CROA PAPER DATABASE

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Codebook

Variable Name: Description

a_id: Identifier for each agency

NOTE: The number of agencies in our sample is 131. When you see the Stata dataset, the variable a_id is from 1 to 133. However, agencies where a_id is 112 and 121 have missing data for 'intrep_prop' variable. Therefore, agencies where a_id is 112 and 121 will drop.

agency_name: The name of the agency

year: Year (2010, 2011, 2012, 2013, 2014)

yr: Year dummy variables

yr1: 2010

yr2: 2011

yr3: 2012

yr4: 2013

yr5: 2014

fairnessgsem: Factor score for "Organizational Fairness" estimated by gsem command

Higher values indicate greater organizational fairness within agencies.
For detailed information of creating factor scores, please refer to "Measuring factor scores.docx."
Source: *Federal Employee Viewpoint Survey (FEVS) 2010-2014*

fairnesssem: Factor score for "Organizational Fairness" estimated by sem command

Higher values indicate greater organizational fairness within agencies.
For detailed information of creating factor scores, please refer to "Measuring factor

scores.docx."
Source: *Federal Employee Viewpoint Survey (FEVS) 2010-2014*

direct_reporting: Dummy variable indicating whether agency EEO directors report to agency head

0: the EEO director **not in a direct reporting relationship** to the agency head/agency director office in a given year.
1: the EEO director **in a direct reporting relationship** to the agency head/director office in a given year.
Source*: EEOC Annual Report on the Federal Work Force 2010-2014*

totworkforce_count: The *total number of employees (full time + non-full time)* within the agency in a given year.
Source*: OPM Fedscope database, 2010-2014 September*

fulltime_count: The *total number of full-time employees* within the agency in a given year.
Source: *OPM Fedscope database, 2010-2014 September*

notfulltime_count: The *total number of non-full-time employees* within the agency in a given year.
Source*: OPM Fedscope database, 2010-2014 September*

female_supcount: The *total number of female supervisors (full time + non-full time)* within the agency in a given year.
Source: *OPM Fedscope database, 2010-2014 September*

male_supcount: The *total number of male supervisors (full time + non-full time)* within the agency in a given year.
Source: *OPM Fedscope database, 2010-2014 September*

ratio_fsup_msup: The *ratio of female to male supervisors (full time + non-full time)* within the agency in a given year.
Source: *OPM Fedscope database, 2010-2014 September*

female_count: The *total number of female employees (full time + non-full time)* within the agency in a given year.
Source*: OPM Fedscope database, 2010-2014 September*

male_count: The total number of male employees *(full time + non-full time)* within the agency in a given year.
Source*: OPM Fedscope database, 2010-2014 September*

minority_supcount: The *total number of minority (non-white) supervisors (full time + non-full time)* within the agency in a given year.
Source*: OPM Fedscope database, 2010-2014 September*

nonminority_supcount: The *total number of non-minority (white) supervisors (full time + non-full time)* within the agency in a given year.
Source*: OPM Fedscope database, 2010-2014 September*

minority_count: The *total number of minority (non-white) employees (full time + non-full time)* within the agency in a given year.
Source*: OPM Fedscope database, 2010-2014 September*

nonminority_count: The *total number of non-minority (white) employees (full time + non-full time)* within the agency in a given year.
Source*: OPM Fedscope database, 2010-2014 September*

independent_agency: *Binary indicator variable whether an agency is an independent agency or not*. (*Note: this measure is fixed through time for each agency panel*).

0: Not independent agency

1: Independent agency (including independent executive agencies, independent regulatory commissions, and government corporations)

Source: *USA.gov, A-Z Index of U.S. Government Departments and Agencies* *https://www.usa.gov/federal-agencies*

NOTE: The source for 'Court Services and Offender Supervision Agency for the DC' is https://www.csosa.gov/our-history/ (Retrieval Date: September 07 2020).

nonnested: *Binary indicator variable whether an agency is nested within a larger agency or instead is a non-nested agency* in a given year (*Note: this measure is fixed through time for each agency panel*).

0: nested

1: non-nested

Source: *USA.gov, A-Z Index of U.S. Government Departments and Agencies* *https://www.usa.gov/federal-agencies*

NOTE: The source for 'Court Services and Offender Supervision Agency for the DC' is https://www.csosa.gov/our-history/ (Retrieval Date: September 07 2020).

selin1stdimest: *Selin's estimates for each agency's decision-maker independence estimate score (Dimension 1)* (*Note: this measure is fixed through time for each agency panel*).

Source: *Agency Independence Estimates in Selin, Jennifer. (2015). "What Makes an Agency Independent?" American Journal of Political Science. 59(4): 971-987.* *http://publish.illinois.edu/jselin/data/*

selin1stdim_sd: *Selin's standard deviation estimates for each agency's decision-maker independence estimate score* (Dimension 1) (*Note: this measure is fixed through time for each agency panel*).

Source: *Agency Independence Estimates in Selin, Jennifer. (2015). "What Makes an Agency Independent?" American Journal of Political Science. 59(4): 971-987.* *http://publish.illinois.edu/jselin/data/*

politicization_source: *Categorical variable indicating the source of politicization data* (pas_count, pas_lbcount, pas_ubcount, noncarses_count, noncarses_lbcount, noncarses_ubcount, schedc_count, schedc_lbcount, schedc_ubcount, politicization_lb, politicization_ub) (*Note: this measure is fixed through time for each agency panel*).

0: From Dahlstrom, Fazekas, Lewis Dataset, "Domestic Administrative Agency Personnel Data, 2000-2015"

1: From OPM Fedscope database, 2010-2014 September. Agencies **are covered in** Dahlstrom, Fazekas, Lewis Dataset, but the codebook indicates **"This dataset does not include personnel data for defense, intelligence or military agencies (p.1)."**
(List of agencies: Defense Commissary Agency, Defense Contract Management Agency, Defense Finance and Accounting Service, Defense Human Resources Activity, Defense Information Systems Agency, Defense Logistics Agency, Defense Missile Defense Agency, Defense Threat Reduction Agency, Defense TRICATRE Management Activity (Defense Health Agency), Department of Defense Education Activity, DHS-U.S. Coast Guard, Department of the Air Force, Department of the Army, and Department of the Navy)

2: From OPM Fedscope database, 2010-2014 September. Agencies **are not covered** in Dahlstrom, Fazekas, Lewis Dataset.
(List of agencies: Court Services and Offender Supervision Agency for the DC, Defense

Contract Audit Agency, Defense Office of the Inspector General, and General Services Administration)

pas_count: *The total number of employees (full time + non-full time)* in the executive pay schedule within the agency in a given year. Normally, the EX (executive) pay schedule is only for full-time Senate confirmed appointees (Dahlstrom, Fazekas, Lewis 2020).

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

pas_lbcount: Lower bound for the total number of employees (full time + non-full time) in the executive pay schedule within the agency in a given year.

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

pas_ubcount: Upper bound for the total number of employees (full time + non-full time) in the executive pay schedule within the agency in a given year.

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

noncarses_count: The *total number of appointees in the Senior Executive Service (full time + non-full time)* within the agency in a given year.

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

noncarses_lbcount: Lower bound for the total number of appointees in the Senior Executive Service (full time + non-full time) within the agency in a given year.

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

noncarses_ubcount: Upper bound for the total number of appointees in the Senior Executive Service (full time + non-full time) within the agency in a given year.

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

schedc_count: The *total number of schedule C appointees (full time + non-full time)* within the agency in a given year.

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

schedc_lbcount: Lower bound for the total number of schedule C appointees (full time + non-full time) within the agency in a given year.

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

schedc_ubcount: Upper bound for the total number of schedule C appointees (full time + non-full time) within the agency in a given year.

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

sup_count: The total number of supervisors with a supervisor 2 code (full time + non-full time) within the agency in a given year.

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

politicization_lb: Lower bound for the pollicization measure. Politicization refers to the proportion of political appointees among supervisors within the agency in a given year. Politicization measure is originated by Lewis (2008), and subsequently applied to other research.

= (**pas_lbcount + noncarses_lbcount + schedc_lbcount**) / **sup_count**

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

politicization_ub: Upper bound for the pollicization measure. Politicization refers to the proportion of political appointees among supervisors within the agency in a given year. Politicization measure is originated by Lewis (2008), and subsequently applied to other research.

= (**pas_ubcount + noncarses_ubcount + schedc_ubcount**) / **sup_count**

Source*: OPM Fedscope database 2010-2014 September & Dahlstrom, Fazekas, Lewis Dataset*

NOTE: Correlation coefficient between politicization_lb and politicization_ub is 0.99914.

completedcounsel_count: The *total number of reported cases that resulted in completed/ended counselings* within the agency in a given year.

= **# completed/ended by resolution + # completed/ended by filing complaints + # decision to file complaint pending**

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

completedsettle_count: The *total number of reported cases completed/ended by settlements* **after the counselings** within the agency in a given year.
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

completedwithdraw_count: The *total number of reported cases completed/ended by withdrawals (no complaints filed)* **after the counselings** within the agency in a given year.
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

completedresolution_count: The *total number of reported cases completed/ended by resolution* ***after the counselings*** within the agency in a given year.
= # completed/ended by settlements (completedsettle_count) + # completed/ended by withdrawals (completedwithdraw_count)
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

completedcomplaint_count: The *total number of reported cases that were completed/ended by filing formal complaints against the federal government* ***after the counselings*** within the agency in a given year.
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

completedpend_count: The *total number of reported cases decisions to file complaint pending* ***after the counselings*** within the agency in a given year. The number of completed counselings in which (1) the agency did not receive a complaint, and (2) the 15-day period for filing a complaint had not expired at the end of the fiscal year.
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

complaints_count: The *total number of reported cases that result in filing formal complaints against the federal government within the agency* in a given year (including some complaints that resulted from counselings that were completed or ended in the previous fiscal year).
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1*

totalreport_count: The *total number of EEOC reported cases* within the agency in a given year.

= completedsettle_count + completedwithdraw_count + completedpend_count + complaints_count

intreportsum_count: The *total number of EEO reported cases that do not lead to filing formal complaints, and rather completed internally* within an agency in a given year.

= **# completed/ended by resolution** + **# decision to file complaint pending**

Which is equivalent to:

= **# completed/ended by settlements** + **# completed/ended by withdrawals** + **# decision to file complaint pending**

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1 & B-3*

intreport_count: The *total number of reported cases that are completed/ended by settlements or withdrawals* within an agency in a given year. (only settlement claims + withdrawn claims)

= **# completed/ended by resolution**

Which is equivalent to:

= **# completed/ended by settlements** + **# completed/ended by withdrawals**

= **intreportsum_count** - **# decision to file complaint pending**

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

intreport_settlement_count: The *total number of reported cases completed/ended by settlements that are handled inside the agency but not withdrawn* within an agency in a given year.

= **intreport_count** – **intreport_withdraw_count**

Which is equivalent to:

= **# completed/ended by settlements**

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

intreport_withdraw_count: The *total number of reported cases completed/ended by withdrawn claims* (excluding pending decision to file complaints) (no formal complaints filed) within an agency in a given year

= **intreport_count** – **intreport_settlement_count**

Which is equivalent to:

= **# completed/ended by withdrawals**

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

extreport_count: The *total number of reported cases that are completed/ended by filing formal complaints after getting counselings (Traditional or ADR Program).* This will include some complaints that resulted from counselings that were completed or ended in the previous fiscal year.

= **complaints_count**

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

extreport_count2: The *total number of reported cases that are completed/ended by filing formal complaints after traditional counseling/ADR. The counseling had to be completed or end in the reporting period (a fiscal year, October 1st through September 30th) and the complaint had to be filed in the same reporting period.*

= **completedcomplaint_count**

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

ratio_intrep_extrep: The *Ratio of Informal Complaints to Formal Complaints Outcome Measure.*

= *# Informal Reporting Resolved / # Formal Complaints Filed*

= ***intreport_count / extreport_count***

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

ratio_settle_extrep: The *Ratio of settlements to Formal Complaints Outcome Measure.*

= **# completed/ended by settlements** */ # Formal Complaints Filed*

= ***intreport_settlement_count / extreport_count***

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

ratio_withdraw_extrep: The *Ratio of withdrawals to Formal Complaints Outcome Measure.*

= **# completed/ended by withdrawals** */ # Formal Complaints Filed*

= ***intreport_withdraw_count / extreport_count***

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-3*

complainants_count: The *total number of individuals who filed a formal complaint against a federal agency* within the agency in a given year.

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1*

lagintrep_prop: One-year lag of the ratio of informal complaints to the total number of EEOC reported cases within the agency in a given year.

Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1 & B-3*

intrep_prop: The ratio of informal complaints to the total number of EEOC reported cases within the agency in a given year.
= intreport_count / sumintextreport_count
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1 & B-3*

lagsettle_prop: One-year lag of the ratio of reported cases completed/ended by settlements to the total number of EEOC reported cases within the agency in a given year.
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1 & B-3*

settle_prop: The ratio of reported cases completed/ended by settlements to the total number of EEOC reported cases within the agency in a given year.
= completedsettle_count / sumintextreport_count
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1 & B-3*

lagwithdraw_prop: One-year lag of the ratio of reported cases completed/ended by withdrawn to the total number of EEOC reported cases within the agency in a given year.
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1 & B-3*

withdraw_prop: The ratio of reported cases completed/ended by withdrawn to the total number of EEOC reported cases within the agency in a given year.
= completedwithdraw_count / sumintextreport_count
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1 & B-3*

lntotworkforce_count: Natural log transformation of the *total number of employees (full time + non-full time)* within the agency in a given year.
Source*: OPM Fedscope database, 2010-2014 September*

extrep_prop: The ratio of informal complaints to the total number of EEOC reported cases within the agency in a given year.
= extreport_count / sumintextreport_count
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1 & B-3*

lagsumintextreport_count: One-year lag of the total number of EEOC reported cases within the agency in a given year.
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1 & B-3*

sumintextreport_count: The total number of EEOC reported cases within the agency in a given year.
= extreport_count + intreport_count
Source: *EEOC Annual Report on the Federal Work Force 2010-2014 Table B-1 & B-3*

ratio_minsup_nonmsup: The *ratio of minority to non-minority supervisors (full time + non-full time)* within the agency in a given year.
Source*: OPM Fedscope database, 2010-2014 September*