Year One—Range of Percent Salary Increases for Comparison Group Employees



Year Two—Range of Percent Salary Increases for Comparison Group Employees

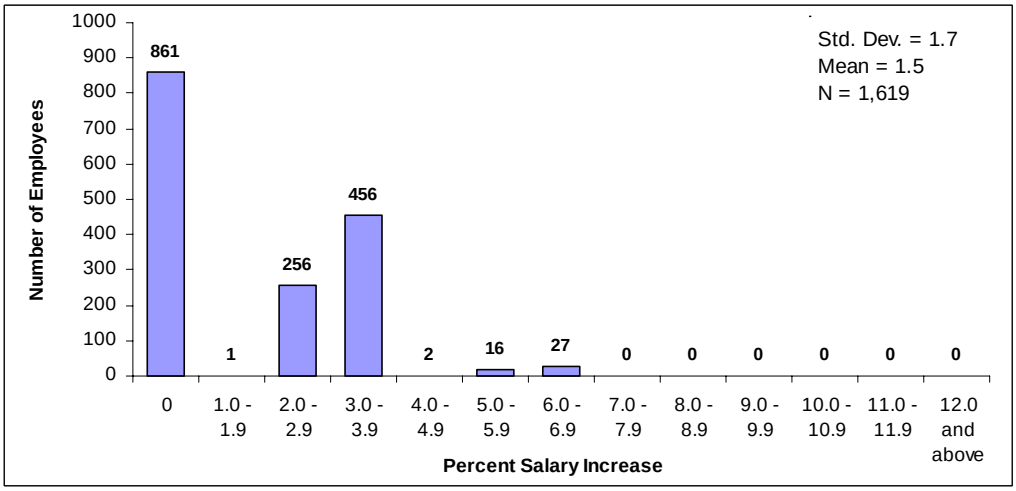


Year Three—Range of Percent Salary Increases for Comparison Group Participants



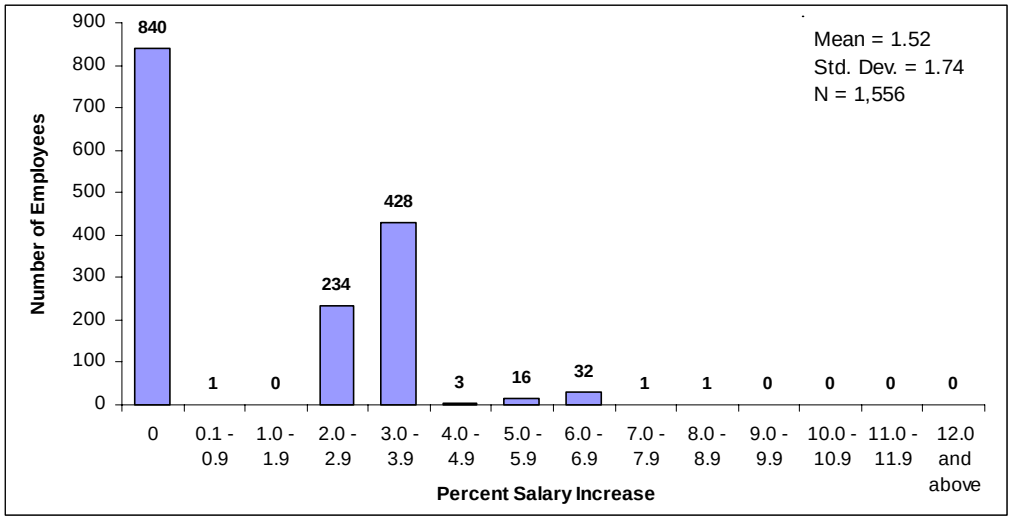
Note: The Year Three bar for zero percent salary increases was revised in Year Four to reflect a correction. The corrected data point did not change the previously stated mean and standard deviation.

Year Four—Range of Percent Salary Increases for Comparison Group Participants



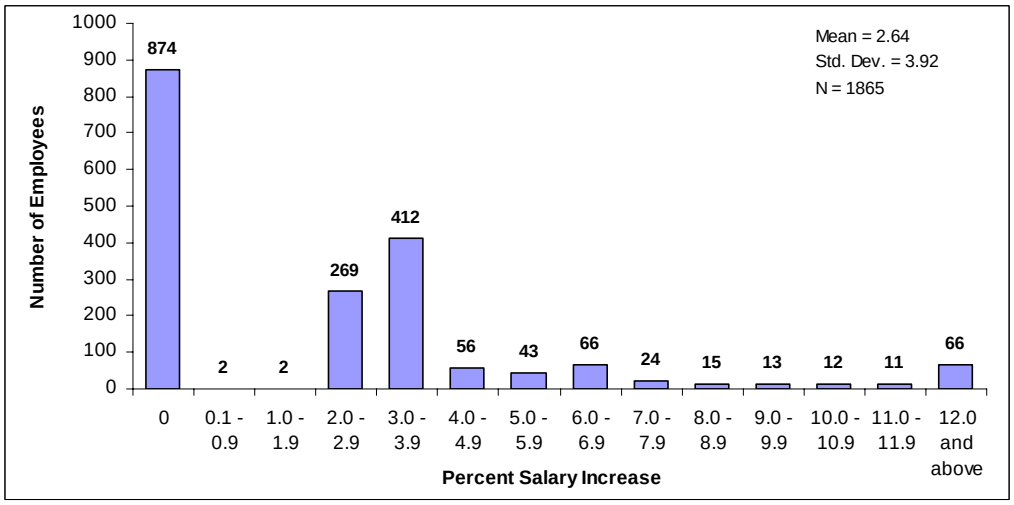
Note: This analysis is based on 1,619 of the 1,821 Comparison Group participants for whom salary data were available.

Year Five—Range of Percent Salary Increases for Comparison Group Participants



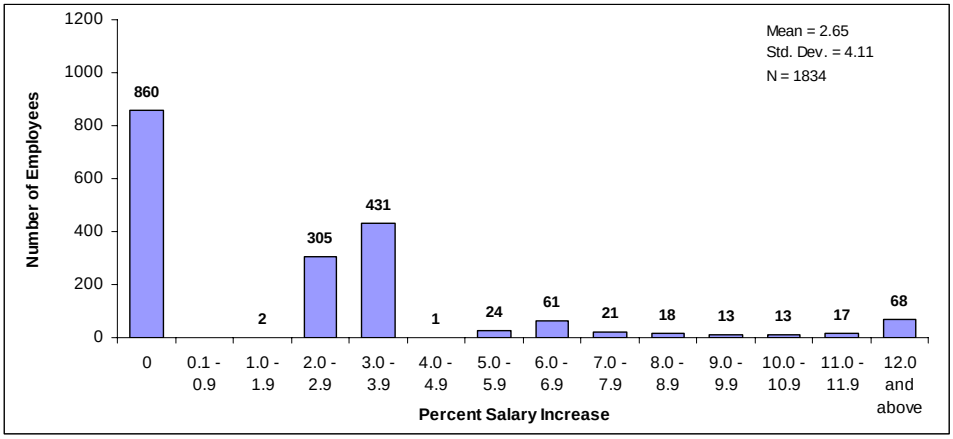
Note: This analysis is based on the 1,556 of the 1,811 Comparison Group participants for whom salary data were available.

Year Six—Range of Percent Salary Increases for Comparison Group Participants



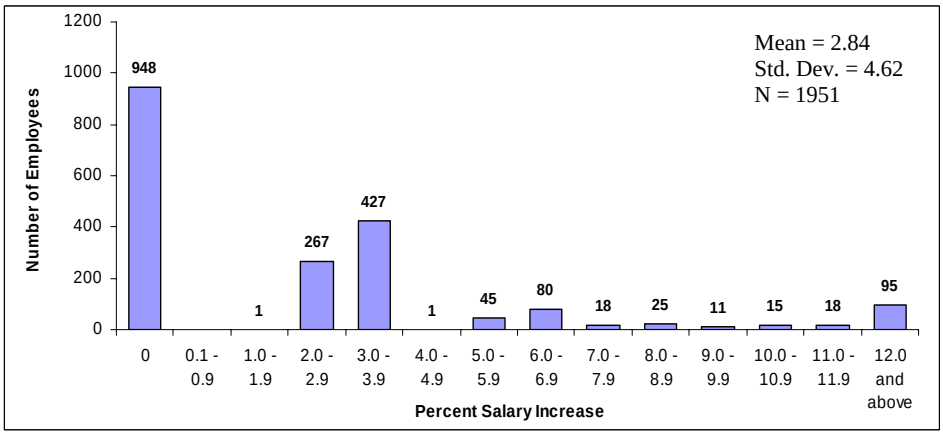
Note: This analysis is based on 1,865 of the 2,134 Comparison Group participants who had eligible performance ratings and for whom salary data were available.

Year Seven—Range of Percent Salary Increases for Comparison Group Participants



Note: This analysis is based on 1,834 of the 2,113 Comparison Group participants who had eligible performance ratings and for whom salary data were available.

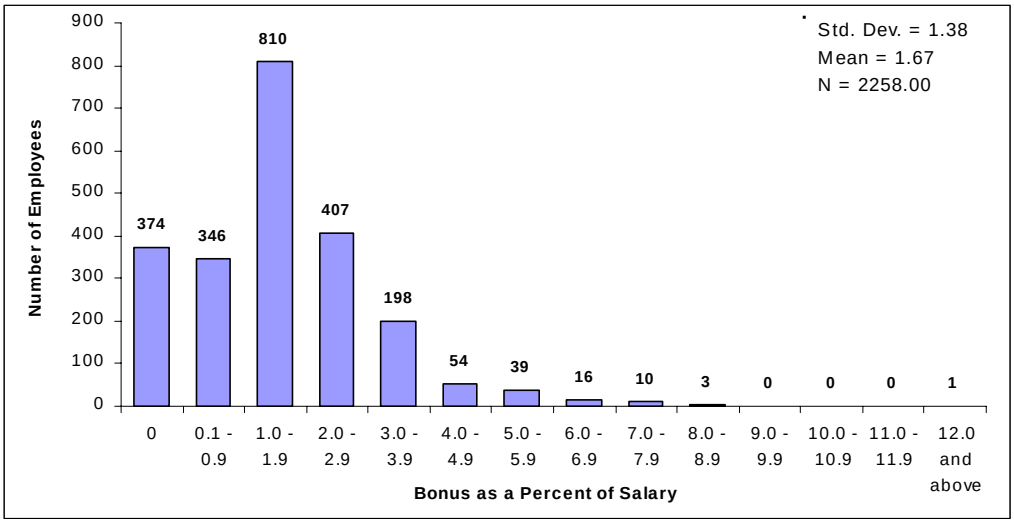
Year Eight—Range of Percent Salary Increases for Comparison Group Participants



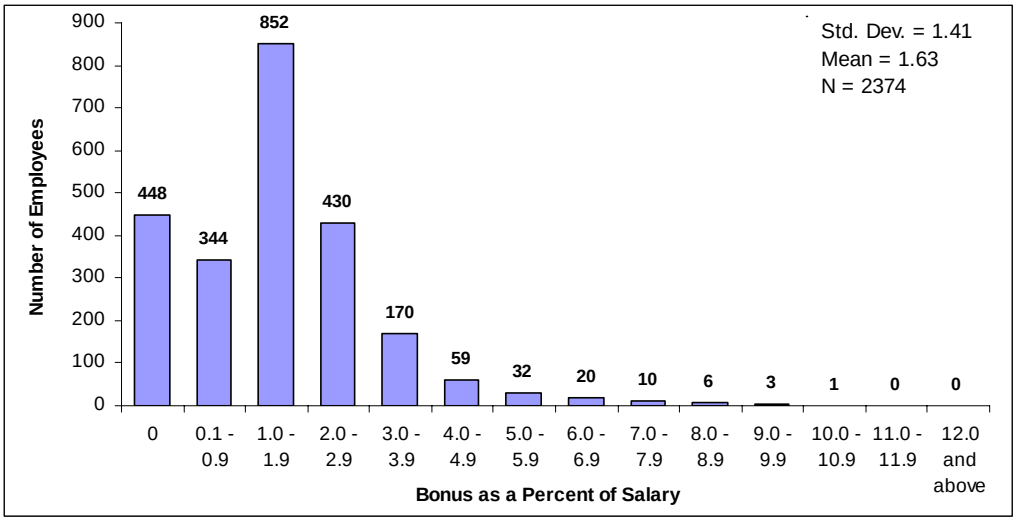
Note: This analysis is based on 1,951 of the 2,124 Comparison Group participants who had eligible performance ratings and for whom salary data were available.

Range of Bonus Percentages for Demonstration Group Employees

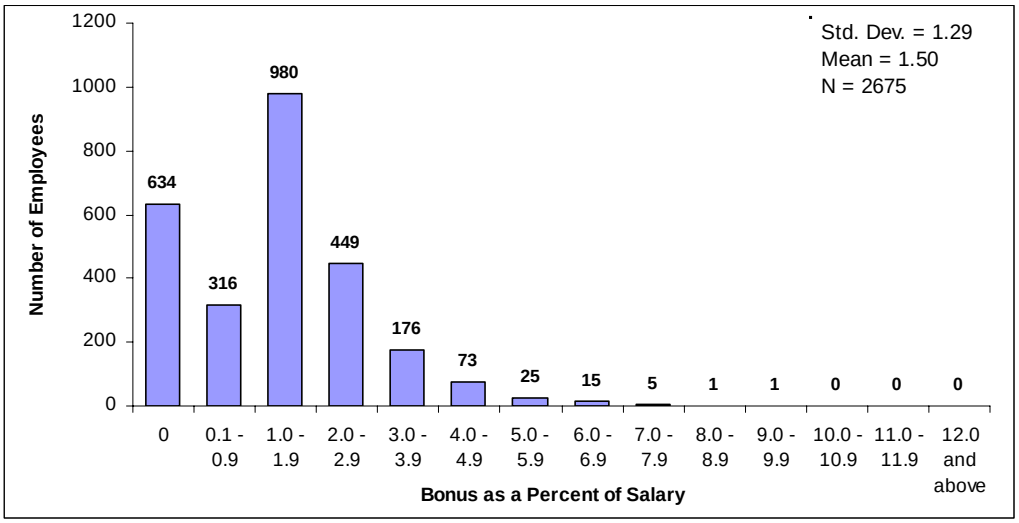
Year One—Range of Bonus Percentages for Demonstration Group Employees



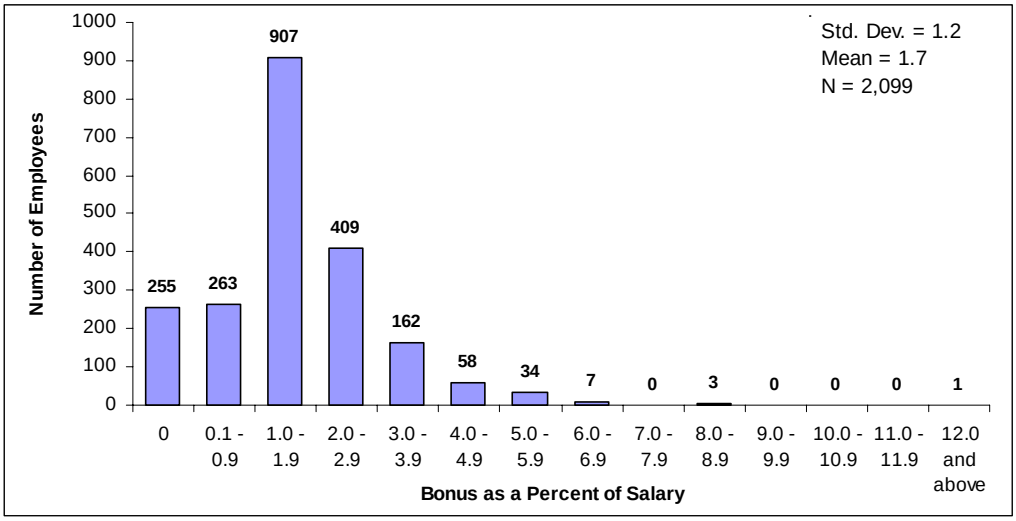
Year Two—Range of Bonus Percentages for Demonstration Group Employees



Year Three—Range of Bonus Percentages for Demonstration Group Participants



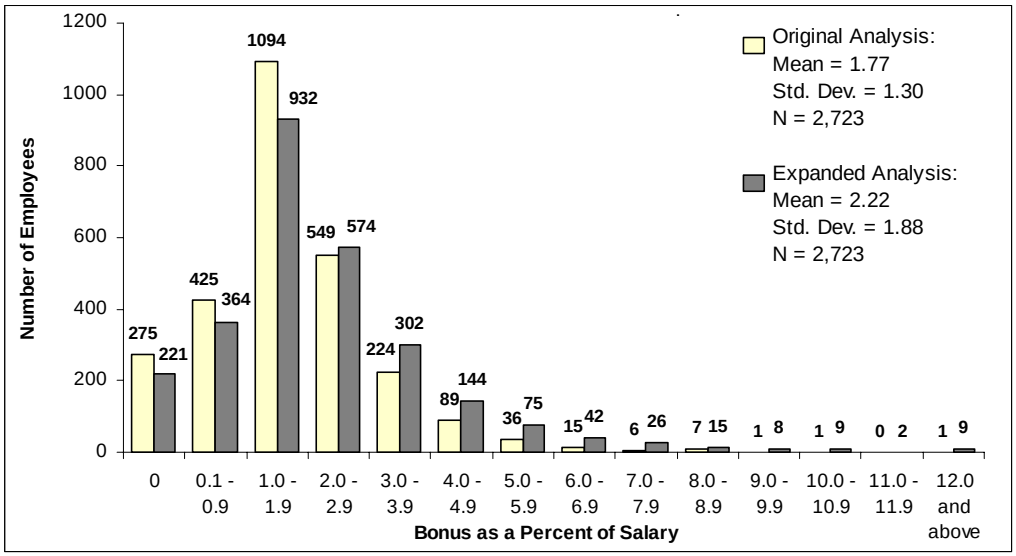
Year Four—Range of Bonus Percentages for Demonstration Group Participants



Notes:

1. *This analysis is based on the 2,099 of the 2,641 Demonstration Group participants for whom bonus data were available.*
2. *Average bonus percentages are based on actions effective in November 2001, as reported in the Year Four data file provided by DoC.*

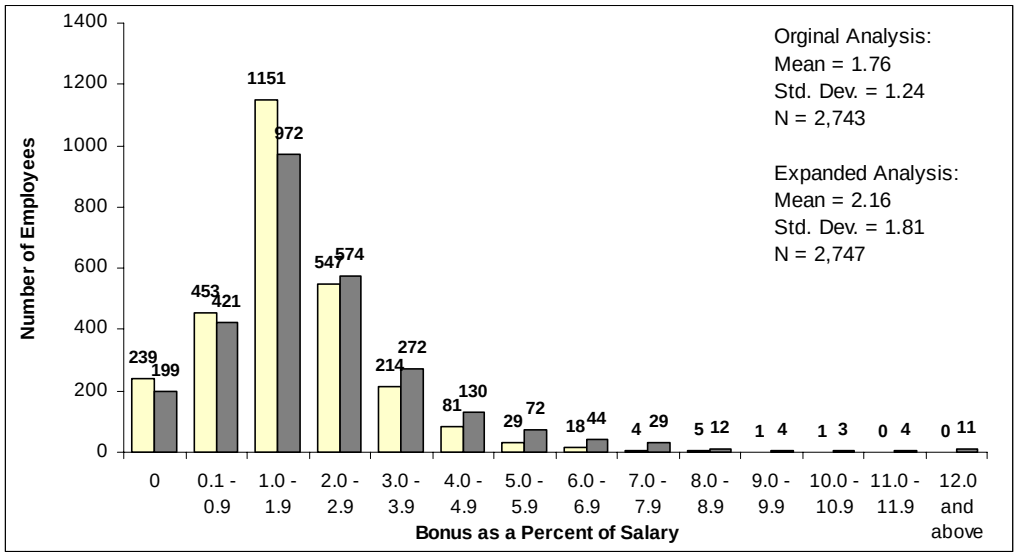
Year Five—Range of Bonus Percentages for Demonstration Group Participants



Notes:

1. *Average bonus percentages are based on actions effective in November 2002, as reported in the Year Five data file provided by DoC.*
2. *This analysis is based on the 2,723 of the 3,072 Demonstration Group participants for whom salary data were available.*
3. *In Year Five, the analysis of bonus/award data was addressed in two separate ways for the Demonstration Group. The original analysis was based solely on performance-based bonuses, consistent with previous years. The expanded analysis was based on all bonuses/awards received by Demonstration Group participants and allows inclusion of "Special Act" awards and Other Awards, given that these were accounted for in the Comparison Group calculation.*

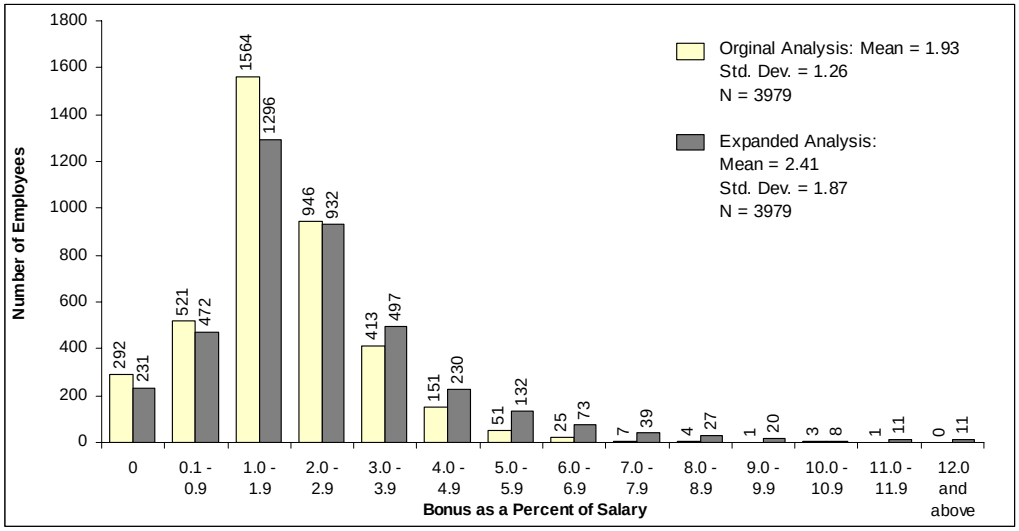
Year Six—Range of Bonus Percentages for Demonstration Group Participants



Notes:

1. *This analysis is based on the 2,747 of the 4,465 Demonstration Group participants for whom bonus data were available.*
2. *Average bonus percentages are based on actions effective in November 2003, as reported in the Year Six data file provided by DoC.*
3. *In Years Five and Six, the analysis of bonus/award data was addressed in two separate ways for the Demonstration Group. The original analysis was based solely on performance-based bonuses, consistent with previous years. The expanded analysis was based on all bonuses/awards received by Demonstration Group participants and allows inclusion of "Special Act" awards and Other Awards, given that these were accounted for in the Comparison Group calculation.*

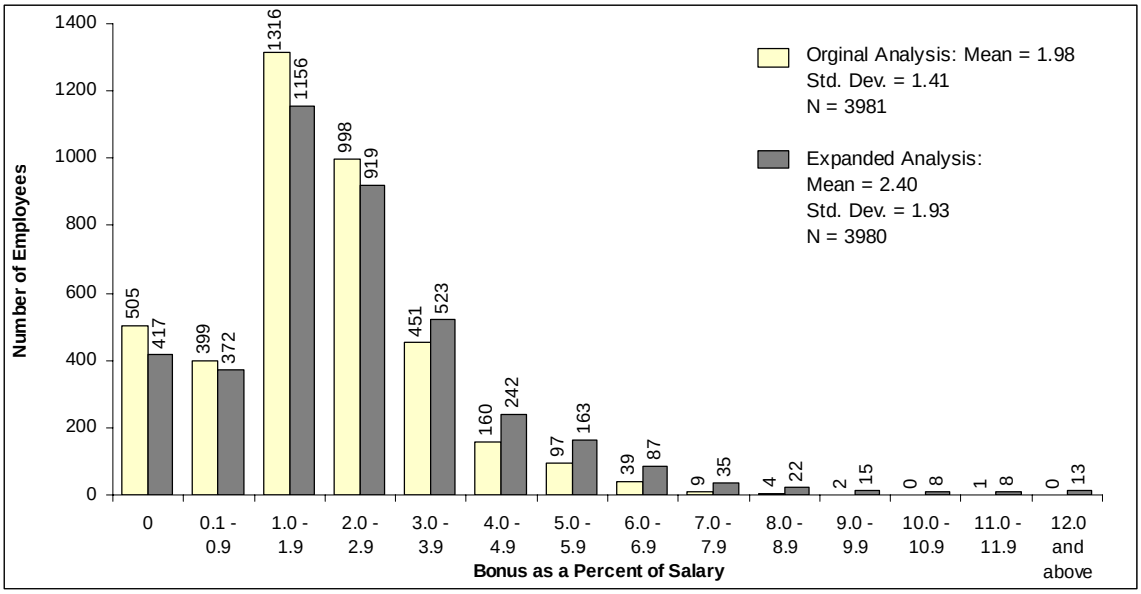
Year Seven—Range of Bonus Percentages for Demonstration Group Participants



Notes:

1. *This analysis is based on the 3,979 of the 4,608 Demonstration Group participants for whom bonus data were available.*
2. *Average bonus percentages are based on actions effective in November 2004, as reported in the Year Seven data file provided by DoC.*
3. *From Year Five on, the analysis of bonus/award data was addressed in two separate ways for the Demonstration Group. The original analysis was based solely on performance-based bonuses, consistent with previous years. The expanded analysis was based on all bonuses/awards received by Demonstration Group participants and allows inclusion of "Special Act" awards and Other Awards, given that these were accounted for in the Comparison Group calculation.*

Year Eight—Range of Bonus Percentages for Demonstration Group Participants

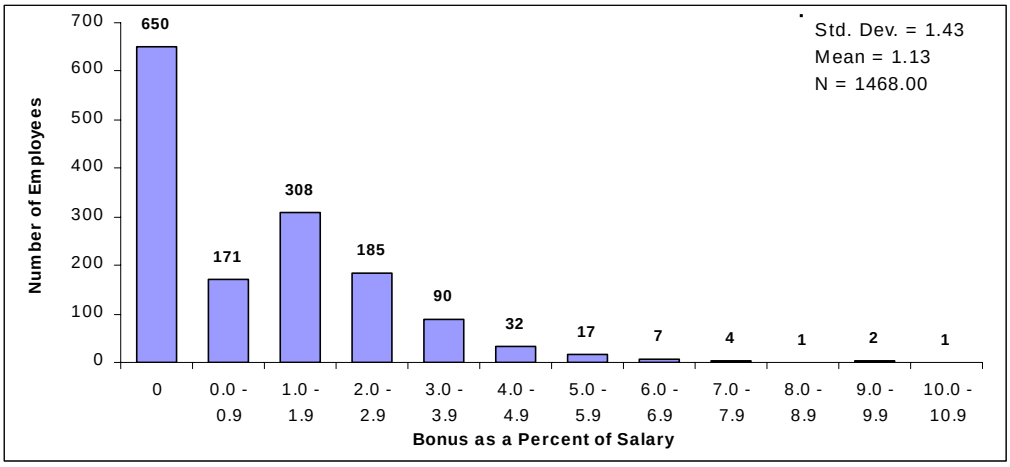


Notes:

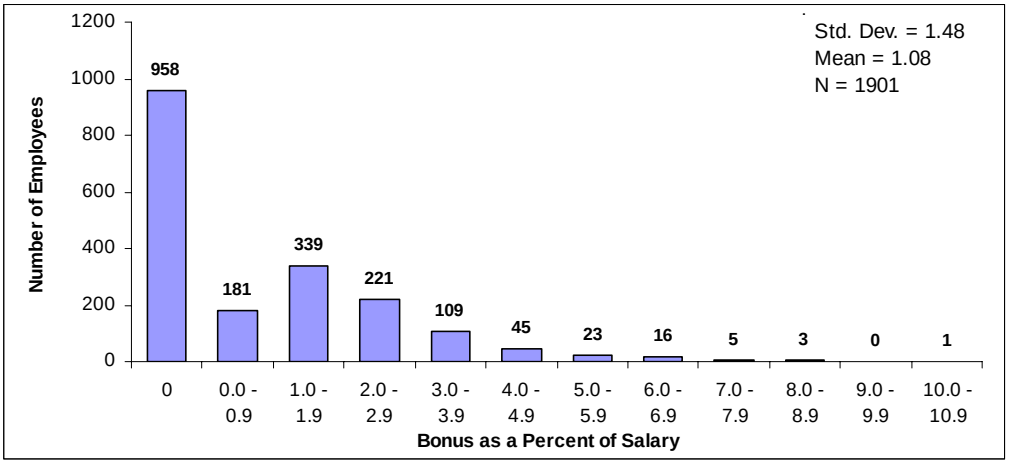
1. *This analysis is based on the Demonstration Group participants for whom bonus data were available.*
2. *From Year Five on, the analysis of bonus/award data was addressed in two separate ways for the Demonstration Group. The original analysis was based solely on performance-based bonuses, consistent with previous years. The expanded analysis was based on all bonuses/awards received by Demonstration Group participants and allows inclusion of "Special Act" awards and Other Awards, given that these were accounted for in the Comparison Group calculation.*

Range of Award Percentages for Comparison Group Employees

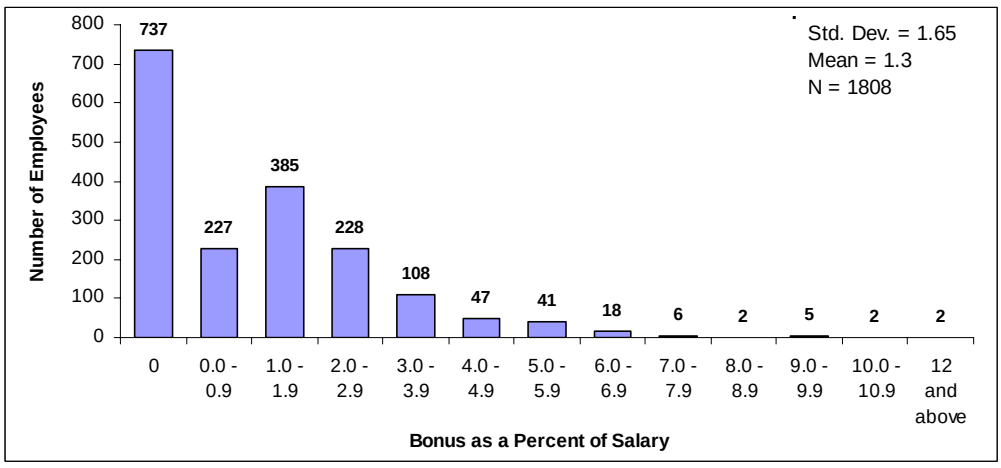
Year One—Range of Award Percentages for Comparison Group Employees



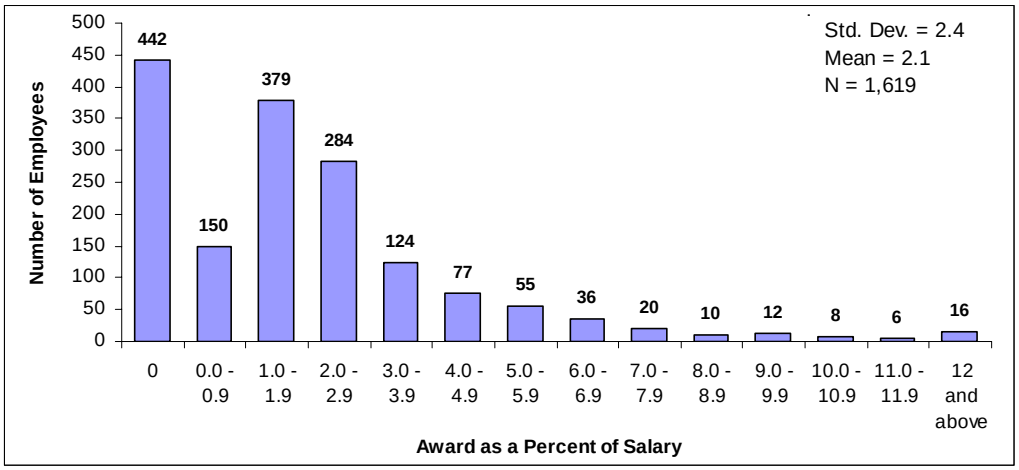
Year Two—Range of Award Percentages for Comparison Group Employees



Year Three—Range of Award Percentages for Comparison Group Participants

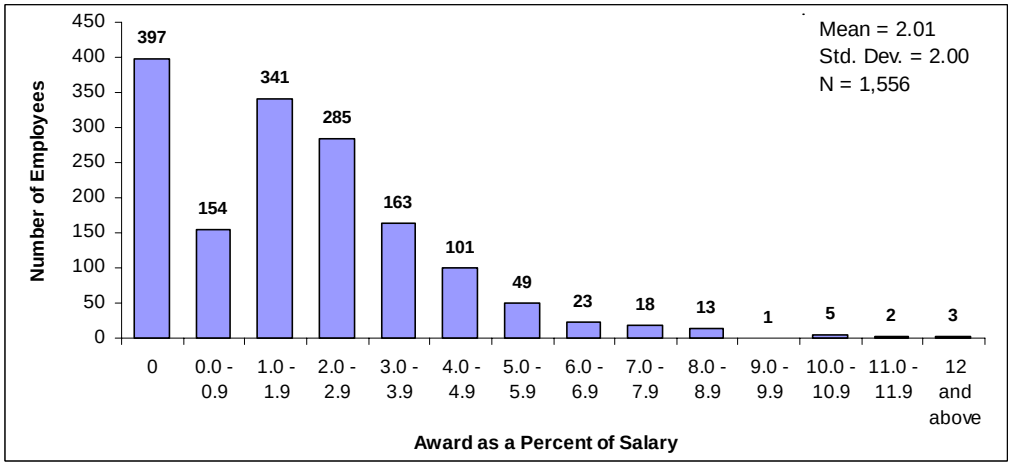


Year Four—Range of Award Percentages for Comparison Group Participants



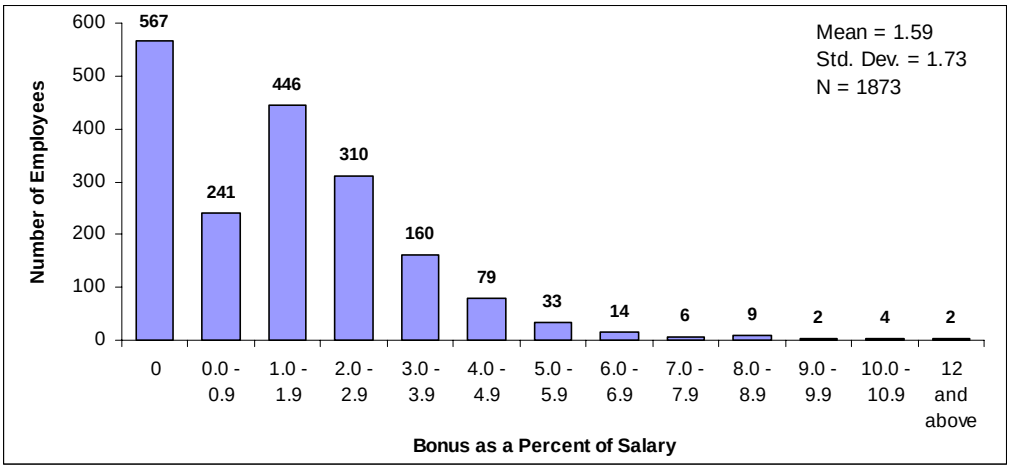
Note: This analysis is based on the 1,619 of the 1,821 Comparison Group participants for whom salary data were available.

Year Five—Range of Award Percentages for Comparison Group Participants



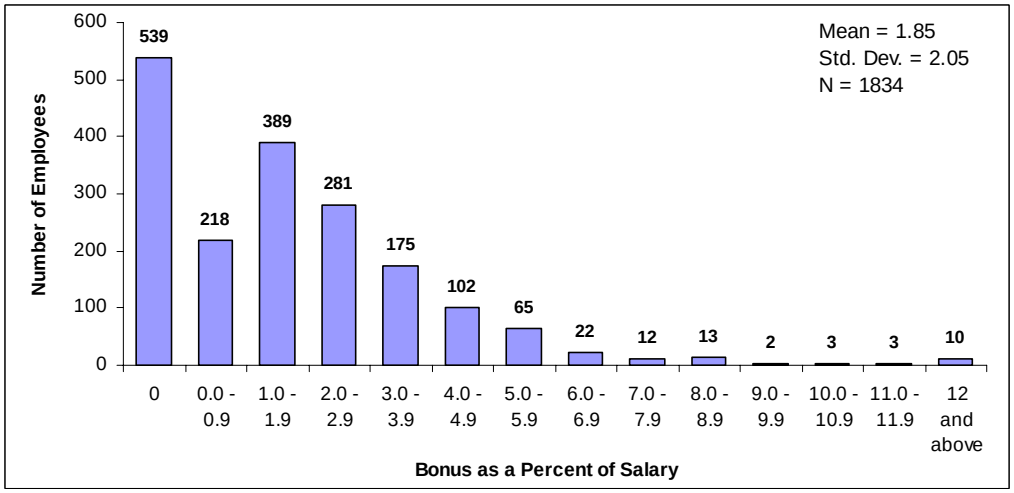
Note: This analysis is based on the 1,556 of the 1,811 Comparison Group participants for whom salary data were available.

Year Six—Range of Award Percentages for Comparison Group Participants



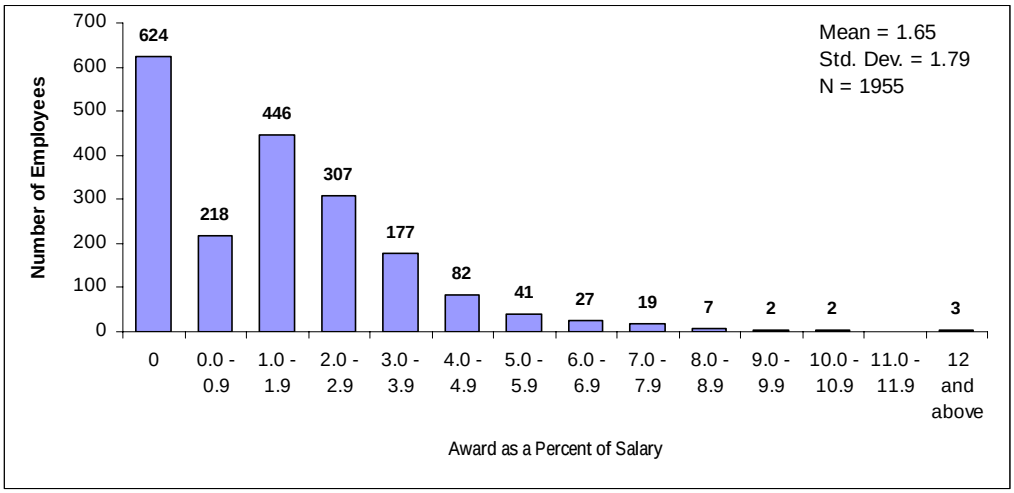
Note: This analysis is based on 1,873 of the 2,134 Comparison Group participants who had eligible performance ratings and for whom award data were available.

Year Seven—Range of Award Percentages for Comparison Group Participants



Note: This analysis is based on 1,834 of the 2,113 Comparison Group participants who had eligible performance ratings and for whom award data were available.

Year Eight—Range of Award Percentages for Comparison Group Participants



Note: This analysis is based on 1,955 of the 2,124 Comparison Group participants who had eligible performance ratings and for whom award data were available.

Capped Employees by Race/National Origin

(This analysis was first performed in Year Six.)

Year Six—Capped Employees by Race/National Origin

RACE/NATIONAL ORIGIN	REPRESENTATION AMONG CAPPED EMPLOYEES	REPRESENTATION AMONG NEARLY CAPPED EMPLOYEES	OVERALL REPRESENTATION IN THE DEMONSTRATION GROUP
White (not of Hispanic origin)	73%	80%	80%
Black (not of Hispanic origin)	21%	13%	12%
Hispanic	3%	3%	3%
Asian or Pacific Islander	3%	4%	4%
American Indian or Alaskan Native	0%	1%	<1%

Note: This analysis is based on the 150 (and 375) Demonstration Group participants who had eligible performance ratings and for whom salary data were available had salaries at the maximums (near the maximums) for their pay bands

Year Seven—Capped Employees by Race/National Origin

RACE/NATIONAL ORIGIN	REPRESENTATION AMONG CAPPED EMPLOYEES	REPRESENTATION AMONG NEARLY CAPPED EMPLOYEES	OVERALL REPRESENTATION IN THE DEMONSTRATION GROUP
White (not of Hispanic origin)	81%	75%	79%
Black (not of Hispanic origin)	12%	16%	13%
Hispanic	3%	4%	3%
Asian or Pacific Islander	4%	5%	5%
American Indian or Alaskan Native	<1%	0%	<1%

Note: This analysis is based on the 424 (and 312) Demonstration Group participants who had salaries at the maximums (near the maximums) for their pay bands, had eligible performance ratings, and for whom salary data were available.

Year Eight—Capped Employees by Race/National Origin

RACE/NATIONAL ORIGIN	REPRESENTATION AMONG CAPPED EMPLOYEES	REPRESENTATION AMONG NEARLY CAPPED EMPLOYEES	OVERALL REPRESENTATION IN THE DEMONSTRATION GROUP
White (not of Hispanic origin)	82%	82%	77%
Black (not of Hispanic origin)	11%	13%	13%
Hispanic	4%	1%	3%
Asian or Pacific Islander	3%	4%	6%
American Indian or Alaskan Native	0%	1%	<1%

Notes:

1. *The first two columns are based on the 573 (and 280) Demonstration Group participants who had salaries at the maximums (near the maximums) for their pay bands, had eligible performance ratings, and for whom salary and race/national origin data were available.*
2. *The third column is based on all Demonstration Group participants in the database for whom race/national origin data were available.*

Capped Employees by Band

(This analysis was first performed in Year Seven.)

Year Seven—Capped Employees by Band

BAND	REPRESENTATION AMONG CAPPED EMPLOYEES	REPRESENTATION AMONG NEARLY CAPPED EMPLOYEES	OVERALL REPRESENTATION IN THE DEMONSTRATION GROUP
Band 1	0%	1%	<1%
Band 2	4%	12%	11%
Band 3	40%	41%	34%
Band 4	44%	22%	44%
Band 5	13%	23%	11%

Note: This analysis is based on the 424 (and 312) Demonstration Group participants who had salaries at the maximums (near the maximums) for their pay bands, had eligible performance ratings, and for whom salary data were available.

Year Eight—Capped Employees by Band

BAND	REPRESENTATION AMONG CAPPED EMPLOYEES	REPRESENTATION AMONG NEARLY CAPPED EMPLOYEES	OVERALL REPRESENTATION IN THE DEMONSTRATION GROUP
Band 1	<1%	1%	2%
Band 2	4%	13%	12%
Band 3	40%	39%	33%
Band 4	37%	33%	42%
Band 5	19%	15%	11%

Notes:

1. *The first two columns are based on the 573 (and 280) Demonstration Group participants who had eligible performance ratings, for whom pay band data were available, for whom salary data were available, and who had salaries at the maximums (or near the maximums for their pay bands).*
2. *The third column is based on all Demonstration Group participants in the database for whom band data were available.*

Capped Employees by Career Path

(This analysis was first performed in Year Seven.)

Year Seven—Capped Employees by Career Path

CAREER PATH	REPRESENTATION AMONG CAPPED EMPLOYEES	REPRESENTATION AMONG NEARLY CAPPED EMPLOYEES	OVERALL REPRESENTATION IN THE DEMONSTRATION GROUP
ZP	65%	53%	62%
ZT	7%	6%	6%
ZA	22%	13%	22%
ZS	7%	29%	11%

Note: This analysis is based on the 424 (and 312) Demonstration Group participants who had salaries at the maximums (near the maximums) for their pay bands, had eligible performance ratings, and for whom salary data were available.

Year Eight—Capped Employees by Career Path

CAREER PATH	REPRESENTATION AMONG CAPPED EMPLOYEES	REPRESENTATION AMONG NEARLY CAPPED EMPLOYEES	OVERALL REPRESENTATION IN THE DEMONSTRATION GROUP
ZP	65%	52%	60%
ZT	6%	6%	6%
ZA	19%	18%	24%
ZS	10%	24%	11%

Notes:

1. *The first two columns are based on the 573 (and 280) Demonstration Group participants who had eligible performance ratings, for whom career path data were available, for whom salary data were available, and who had salaries at the maximums (or near the maximums for their pay bands).*
2. *The third column is based on all Demonstration Group participants in the database for whom career path data were available.*

Salary Capping in a Subset of the Demonstration Group and the Comparison Group

(This analysis was first performed in Year Seven.)

Year Seven—Comparison of Salary Capping in a Subset of the Demonstration Group and Comparison Group

SUBSET	PERCENTAGE CAPPED	
	DEMONSTRATION GROUP	COMPARISON GROUP
ZA, Band 4 (or, ZA Equivalent, GS 14, Step 10)	12%	15%
ZP, Band 4 (or, ZP Equivalent, GS 14, Step 10)	10%	21%
ZA, Band 5 (or, ZA Equivalent, GS 15, Step 10)	10%	31%
ZP, Band 5 (or, ZP Equivalent, GS 15, Step 10)	12%	34%

Note: This analysis is based on participants who had salaries at the maximums for their pay bands, had eligible performance ratings, and for whom salary data were available.

Year Eight—Comparison of Salary Capping in a Subset of the Demonstration Group and Comparison Group

SUBSET	PERCENTAGE CAPPED	
	DEMONSTRATION GROUP	COMPARISON GROUP
ZA, Band 4 (or, ZA Equivalent, GS 14, Step 10)	13%	20%
ZP, Band 4 (or, ZP Equivalent, GS 14, Step 10)	11%	22%
ZA, Band 5 (or, ZA Equivalent, GS 15, Step 10)	13%	37%
ZP, Band 5 (or, ZP Equivalent, GS 15, Step 10)	29%	37%

Note: This analysis is based on participants who had salaries at the maximums for their pay bands, had eligible performance ratings, and for whom salary data were available.

Average Performance-Based Pay Increase by Career Path

(This analysis was first conducted in Year Three.)

Year Three—Average Performance-Based Pay Increase by Career Path

CAREER PATH	AVERAGE PERFORMANCE-BASED PAY INCREASE
ZP	2.36%
ZT	1.86%
ZA	2.70%
ZS	1.63%
Overall	2.29%

Notes:

1. *Average pay increase by career path were computed for Demonstration Project participants for whom pay band data were available.*
2. *Overall average pay increase is a non-weighted average given that it is intended to represent the Demonstration Project as a single entity.*

Year Four—Average Performance-Based Pay Increase by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE PERFORMANCE-BASED PAY INCREASE
ZP	1,372	2.60%
ZT	120	2.29%
ZA	379	3.13%
ZS	228	2.07%
Overall	2,099	2.62%

Note: Average pay increase by career path were computed for 2,099 of the 2,641 Demonstration Group participants for whom pay band and salary data were available.

Year Five—Average Performance-Based Pay Increase by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE PERFORMANCE-BASED PAY INCREASE
ZP	1,745	2.76%
ZT	165	2.07%
ZA	509	3.29%
ZS	304	2.17%
Overall	2,723	2.75%

Note: Average pay increase by career path were computed for 2,723 of the 3,072 Demonstration Group participants for whom pay band and salary data were available. Average overall pay increase was computed by generating a weighted average to account for the different number of employees in each band.

Year Six—Average Performance-Based Pay Increase by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE PERFORMANCE-BASED PAY INCREASE
ZP	1,758	2.85%
ZT	151	2.12%
ZA	528	3.27%
ZS	297	2.15%
Overall	2,734	2.81%

Notes:

1. *Average pay increase by career path were computed for 2,734 of the 4,465 Demonstration Group participants for whom career path and salary data were available.*
2. *Average overall pay increase represents a non-weighted average across the Demonstration Group.*

Year Seven—Average Performance-Based Pay Increase by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE PERFORMANCE-BASED PAY INCREASE
ZP	2,469	3.5%
ZT	217	2.3%
ZA	876	3.3%
ZS	417	2.3%
Overall	3,979	3.2%

Notes:

1. *Average pay increase by career path were computed for 3,979 of the 4,608 Demonstration Group participants for whom career path and salary data were available.*
2. *Average overall pay increase represents the average across the Demonstration Group; it does not represent a straight average of the averages for each career path.*

Year Eight—Average Performance-Based Pay Increase by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE PERFORMANCE-BASED PAY INCREASE
ZP	2339	3.6%
ZT	190	2.4%
ZA	836	3.5%
ZS	370	2.4%
Overall	3735	3.4%

Notes:

1. *Average pay increase by career path were computed for 3,735 of the 4,650 Demonstration Group participants for whom career path and salary data were available.*
2. *The overall average performance-based pay increase represents the average across the Demonstration Group; it does not represent a straight average of the averages for each career path.*

Average Bonus by Career Path

(This analysis was first conducted in Year Three.)

Year Three—Average Bonus by Career Path

CAREER PATH	AVERAGE BONUS
ZP	1.42%
ZT	1.28%
ZA	1.63%
ZS	1.81%
Overall	1.50%

Notes:

1. *Average bonus by career path was computed for Demonstration Project participants for whom pay band data were available.*
2. *Overall bonus is a non-weighted average given that it is intended to represent the Demonstration Project as a single entity.*

Year Four—Average Bonus by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE BONUS
ZP	1,372	1.53%
ZT	120	1.47%
ZA	379	2.02%
ZS	228	2.41%
Overall	2,099	1.71%

Note: Average bonus by career path was computed for 2,099 of the 2,641 Demonstration Group participants for whom pay band and salary data were available.

Year Five—Average Bonus by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE BONUS
ZP	1,745	1.57%
ZT	165	1.34%
ZA	509	2.05%
ZS	304	2.72%
Overall	2,723	1.77%

Note: Average bonus by career path was computed for 2,723 of the 3,072 Demonstration Group participants for whom pay band and salary data were available. Average overall bonus was computed by generating a weighted average to account for the different number of employees in each band.

Year Six—Average Bonus by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE BONUS
ZP	1763	1.55%
ZT	152	1.39%
ZA	529	2.03%
ZS	299	2.67%
Overall	2743	1.76%

Note: Average bonus by career path was computed for 2,743 of the 4,465 Demonstration Group participants for whom career path and bonus data were available. Average overall bonus represents a non-weighted average across the Demonstration Group.

Year Seven—Average Bonus by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE BONUS
ZP	2,469	1.7%
ZT	217	1.8%
ZA	876	2.1%
ZS	417	2.8%
Overall	3,979	1.9%

Notes:

1. *Average pay increase by career path were computed for 3,979 of the 4,608 Demonstration Group participants for whom career path and salary data were available.*
2. *Average overall pay increase represents the average across the Demonstration Group; it does not represent a straight average of the averages for each career path.*

Year Eight—Average Bonus by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE BONUS
ZP	2482	1.8%
ZT	212	1.9%
ZA	901	2.1%
ZS	386	2.8%
Overall	3981	2.0%

Notes:

1. *Average bonus by career path were computed for 3,981 of the 4,650 Demonstration Group participants for whom career path and salary data were available.*
2. *The overall average performance-based pay increase represents the average across the Demonstration Group; it does not represent a straight average of the averages for each career path.*

Average Performance Score by Career Path

(This analysis was first conducted in Year Three.)

Year Three—Average Performance Score by Career Path

CAREER PATH	AVERAGE PERFORMANCE APPRAISAL SCORES
ZP	85.0 points
ZT	83.0 points
ZA	85.8 points
ZS	81.9 points
Overall	84.3 points

Notes:

1. *Average scores by career path were computed for Demonstration Project participants for whom pay band data were available.*
2. *Average overall performance score represents a non-weighted average across the Demonstration Group.*

Year Four—Average Performance Score by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE PERFORMANCE APPRAISAL SCORES
ZP	1,373	85.9 points
ZT	120	83.2 points
ZA	380	87.3 points
ZS	228	83.2 points
Overall	2,101	85.7 points

Notes:

1. *Average performance scores by career path were computed for 2,101 of the 2,641 Demonstration Group participants for whom pay band and performance score data were available.*
2. *Average overall performance score represents a non-weighted average across the Demonstration Group.*

Year Five—Average Year Five Performance Score by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE PERFORMANCE APPRAISAL SCORES
ZP	1,745	86.4 points
ZT	165	84.0 points
ZA	509	88.2 points
ZS	304	84.8 points
Overall	2,723	86.5 points

Notes:

1. *Average performance scores by career path were computed for 2,723 of the 3,072 Demonstration Group participants for whom pay band and performance score data were available.*
2. *Average overall performance score represents a non-weighted average across the Demonstration Group.*

Year Six—Average Year Six Performance Score by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE PERFORMANCE APPRAISAL SCORES
ZP	1,763	87.0 points
ZT	152	85.3 points
ZA	529	88.5 points
ZS	299	84.8 points
Overall	2,743	86.9 points

Notes:

1. *Average performance scores by career path were computed for 2,743 of the 4,465 Demonstration Group participants for whom pay band and performance score data were available.*
2. *Average overall performance score was computed for 2,752 of the 4,465 Demonstration Group participants for whom performance score data were available and represents a non-weighted average across the Demonstration Group.*

Year Seven—Average Year Seven Performance Score by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE PERFORMANCE APPRAISAL SCORES
ZP	2,469	86.5 points
ZT	217	84.9 points
ZA	876	85.9 points
ZS	417	83.4 points
Overall	3,979	85.9 points

Notes:

1. *Average performance scores by career path were computed for 3,979 of the 4,608 Demonstration Group participants for whom pay band and performance score data were available.*
2. *Average overall performance score was computed for 3,979 of the 4,608 Demonstration Group participants for whom performance score data were available and represents a non-weighted average across the Demonstration Group.*

Year Eight—Average Performance Score by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE PERFORMANCE APPRAISAL SCORES
ZP	2486	86.6 points
ZT	213	85.6 points
ZA	908	86.7 points
ZS	390	84.0 points
Overall	3997	86.3 points

Notes:

1. *Average performance appraisal scores by career path were computed based on the 3,997 of the 4,650 Demonstration Group participants for whom career path and performance score data of 40 and above were available.*
2. *Average overall performance score was also computed for 3,997 of the 4,650 Demonstration Group participants for whom performance score data of 40 and above were available and represents a non-weighted average across the Demonstration Group.*

Performance Category and Performance-Based Pay Increases

Year Two—Performance Category and Performance-Based Pay Increases

PERFORMANCE CATEGORY	NUMBER OF EMPLOYEES	AVERAGE PAY INCREASE PERCENT
90-100	748	3.9%
80-89	923	2.9%
70-79	468	1.7%
60-69	105	0.9%
50-59	34	0.5%
40-49	1	0.0%

Year Two—Performance Category and Demonstration Group Participants Receiving No Performance-Based Pay Increases

PERFORMANCE CATEGORY	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES WITH NO SALARY INCREASE	PERCENT RECEIVING NO SALARY INCREASE
90-100	748	34	5%
80-89	923	61	7%
70-79	468	51	11%
60-69	105	48	46%
50-59	34	21	62%
40-49	1	1	100%

(Beginning in Year Three, the two tables above were combined into the table below.)

Year Three—Performance Score Category and Performance-Based Pay Increases Among Demonstration Group Participants

PERFORMANCE CATEGORY	NUMBER OF EMPLOYEES	PERCENT OF EMPLOYEES RECEIVING PAY INCREASES	AVERAGE PERFORMANCE-BASED PAY INCREASE PERCENTAGE
90-100	816	89.3%	3.5%
80-89	1,001	88.5%	2.6%
70-79	323	83.3%	1.5%
60-69	57	49.1%	0.6%
50-59	14	21.3%	0.2%
40-49	42	0.0%	0.0%

Note: Some, if not all, of the 10.7 percent of employees in the highest performance score category, but with no pay increases, may be employees at or near the top of their paybands. Employees who were promoted or received a pay adjustment within 120 days of the end of the rating cycle are eligible to receive a score but are not eligible for a pay increase.

Year Four—Performance Score Category and Performance-Based Pay Increases Among Demonstration Group Participants

PERFORMANCE SCORE CATEGORY	NUMBER OF EMPLOYEES	PERCENT OF EMPLOYEES RECEIVING PAY INCREASES	AVERAGE PERFORMANCE-BASED PAY INCREASE PERCENTAGE
90-100	797	91%	3.3%
80-89	983	91%	2.5%
70-79	262	78%	1.5%
60-69	42	52%	0.7%
50-59	8	0%	0.0%
40-49	9	33%	1.6%

Note: Some, if not all, of the 9 percent of employees in the highest performance score category, but with no pay increases, may be employees at or near the top of their paybands. Employees who were promoted or received a pay adjustment within 120 days of the end of the rating cycle are eligible to receive a score but are not eligible for a pay increase.

Year Five—Performance Score Category and Performance-Based Pay Increases Among Demonstration Group Participants

PERFORMANCE SCORE CATEGORY	NUMBER OF EMPLOYEES	PERCENT OF EMPLOYEES RECEIVING PAY INCREASES	AVERAGE PERFORMANCE-BASED PAY INCREASE PERCENTAGE
90-100	1,120	87.0%	3.2%
80-89	1,241	89.5%	2.7%
70-79	295	84.1%	2.0%
60-69	52	32.7%	0.3%
50-59	6	16.7%	0.2%
40-49	9	0.3%	0.0%

Notes:

1. *The total number of employees in this analysis is based on the 2,723 employees for whom valid Year Five performance scores were available.*
2. *Some, if not all, of the 13 percent of employees in the highest performance score category, but with no pay increases, may be employees at or near the top of their paybands. Employees who were promoted or received a pay adjustment within 120 days of the end of the rating cycle are eligible to receive a score but are not eligible for a pay increase.*

Year Six—Performance Score Category and Performance-Based Pay Increases Among Demonstration Group Participants

PERFORMANCE SCORE CATEGORY	NUMBER AND PERCENTAGE OF EMPLOYEES	PERCENT OF EMPLOYEES RECEIVING PAY INCREASES	AVERAGE PERFORMANCE-BASED PAY INCREASE PERCENTAGE
90-100	1144 (41.8%)	90%	3.19%
80-89	1292 (47.3%)	92%	2.81%
70-79	239 (8.7%)	80%	1.65%
60-69	45 (1.6%)	29%	0.26%
50-59	9 (0.3%)	11%	0.09%
40-49	5 (0.2%)	20%	0.24%

Note: This analysis is based on the 2,734 employees for whom valid Year Five performance scores and salary data were available.

Year Seven—Performance Score Category and Performance-Based Pay Increases Among Demonstration Group Participants

PERFORMANCE SCORE CATEGORY	NUMBER AND PERCENTAGE OF EMPLOYEES	PERCENT OF EMPLOYEES RECEIVING PAY INCREASES	AVERAGE PERFORMANCE-BASED PAY INCREASE PERCENTAGE
90-100	1,392 (35%)	83%	3.5%
80-89	2,049 (52%)	85%	3.5%
70-79	435 (11%)	79%	1.8%
60-69	75 (2%)	24%	0.4%
50-59	18 (<0%)	11%	0.1%
40-49	10 (<0%)	0%	0.0%

Note: This analysis is based on the 3,979 employees for whom valid Year Seven performance scores and salary data were available.

Year Eight—Performance Score Category and Performance-Based Pay Increases Among Demonstration Group Participants

PERFORMANCE SCORE CATEGORY	NUMBER AND PERCENTAGE OF EMPLOYEES	NUMBER AND PERCENT OF EMPLOYEES RECEIVING PAY INCREASES	AVERAGE PERFORMANCE-BASED PAY INCREASE PERCENTAGE
90-100	1304 (33%)	979 (83%)	4.2%
80-89	2309 (58%)	1825 (84%)	3.3%
70-79	321 (8%)	209 (68%)	1.3%
60-69	51 (1%)	9 (18%)	0.3%
50-59	9 (<1%)	1 (13%)	0.1%
40-49	3 (<1%)	0 (0%)	0.0%
<40	1 (<1%)	0 (0%)	0.0%

Notes:

1. *The calculation of Number and Percentage of Employees is based on the 3,998 employees for whom valid Year Eight performance scores were available.*
2. *The calculation of Number and Percentage of Employees Receiving Pay Increases is based on the 3,736 employees for whom valid Year Eight performance scores and salary data were available.*

Correlation Between Performance Scores and Bonuses by Career Path

(This analysis was first conducted in Year Three.)

Year Three—Correlation Between Performance Scores and Bonuses by Career Path

CAREER PATH	CORRELATION BETWEEN PERFORMANCE SCORE AND BONUS
ZP	.46
ZT	.44
ZA	.48
ZS	.60
Overall	.46

Notes:

1. *All results are significant at the p≤.001 level.*
2. *Correlation by career path were computed for Demonstration Project participants for whom pay band data were available.*
3. *Overall correlation represents a non-weighted average across the Demonstration Group.*

Year Four—Correlation Between Performance Scores and Bonuses by Career Path

CAREER PATH	CORRELATION BETWEEN PERFORMANCE SCORE AND BONUS
ZP	.46
ZT	.40
ZA	.30
ZS	.34
Overall	.37

Notes:

1. *All results are significant at the p≤.01 level.*
2. *Correlation by career path was computed for 2,099 of the 2,641 Demonstration Group participants for whom pay band data were available.*
3. *Overall correlation represents a non-weighted average across the Demonstration Group.*

Year Five—Correlation Between Performance Scores and Bonuses by Career Path

CAREER PATH	CORRELATION BETWEEN PERFORMANCE SCORE AND BONUS
ZP	.45
ZT	.56
ZA	.45
ZS	.53
Overall	.44

Notes:

1. *All results are significant at the p≤.01 level.*
2. *Correlation by career path was computed for 2,502 of the 3,072 Demonstration Group participants for whom pay band data were available.*
3. *Overall correlation represents a non-weighted average across the Demonstration Group.*

Year Six—Correlation Between Performance Scores and Bonuses by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	CORRELATION BETWEEN PERFORMANCE SCORE AND BONUS
ZP	1,763	.46
ZT	152	.64
ZA	529	.38
ZS	299	.48

Notes:

1. *All results are significant at the p≤.01 level.*
2. *Correlation by career path was computed for 2,743 of the 4,465 Demonstration Group participants for whom performance score, bonus data, and career path data were available.*

Year Seven—Correlation Between Performance Scores and Bonuses by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	CORRELATION BETWEEN PERFORMANCE SCORE AND BONUS
ZP	2,469	.37
ZT	217	.30
ZA	876	.38
ZS	417	.49

Notes:

1. *All results are significant at the p ≤.01 level.*
2. *Correlation by career path was computed for 3,979 of the 4,608 Demonstration Group participants for whom performance score, bonus data, and career path data were available.*

Year Eight—Correlation Between Performance Scores and Bonuses by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	CORRELATION BETWEEN PERFORMANCE SCORE AND BONUS
ZP	2339	.28
ZT	190	.44
ZA	836	.30
ZS	370	.29

Notes:

1. *All results are significant at the $p \leq .01$ level.*
2. *Correlation by career path was computed for 3,735 of the 4,650 Demonstration Group participants for whom performance score, bonus data, and career path data were available.*

Range of Pay Increases Upon Promotion

(This analysis was first conducted in Year Three.)

Year Three—Range of Pay Increases Upon Promotion

Promotion by Band (or equivalent)	Demonstration Group		Comparison Group	
Band after promotion	Employees	Size of Range of Increase Upon Promotion	Employees	Size of Range of Increase Upon Promotion
Band 2	18	**$8,997**	6	$7,171
Band 3	60	**$10,206**	26	$9,727
Band 4	57	**$14,173**	11	$6,181
Band 5	21	**$17,537**	4	$1,985
Average Range		$12,503		$7,912

Notes:

1. *Band (equivalent) and salary information was not available for two participants in the Comparison Group who were promoted. Promotions are reported for those cases in which employees were promoted across bands (or the equivalent in the Comparison Group).*
2. *Size of range was computed by subtracting the smallest promotion amount from the largest promotion amount.*
3. *Average range was computed by generating a weighted average to account for the different number of employees in each band.*

Year Four—Range of Pay Increases Upon Promotion

Promotion by Band (or equivalent)	Demonstration Group		Comparison Group	
Band after promotion	Employees	Size of Range of Increase Upon Promotion	Employees	Size of Range of Increase Upon Promotion
Band 2	2	**$2,116**	3	$714
Band 3	43	**$10,270**	27	$5,261
Band 4	55	**$17,522**	38	$9,663
Band 5	24	**$13,885**	8	$5,538
Average Range		$14,055		$7,312

Notes:

1. *Promotions are reported for those cases in which employees were promoted across bands (or the equivalent in the Comparison Group).*
2. *Size of range was computed by subtracting the smallest promotion amount from the largest promotion amount.*
3. *Average range was computed by generating a weighted average to account for the different number of employees in each band.*

Year Five—Range of Pay Increases Upon Promotion

Promotion by Band (or equivalent)	Demonstration Group		Comparison Group	
Band after promotion	Employees	Size of Range of Increase Upon Promotion	Employees	Size of Range of Increase Upon Promotion
Band 2	12	**$10,037**	59	$8,761
Band 3	62	**$12,157**	71	$9,637
Band 4	82	**$15,461**	62	$11,524
Band 5	41	**$24,492**	15	$15,218
Average Range		$15,970		$10,357

Notes:

1. *Promotions are reported for those cases in which employees were promoted across bands (or the equivalent in the Comparison Group).*
2. *Size of range was computed by subtracting the smallest promotion amount from the largest promotion amount.*
3. *Average range was computed by generating a weighted average to account for the different number of employees in each band.*

Year Six—Range of Pay Increases Upon Promotion

Promotion by Band (or equivalent)	Demonstration Group		Comparison Group	
Band after promotion	Employees	Size of Range of Increase Upon Promotion	Employees	Size of Range of Increase Upon Promotion
Band 2	5	**$4,287**	5	$1,128
Band 3	39	**$17,955**	19	$7,807
Band 4	47	**$12,678**	14	$3,316
Band 5	22	**$26,933**	2	$486

Notes:

1. *Promotions are reported for those cases in which employees were promoted across bands (or the equivalent in the Comparison Group).*
2. *Size of range was computed by subtracting the smallest promotion amount from the largest promotion amount.*

Year Seven—Range of Pay Increases Upon Promotion

Promotion by Band (or equivalent)	Demonstration Group		Comparison Group	
Band after promotion	Employees	Size of Range of Increase Upon Promotion	Employees	Size of Range of Increase Upon Promotion
Band 2	9	$15,401	0	0
Band 3	55	**$10,617**	16	$6,083
Band 4	50	**$24,867**	57	$11,651
Band 5	31	**$23,565**	11	$5,162

Notes:

1. *Promotions are reported for those cases in which employees were promoted across bands (or the equivalent in the Comparison Group).*
2. *Size of range was computed by subtracting the smallest promotion amount from the largest promotion amount.*

Year Eight—Range of Pay Increases Upon Promotion

Promotion by Band (or equivalent)	Demonstration Group		Comparison Group	
Band after promotion	Employees	Size of Range of Increase Upon Promotion	Employees	Size of Range of Increase Upon Promotion
Band 2	4	**$9,168**	5	$5,191
Band 3	41	**$10,816**	46	$8,322
Band 4	35	**$17,877**	50	$11,329
Band 5	17	$11,082	10	**$18,115**

Notes:
1. *Promotions are reported for those cases in which employees were promoted across bands (or the equivalent in the Comparison Group).*
2. *Size of range was computed by subtracting the smallest promotion amount from the largest promotion amount.*

Supervisory Performance Pay and Distribution of Performance Scores

(This analysis was first conducted in Year Six.)

Year Six—Supervisory Performance Pay and Distribution of Performance Scores

PERFORMANCE SCORE CATEGORY	Eligible for Supervisory Performance Pay	Not Eligible for Supervisory Performance Pay
90-100	78%	57%
80-89	22%	40%
70-79	0%	3%
60-69	0%	1%
50-59	0%	0%
40-49	0%	0%
TOTAL	**100%**	**100%**

Note: This analysis is based on the 276 of the 524 supervisors for whom supervisory performance pay data and performance score data were available.

Year Seven—Supervisory Performance Pay and Distribution of Performance Scores

PERFORMANCE SCORE CATEGORY	Eligible for Supervisory Performance Pay	Not Eligible for Supervisory Performance Pay
90-100	70%	44%
80-89	29%	49%
70-79	0%	6%
60-69	1%	1%
50-59	0%	0%
40-49	0%	0%
TOTAL	**100%**	**100%**

Note: This analysis is based on the 561 of the 617 supervisors for whom performance score data were available.

Year Eight—Supervisory Performance Pay and Distribution of Performance Scores

PERFORMANCE SCORE CATEGORY	Eligible for Supervisory Performance Pay	Not Eligible for Supervisory Performance Pay
90-100	58%	44%
80-89	38%	51%
70-79	4%	5%
60-69	0%	<1%
50-59	0%	0%
40-49	0%	0%
TOTAL	**100%**	**100%**

Note:
1. *This analysis is based on the 590 of the 631 supervisors for whom performance score data were available.*

\Distribution Across Each Performance Score Category

(This analysis was first conducted in Year Six.)

Year Six—Distribution Across Each Performance Score Category

PERFORMANCE SCORE CATEGORY	Eligible for Supervisory Performance Pay	Not Eligible for Supervisory Performance Pay	Total
90-100	41%	59%	**100%**
80-89	22%	78%	**100%**
70-79	0%	100%	**100%**
60-69	0%	100%	**100%**
50-59	-	-	-
40-49	-	-	-

Note: This analysis is based on the 276 of the 524 supervisors for whom supervisory performance pay data and performance score data were available.

Year Seven—Distribution Across Each Performance Score Category

PERFORMANCE SCORE CATEGORY	Eligible for Supervisory Performance Pay	Not Eligible for Supervisory Performance Pay	Total
90-100	27%	73%	**100%**
80-89	12%	88%	**100%**
70-79	0%	100%	**100%**
60-69	29%	71%	**100%**
50-59	-	-	**-**
40-49	-	-	**-**

Note: This analysis is based on the 561 of the 617 supervisors for whom performance score data were available.

Year Eight—Distribution Across Each Performance Score Category

PERFORMANCE SCORE CATEGORY	Eligible for Supervisory Performance Pay	Not Eligible for Supervisory Performance Pay	Total
90-100	30%	70%	**100%**
80-89	20%	80%	**100%**
70-79	22%	78%	**100%**
60-69	0%	100%	**100%**
50-59	-	-	**-**
40-49	-	-	**-**

Note:

1. *This analysis is based on the 590 of the 631 supervisors for whom performance score data were available.*

New Hires by Organization

(This analysis was first conducted in Year Seven.)

Year Seven—New Hires by Organization

ORGANIZATION	NUMBER OF EMPLOYEES	NUMBER OF NEW HIRES	STAFFING INCREASE
ESA-BEA	538	69	15%
NTIA	86	8	10%
NOAA	3,542	253	8%
TA	28	1	4%
OS	414	60	17%
TOTAL	4,608	391	9%

Notes:

1. *Staffing increase was computed as the increase from the number of employees minus the new hires to the number of employees.*
2. *These data are based upon the objective data file.*

Year Eight—New Hires by Organization

ORGANIZATION	NUMBER OF EMPLOYEES	NUMBER OF NEW HIRES	STAFFING INCREASE
ESA-BEA	550	63	12.9%
NTIA	86	8	10.3%
NOAA	3556	297	9.1%
TA	25	0	0.0%
CFO/ASA	433	69	19.0%
TOTAL	4650	437	10.4%

Notes:

1. *Staffing increase was computed as the increase from the number of employees minus the new hires to the number of employees.*
2. *These data are based upon the objective data file.*

Comparisons of Starting Salary Ranges Among New Hires in the Demonstration and Comparison Groups

Year Two—Comparisons of Starting Salary Ranges Among New Hires in the Demonstration and Comparison Groups

	Demonstration Group		Comparison Group	
	Number of New Hires	Size of Range of Starting Salaries	Number of New Hires	Size of Range of Starting Salaries
ZA				
Band 1	1	$0	1	$0
Band 2	16	**$16,492**	2	$1,817
Band 3	8	**$23,000**	2	$12,894
Band 4	7	**$18,171**	6	$16,401
Band 5	2	$10,754	0	$0
ZP				
Band 1	2	**$7,372**	5	$5,902
Band 2	24	**$20,059**	56	$12,214
Band 3	37	**$25,927**	31	$22,351
Band 4	31	$31,657	10	**$35,752**
Band 5	5	$21,505	0	$0
ZS				
Band 1	10	**$6,513**	3	$4,008
Band 2	13	$5,106	5	**$23,938**
Band 3	10	$10,656	11	**$11,695**
Band 4	6	**$10,585**	4	$2,592
Band 5	3	$6,278	0	$0
ZT				
Band 1	11	**$8,814**	25	$6,983
Band 2	2	$7,526	32	**$9,704**
Band 3	2	$8,063	3	**$9,849**
Band 4	2	$5,858	0	$0
Band 5	0	$0	0	$0

Notes:

1. *The number of cases used in this analysis is based on the number of new hires for whom starting salary, career path, and pay band data were available (i.e., 192 out of 313 new hires)*
2. *Size of range of was computed as by subtracting the smallest starting salary from the largest starting salary.*
3. *For each comparison between the Demonstration Group and the Comparison Group, the wider range in starting salaries appears in bold.*

Year Three—Comparison of Starting Salary Ranges Among New Hires in the Demonstration and Comparison Groups

	Demonstration Group		Comparison Group	
	Number of New Hires	Size of Range of Starting Salaries	Number of New Hires	Size of Range of Starting Salaries
ZA				
Band 1	1	$0	0	$0
Band 2	9	**$16,134**	2	$2,311
Band 3	9	$15,502	3	**$27,009**
Band 4	5	**$29,819**	2	$12,806
Band 5	7	$25,390	0	$0
ZP				
Band 1	6	**$8,438**	3	$6,486
Band 2	38	$21,003	40	**$23,247**
Band 3	18	$19,040	34	**$28,427**
Band 4	20	**$31,815**	8	$31,651
Band 5	6	$8,000	1	$0
ZS				
Band 1	6	$4,763	0	$0
Band 2	12	$9,502	1	$0
Band 3	16	**$11,411**	6	$11,154
Band 4	5	$9,803	4	**$10,756**
Band 5	1	$0	0	$0
ZT				
Band 1	13	**$8,889**	5	$2,850
Band 2	11	**$12,980**	8	$9,620
Band 3	3	**$12,690**	1	$0
Band 4	1	$0	0	$0
Band 5	0	$0	0	$0

Notes:

1. *The number of cases used in this analysis is based on the number of new hires for whom starting salary, career path, and pay band data were available (i.e., 187 out of 280 new hires in the Demonstration Group and 118 out of 161 new hires in the Comparison Group).*
2. *Size of range of was computed as by subtracting the smallest starting salary from the largest starting salary.*
3. *For each comparison between the Demonstration Group and the Comparison Group, the wider range in starting salaries appears in bold.*

Year Four—Comparison of Starting Salary Ranges Among New Hires in the Demonstration and Comparison Groups

	Demonstration Group		Comparison Group	
	Number of New Hires	Size of Range of Starting Salaries	Number of New Hires	Size of Range of Starting Salaries
ZA				
Band 1	5	**$14,549**	5	$5,113
Band 2	17	**$22,515**	11	$13,041
Band 3	17	**$28,048**	5	$16,832
Band 4	7	**$42,333**	2	$22,470
Band 5	2	$24,333	1	N/A
ZP				
Band 1	3	**$5,104**	5	$1,559
Band 2	97	**$26,969**	51	$22,567
Band 3	45	$28,047	37	**$43,097**
Band 4	17	**$32,343**	7	$31,031
Band 5	8	$25,783	0	N/A
ZS				
Band 1	18	**$8,591**	9	$2,351
Band 2	24	**$9,180**	7	$3,183
Band 3	12	$8,880	7	**$11,891**
Band 4	17	**$16,955**	9	$10,959
Band 5	0	N/A	0	N/A
ZT				
Band 1	13	**$8,902**	30	$6,415
Band 2	5	$10,740	26	**$11,229**
Band 3	2	**$8,838**	2	$5,252
Band 4	1	N/A	0	N/A
Band 5	0	N/A	0	N/A

Notes:

1. *The number of cases used in this analysis is based on the number of new hires for whom starting salary, career path, and pay band data were available (i.e., 310 out of 344 new hires in the Demonstration Group and 214 out of 215 new hires in the Comparison Group).*
2. *Size of range of was computed as by subtracting the smallest starting salary from the largest starting salary.*
3. *For each comparison between the Demonstration Group and the Comparison Group, the wider range in starting salaries appears in bold.*

Year Five—Comparison of Starting Salary Ranges Among New Hires in the Demonstration and Comparison Groups

	Demonstration Group		Comparison Group	
	Number of New Hires	Size of Range of Starting Salaries	Number of New Hires	Size of Range of Starting Salaries
ZA				
Band 1	1	$0	1	N/A
Band 2	5	**$12,500**	5	$8,697
Band 3	13	**$24,478**	6	$23,581
Band 4	0	N/A	0	N/A
Band 5	1	$0	1	N/A
ZP			88	
Band 1	1	$0	3	$1,102
Band 2	35	**$27,836**	23	$14,076
Band 3	12	$28,757	48	**$34,698**
Band 4	12	**$29,742**	14	$23,156
Band 5	1	$0	0	N/A
ZS			14	
Band 1	4	**$4,585**	2	$3,995
Band 2	1	$0	2	$985
Band 3	8	**$10,500**	6	$3,125
Band 4	10	**$14,609**	4	$6,937
Band 5	-	-	-	-
ZT			17	
Band 1	17	**$13,289**	4	$2,283
Band 2	3	$6,080	11	**$8,388**
Band 3	7	**$12,594**	2	$5,941
Band 4	0	N/A	0	N/A
Band 5	0	N/A	0	N/A

Notes:

1. *The number of cases used in this analysis is based on the number of new hires for whom starting salary, career path, and pay band data were available (i.e., 131 out of 223 new hires in the Demonstration Group and 132 out of 160 new hires in the Comparison Group).*
2. *Size of range of was computed as by subtracting the smallest starting salary from the largest starting salary.*
3. *For each comparison between the Demonstration Group and the Comparison Group, the wider range in starting salaries appears in bold.*

Year Six—Comparison of Starting Salary Ranges Among New Hires in the Demonstration and Comparison Groups

	Demonstration Group		Comparison Group	
	Number of New Hires	**Size of Range of Starting Salaries**	**Number of New Hires**	**Size of Range of Starting Salaries**
ZA				
Band 1	1	NA	0	NA
Band 2	7	**$20,329**	6	$8,009
Band 3	7	$22,549	16	**$31,444**
Band 4	4	$24,620	3	**$29,173**
Band 5	1	NA	0	NA
ZP				
Band 1	4	**$11,257**	8	$4,787
Band 2	34	**$22,700**	20	$17,138
Band 3	30	**$28,784**	13	$21,234
Band 4	17	$27,857	8	**$28,644**
Band 5	6	**$19,733**	3	$15,455
ZS				
Band 1	5	**$3,718**	3	$2,197
Band 2	1	NA	6	$4,207
Band 3	8	$11,297	1	NA
Band 4	4	**$6,558**	2	$1,486
Band 5	1	NA	2	$5,381
ZT				
Band 1	11	**$11,201**	2	$1,857
Band 2	0	NA	4	$13,945
Band 3	2	**$17,285**	4	$12,415
Band 4	0	NA	1	NA
Band 5	0	NA	0	NA

Notes:

1. *The number of cases used in this analysis is based on the number of new hires for whom starting salary, career path, and pay band data were available (i.e., 143 out of 330 new hires in the Demonstration Group) and all 102 new hires in the Comparison Group.*
2. *Size of range of was computed as by subtracting the smallest starting salary from the largest starting salary.*

Year Seven—Comparison of Starting Salary Ranges Among New Hires in the Demonstration and Comparison Groups

	Demonstration Group		Comparison Group	
	Number of New Hires	Size of Range of Starting Salaries	Number of New Hires	Size of Range of Starting Salaries
ZA				
Band 1	4	$6,186	N/A	N/A
Band 2	19	**$23,514**	7	$3,270
Band 3	9	**$49,199**	18	$25,668
Band 4	12	**$34,500**	6	$29,141
Band 5	3	$12,403	2	**$20,049**
ZP				
Band 1	2	**$12,399**	4	$8,284
Band 2	42	**$34,179**	33	$13,237
Band 3	24	**$34,690**	25	$34,569
Band 4	19	**$46,537**	12	$41,013
Band 5	5	$34,731	1	$0
ZS				
Band 1	11	**$7,632**	3	$3,554
Band 2	14	**$8,256**	9	$3,730
Band 3	6	**$11,529**	3	$3,047
Band 4	13	**$19,216**	4	$3,297
Band 5	2	$9,000	N/A	N/A
ZT				
Band 1	12	**$8,950**	3	$909
Band 2	6	**$15,552**	5	$14,668
Band 3	1	$0	4	$14,645
Band 4	N/A	N/A	1	$0
Band 5	N/A	N/A	N/A	N/A

Notes:

1. *The number of cases used in this analysis is based on the number of new hires for whom starting salary, career path, and pay band data were available (i.e., 204 of the 391) new hires in the Demonstration Group) and all 140 new hires in the Comparison Group.*
2. *Size of range of was computed as by subtracting the smallest starting salary from the largest starting salary.*

Year Eight—Comparison of Starting Salary Ranges Among New Hires in the Demonstration and Comparison Groups

	Demonstration Group		Comparison Group	
	Number of New Hires	**Size of Range of Starting Salaries**	**Number of New Hires**	**Size of Range of Starting Salaries**
ZA				
Band 1	6	**$11,419**	2	$108
Band 2	32	**$28,430**	11	$10,468
Band 3	32	**$33,559**	8	$15,741
Band 4	18	$37,285	9	**$40,808**
Band 5	6	$11,753	0	-
ZP				
Band 1	8	$14,582	1	-
Band 2	56	**$23,531**	24	$19,585
Band 3	51	**$64,200**	29	$31,594
Band 4	33	**$50,404**	6	$25,639
Band 5	15	$44,774	1	-
ZS				
Band 1	11	**$6,507**	2	$88
Band 2	9	**$8,428**	4	$2,915
Band 3	20	**$20,860**	4	$10,058
Band 4	20	**$21,585**	2	$7,212
Band 5	2	$4,326	1	-
ZT				
Band 1	12	$14,000	0	-
Band 2	3	**$1,950**	3	$134
Band 3	2	$0	6	**$12,528**
Band 4	0	-	1	-
Band 5	0	-	0	-

Notes:

1. *The number of cases used in this analysis is based on the number of new hires for whom starting salary, career path, and pay band data were available (i.e., 336 of the 435 new hires in the Demonstration Group and 114 of the 116 new hires in the Comparison Group).*
2. *Size of range of was computed as by subtracting the smallest starting salary from the largest starting salary.*

Agency Data Request Results – Recruitment Methods

Year Three—Agency Data Request Results – Recruitment Methods

	DEMONSTRATION GROUP	COMPARISON GROUP
Delegated examining authority[3]		
Total number of offers made*	130	89
Total number of offers accepted	127	89
Total number of offers re-negotiated (per candidate)	16	0
Acceptance rate (offers accepted/offer made)	98%	100%
Merit assignment		
Total number of offers made	174	59
Total number of offers accepted	169	59
Total number of offers re-negotiated (per candidate)	18	0
Acceptance rate (offers accepted/offer made)	97%	100%
Average number of calendar days required to fill a position (from initial posting of vacancy to selection)	69 days	68 days

** The total number of offers made may appear lower than typical given the Presidential hiring freeze.*

Year Four—Agency Data Request Results – Recruitment Methods

	DEMONSTRATION GROUP	COMPARISON GROUP
Delegated examining authority		
Total number of offers made	96	54
Total number of offers accepted	94	54
Total number of offers re-negotiated (per candidate)	26	5
Acceptance rate (offers accepted/offer made)	98%	100%
Merit assignment		
Total number of offers made	224	57
Total number of offers accepted	224	57
Total number of offers re-negotiated (per candidate)	12	5
Acceptance rate (offers accepted/offer made)	100%	100%
Average number of calendar days required to fill a position (from initial posting of vacancy to selection)	58 days	56 days

3 *This was originally referred to as "agency-based staffing" in the Demonstration Project.*

Year Five—Agency Data Request Results – Recruitment Methods

	DEMONSTRATION GROUP	COMPARISON GROUP
Delegated examining authority		
Total number of offers made	176	143
Total number of offers accepted	173	138
Total number of offers re-negotiated (per candidate)	34	0
Acceptance rate (offers accepted/offer made)	98%	97%
Merit assignment		
Total number of offers made	194	33
Total number of offers accepted	190	33
Total number of offers re-negotiated (per candidate)	28	1
Acceptance rate (offers accepted/offer made)	98%	100%
Average number of calendar days required to fill a position (from initial posting of vacancy to selection)	48 days	42 days

Year Six—Agency Data Request Results – Recruitment Methods

	DEMONSTRATION GROUP	COMPARISON GROUP
Delegated Examining Authority		
Total number of offers made	166	39
Total number of offers accepted	151	39
Total number of offers re-negotiated (per candidate)	18	4
Acceptance rate (offers accepted/offer made)	91%	100%
Merit Assignment		
Total number of offers made	179	43
Total number of offers accepted	161	43
Total number of offers re-negotiated (per candidate)	16	0
Acceptance rate (offers accepted/offer made)	90%	100%
Time to Fill Positions		
Average number of calendar days required to fill a position (from initial posting of vacancy to selection)	40 days	58 days

Year Seven—Agency Data Request Results – Recruitment Methods

	DEMONSTRATION GROUP			COMPARISON GROUP
	TOTAL	***Wave 1***	***Wave 2***	**TOTAL**
Delegated Examining Authority				
Total number of offers made	222	*200*	*22*	26
Total number of offers accepted	211	*189*	*22*	25
Total number of offers re-negotiated (per candidate)	23	*21*	*2*	0
Acceptance rate (offers accepted/offers made)	95%	*95%*	*100%*	96%
Merit Assignment				
Total number of offers made	190	*145*	*45*	14
Total number of offers accepted	183	*138*	*45*	14
Total number of offers re-negotiated (per candidate)	11	*11*	*0*	0
Acceptance rate (offers accepted/offers made)	96%	*95%*	*100%*	100%
Classification				
Average amount of time needed to produce and classify a position	1 day	*1 day*	*1 day*	10 days
Average amount of time needed to process a classification action	1 day	*1 day*	*<1 day*	3 days
Time to Fill Positions				
Average number of calendar days required to fill a position (from initial posting of vacancy to selection)	52 days	*52 days*	*51 days*	54 days

Year Eight—Agency Data Request Results – Recruitment Methods

	DEMONSTRATION GROUP			COMPARISON GROUP
	TOTAL	***Wave 1***	***Wave 2***	**TOTAL**
Delegated Examining Authority				
Total number of offers made	104	*71*	*33*	53
Total number of offers accepted	103	*70*	*33*	51
Total number of offers re-negotiated (per candidate)	15	*10*	*5*	10
Acceptance rate (offers accepted/offers made)	99%	*99%*	*100%*	96%
Merit Assignment				
Total number of offers made	94	*60*	*34*	48
Total number of offers accepted	94	*60*	*34*	47
Total number of offers re-negotiated (per candidate)	2	*1*	*1*	1
Acceptance rate (offers accepted/offers made)	100%	*100%*	*100%*	98%
Classification				
Average amount of time needed to produce and classify a position	.6 day	*.6 day*	*.5 day*	.5 day
Average amount of time needed to process a classification action	.6 day	*.6 day*	*.5 day*	.5 day
Time to Fill Positions				
Average number of calendar days required to fill a position (from initial posting of vacancy to selection)	69 days	*63 days*	*75 days*	86 days

Note:

1. *The HR organizations collectively reported 197 new hires into the Demonstration Group during Year Eight. This total is less than the number of new hires documented in the objective data file because this total includes only those new hires brought on through delegated examining authority and merit assignment. It does not include other categories of new hires, such as temporary hires (e.g., students).*

Demonstration Group Turnover Rates by Level of Performance

Year Two—Demonstration Group Turnover Rates by Level of Performance

PERFORMANCE SCORE	NUMBER OF EMPLOYEES*	TURNOVER RATE
All Scores	**2,275**	**10%**
90-100	748	10%
80-89	923	9%
70-79	468	11%
60-69	105	9%
50-59	34	18%
40-49	1	0%

Note:

1. *This analysis is based on Demonstration Group participants who had valid performance ratings in Year Two.*

Year Three—Demonstration Group Turnover Rates by Level of Performance

PERFORMANCE SCORE	NUMBER OF EMPLOYEES	NUMBER OF SEPARATED EMPLOYEES	TURNOVER RATE
All Scores	**2,253**	**339***	**15%****
90-100	814	119	15%
80-89	998	127	13%
70-79	323	66	20%
60-69	57	17	30%
50-59	14	8	57%
40-49	42	2	5%

Notes:

1. *Overall, 436 employees separated during Year Three. Valid Year Three performance scores were available for 148 of the 436 who separated in Year Three. For an additional 191 of the 436 who separated in Year Three, valid Year Two performance scores were available (presumably these employees separated prior to receiving a Year Two score). This analysis is therefore based upon these 339 employees. This analysis does not include 97 employees who separated in Year Three but for whom neither Year Two nor Year Three performance scores were available.*
2. *15 percent is the turnover rate among Demonstration Group participants for whom performance scores were available. The turnover rate presented elsewhere, 16 percent, is the rate for all Demonstration Group participants.*

Year Four—Demonstration Group Turnover Rates by Level of Performance

PERFORMANCE SCORE CATEGORY	NUMBER OF EMPLOYEES	NUMBER OF SEPARATED EMPLOYEES	TURNOVER RATE
90-100	797	60	8%
80-89	983	106	11%
70-79	262	27	10%
60-69	42	2	5%
50-59	8	1	13%
40-49	9	1	11%

Notes:

1. *Overall, 403 employees separated during Year Four. The total number of separated employees in this analysis is based on 197 of the 403 employees who separated in Year Four for whom valid Year Four performance scores were available.*
2. *The total number of employees in this analysis is based on the 2,101 employees for whom valid Year Four performance scores were available.*
3. *In Year Four, this analysis was performed as it was in Year Two.*

Year Five—Demonstration Group Turnover Rates by Level of Performance

PERFORMANCE SCORE CATEGORY	NUMBER OF EMPLOYEES	NUMBER OF SEPARATED EMPLOYEES	TURNOVER RATE
90-100	1,120	17	1.5%
80-89	1,241	30	2.4%
70-79	295	9	3.1%
60-69	52	4	7.7%
50-59	6	0	N/A
40-49	9	1	11.1%

Notes:

1. *The total number of employees in this analysis is based on the 2,723 employees for whom valid Year Five performance scores were available.*
2. *Overall, 158 employees separated during Year Five. The total number of separated employees in this analysis is based on 61 of the 158 employees who separated in Year Five for whom valid Year Five performance scores were available.*
3. *The overall turnover rate for the Demonstration Group is 5 percent, which differs from a weighted average of the rates presented in this table. The reason for this difference is that the overall turnover rate is based on the number of employees who separated during Year Five and the total number of employees in the Demonstration Group, regardless of whether performance scores were available.*

Year Six—Demonstration Group Turnover Rates by Level of Performance

PERFORMANCE SCORE CATEGORY	NUMBER OF EMPLOYEES	NUMBER OF SEPARATED EMPLOYEES	TURNOVER RATE
90-100	1,150	28	2.4%
80-89	1,300	29	2.2%
70-79	242	8	3.3%
60-69	46	3	6.5%
50-59	9	0	0.0%
40-49	5	1	20.0%

Notes:

1. *The total number of employees in this analysis is based on the 2,752 employees for whom valid Year Six performance scores were available.*
2. *Overall, 242 employees separated during Year Six. The total number of separated employees in this analysis is based on 69 of the 242 employees who separated in Year Six for whom valid Year Six performance scores were available.*
3. *The overall turnover rate for the Demonstration Group is 5.4 percent, which differs from a weighted average of the rates presented in this table. The reason for this difference is that the overall turnover rate is based on the number of employees who separated during Year Six and the total number of employees in the Demonstration Group, regardless of whether performance scores were available.*

Year Seven—Demonstration Group Turnover Rates by Level of Performance

PERFORMANCE SCORE CATEGORY	NUMBER OF EMPLOYEES	NUMBER OF SEPARATED EMPLOYEES	TURNOVER RATE
90-100	1,392	30	2.2%
80-89	2,049	59	3.0%
70-79	435	23	5.3%
60-69	75	10	13.3%
50-59	18	3	16.7%
40-49	10	5	50.0%

Notes:

1. *The total number of employees in this analysis is based on the 3,979 employees for whom valid Year Seven performance scores were available.*
2. *Overall, 341 employees separated during Year Seven. The total number of separated employees in this analysis is based on 130 of the 341 employees who separated in Year Seven for whom valid Year Seven performance scores were available.*
3. *The overall turnover rate for the Demonstration Group is 7.4 percent, which differs from a weighted average of the rates presented in this table. The reason for this difference is that the overall turnover rate is based on the number of employees who separated during Year Seven based on the total number of employees in the Demonstration Group, regardless of whether performance scores were available.*

Year Eight—Demonstration Group Turnover Rates by Level of Performance

PERFORMANCE SCORE CATEGORY	NUMBER OF EMPLOYEES	NUMBER OF SEPARATED EMPLOYEES	TURNOVER RATE
90-100	1304	25	1.9%
80-89	2309	79	3.4%
70-79	321	22	6.9%
60-69	51	5	9.8%
50-59	9	2	22.2%
40-49	3	1	33.3%

Notes:

1. *The total number of employees in this analysis is based on the 3,997 employees for whom valid Year Eight performance scores of 40 and above were available.*
2. *Overall, 355 employees separated during Year Eight. The total number of separated employees in this analysis is based on 134 of the 355 employees who separated in Year Eight for whom valid Year Eight performance scores were available.*
3. *The overall turnover rate for the Demonstration Group is 7.6 percent, which differs from a weighted average of the rates presented in this table. The reason for this difference is that the overall turnover rate is based on the number of employees who separated during Year Eight based on the total number of employees in the Demonstration Group, regardless of whether performance scores were available.*

Average Turnover Rate by Career Path

(This analysis was first conducted in Year Three.)

Year Three—Average Turnover Rate by Career Path

CAREER PATH	AVERAGE TURNOVER RATE	AVERAGE PERFORMANCE SCORE
ZP	13%	85.0 points
ZT	25%	83.0 points
ZA	18%	85.8 points
ZS	23%	81.9 points
Overall	16%	84.3 points

Notes:

1. *Rates by career path were computed for Demonstration Project participants for whom pay band data were available.*
2. *Overall turnover rate is a non-weighted average given that it is intended to represent the Demonstration Project as a single entity.*
3. *The overall turnover rate for the Demonstration Group is 16 percent, which may differ from a weighted average of the rates presented in this table. The reason for this difference is that the overall turnover rate is based on the number of employees who separated during Year Five and the total number of employees in the Demonstration Group, regardless of whether career path data were available.*

Year Four—Average Turnover Rate by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE TURNOVER RATE	AVERAGE PERFORMANCE APPRAISAL SCORES
ZP	1,373	15%	85.9 points
ZT	120	14%	83.2 points
ZA	380	14%	87.3 points
ZS	228	20%	83.2 points
Overall	2,101	15%	85.7 points

Notes:

1. *Turnover rates by career path were computed for Demonstration Project participants for whom pay band data were available.*
2. *Average performance scores by career path were computed for 2,101 of the 2,641 Demonstration Group participants for whom pay band and performance score data were available; these averages are not limited to the subset of individuals who turned over in Year Four.*
3. *The overall turnover rate for the Demonstration Group is 15 percent, which may differ from a weighted average of the rates presented in this table. The reason for this difference is that the overall turnover rate is based on the number of employees who separated during Year Five and the total number of employees in the Demonstration Group, regardless of whether career path data were available.*

Year Five—Average Turnover Rate by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	AVERAGE TURNOVER RATE	AVERAGE PERFORMANCE APPRAISAL SCORES
ZP	1,745	2.3%	86.4 points
ZT	165	3.0%	84.0 points
ZA	509	1.6%	88.2 points
ZS	304	2.3%	84.8 points
Overall	2,723	5.1%	86.5 points

Notes:

1. *Turnover rates by career path were computed for Demonstration Project participants for whom pay band data were available.*
2. *Average performance scores by career path were computed for 2,723 of the 3,072 Demonstration Group participants for whom pay band and performance score data were available; these averages are not limited to the subset of individuals who turned over in Year Five.*
3. *The overall turnover rate for the Demonstration Group is 5 percent, which may differ from a weighted average of the rates presented in this table. The reason for this difference is that the overall turnover rate is based on the number of employees who separated during Year Five and the total number of employees in the Demonstration Group, regardless of whether career path data were available.*

Year Six—Average Turnover Rate by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES WHO TURNED OVER	AVERAGE TURNOVER RATE	OVERALL AVERAGE PERFORMANCE APPRAISAL SCORE
ZP	1,763	37	2.1%	87.0 points
ZT	152	3	2.0%	85.3 points
ZA	529	10	1.9%	88.5 points
ZS	299	10	3.3%	84.8 points

Notes:

1. *Average turnover rates were computed based on the 2,743 of the 4,465 Demonstration Group participants for whom career path, performance score, and turnover data were available.*
2. *Average performance appraisal scores by career path were computed based on the 2,743 of the 4,465 Demonstration Group participants for whom career path and performance score data were available; these averages are not restricted to the subset of individuals who turned over in Year Six nor to those for whom turnover data were available.*

Year Seven—Average Turnover Rate by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES WHO TURNED OVER	AVERAGE TURNOVER RATE	OVERALL AVERAGE PERFORMANCE APPRAISAL SCORE
ZP	2526	148	5.9%	82.4 points
ZT	241	29	12.0%	76.5 points
ZA	884	97	11.0%	81.6 points
ZS	452	67	14.8%	78.1 points

Notes:

1. *Average turnover rates were computed based on the 4,444 of the 4,608 Demonstration Group participants for whom career path and turnover data were available.*
2. *Average performance appraisal scores by career path were computed based on the 3,979 of the 4,608 Demonstration Group participants for whom career path and performance score data were available; these averages are not restricted to the subset of individuals who turned over in Year Seven nor to those for whom turnover data were available.*

Year Eight—Average Turnover Rate by Career Path

CAREER PATH	NUMBER OF EMPLOYEES	NUMBER OF EMPLOYEES WHO TURNED OVER	AVERAGE TURNOVER RATE	OVERALL AVERAGE PERFORMANCE APPRAISAL SCORE
ZP	2775	156	5.6%	86.6 points
ZT	262	23	8.8%	85.6 points
ZA	1095	116	10.6%	86.6 points
ZS	518	60	11.6%	84.0 points

Notes:

1. *Average turnover rates were computed based on 4,650 of the 4,650 Demonstration Group participants for whom career path and turnover data were available.*
2. *Overall average performance appraisal scores by career path were computed based on the 3,998 of the 4,650 Demonstration Group participants for whom career path and performance score data were available; these averages are not restricted to the subset of individuals who turned over in Year Eight nor to those for whom turnover data were available.*

Average Turnover Rate by Organization and Wave

(This analysis was first conducted in Year Seven.)

Year Seven—Average Turnover Rate by Organization and Wave

ORGANIZATION	NUMBER OF EMPLOYEES	NUMBER OF SEPARATED EMPLOYEES	TURNOVER RATE
Wave 1			
ESA-BEA	473	48	10.1%
NTIA	78	6	7.7%
NOAA	2381	175	7.3%
TA	28	2	7.1%
Wave 2			
NOAA	939	61	6.5%
OS	362	48	13.3%

Note: This analysis is based on the 4,261 of the 4,608 of the Demonstration Group participants for whom organization and wave data were available.

Year Eight—Average Turnover Rate by Organization and Wave

ORGANIZATION	NUMBER OF EMPLOYEES	NUMBER OF SEPARATED EMPLOYEES	TURNOVER RATE
Wave 1			
ESA-BEA	550	48	8.7%
NTIA	86	9	10.5%
NOAA	2549	180	7.1%
TA	25	10	40.0%
Wave 2			
NOAA	1007	38	3.8%
CFO/ASA	433	70	16.2%

Note: This analysis is based on the 4,650 of the 4,650 of the Demonstration Group participants for whom organization and wave data were available.

Average Increases, Bonuses, and Total Awards as a Percent of Salary

Year Two—Average Increases, Bonuses, and Total Awards as a Percent of Salary

Type of Award	Average Award (as a % of salary)
Pay Increase	
Stayers	2.9%
Leavers	2.6%
Bonus	
Stayers	1.6%
Leavers	1.7%
Total Awards	
Stayers	4.5%
Leavers	4.3%

Note: The difference between performance-based pay increases was statistically significant at the $p \leq .05$ level. The difference between bonuses and the difference between total awards was not statistically significant at the $p \leq .01$ level.

Year Three—Stayers Versus Leavers: Percent Increases and Bonuses

Type of Award	Average Award (as a Percentage of Salary)
Performance-Based Pay Increase	
Stayers	2.6%
Leavers	2.8%
Bonus	
Stayers	1.7%
Leavers	1.7%
Total Awards	
Stayers	4.3%
Leavers	4.5%

Note: None of these differences was found to be statistically significant at the $p \leq .05$ level.

Year Four—Stayers Versus Leavers: Percent Increases and Bonuses

Type of Award	Average Award (as a Percentage of Salary)
Performance-Based Pay Increase	
Stayers	2.6%
Leavers	2.5%
Bonus	
Stayers	1.7%
Leavers	1.6%
Total Awards	
Stayers	4.3%
Leavers	4.1%

Note: None of these differences was found to be statistically significant at the p≤.05 level.

Year Five—Stayers Versus Leavers: Percent Increases and Bonuses

Type of Award	Average Award (as a Percentage of Salary)
Performance-Based Pay Increase	
Stayers	2.8%
Leavers	2.2%
Bonus	
Stayers	1.8%
Leavers	1.3%
Total Awards (Performance-Based Pay Increase Plus Bonus)	
Stayers	4.6%
Leavers	3.5%

Note: The difference between performance-based pay increases was not statistically significant at the p≤.05 level. The difference between bonuses and the difference between total awards was statistically significant at the p≤.01 level.

Year SIx—Stayers Versus Leavers: Percent Increases and Bonuses

Type of Award	Average Award (as a Percentage of Salary)
Performance-Based Pay Increase	
Stayers	2.8%
Leavers	1.7%
Bonus	
Stayers	1.8%
Leavers	1.3%
Total Awards (Performance-Based Pay Increase Plus Bonus)	
Stayers	4.6%
Leavers	3.2%

Notes:

1. *Average awards were computed for the Demonstration Group participants for whom turnover, salary, and bonus data were available (2,734 for the performance-based pay increase and total awards analysis and 2,748 for the bonus analysis).*
2. *The difference between performance-based pay increases was statistically significant at the p≤.01 level. The difference between bonuses was statistically significant at the p≤.05 level. The difference between total awards was statistically significant at the p≤.01 level.*

Year Seven—Stayers Versus Leavers: Percent Increases and Bonuses

Type of Award	Average Award (as a Percentage of Salary)	Average Award (in Dollars)
Performance-Based Pay Increase		
Stayers	3.3%	$2,287
Leavers	1.9%	$1,237
Bonus		
Stayers	1.9%	$1,433
Leavers	1.8%	$1,378
Total Awards (Performance-Based Pay Increase Plus Bonus)		
Stayers	5.2%	$3,720
Leavers	3.7%	$2,615

Notes:

1. *Average awards were computed for the Demonstration Group participants for whom turnover, salary, and bonus data were available (3,979 for the performance-based pay increase and total awards analysis and 3,979 for the bonus analysis).*
2. *The difference between performance-based pay increases was statistically significant at the p≤.01 level. The difference between bonuses was statistically significant at the p≤.05 level. The difference between total awards was statistically significant at the p≤.01 level.*

Year Eight—Stayers Versus Leavers: Percent Increases and Bonuses

Type of Award	Average Award (as a Percentage of Salary)	Average Award (in Dollars)
Performance-Based Pay Increase		
Stayers	3.4%	$2,511
Leavers	1.7%	$1,275
Bonus		
Stayers	2.0%	$1,561
Leavers	1.6%	$1,411
Total Awards (Performance-Based Pay Increase Plus Bonus)		
Stayers	5.4%	$4,020
Leavers	3.2%	$2,558

Notes:

1. *Average awards were computed for the Demonstration Group participants for whom turnover, salary, and bonus data were available (3,745 for the performance-based pay increase analysis and 3,997 for the bonus analysis).*
2. *The difference between performance-based pay increases for stayers and leavers was statistically significant at the $p \leq .01$ level. The difference between bonuses was not statistically significant. The difference between total awards was statistically significant at the $p \leq .01$ level.*
3. *The average award, in dollars, for the total awards is not a simple sum of the totals reported for performance-based pay increase and bonus because this calculation was based on only those individuals for whom both performance-based pay and bonus data were available.*

Average Increases and Bonuses (in Dollars)

Year Two—Average Increases and Bonuses (in Dollars)

Type of Award	Average Award
Pay Increase	
Stayers	$1626
Leavers	$1410
Bonus	
Stayers	$934
Leavers	$946

Note: The difference between performance-based pay increases was statistically significant at the p≤.05 level. The difference between bonuses was not statistically significant at the p≤.05 level.

Year Three—Stayers Versus Leavers: Average Performance-Based Pay Increases and Bonuses

Type of Award	Average Award (in Dollars)
Performance-Based Pay Increase	
Stayers	$1,551
Leavers	$1,650
Bonus	
Stayers	$1,037
Leavers	$1,074

Note: Neither of these differences was found to be statistically significant at the p≤ .05 level.

Year Four—Stayers Versus Leavers: Average Performance-Based Pay Increases and Bonuses

Type of Award	Average Award (in Dollars)
Performance-Based Pay Increase	
Stayers	$1,627
Leavers	$1,535
Bonus**	
Stayers	$1,126
Leavers	$986

Note: The difference between performance-based pay increases was not statistically significant at the p≤.05 level. The difference between bonuses was statistically significant at the p≤.05 level.

Year Five—Stayers Versus Leavers: Average Performance-Based Pay Increases and Bonuses

Type of Award	Average Award (in Dollars)
Performance-Based Pay Increase	
Stayers	$1,791
Leavers	$1,233
Bonus**	
Stayers	$1,235
Leavers	$843

Note: The difference between performance-based pay increases was not statistically significant at the p≤.05 level. The difference between bonuses was statistically significant at the p≤.05 level.

Year Six—Stayers Versus Leavers: Average Performance-Based Pay Increases and Bonuses

Type of Award	Average Award (in Dollars)
Performance-Based Pay Increase	
Stayers	$1,942
Leavers	$1,089
Bonus	
Stayers	$1,286
Leavers	$997

(Beginning in Year Seven, these results were combined with the results in the previous section, "Stayers Versus Leavers: Percent Increases and Bonuses.")

Turnover Among Supervisors

Year Two—Turnover Among Supervisors

Group	Total Number	Turnover Rate
Demonstration Group		
All Employees	2740	13%
All Supervisors	218	13%
Supervisors Receiving Supervisory Performance Pay	44	7%
Comparison Group		
All Employees	1928	10%
Supervisors Only	149	7%

Note: The turnover rate was calculated as the number of individuals who separated divided by the total number of individuals.

Year Three—Turnover Among Supervisors

Group	Total Number	Number Who Separated	Turnover Rate
Demonstration Group			
All Employees	2781	436	16%
All Supervisors	222	39	18%
Supervisors Who Did Not Receive Supervisory Performance Pay	*173*	*30*	*17%*
Supervisors Who Did Receive Supervisory Performance Pay	*49*	*9*	*18%*
Comparison Group			
All Employees	1808	204	11%
All Supervisors	149	13	9%

Note: The turnover rate was calculated as the number of individuals who separated divided by the total number of individuals.

Year Four—Turnover Among Supervisors

Group	Total Number	Number Who Separated	Turnover Rate
Demonstration Group			
All Employees	2641	403	15%
All Supervisors	189	26	14%
Supervisors Who Did Not Receive Supervisory Performance Pay	*132*	*18*	*14%*
Supervisors Who Did Receive Supervisory Performance Pay	*57*	*8*	*14%*
Comparison Group			
All Employees	1821	281	15%
All Supervisors	149	20	13%

Notes:

1. *Turnover rate was calculated as the number of individuals who separated divided by the total number of individuals.*
2. *"All Employees" includes supervisory and non-supervisory employees.*

Year Five—Turnover Among Supervisors

Group	Total Number	Number Who Separated	Turnover Rate
Demonstration Group			
All Employees	3,072	158	5%
All Supervisors	276	14	5%
Supervisors Who Did Not Receive Supervisory Performance Pay	*187*	*7*	*4%*
Supervisors Who Did Receive Supervisory Performance Pay	*89*	*7*	*8%*
Comparison Group			
All Employees	1,811	75	4%
All Supervisors	158	6	4%

Notes:

1. *Turnover rate was calculated as the number of individuals who separated divided by the total number of individuals.*
2. *"All Employees" includes supervisory and non-supervisory employees.*

Year Six —Turnover Among Supervisors

Group	Total Number	Number Who Separated	Turnover Rate
Demonstration Group			
All Employees	4,465	242	5.4%
All Supervisors	524	22	4.2%
Supervisors Who Did Not Receive Supervisory Performance Pay	*408*	*9*	*2.2%*
Supervisors Who Did Receive Supervisory Performance Pay	*92*	*2*	*2.2%*
Comparison Group			
All Employees	2,134	114	5.3%
All Supervisors	128	5	3.9%

Notes:

1. *Turnover rate was calculated as the number of individuals who separated divided by the total number of individuals.*
2. *"All Employees" includes supervisory and non-supervisory employees.*
3. *This analysis is based on the 500 of the 524 supervisors for whom supervisory performance pay data were available.*

Year Seven —Turnover Among Supervisors

Group	Total Number	Number Who Separated	Turnover Rate
Demonstration Group			
All Employees	4,608	341	7.4%
All Supervisors	617	46	7.5%
Supervisors Who Did Not Receive Supervisory Performance Pay	494	36	7.3%
Supervisors Who Did Receive Supervisory Performance Pay	107	10	9.3%
Comparison Group			
All Employees	2,113	105	5.0%
All Supervisors	132	9	7.0%

Notes:

1. *Turnover rate was calculated as the number of individuals who separated divided by the total number of individuals.*
2. *"All Employees" includes supervisory and non-supervisory employees.*

Year Eight —Turnover Among Supervisors

Group	Total Number	Number Who Separated	Turnover Rate
Demonstration Group			
All Employees	4,650	355	7.6%
All Supervisors	631	39	6.2%
Supervisors Who Did Not Receive Supervisory Performance Pay	479	19	4.0%
Supervisors Who Did Receive Supervisory Performance Pay	152	20	13.2%
Comparison Group			
All Employees	2,124	99	4.7%
All Supervisors	136	6	4.4%

Notes:

1. *Turnover rate was calculated as the number of individuals who separated divided by the total number of individuals.*
2. *"All Employees" includes supervisory and non-supervisory employees.*

Diversity of New Hires Compared to the Overall Demonstration Group

Year Two—Diversity of New Hires Compared to the Overall Demonstration Group

Category	New Hires (N=313)	All Demonstration Group Employees (N=2,740)
Minority Status		
Minority	25%	20%
Non-Minority	75%	81%
Gender		
Women	44%	40%
Men	56%	60%
Veteran Status		
Veteran	12%	9%
Non-Veteran	88%	91%

Notes:
1. *May not add to 100% due to rounding.*
2. *The number of new hires reported here is the number of new hires reported in the objective datafile.*

Year Three—Diversity of New Hires Compared to the Overall Demonstration Group

Category	New Hires (N=280)*	All Demonstration Group Employees (N=2,781)
Minority Status		
Minority	20%	20%
Non-Minority	80%	80%
Gender		
Women	43%	41%
Men	57%	59%
Veteran Status		
Veteran	16%	14%
Non-Veteran	84%	86%

Note: The number of new hires reported here is the number of new hires reported in the objective datafile.

Year Four—Diversity of New Hires Compared to the Overall Demonstration Group

Category	New Hires (N=344)	All Demonstration Group Employees (N=2,641)
Minority Status		
Minority	20%	20%
Non-Minority	80%	80%
Gender		
Women	53%	42%
Men	47%	58%
Veteran Status		
Veteran	8%	13%
Non-Veteran	92%	87%

Note: The number of new hires reported here is the number of new hires reported in the objective datafile.

Year Five—Diversity of New Hires Compared to the Overall Demonstration Group

Category	New Hires (N=223)	All Demonstration Group participants (N=2,723)
Minority Status		
Minority	22%	20%
Non-Minority	78%	80%
Gender		
Women	40%	41%
Men	60%	59%
Veteran Status		
Veteran	11%	13%
Non-Veteran	89%	87%

Note: The number of new hires reported here is the number of new hires reported in the objective datafile.

Year Six—Diversity of New Hires Compared to the Overall Demonstration Group

Category	New Hires (N=330)	All Demonstration Group participants (N=4,465) in Year Six	All Demonstration Group participants (N=2,697) in Year One
Race/National Origin			
White (not of Hispanic origin)	72.7%	78.3%	80. 8%
Black (not of Hispanic origin)	14.2%	13.0%	12.1%
Hispanic	4.5%	3.0%	2.7%
Asian or Pacific Islander	7.9%	5.3%	4.0%
American Indian or Alaskan Native	0.6%	0.4%	0.3%
Gender			
Women	50.9%	42.0%	39.0%
Men	49.1%	58.0%	61.0%
Veteran Status			
Veteran	8.2%	12.6%	9.2%
Non-Veteran	91.8%	87.4%	90.8%

Note: The number of new hires reported here is the number of new hires reported in the objective datafile.

Year Seven—Diversity of New Hires Compared to the Overall Demonstration Group

Category	New Hires (N=346)	All Demonstration Group participants (N=4,608) in Year Seven	All Demonstration Group participants (N=2,697) in Year One
Race/National Origin			
White (not of Hispanic origin)	69%	78%	81%
Black (not of Hispanic origin)	15%	13%	12%
Hispanic	5%	3%	3%
Asian or Pacific Islander	11%	6%	4%
American Indian or Alaskan Native	<0%	<0%	<0%
Gender			
Women	53%	43%	39%
Men	47%	58%	61%
Veteran Status			
Veteran	10%	12%	9%
Non-Veteran	90%	88%	91%

Note: The number of new hires reported here is based on the number of new hires reported in the objective datafile.

Year Eight—Diversity of New Hires Compared to the Overall Demonstration Group

Category	New Hires (N=437)	All Demonstration Group participants (N=4,650) in Year Eight	All Demonstration Group participants (N=2,697) in Year One
Race/National Origin			
White (not of Hispanic origin)	72%	77%	81%
Black (not of Hispanic origin)	16%	13%	12%
Hispanic	4%	3%	3%
Asian or Pacific Islander	8%	6%	4%
American Indian or Alaskan Native	<1%	<1%	<1%
Gender			
Women	52%	43%	39%
Men	48%	57%	61%
Veteran Status			
Veteran	14%	12%	9%
Non-Veteran	86%	88%	91%

Note: The number of new hires reported here is based on the number of new hires reported in the objective datafile.

Average Performance Appraisal Scores (Raw), Pay Increase Percentages (Raw and Adjusted), and Bonus Percentages (Raw and Adjusted) for the Demonstration Group

Year One—Average Performance Appraisal Scores (Raw), Pay Increase Percentages (Raw and Adjusted), and Bonus Percentages (Raw and Adjusted) for the Demonstration Group

Subgroup	Performance Appraisal Scores	Average Pay Increase Percentage		Average Bonus Percentage	
		Raw	Adjusted	Raw	Adjusted
Minority	80.34 points	2.73%	2.70%	1.46%	1.50%
Non-Minority	82.33 points	2.73%	2.74%	1.72%	1.71%
Female	82.64 points	3.10%	2.76%	1.95%	1.88%
Male	81.53 points	2.50%	2.71%	1.50%	1.54%
Veteran	79.38 points	2.26%	2.67%	1.49%	1.63%
Non-Veteran	82.22 points	2.78%	2.74%	1.69%	1.67%
Total	**81.95 points**	2.73%	--	1.67%	--

Notes:

1. *The average performance appraisal score for each Demonstration Group subgroup is the average number of points received under the 100-point system. Performance data for Demonstration Group employees are based on appraisals conducted in September 1998, and as reported in the January 1999 data file provided by DoC. Average increase and bonus percentages are based on actions effective in November 1998, as reported in the January 1999 data file provided by DoC.*
2. *The minority group includes all non-White personnel.*
3. *Adjusted averages were computed by statistically controlling for performance score, career path, and length of service.*

Year Two—Average Performance Appraisal Scores (Raw), Pay Increase Percentages (Raw and Adjusted), and Bonus Percentages (Raw and Adjusted) for the Demonstration Group

	Performance Appraisal Scores	Average Pay Increase Percentage		Average Bonus Percentage	
		Raw	Adjusted	Raw	Adjusted
Minority	82.7 points	2.8%	2.7%	1.5%	1.5%
Non-Minority	83.6 points	2.9%	2.9%	1.6%	1.6%
Female	83.9 points	3.1%	2.7%	1.8%	1.8%
Male	83.1 points	2.7%	2.9%	1.5%	1.5%
Veteran	81.8 points	2.5%	2.8%	1.4%	1.5%
Non-Veteran	83.6 points	2.9%	2.9%	1.6%	1.6%
Total	**83.4 points**	**2.9%**	--	**1.6%**	--

Notes:

1. *The average performance appraisal score for each Demonstration Group subgroup is the average number of points received under the 100-point system. Performance data for Demonstration Group employees are based on appraisals conducted in September 1999, and as reported in the Year Two data file provided by DoC. Average increase and bonus percentages are based on actions effective in November 1998, as reported in the Year Two data file provided by DoC.*
2. *The minority group includes all non-White personnel, specifically Blacks, Hispanics, Asians, and American Indians.*
3. *Adjusted averages were computed by statistically controlling for performance score, career path, and length of service.*

Year Three—Average Performance Appraisal Scores, Pay Increase Percentages (Raw and Adjusted), and Bonus Percentages (Raw and Adjusted) for the Demonstration Group

	Average Performance Appraisal Scores	Average Performance-Based Pay Increase Percentage		Average Bonus Percentage	
		Raw	Adjusted	Raw	Adjusted
Minority	83.5 points	2.6%	2.5%	1.5%	1.5%
Non-Minority	84.9 points	2.7%	2.7%	1.7%	1.7%
Female	84.7 points	2.9%	2.7%	1.8%	1.8%
Male	84.5 points	2.4%	2.6%	1.6%	1.6%
Veteran	83.2 points	2.1%	2.4%	1.5%	1.5%
Non-Veteran	84.8 points	2.7%	2.7%	1.7%	1.7%
Average	**84.3 points**	**2.6%**	--	**1.6%**	--

Notes:

1. *The average performance appraisal score for each Demonstration Group subgroup is the average number of points received under the 100-point system. Performance data for Demonstration Group employees are based on appraisals conducted in September 2000, and as reported in the Year Three data file provided by DoC. Average performance-based pay increase and bonus percentages are based on actions effective in November 1999, as reported in the Year Three data file provided by DoC.*
2. *The minority group includes all non-White personnel, specifically Blacks, Hispanics, Asians, and American Indians.*
3. *Adjusted averages were computed by statistically controlling for performance score, career path, and length of service.*

Year Four—Average Performance Appraisal Scores, Pay Increase Percentages (Raw and Adjusted), and Bonus Percentages (Raw and Adjusted) for the Demonstration Group

		Average Performance-Based Pay Increase Percentage		Average Bonus Percentage	
		Raw	Adjusted	Raw	Adjusted
Minority	85.3 points	2.6%	2.4%	1.6%	1.6%
Non-Minority	85.8 points	2.6%	2.7%	1.7%	1.7%
Female	85.9 points	2.9%	2.6%	1.9%	1.9%
Male	85.7 points	2.5%	2.6%	1.6%	1.6%
Veteran	83.6 points	2.0%	2.4%	1.5%	1.6%
Non-Veteran	86.1 points	2.7%	2.7%	1.7%	1.7%

Notes:

1. *The average performance appraisal score for each Demonstration Group subgroup is the average number of points received under the 100-point system. Performance data for Demonstration Group employees are based on appraisals conducted in September 2001, and as reported in the Year Four data file provided by DoC. Average performance-based pay increase and bonus percentages are based on actions effective in November 2001, as reported in the Year Four data file provided by DoC.*
2. *The minority group includes all non-White personnel, specifically Blacks, Hispanics, Asians, and American Indians.*
3. *Adjusted averages were computed by statistically controlling for performance score, career path, and length of service.*
4. *Average performance-based pay increase and bonus percentages were computed for 2,099 of the 2,641 Demonstration Group participants for whom salary data were available. Average performance scores were computed for 2,101 of the 2,641 Demonstration Group participants for whom performance score data were available.*

Year Five—Average Performance Appraisal Scores, Pay Increase Percentages (Raw and Adjusted), and Bonus Percentages (Raw and Adjusted) for the Demonstration Group

		Average Performance-Based Pay Increase Percentage		Average Bonus Percentage	
		Raw	Adjusted	Raw	Adjusted
Minority	85.9 points	2.6%	2.5%	1.7%	1.7%
Non-Minority	86.6 points	2.8%	2.8%	1.8%	1.8%
Female	86.8 points	3.1%	2.8%	2.0%	2.0%
Male	86.2 points	2.5%	2.8%	1.6%	1.6%
Veteran	84.9 points	2.3%	2.7%	1.5%	1.6%
Non-Veteran	86.7 points	2.8%	2.8%	1.8%	1.8%

Notes:

1. *The average performance appraisal score for each Demonstration Group subgroup is the average number of points received under the 100-point system. Performance data for Demonstration Group employees are based on appraisals conducted in September 2002, and as reported in the Year Five data file provided by DoC. Average performance-based pay increase and bonus percentages are based on actions effective in November 2002, as reported in the Year Five data file provided by DoC.*
2. *The minority group includes all non-White personnel, specifically Blacks, Hispanics, Asians, and American Indians.*
3. *Adjusted averages were computed by statistically controlling for performance score, career path, and length of service.*
4. *Average performance-based pay increase and bonus percentages were computed for 2,723 of the 3,072 Demonstration Group participants for whom salary data were available. Average performance scores were computed for 2,723 of the 3,072 Demonstration Group participants for whom performance score data were available.*

(Beginning in Year Six, the preceding table was divided into the two tables to follow.)

Year Six—Average Performance Scores by Group

	Average Performance score
White (not of Hispanic origin)	87.0 points
Black (not of Hispanic origin)	86.7 points
Hispanic	85.9 points
Asian or Pacific Islander	87.7 points
American Indian or Alaskan Native	84.5 points
Female	87.3 points
Male	86.7 points
Veteran	85.6 points
Non-Veteran	87.1 points

Year Six—Average Pay Increase Percentages (Raw and Adjusted) and Bonus Percentages (Raw and Adjusted) for the Demonstration Group

	Average Performance-Based Pay Increase Percentage		Average Bonus Percentage	
	Raw	Adjusted	Raw	Adjusted
White (not of Hispanic origin)	2.9%	2.9%	1.8%	1.8%
Black (not of Hispanic origin)	2.4%	2.6%	1.8%	1.7%
Hispanic	2.7%	2.8%	1.9%	1.9%
Asian or Pacific Islander	2.7%	2.7%	1.6%	1.7%
Female	3.1%	2.8%	2.0%	1.8%
Male	2.6%	2.8%	1.6%	1.8%
Veteran	2.1%	2.6%	1.5%	1.7%
Non-Veteran	2.9%	2.8%	1.8%	1.8%

Notes:

1. *Average performance-based pay increase and bonus percentages are based on appraisals conducted in September 2004 and actions effective in November 2004, as reported in the Year Six data file provided by DoC.*
2. *Adjusted averages were computed by statistically controlling for performance score, career path length of service, and organization.*
3. *Average performance-based pay increase percentages were computed for 2,734 of the 4,465 Demonstration Group participants for whom data were available on pay increases, performance score, career path (or equivalent), length of service, and organization.*
4. *Average bonus percentages were computed for 2,743 of the 4,465 Demonstration Group participants for whom data were available on bonuses/awards, performance score, career path (or equivalent), length of service, and organization.*
5. *Average performance scores were computed for 2,752 of the 4,465 Demonstration Group participants for whom performance score data were available.*
6. *The sample sizes for this analysis ranged from 81 to 2,187.*

Year Seven—Average Performance Scores by Group

	Average Performance Score
White (not of Hispanic origin)	86.3 points
Black (not of Hispanic origin)	83.6 points
Hispanic	86.0 points
Asian or Pacific Islander	86.2 points
American Indian or Alaskan Native	83.9 points
Female	86.1 points
Male	85.9 points
Veteran	84.0 points
Non-Veteran	86.2 points

Year Seven—Average Pay Increase Percentages (Raw and Adjusted) and Bonus Percentages (Raw and Adjusted) for the Demonstration Group

	Average Performance-Based Pay Increase Percentage		Average Bonus Percentage	
	Raw	Adjusted	Raw	Adjusted
White (not of Hispanic origin)	3.4%	3.3%	1.9%	1.9%
Black (not of Hispanic origin)	2.5%	3.1%	1.8%	1.8%
Hispanic	3.0%	3.1%	2.1%	2.0%
Asian or Pacific Islander	3.5%	3.2%	2.0%	2.0%
Female	3.5%	3.3%	2.2%	2.0%
Male	3.0%	3.2%	1.7%	1.9%
Veteran	2.3%	3.0%	1.7%	1.9%
Non-Veteran	3.4%	3.3%	2.0%	1.9%

Notes:

1. *Average performance-based pay increase and bonus percentages are based on appraisals conducted in September 2004 and actions effective in November 2004, as reported in the Year Seven data file provided by DoC.*
2. *Adjusted averages were computed by statistically controlling for performance score, career path length of service, and organization.*
3. *Average performance-based pay increase percentages were computed for 3,979 of the 4,608 Demonstration Group participants for whom data were available on pay increases, performance score, career path (or equivalent), length of service, and organization.*
4. *Average bonus percentages were computed for 3,979 of the 4,608 Demonstration Group participants for whom data were available on bonuses/awards, performance score, career path (or equivalent), length of service, and organization.*
5. *Average performance scores were computed for 3,979 of the 4,608 Demonstration Group participants for whom performance score data were available.*
6. *The sample sizes for this analysis ranged from 117 to 3,127.*

Year Eight—Average Performance Scores by Group

	Average Performance Score
White (not of Hispanic origin)	86.6 points
Black (not of Hispanic origin)	84.9 points
Hispanic	86.0 points
Asian or Pacific Islander	86.3 points
American Indian or Alaskan Native	86.1 points
Female	86.4 points
Male	86.2 points
Veteran	84.7 points
Non-Veteran	86.5 points

Year Eight—Average Pay Increase Percentages (Raw and Adjusted) and Bonus Percentages (Raw and Adjusted) for the Demonstration Group

	Average Performance-Based Pay Increase Percentage		Average Bonus Percentage	
	Raw	Adjusted	Raw	Adjusted
White (not of Hispanic origin)	3.4%	3.4%	2.0%	2.0%
Black (not of Hispanic origin)	2.7%	3.1%	1.8%	1.8%
Hispanic	3.2%	3.3%	2.0%	2.1%
Asian or Pacific Islander	3.9%	3.7%	2.1%	2.1%
Female	3.6%	3.3%	2.2%	2.0%
Male	3.2%	3.4%	1.8%	2.0%
Veteran	2.6%	3.3%	1.8%	2.1%
Non-Veteran	3.5%	3.4%	2.0%	2.0%

Notes:

1. *Average performance-based pay increase and bonus percentages are based on appraisals conducted in September 2005 and actions effective in November 2005, as reported in the Year Eight data file provided by DoC.*
2. *Adjusted averages were computed by statistically controlling for performance score, career path, length of service, and organization.*
3. *Average performance-based pay increase percentages were computed for 3,735 of the 4,650 Demonstration Group participants for whom data were available on pay increases, performance score, career path (or equivalent), length of service, and organization.*
4. *Average bonus percentages were computed for 3,981 of the 4,650 Demonstration Group participants for whom data were available on bonuses/awards, performance score, career path (or equivalent), length of service, and organization.*
5. *The sample sizes for this analysis ranged from 109 to 3,501.*

Comparison of Performance Appraisal Scores (Raw), Average Pay Increases (Adjusted), and Average Bonuses/Awards (Adjusted)

Year One—Comparison of Performance Appraisal Scores (Raw), Average Pay Increases (Adjusted), and Average Bonuses/Awards (Adjusted)

Subgroup	Performance Appraisal Scores		Average Pay Increase Percentage		Average Bonus/Award Percentage	
	Demonstration Group	Comparison Group	Demonstration Group	Comparison Group	Demonstration Group	Comparison Group
Minority	80.34 points	100% Pass; 0% Fail	2.70%	1.94%	1.50%	1.28%
Non-Minority	82.33 points	100% Pass; 0% Fail	2.74%	1.92%	1.71%	1.11%
Female	82.64 points	100% Pass; 0% Fail	2.76%	1.93%	1.88%	1.22%
Male	81.53 points	100% Pass; 0% Fail	2.71%	1.92%	1.54%	1.09%
Veteran	79.38 points	100% Pass; 0% Fail	2.67%	1.72%	1.63%	0.70%
Non-Veteran	82.22 points	100% Pass; 0% Fail	2.74%	1.94%	1.67%	1.17%

Notes:

1. *The average performance appraisal score presented for each Demonstration Group subgroup is the average number of points received under the 100-point system. The numbers presented for the Comparison Group subgroups are the percentages of employees who received "Pass" or "Fail" under the 2-level system. Performance data for Demonstration Group employees are based on appraisals conducted in September 1998, and as reported in the January 1999 data file provided by DoC. Performance data for Comparison Group employees are based on appraisals occurring between March 28, 1998 and January 31, 1999 and as reported in the January 1999 data file provided by DoC.*
2. *Average pay increase and bonus/award percentages are based on actions occurring between March 28, 1998 and January 31, 1999 as reported in the January 1999 data files provided by DoC.*

Year Two—Comparison of Performance Appraisal Scores (Raw), Average Pay Increases (Adjusted), and Average Bonuses/Awards (Adjusted)

	Performance Appraisal Scores		Average Pay Increase Percentage		Average Bonus/ Award Percentage	
	Demonstration Group	Comparison Group	Demonstration Group	Comparison Group	Demonstration Group	Comparison Group
Minority	82.7 points	100% Pass; 0% Fail	2.7%	2.5%	1.5%	1.2%
Non-Minority	83.6 points	100% Pass; 0% Fail	2.9%	2.5%	1.6%	1.3%
Female	83.9 points	100% Pass; 0% Fail	2.7%	2.8%	1.8%	1.5%
Male	83.1 points	100% Pass; 0% Fail	2.9%	2.3%	1.5%	1.2%
Veteran	81.8 points	100% Pass; 0% Fail	2.8%	2.3%	1.5%	0.9%
Non-Veteran	83.6 points	100% Pass; 0% Fail	2.9%	2.5%	1.6%	1.3%

Notes:

1. *The performance appraisal score presented for the Demonstration Group is the average number of points received under the 100-point system. The numbers presented for the Comparison Group are the percentages of employees who received "Pass" or "Fail" under the 2-level system. Performance data for Demonstration Group employees are based on appraisals conducted in September 1999, and as reported in the Year Two data file provided by DoC. Performance data for Comparison Group employees are based on appraisals occurring between April 1, 1999 and March 31, 2000 and as reported in the Year Two data file provided by DoC.*
2. *Average pay increase and bonus/award percentages are based on actions occurring during the 1999 performance evaluation cycle that ended 9/30/99 and as reported in the Year Two data file provided by DoC.*

Year Three—Comparison of Performance Appraisal Scores, Average Performance-Based Pay Increases, and Average Bonuses/Awards Across Groups

	Performance Appraisal Scores		Average Pay Increase Percentage		Average Bonus/ Award Percentage	
	Demonstration Group	Comparison Group	Demonstration Group	Comparison Group	Demonstration Group	Comparison Group
Minority	83.5 points	100% Pass; 0% Fail	2.5%	0.3%	1.5%	1.1%
Non-Minority	84.9 points	100% Pass; 0% Fail	2.7%	1.2%	1.7%	1.9%
Female	84.7 points	100% Pass; 0% Fail	2.7%	1.3%	1.8%	1.8%
Male	84.5 points	100% Pass; 0% Fail	2.6%	0.9%	1.6%	1.8%
Veteran	83.2 points	100% Pass; 0% Fail	2.4%	2.4%	1.5%	0.9%
Non-Veteran	84.8 points	100% Pass; 0% Fail	2.7%	0.9%	1.7%	1.9%

Notes:

1. *The performance appraisal score presented for the Demonstration Group is the average number of points received under the 100-point system. The numbers presented for the Comparison Group are the percentages of employees who received "Pass" or "Fail" under the 2-level system. Performance data for Demonstration Group employees are based on appraisals conducted in September 2000, and as reported in the Year Three data file provided by DoC. Performance data for Comparison Group employees are based on appraisals occurring between April 1, 2000 and March 31, 2001 and as reported in the Year Three data file provided by DoC.*
2. *Average performance-based pay increase and bonus/award percentages are based on actions occurring during the performance evaluation cycle that ended 9/30/00 and as reported in the Year Three data file provided by DoC.*
3. *Average performance-based pay increase and bonus percentages for the Demonstration Group are based on adjusted averages that were computed by statistically controlling for performance score, career path, and length of service.*

Year Four—Comparison of Performance Appraisal Scores, Average Performance-Based Pay Increases, and Average Bonuses/Awards Across Groups

	Performance Appraisal Scores		Average Pay Increase Percentage		Average Bonus/ Award Percentage	
	Demonstration Group	Comparison Group	Demonstration Group	Comparison Group	Demonstration Group	Comparison Group
Minority	85.3 points	100% Pass; 0% Fail	2.4%	1.6%	1.6%	2.2%
Non-Minority	85.8 points	100% Pass; 0% Fail	2.7%	1.6%	1.7%	2.2%
Female	85.9 points	100% Pass; 0% Fail	2.6%	1.6%	1.9%	2.4%
Male	85.7 points	100% Pass; 0% Fail	2.6%	1.6%	1.6%	2.1%
Veteran	83.6 points	100% Pass; 0% Fail	2.4%	1.3%	1.6%	1.6%
Non-Veteran	86.1 points	100% Pass; 0% Fail	2.7%	1.7%	1.7%	2.3%

Notes:

1. *The performance appraisal scores presented for the Demonstration Group is the average number of points received under the 100-point system. The numbers presented for the Comparison Group are the percentages of employees who received "Pass" or "Fail" under the 2-level system. Performance data for Demonstration Group employees are based on appraisals conducted in September 2001, and as reported in the Year Four data file provided by DoC. Performance data for Comparison Group employees are based on appraisals occurring between April 1, 2001 and March 31, 2002 and as reported in the Year Four data file provided by DoC.*
2. *Average performance-based pay increase and bonus/award percentages are based on actions occurring during the performance evaluation cycle that ended September 30, 2001 and as reported in the Year Four data file provided by DoC.*
3. *Average performance-based pay increase and bonus percentages for the Demonstration Group are based on adjusted averages that were computed by statistically controlling for performance score, career path, and length of service.*
4. *Average performance-based pay increase and bonus percentages were computed for 2,099 of the 2,641 Demonstration Group participants for whom salary and demographic data were available. Average performance scores were computed for 2,101 of the 2,641 Demonstration Group participants for whom performance score and demographic data were available.*
5. *Average performance-based pay increase and bonus percentages were computed for 1,434 of the 1,821 Comparison Group participants for whom data were available on pay increases, bonuses, performance score, career path, and length of service.*

Year Five—Comparison of Performance Appraisal Scores, Average Performance-Based Pay Increases, and Average Bonuses/Awards Across Groups

	Performance Appraisal Scores		Average Pay Increase Percentage		Average Bonus/ Award Percentage	
	Demonstration Group	Comparison Group	Demonstration Group	Comparison Group	Demonstration Group	Comparison Group
Minority	85.9 points	100% Pass; 0% Fail	2.5%	1.5%	1.7%	1.8%
Non-Minority	86.6 points	100% Pass; 0% Fail	2.8%	1.5%	1.8%	2.0%
Female	86.8 points	100% Pass; 0% Fail	2.8%	1.5%	2.0%	2.3%
Male	86.6 points	100% Pass; 0% Fail	2.8%	1.5%	1.6%	1.9%
Veteran	84.9 points	100% Pass; 0% Fail	2.7%	1.1%	1.6%	1.7%
Non-Veteran	86.7 points	100% Pass; 0% Fail	2.8%	1.6%	1.8%	2.0%

Notes:

1. *The performance appraisal scores presented for the Demonstration Group is the average number of points received under the 100-point system. The numbers presented for the Comparison Group are the percentages of employees who received "Pass" or "Fail" under the 2-level system. Performance data for Demonstration Group employees are based on appraisals conducted in September 2002, and as reported in the Year Five data file provided by DoC. Performance data for Comparison Group employees are based on appraisals occurring between April 1, 2002 and March 31, 2003 and as reported in the Year Five data file provided by DoC.*
2. *Average performance-based pay increase and bonus/award percentages are based on actions occurring during the performance evaluation cycle that ended September 30, 2002 and as reported in the Year Five data file provided by DoC.*
3. *Average performance-based pay increase and bonus percentages for the Demonstration Group are based on averages that were computed by statistically controlling for performance score, career path, and length of service.*
4. *Average performance-based pay increase and bonus percentages were computed for 2.723 of the 3,072 Demonstration Group participants for whom salary and demographic data were available. Average performance scores were computed for 2,723 of the 3,072 Demonstration Group participants for whom performance score and demographic data were available.*
5. *Average performance-based pay increase and bonus percentages were computed for 1,555 of the 1,811 Comparison Group participants for whom data were available on pay increases, bonuses, performance score, career path, and length of service.*

Year Six—Comparison of Average Pay Increases and Average Bonuses/Awards Between Demonstration Group and Comparison Group

	Average Pay Increase Percentage		Average Bonus/ Award Percentage	
	Demo Group	Comp Group	Demo Group	Comp Group
White (not of Hispanic origin)	2.9%	2.7%	1.8%	1.6%
Black (not of Hispanic origin)	2.6%	2.2%	1.7%	1.7%
Hispanic	2.8%	4.2%	1.9%	2.2%
Asian or Pacific Islander	2.7%	2.1%	1.7%	1.5%
Female	2.8%	3.0%	1.8%	1.7%
Male	2.8%	2.4%	1.8%	1.5%
Veteran	2.6%	2.0%	1.7%	1.3%
Non-Veteran	2.8%	2.7%	1.8%	1.6%

Notes:

1. *Demonstration Group average performance-based pay increase and bonus percentages are based on appraisals conducted in September 2004 and actions effective in November 2004, as reported in the Year Six data file provided by DoC.*
2. *Average performance-based pay increase and bonus/award percentages are based on actions occurring during the performance evaluation cycle that ended September 30, 2004 and as reported in the Year Six data file provided by DoC.*
3. *Average performance-based pay increase and bonus percentages for the Demonstration Group are based on averages that were computed by statistically controlling for performance score, career path, length of service, organization.*
4. *Average performance-based pay increase percentages were computed for 2,327 of the 4,465 Demonstration Group participants, and the 1,842 of the 2,134 Comparison Group, for whom data were available on pay increases, performance rating, career path (or equivalent), length of service, and organization.*
5. *Average bonus percentages were computed for 2,504 of the 4,465 Demonstration Group participants, and the 1,850 of the 2,134 of the Comparison Group, for whom data were available on bonuses/awards, performance score, career path (or equivalent), length of service, and organization.*
6. *The sample sizes for this analysis ranged from 81 to 2187 for the Demonstration Group and 30 to 1567 for the Comparison Group.*

Year Seven—Comparison of Average Pay Increases and Average Bonuses/Awards Between Demonstration Group and Comparison Group

	Average Pay Increase Percentage		Average Bonus/ Award Percentage	
	Demo Group	Comp Group	Demo Group	Comp Group
White (not of Hispanic origin)	3.3%	2.7%	1.9%	1.9%
Black (not of Hispanic origin)	3.1%	2.4%	1.8%	1.6%
Hispanic	3.1%	3.4%	2.0%	2.1%
Asian or Pacific Islander	3.2%	2.9%	2.0%	1.4%
Female	3.3%	3.0%	2.0%	2.0%
Male	3.2%	2.5%	1.9%	1.7%
Veteran	3.0%	2.3%	1.9%	1.5%
Non-Veteran	3.3%	2.7%	1.9%	1.9%

Notes:

1. *Demonstration Group average performance-based pay increase and bonus percentages are based on appraisals conducted in September 2005 and actions effective in November 2005, as reported in the Year Seven data file provided by DoC.*
2. *Average performance-based pay increase and bonus/award percentages are based on actions occurring during the performance evaluation cycle that ended September 30, 2005 and as reported in the Year Seven data file provided by DoC.*
3. *Average performance-based pay increase and bonus percentages for the Demonstration Group are based on averages that were computed by statistically controlling for performance score, career path, and length of service.*
4. *Average performance-based pay increase percentages were computed for 3,979 of the 4,608 Demonstration Group participants, and the 1,834 of the 2,113 Comparison Group, for whom data were available on pay increases, performance rating, career path (or equivalent), and length of service.*
5. *Average bonus percentages were computed for 3,979 of the 4,608 Demonstration Group participants, and the 1,834 of the 2,113 Comparison Group, for whom data were available on bonuses/awards, performance score, career path (or equivalent), and length of service.*
6. *The sample sizes for this analysis ranged from 117 to 3,127 for the Demonstration Group and 33 to 1,551 for the Comparison Group.*

Year Eight—Comparison of Average Pay Increases and Average Bonuses/Awards Between Demonstration Group and Comparison Group

	Average Pay Increase Percentage		Average Bonus/ Award Percentage	
	Demo Group	Comp Group	Demo Group	Comp Group
White (not of Hispanic origin)	3.4%	2.9%	2.0%	1.7%
Black (not of Hispanic origin)	3.1%	1.8%	1.8%	1.4%
Hispanic	3.3%	2.9%	2.1%	2.0%
Asian or Pacific Islander	3.7%	3.3%	2.1%	1.6%
Female	3.3%	2.9%	2.0%	1.7%
Male	3.4%	2.7%	2.0%	1.6%
Veteran	3.3%	2.5%	2.1%	1.5%
Non-Veteran	3.4%	2.9%	2.0%	1.7%

Notes:

1. *Average performance-based pay increase and bonus percentages for the Demonstration Group are based on averages that were computed by statistically controlling for performance score, career path, and length of service.*
2. *Average performance-based pay increase percentages were computed for 3,735 of the 4,650 Demonstration Group participants, and the 1,936 of the 2,124 Comparison Group, for whom data were available on pay increases, performance rating, career path (or equivalent), and length of service.*
3. *Average bonus percentages were computed for 3,981 of the 4,650 Demonstration Group participants, and the 1,940 of the 2,124 Comparison Group, for whom data were available on bonuses/awards, performance score, career path (or equivalent), and length of service.*
4. *The sample sizes for this analysis ranged from 109 to 3,501 for the Demonstration Group and 37 to 1,736 for the Comparison Group.*

Turnover in the Demonstration Group, All Participants and High Performers

Year Two—Turnover in the Demonstration Group, All Participants and High Performers

	All Demonstration Group Participants			Demonstration Group High Performers		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
Minority	520	63	12%	113	10	9%
Non-Minority	2,220	301	14%	638	62	10%
TOTAL	**2,740**	**364**	**13%**	**751**	**72**	**10%**

Note: "High performers" is defined as performance scores of 90–100.

Year Three—Comparison of Turnover Rates in the Demonstration Group Between All Participants and High Performers

	All Demonstration Group Participants			Demonstration Group High Performers		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
Minority	556	77	14%	136	11	8%
Non-Minority	2,225	349	16%	687	61	9%
TOTAL	**2,781**	**436**	**16%**	**823**	**72**	**9%**

Note: "High performers" is defined as performance scores of 90–100.

Year Four—Comparison of Turnover Rates in the Demonstration Group Between All Participants and High Performers

	Demonstration Group All Participants			Demonstration Group High Performers		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
Minority	522	90	17%	127	9	7%
Non-Minority	2,119	313	15%	670	51	8%
TOTAL	**2,641**	**403**	**15%**	**797**	**60**	**8%**

Note: "High performers" is defined as performance scores of 90–100.

Year Five—Comparison of Turnover Rates in the Demonstration Group Between All Participants and High Performers

	Demonstration Group All Participants			Demonstration Group High Performers		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
Minority	620	32	5%	197	1	0.5%
Non-Minority	2,452	126	5%	923	16	2.0%
TOTAL	**3,072**	**158**	**5%**	**1,120**	**17**	**1.5%**

Note: "High performers" is defined as performance scores of 90–100.

Year Six—Comparison of Turnover Rates in the Demonstration Group Between All Participants and High Performers

	Demonstration Group All Participants			Demonstration Group High Performers		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
White (not of Hispanic origin)	3,498	185	5.3%	939	20	2.1%
Black (not of Hispanic origin)	581	41	7.1%	129	7	5.4%
Hispanic	132	5	3.8%	30	0	0.0%
Asian or Pacific Islander	235	10	4.3%	50	1	2.0%
American Indian or Alaskan Native	19	1	5.3%	2	0	0.0%
TOTAL	**4,465**	**242**	**5.4%**	**1,150**	**28**	**2.4%**

Note: "High performers" is defined as performance scores of 90–100.

Year Seven—Comparison of Turnover Rates in the Demonstration Group Between All Participants and High Performers

	Demonstration Group All Participants			Demonstration Group High Performers		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
White (not of Hispanic origin)	3,576	256	7.2%	1,130	25	2.2%
Black (not of Hispanic origin)	602	48	8.0%	146	2	1.4%
Hispanic	145	15	10.3%	43	2	4.7%
Asian or Pacific Islander	266	20	7.5%	69	1	1.4%
American Indian or Alaskan Native	19	2	10.5%	4	0	0.0%
TOTAL	**4,608**	**341**	**7.4%**	**1,392**	**30**	**2.1%**

Note: "High performers" is defined as performance scores of 90–100.

Year Eight—Comparison of Turnover Rates in the Demonstration Group Between All Participants and High Performers

	Demonstration Group All Participants			Demonstration Group High Performers		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
White (not of Hispanic origin)	3598	252	7.0%	1054	21	2.0%
Black (not of Hispanic origin)	616	69	11.2%	143	3	2.1%
Hispanic	143	19	13.3%	30	0	0%
Asian or Pacific Islander	274	13	4.7%	73	1	1.4%
American Indian or Alaskan Native	19	2	10.5%	4	0	0%
TOTAL	**4650**	**355**	**7.6%**	**1304**	**25**	**1.9%**

Comparison of Turnover Rates in the Demonstration and Comparison Groups

Year Two—Comparison of Turnover Rates in the Demonstration and Comparison Groups

	Demonstration Group			Comparison Group		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
Minority	520	63	12%	232	32	14%
Non-Minority	2,220	301	14%	1,696	151	9%
TOTAL	**2,740**	**364**	**13%**	**1,928**	**183**	**10%**

Year Three—Comparison of Turnover Rates in the Demonstration and Comparison Groups

	Demonstration Group			Comparison Group		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
Minority	556	77	14%	219	27	12%
Non-Minority	2,225	349	16%	1,589	177	11%
TOTAL	**2,781**	**436**	**16%**	**1,808**	**204**	**11%**

Year Four—Comparison of Turnover Rates in the Demonstration and Comparison Groups

	Demonstration Group All Participants			Comparison Group All Participants		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
Minority	522	90	17%	233	40	17%
Non-Minority	2,119	313	15%	1,588	241	15%
TOTAL	**2,641**	**403**	**15%**	**1,821**	**281**	**15%**

Year Five—Comparison of Turnover Rates in the Demonstration and Comparison Groups

	Demonstration Group All Participants			Comparison Group All Participants		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
Minority	620	32	5%	239	5	2%
Non-Minority	2,452	126	5%	1,572	70	5%
TOTAL	**3,072**	**158**	**5%**	**1,811**	**75**	**4%**

Year Six—Comparison of Turnover Rates in the Demonstration and Comparison Groups

	Demonstration Group All Participants			Comparison Group All Participants		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
White (not of Hispanic origin)	3,498	185	5.3%	1,803	97	5.4%
Black (not of Hispanic origin)	581	41	7.1%	188	10	5.3%
Hispanic	132	5	3.8%	37	3	8.1%
Asian or Pacific Islander	235	10	4.3%	98	4	4.1%
American Indian or Alaskan Native	19	1	5.3%	8	0	0.0%
TOTAL	**4,465**	**242**	**5.4%**	**2,134**	**114**	**5.3%**

Year Seven—Comparison of Turnover Rates in the Demonstration and Comparison Groups

	Demonstration Group All Participants			Comparison Group All Participants		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
White (not of Hispanic origin)	3,576	256	7.2%	1,787	88	4.9%
Black (not of Hispanic origin)	602	48	8.0%	184	13	7.1%
Hispanic	145	15	10.3%	37	0	0.0%
Asian or Pacific Islander	266	20	7.5%	93	4	4.3%
American Indian or Alaskan Native	19	2	10.5%	12	0	0.0%
TOTAL	**4,608**	**341**	**7.4%**	**2,113**	**105**	**5.0%**

Year Eight—Comparison of Turnover Rates in the Demonstration and Comparison Groups

	Demonstration Group All Participants			Comparison Group All Participants		
Group	**Number**	**Number Separated**	**Percent Separated**	**Number**	**Number Separated**	**Percent Separated**
White (not of Hispanic origin)	3598	252	7.0%	1798	84	4.7%
Black (not of Hispanic origin)	616	69	11.2%	175	9	5.1%
Hispanic	143	19	13.3%	41	1	2.4%
Asian or Pacific Islander	274	13	4.7%	96	5	5.2%
American Indian or Alaskan Native	19	2	10.5%	14	0	0.0%
TOTAL	**4650**	**355**	**7.6%**	**2124**	**99**	**4.7%**