Data Codebook: Variable Names, Labels, Definitions, and Data Sources

("Proponents, Caretakers, and the Dynamics of Administrative Leadership Turnover in U.S. Executive Agencies")

Authors: George A. Krause and Jason S. Byers

Hold-over Appointees via Krause and O'Connell (2016, 2019): Right-Censored Observations [N = 29]: If an appointee to a non-fixed term position (e.g., most executive agency positions, such as Administrator of the EPA) in a previous administration serves past August 1 in the first year of a new administration, that appointee should be treated as effectively having been nominated by the new President and an additional row should be created for that person. If an appointee to a fixed term position (e.g. all positions in independent regulatory commissions) serves more than 193 dates beyond the end of their term and has not been renominated (e.g., instead was named as a recess appointee or simply stayed on more than 193 days past the end of term), that appointee should also be treated as effectively having been nominated by the President serving on the 193rd day and an additional row should be created for that person. For hold-overs in non-fixed term positions, the inauguration date of the new President should be the nomination and start date. For hold-overs in fixed term positions, the scheduled end of term date should be the nomination and start date. All variables coded at the time of nomination would therefore be coded at the time of the inauguration or end of term date.

1. **Observation Identifier**
    a. ***obsident***
    b. Identifier for each observation
    c. Obtained from Krause and O'Connell (2016, 2019)
    d. Obtained November 14, 2018
2. **Individual Identifier**
    a. ***indident***
    b. Identifier for each individual in a given agency with contiguous service
    c. Obtained from Krause and O'Connell (2016, 2019)
    d. Obtained November 14, 2018
3. **Position**
    a. ***position***
    b. Current position level of job (e.g., the Deputy Secretary of some departments used to be called the Under Secretary; Deputy Secretary should be marked for all appointees who served in the position)
        i. 1 = Secretary (Attorney General)
        ii. 2 = Administrator/Director (of full stand-alone agency)
        iii. 3 = Administrator/Director (of part of agency or sub-agency)
        iv. 4 = Commissioner
        v. 5 = Board Member
        vi. 6 = Deputy Secretary (Deputy Attorney General) or General Under Secretary
        vii. 7 = Under Secretary (not General Under Secretary)
        viii. 8 = Assistant Secretary (Assistant Attorney General)

ix. 9 = Deputy Administrator/Deputy Director
x. 10 = Military Branch Secretary
xi. 11 = Undersecretary and Director/Administrator (of part of agency or sub-agency)
xii. 12 = Assistant Secretary and Director/Administrator (of part of agency or sub-agency)
xiii. 13 = Chairman
xiv. 19=Other

c. Obtained from Krause and O'Connell (2016, 2019)
d. Obtained November 14, 2018

4. **Main Department/Agency**
   a. ***agency***
   b. Agency where appointee served
      i. 1 = Department of Agriculture
      ii. 2 = Department of Commerce
      iii. 3 = Department of Defense
      iv. 7 = Department of Education
      v. 8 = Department of Energy
      vi. 9 = Department of Health and Human Services
      vii. 11 = Department of Homeland Security
      viii. 12 = Department of Housing and Urban Development
      ix. 13 = Department of the Interior
      x. 14 = Department of Justice
      xi. 15 = Department of Labor
      xii. 16 = Department of State
      xiii. 17 = Department of Transportation
      xiv. 18 = Department of the Treasury
      xv. 19 = Department of Veterans Affairs/Veterans Affairs Administration
      xvi. 20 = Central Intelligence Agency
      xvii. 21 = Environmental Protection Agency
      xviii. 22 = Federal Emergency Management Agency (as a freestanding agency, before 2003)
      xix. 23 = General Services Administration
      xx. 24 = National Aeronautics and Space Administration
      xxi. 25 = Small Business Administration
      xxii. 26 = Social Security Administration
      xxiii. 27 = U.S. Agency for International Development
      xxiv. 28 = United States Information Agency/Broadcasting Board of Governors
      xxv. 29 = Office of Management and Budget
      xxvi. 30 = Office of the U.S. Trade Representative
      xxvii. 32 = Civil Aeronautics Board
      xxviii. 33 = Consumer Product Safety Commission
      xxix. 34 = Equal Employment Opportunity Commission
      xxx. 35 = Federal Communications Commission
      xxxi. 37 = Federal Election Commission
      xxxii. 38 = Federal Energy Regulatory Commission
      xxxiii. 40 = Federal Reserve System
      xxxiv. 41 = Federal Trade Commission

xxxv. 42 = Interstate Commerce Commission
xxxvi. 43 = National Labor Relations Board
xxxvii. 44 = National Transportation Safety Board
xxxviii. 45 = Nuclear Regulatory Commission (formerly the Atomic Energy Commission)
xxxix. 49 = Securities and Exchange Commission

c. Obtained from Krause and O'Connell (2016, 2019)
d. Obtained November 14, 2018

5. **Sub-Department/Sub-Agency**
   a. ***sbagency***
   b. Sub-agency (or agency) where appointee served. If there is no sub-department or sub-agency, this variable should be identical to Department/Agency. Thus, all entries for SEC should be coded 49 here as well
      i. 4 = Department of the Army
      ii. 5 = Department of the Air Force
      iii. 6 = Department of the Navy
      iv. 50 = Census, part of Department of Commerce
      v. 51 = Center for Medicaid and Medicare Services, part of Department of Health and Human Services
      vi. 52 = Drug Enforcement Administration, part of Department of Justice
      vii. 53 = Federal Aviation Administration, part of Department of Transportation
      viii. 54 = Food and Drug Administration, part of Department of Health and Human Services
      ix. 55 = Federal Emergency Management Agency, part of Department of Homeland Security (2003 and later)
      x. 56 = Internal Revenue Service, part of Department of Treasury
      xi. 57 = National Highway Transportation and Safety Administration, part of Department of Transportation
      xii. 58 = National Institutes of Health, part of Department of Health and Human Services
      xiii. 59 = National Institute of Standards and Technology, part of Department of Commerce
      xiv. 60 = National Oceanic and Atmospheric Administration, part of Department of Commerce
      xv. 61 = Patent and Trademark Office, part of Department of Commerce
   c. Obtained from Krause and O'Connell (2016, 2019)
   d. Obtained November 14, 2018

6. **OPM Number**
   a. ***opm***
   b. Position number provided to job by OPM, modified to make one position for all members (non-chairpersons) of an IRC and to combine different titles of the same position in executive agencies
      i. DAEX00001 = Secretary of Agriculture
      ii. DAEX00002 = Deputy/Under Secretary of Agriculture
      iii. DAEX00021 = Under Secretary for Food, Nutrition, and Consumer Services
      iv. DAEX00026 = Under Secretary for Food Safety

v. DCEX00001 = Secretary of Commerce
vi. DCEX00002= Deputy/Under Secretary of Commerce
vii. DCEX00033 = Under Secretary for Export Administration; Under Secretary for Industry and Security
viii. DCEX00030 = Assistant Secretary for Trade Development/Trade Promotion; Assistant Secretary for Manufacturing and Services
ix. DCEX00018 = Director of National Institute of Standard and Technology
x. DCEX00012 = Director of Census
xi. DCEX00014 = Under Secretary for Oceans and Administrator of NOAA
xii. DCEX00017 = Under Secretary for IP and Director of PTO/Commissioner of Patents and Trademarks
xiii. DDEX00291 = Secretary of Defense
xiv. DDEX00219 = Deputy/Under Secretary of Defense
xv. DWEX00001 = Secretary of the Army
xvi. DFEX00170 = Secretary of the Air Force
xvii. DNEX00001 = Secretary of the Navy
xviii. DDEX00862 = Under Secretary for Acquisition, Technology and Logistics
xix. DDEX00201 = Director, Defense Research and Engineering
xx. DDEX00628= Assistant Secretary for Command, Control, Communications, and Intelligence
xxi. DDEX01014 = Under Secretary of Defense/Comptroller
xxii. DBEX00001 = Secretary of Education
xxiii. DBEX00002 = Deputy/Under Secretary of Education
xxiv. DBEX00003 = Assistant Secretary for Elementary and Secondary Education
xxv. DBEX00004 = Assistant Secretary for Post-Secondary Education
xxvi. DBEX00005 = Assistant Secretary for Vocational and Adult Education
xxvii. DBEX00006 = Assistant Secretary for Special Education and Rehabilitative Services
xxviii. DBEX00009 = Assistant Secretary for Educational Research and Improvement
xxix. DEEX00001 = Secretary of Energy
xxx. DEEX00002 = Deputy/Under Secretary of Energy
xxxi. DEEX00033 = Assistant Secretary for Environmental Management; Assistant Secretary for Management
xxxii. DHEX00001 = Secretary of Health and Human Services
xxxiii. DHEX00024 = Deputy/Undersecretary of Health and Human Services
xxxiv. DHEX00022 = Commissioner of the Food and Drug Administration
xxxv. DHEX00011 = Director of NIH
xxxvi. DHEX00020= Administrator of Health Care Financing Administration/Center for Medicare and Medicaid Services
xxxvii. DHEX00025 = Assistant Secretary for Children and Families
xxxviii. DMEX00001 = Secretary of Homeland Security
xxxix. DMEX09001 = Deputy/Under Secretary of Homeland Security
xl. EMEX00001 = Administrator of FEMA
xli. DUEX00003 = Secretary of Housing and Urban Development

xlii. DUEX00004 = Deputy/Under Secretary of Housing and Urban Development
xliii. DUEX00007 = Assistant Secretary for Housing and Federal Housing Commissioner
xliv. DIEX00001 = Secretary of the Interior
xlv. DIEX00003 = Deputy/Under Secretary of the Interior
xlvi. DJEX01000 = Attorney General
xlvii. DJEX01001 = Deputy Attorney General
xlviii. DJEX01003 = Solicitor General
xlix. DJEX01012 = Assistant Attorney General for Antitrust
l. DJEX01022 = Administrator of DEA
li. DLEX00001 = Secretary of Labor
lii. DLEX00002 = Deputy/Under Secretary of Labor
liii. DLEX00009 = Assistant Secretary for Occupational Safety and Health
liv. DLEX00016 = Assistant Secretary for Pension and Welfare Benefits
lv. DLEX00006 = Assistant Secretary for Employment and Training
lvi. DSEX00024 = Secretary of State
lvii. DSEX00005 = Deputy/Under Secretary of State
lviii. DSEX00013 = Under Secretary for Political Affairs
lix. DSEX00065 = Under Secretary for Arms Control and International Security Affairs
lx. DTEX00001 = Secretary of Transportation
lxi. DTEX00002 = Deputy/Under Secretary of Transportation
lxii. DTEX05001 = Administrator of NHTSA
lxiii. DTEX02001 = Administrator of FAA
lxiv. DYEX00001 = Secretary of the Treasury
lxv. DYEX00002 = Deputy/Under Secretary of the Treasury
lxvi. DYEX00014 = Commissioner of IRS
lxvii. DYEX00010 = Assistant Secretary for Economic Policy
lxviii. DYEX00008 = Assistant Secretary for Tax Policy
lxix. DYEX00022 = Assistant Secretary for Financial Markets
lxx. DYEX00011 = Assistant Secretary for Financial Institutions
lxxi. DVEX00001 = Secretary of Veterans Affairs
lxxii. DVEX00002 = Deputy/Under Secretary of Veterans Affairs
lxxiii. DVEX00001 = Administrator of the Veterans Administration (before 1989)
lxxiv. DVEX00002 = Deputy Administrator of the Veterans Administration (before 1989)
lxxv. CIEX00002 = Director of Central Intelligence Agency
lxxvi. CIEX00001 = Deputy Director of Central Intelligence Agency
lxxvii. EPEX00001 = Administrator of Environmental Protection Agency
lxxviii. EPEX00002 = Deputy Administrator of Environmental Protection Agency
lxxix. GSEX00001 = Administrator of General Services Administration
lxxx. NNEX00001 = Administrator of the National Air and Space Administration
lxxxi. NNEX00002 = Deputy Administrator of National Aeronautics and Space Administration
lxxxii. SBEX00001 = Administrator of Small Business Administration

lxxxiii. SBEX00004 = Deputy Administrator of Small Business Administration
lxxxiv. SZEX00001 = Commissioner of Social Security Administration
lxxxv. SZEX00003 = Deputy Commissioner of Social Security Administration
lxxxvi. IMEX00004 = Administrator of the U.S. Agency for International Development (USAID)
lxxxvii. IMEX00008 = Deputy Administrator of US Agency for International Development
lxxxviii. IBEX00001 = Director of United States Information Agency; Director of Broadcasting Board of Governors
lxxxix. BOEX00001 = Director of the Office of Management and Budget
xc. TNEX03002 = U.S. Trade Representative
xci. CAEX00002x = Member of Civil Aeronautics Board
xcii. PSEX00002x = Commissioner of Consumer Product Safety Commission
xciii. PSEX00001 = Chairman of Consumer Product Safety Commission
xciv. EEEX00002x = Member of Equal Employment Opportunity Commission
xcv. FCEX00002x = Commissioner of Federal Communications Commission
xcvi. FEEX00002x = Commissioner of Federal Election Commission
xcvii. DREX00002x = Member of Federal Energy Regulatory Commission
xcviii. RFEX00001 = Chairman of Federal Reserve
xcix. RFEX00007 = Governor of Federal Reserve
c. FTEX00002x = Commissioner of Federal Trade Commission
ci. ICEX00002x = Commissioner of Interstate Commerce Commission
cii. NLEX00002x = Member of National Labor Relations Board
ciii. TBEX00003x = Member of National Transportation Safety Board
civ. NUEX00002x = Commissioner of Nuclear Regulatory Commission
cv. SEEX00002x = Commissioner of Securities and Exchange Commission

c. Obtained from Krause and O'Connell (2016, 2019)
d. Obtained November 14, 2018

7. **Last Name**
   a. ***last***
   b. Last name of appointee.
   c. Obtained from Krause and O'Connell (2016, 2019)
   d. Obtained November 14, 2018
8. **Birth/Maiden Name**
   a. ***maiden***
   b. Maiden Name of appointee
   c. Obtained from Krause and O'Connell (2016, 2019)
   d. Obtained November 14, 2018
9. **First/Middle Name**
   a. ***first***
   b. First/middle name of appointee
   c. Obtained from Krause and O'Connell (2016, 2019)
   d. Obtained November 14, 2018
10. **Nominated**

a. ***nominate***
b. Specify date of nomination as mm/dd/yyyy (this is the date that the Senate first received the nomination, which may differ from the President announcing his "intent" to nominate an individual in the Presidential Papers) (also, for a person who is nominated and then renominated because of a congressional recess, the earlier nomination date should be recorded)
c. If unknown, leave blank
d. Obtained from Krause and O'Connell (2016, 2019)
e. Obtained November 14, 2018

11. **Nomination Year**
    a. ***nomyear***
    b. Year of nomination
    c. Obtained from Krause and O'Connell (2016, 2019)
    d. Obtained November 14, 2018
12. **Nomination in Administration Year**
    a. ***nomadyr***
        i. 1 = if nominated in first calendar year of administration
        ii. 2 = if nominated in second calendar year of administration
        iii. 3 = if nominated in third calendar year of administration
        iv. 4 = if nominated in fourth calendar year of administration
        v. 4 = if nominated in fifth calendar year of administration
        vi. 4 = if nominated in sixth calendar year of administration
        vii. 4 = if nominated in seventh calendar year of administration
        viii. 4 = if nominated in eighth calendar year of administration
    b. Obtained from Krause and O'Connell (2016, 2019)
    c. Obtained November 14, 2018
13. **Confirmed**
    a. ***confirm***
    b. Specify date of confirmation as mm/dd/yyyy
    c. If unknown, leave blank
    d. Obtained from Krause and O'Connell (2016, 2019)
    e. Obtained November 14, 2018
14. **Start**
    a. ***start***
    b. Start date
    c. Specify date of beginning of service in confirmed post as mm/dd/yyyy
    d. If unknown, leave blank
    e. Obtained from Krause and O'Connell (2016, 2019)
    f. Obtained November 14, 2018
15. **End**
    a. ***end***
    b. End date
    c. Specify date of end of service in confirmed post as mm/dd/yyyy.
    d. If still serving, list as 9999
    e. If unknown, leave blank

f. Obtained from Krause and O'Connell (2016, 2019)
g. Obtained November 14, 2018

16. **End (Final)**
    a. ***endfin***
    b. Final End Date of Service
    c. Specify final end date of service in specific position as mm/dd/yyyy.
    d. If unknown, leave blank
    e. If still serving as of 01/20/2009, code as 9999 for executive branch appointees, unless you know the end date from OPM data or other sources.
    f. Obtained from Krause and O'Connell (2016, 2019)
    g. Obtained November 14, 2018
17. **End (Total)**
    a. ***endtot***
    b. Final Date of Service (for all contiguous appointments in a for a particular position in a given agency)
    c. Specify the latest final end date of service for an appointee in a given position, over all contiguous service in that position.
    d. Code as 9999 if still serving in office
    e. Obtained from Krause and O'Connell (2016, 2019)
    f. Obtained November 14, 2018
18. **Holdover Appointment**
    a. ***holdover***
    b. A binary/dummy indicator determining whether individual was a holdover appointment who served beyond 193 days of the scheduled term if a fixed-term appointee or beyond August 1 of the first year of a new administration if at-will appointee:
    c. 1 = Holdover Appointee
    d. 0 = Not a Holdover Appointee (Appointees are Senate-confirmed for current position/term)
    e. Obtained from Krause and O'Connell (2016, 2019)
    f. Obtained November 14, 2018
19. **Pre-Carter Appointee Holdover**
    a. ***pcarhold***
    b. Dummy variable for whether appointee was being heldover by President Carter or President Reagan, having been formally appointed most recently by President Nixon or President Ford.
    c. 1 = PreCarter Holdover Appointee
    d. 0 = Not a PreCarter Holdover Appointee
    e. Obtained from Krause and O'Connell (2016, 2019)
    f. Obtained November 14, 2018
20. **President's Party Responsible for Nomination**
    a. ***prespty***
    b. = 1 for Republican president

c. = 0 for Democratic president
d. Obtained from Krause and O'Connell (2016, 2019)
e. Obtained November 14, 2018

21. **Carter**
    a. ***carter***
    b. 1 = if nominated before (but not including) 1981
    c. 0 = if nominated under a different president
    d. Obtained from Krause and O'Connell (2016, 2019)
    e. Obtained November 14, 2018
22. **Reagan**
    a. ***reagan***
    b. 1 = if nominated between 1981 and 1988
    c. 0 = if nominated under different president
    d. Obtained from Krause and O'Connell (2016, 2019)
    e. Obtained November 14, 2018
23. **Bush 41**
    a. ***bush41***
    b. 1 = if nominated between 1989 and 1992
    c. 0 = if nominated under different president
    d. Obtained from Krause and O'Connell (2016, 2019)
    e. Obtained November 14, 2018
24. **Clinton**
    a. ***clinton***
    b. 1 = if nominated between 1993 and 2000
    c. 0 = if nominated under different president
    d. Obtained from Krause and O'Connell (2016, 2019)
    e. Obtained November 14, 2018
25. **Bush 43**
    a. ***bush43***
    b. 1 = if nominated after (but not including) 2000
    c. 0 = if nominated under different president
    d. Obtained from Krause and O'Connell (2016, 2019)
    e. Obtained November 14, 2018

26. **Top Level2**
    a. ***toplevel2***
    b. Classify heads and top officials for both executive branch agencies and subagencies within Cabinet Departments coded as "1" (e.g., Cabinet Secretaries; Bureau Heads), otherwise coded as "0".
    c. Obtained from Krause and O'Connell (2016, 2019)
    d. This data was obtained November 14, 2018
27. **Nomination Spans More than One Congress**
    a. ***nomspancongress***
    b. This variable measures whether a nomination spans over more than one Congress.
    c. This variable was created by the authors.

28. **Decision Maker Independence**
    a. ***agencyind***
    b. This measure corresponds to the decision-making independence of the corresponding agency position that the nominee was nominated for based on the 1st dimension score of the Selin (2015) agency insulation measure.
    c. This data was obtained from Jennifer Selin's website (http://faculty.missouri.edu/selinj/data.shtml).
    d. Obtained from Krause and O'Connell (2016, 2019)
    e. This data was obtained November 14, 2018
29. **Filibuster**
    a. ***filibuster***
    b. The filibuster pivot for each nominee. This was created using the 60th Senator from the president's party under unified government, and the 60th member of the opposition's party under divided government. This measure is calculated for each nominee.
    c. This data was obtained from Jeff Lewis' website (https://voteview.com/).
    d. The data was obtained on October 14, 2020.
30. **Presidential Ideal Point**
    a. ***presideal***
    b. This is the ideal point of the president. For each Congress, the president has a NOMINTE score calculated, which was used as the ideal point. This measure is calculated for each nominee.
    c. This data was obtained from Jeff Lewis' website (https://voteview.com/).
    d. The data was obtained on October 14, 2020.
31. **Presidential Approval at Nomination**
    a. ***presappnom***
    b. This variable corresponds to the measure of presidential approval that occurred at the time of the nomination. If the nomination occurred on a date where a measure of approval did not exist, then the closest previous measure of presidential approval was utilized.
    c. This data was obtained from the Gallup website (https://news.gallup.com/interactives/185273/presidential-job-approval-center.aspx).
    d. This data was obtained on March 14, 2019.
32. **Presidential Approval at Start**
    a. ***presappstart***
    b. This variable corresponds to the measure of presidential approval that occurred at the start date of the **position service/employment** (i.e., when the nominee started their position). If the start date occurred on a date where a measure of approval did not exist, then the closest previous measure of presidential approval was utilized.
    c. This data was obtained from the Gallup website (https://news.gallup.com/interactives/185273/presidential-job-approval-center.aspx).
    d. This data was obtained on March 14, 2019.
33. **Administration Quarter of Nomination**
    a. ***adminqtr***
    b. This variable corresponds to the quarter the nomination was received.
    c. These variables were obtained from Krause and O'Connell (2016, 2019).

d. This data was obtained November 14, 2018.

34. **Administration Year of Nomination**
    a. ***adminyear***
    b. = 1 if Nomination Corresponds to 1st presidential administration year,
       = 2 if Nomination Corresponds to 2nd presidential administration year,
       = 3 if Nomination Corresponds to 3rd presidential administration year
       = 4 if Nomination Corresponds to 4th presidential administration year=
       = 5 if Nomination Corresponds to 5th presidential administration year,
       = 6 if Nomination Corresponds to 6th presidential administration year,
       = 7 if Nomination Corresponds to 7th presidential administration year
       = 8 if Nomination Corresponds to 8th presidential administration year
    c. These variables were obtained from Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.
35. **Presidential Approval**
    a. ***approval***
    b. This variable corresponds to the measure of presidential approval that occurred at the time of the nomination. If the nomination occurred on a date where a measure of approval did not exist, then the closest previous measure of presidential approval was utilized.
    c. This data was obtained from the Gallup website (https://news.gallup.com/interactives/185273/presidential-job-approval-center.aspx).
    d. This data was obtained March 14, 2019.

36. **Agency Ideology**
    a. ***agencyideol***
    b. The ideology of the agency is −1 for ideologically ***liberal*** agencies based on Bayesian 95% credibility interpretation of Clinton-Lewis agency ideology scores; = 0 for ideologically ***moderate*** agencies based on Bayesian 95% credibility interpretation of Clinton-Lewis agency ideology scores; and + 1 for ideologically ***conservative*** agencies based on Bayesian 95% credibility interpretation of Clinton-Lewis agency ideology scores (see pages 17-19 of their 2008 *Political Analysis* article. Joshua D. Clinton and David E. Lewis. "Expert Opinion, Agency Characteristics, and Agency Preferences." 16(Winter): 3-20.).
    c. The ideology of the agency was obtained from Clinton and Lewis 2008.
    d. This data was obtained November 14, 2018.
37. ***Unnormalized*** **Presidential Nominee Loyalty**
    a. ***loyalmedian***
    b. Bayesian Posterior Median Estimate of Loyalty latent trait.
    c. These variables were obtained from Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.
38. **Managerial Competence**
    a. ***mecompmedian***

b. Bayesian Posterior Median Estimate of Managerial Competence latent trait.
c. These variables were obtained from Krause and O'Connell (2016, 2019).
d. This data was obtained November 14, 2018.

39. **Policy Competence**
    a. ***pecompmedian***
    b. Bayesian Posterior Median Estimate of Policy Competence latent trait.
    c. These variables were obtained from Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.
40. **Normalized (Z-Score) Presidential Nominee Loyalty**
    a. ***zloyalmedian***
    b. Normalized (Z-score formulation) Bayesian Posterior Median Estimate of *Loyalty* latent trait.
    c. These variables were obtained from Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.
41. **Normalized (Z-Score) Managerial Competence**
    a. ***zmecompmedian***
    b. Normalized (Z-score formulation) Bayesian Posterior Median Estimate of *Managerial Competence* latent trait.
    c. These variables were obtained from Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.
42. **Normalized (Z-Score) Policy Competence**
    a. ***zpecompmedian***
    b. Normalized (Z-score formulation) Bayesian Posterior Median Estimate of *Policy Competence* latent trait.
    c. These variables were obtained from Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.
43. **Senate Polarization Median**
    a. **senpolarizationmedian**
    b. This measure corresponds to the absolute difference between the median members of each party in the Senate.
    c. This data was obtained from Jeff Lewis' website (https://voteview.com/).
    d. The data was obtained on October 14, 2020.
44. **Congress**
    a. ***congress***
    b. Particular Congress in which nomination took place.
    c. These variables were obtained from Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.
45. **Senate Majority Party**
    a. ***senmajparty***
    b. This variable identifies the majority party of the Senate at the time of the nomination.
    c. -1 = Democratic Majority
    d. 1 = Republican Majority
    e. This data was obtained from the Senate's website (https://www.senate.gov/history/partydiv.htm).
    f. This data was obtained on March 20, 2019.
46. **Absolute Distance Between President and Filibuster Pivot**
    a. ***absfilipresdistance***

b. This corresponds to the absolute distance between the filibuster pivot (***filibuster***) and the president's ideal point (***presideal***) at the time of nomination.
c. This data was obtained from Jeff Lewis' website (https://voteview.com/).
d. The data was obtained on October 14, 2020.

47. **Nomination Start Date (Krause and O'Connell)**
    a. ***okstart2***
    b. This variable corresponds to the date that a nominee started their position.
    c. This data was obtained from Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.
48. **Appointee Leader Tenure Duration**
    a. ***okapptdur***
    b. Corresponds the number of days that transpire between an appointee's start date (***start***) and their end date (***endfin***) for a particular position.
    c. Variable created by the authors from existing data.
49. **Senate Party Polarization at Start**
    a. ***okstartsenpolarizationmean***
    b. Corresponds to the absolute difference between the ideological means of the two major political parties within the Senate at the start of the appointee's service.
    c. This data was obtained from Jeff Lewis' website (https://voteview.com/).
    d. The data was obtained on October 14, 2020.
50. **President-Senate Filibuster Pivot Distance**
    a. ***okstartfilipresdistance***
    b. Corresponds to the absolute distance between the Senate filibuster (***filibuster***) and the president's ideal point (***presideal***) at the start of the appointee's service.
    c. This data was obtained from Jeff Lewis' website (https://voteview.com/).
    d. The data was obtained on October 14, 2020.
51. **Presidential Job Approval Rating**
    a. ***okstartpresapp***
    b. This variable corresponds to the measure of presidential approval that occurred at the start date of the **position service/employment** (i.e., when the nominee started their position). If the start date occurred on a date where a measure of approval did not exist, then the closest previous measure of presidential approval was utilized.
    c. This data was obtained from the Gallup website (https://news.gallup.com/interactives/185273/presidential-job-approval-center.aspx).
    d. This data was obtained on October 14, 2021.
52. **President-Agency Aligned**
    a. ***presagencyideolalign***
    b. This variable indicates whether or not a president and an agency are ideologically aligned with one another. This variable is created by interacting the ordinal classification of the Clinton and Lewis (2008) agency ideology measure with the party of the president. Moderate agencies are captured in the baseline intercept term.
    c. This variable was created by the authors.
53. **President-Agency Opposed**

a. **presagencyideolopposed**
b. This variable indicates whether or not a president and an agency are ideologically opposed with one another. This variable is created by interacting the ordinal classification of the Clinton and Lewis (2008) agency ideology measure with the party of the president. Moderate agencies are captured in the baseline intercept term.
c. This variable was created by the authors.

54. **Administration Year**
a. ***okstartadyr***
b. = 1 if Nomination Corresponds to 1st presidential administration year,
= 2 if Nomination Corresponds to 2nd presidential administration year,
= 3 if Nomination Corresponds to 3rd presidential administration year,
= 4 if Nomination Corresponds to 4th presidential administration year,
= 5 if Nomination Corresponds to 5th presidential administration year,
= 6 if Nomination Corresponds to 6th presidential administration year,
= 7 if Nomination Corresponds to 7th presidential administration year,
= 8 if Nomination Corresponds to 8th presidential administration year
c. This variable was created by the authors.

55. **Crossover Presidential Terms**
a. ***okcrossover***
b. This variable indicates whether or not the nominee serves multiple presidential terms in their position.
c. This variable was created by the authors.

56. **Independent Executive Agency**
a. ***standaloneagencydesign***
b. This variable indicates whether or not the nominated position is for an agency is a "stand-alone" agency (i.e., Central Intelligence Agency, Environment al Protection Agency, Federal Emergency Management Agency).
c. This variable was created by the authors from existing data.

57. **Executive Subagency**
a. ***subagencydesign***
b. This variable indicates whether or not the nominated position is for a subagency of an executive department (i.e., Census, Drug Enforcement Administration, Food and Drug Administration).
c. This variable was created by the authors from existing data.

58. **Unemployment Rate**
a. ***okstartunemployment***
b. Corresponds to the seasonally-adjusted monthly civilian unemployment rate at the start of the appointee's service.
c. This data was obtained from Federal Reserve Bank of St. Louis (FRED) (https://fred.stlouisfed.org/series/UNRATE).
d. This data was obtained on October 14, 2021.

59. **Appointee Departure**
a. ***depart***
b. This variable indicates whether an appointee departed their position.
c. This variable was created by the authors.

60. **Presidential Policy Priority – Agency in State of the Union at Time of Nomination**
    a. ***soubinaryagency2nom***
    b. This variable is a binary indicator indicating whether or not a policy issue is mentioned by a president in the State of the Union Address that is directly relevant to the agency in question for a given appointee in their nomination year.
    c. Variable created by the authors from variables provided by Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.

APPENDIX A:

61. **Post-Employment**
    a. ***postemployment***
    b. This variable is a categorical measure which denotes the post-employment destination of each appointed political executive.
    c. 1 = Same Agency, Different Position
    d. 2 = Different Agency, Same Position
    e. 3 = Different Agency, Different Position
    f. 4 = Non-Presidential Appointed Position within U.S. Federal Government
    g. 5 = Other Government or Nonprofit Employment (including educational institutions)
    h. 6 = Private Sector Employment (including law firms)
    i. 7 = Retirement
    j. 9999 = Unknown Post-Employment Destination
    k. Variable created by the authors based on information obtained from newspaper articles, agency memos, and other various sources.
    l. Collected between June and December 2020.

APPENDIX C:

62. **Presidential Policy Priority – Agency in State of the Union Switching from On Priority to Off Priority**
    a. ***soubinaryagency2onoff***
    b. This binary indicator variable indicates whether or not a policy issue area switched from being a presidential priority to a non-priority issue within an appointee's tenure.
    c. Variable created by the authors from variables provided by Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.
63. **Presidential Policy Priority – Agency in State of the Union Switching from Off Priority to On Priority**
    a. ***soubinaryagency2offon***

b. This binary indicator variable indicates whether or not a policy issue area switched from being a presidential non-priority to a priority issue within an appointee's tenure.
c. Variable created by the authors from variables provided by Krause and O'Connell (2016, 2019).
d. This data was obtained November 14, 2018.

MUTIPLE SPELLS DATABASE

64. **Observation Identifier**
    a. ***obsident***
    b. Identifier for each observation
    c. Obtained from Krause and O'Connell (2016, 2019)
    d. Obtained November 14, 2018
65. **Senate Party Polarization**
    a. ***abssenpartydiffmean***
    b. Corresponds to the absolute difference between the ideological means of the two major political parties within the Senate at a specific month of the appointee's service.
    c. This data was obtained from Jeff Lewis' website (https://voteview.com/).
    d. The data was obtained on October 14, 2020.
66. **Crossover Presidential Terms**
    a. ***okcrossover***
    b. This variable indicates whether or not the nominee serves multiple presidential terms in their position.
    c. This variable was created by the authors.
67. **Average Presidential Job Approval Rating**
    a. ***avgpresapp***
    b. This variable corresponds to the average measure of presidential approval that occurred at a specific month of the **position service/employment**.
    c. This data was obtained from the Gallup website (https://news.gallup.com/interactives/185273/presidential-job-approval-center.aspx).
    d. This data was obtained on October 14, 2021.
68. **Unemployment Rate**
    a. ***unemployment***
    b. Corresponds to the seasonally-adjusted monthly civilian unemployment rate at the start of the appointee's service.
    c. This data was obtained from Federal Reserve Bank of St. Louis (FRED) (https://fred.stlouisfed.org/series/UNRATE).
    d. This data was obtained on October 14, 2021.
69. **Congress**
    a. ***congressy***
    b. Particular Congress in which nomination took place.
    c. These variables were obtained from Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.

70. **Presidential Ideal Point**
    a. ***presidealy***
    b. This is the ideal point of the president. For each Congress, the president has a NOMINTE score calculated, which was used as the ideal point. This measure is calculated for each nominee.
    c. This data was obtained from Jeff Lewis' website (https://voteview.com/).
    d. The data was obtained on October 14, 2020.
71. **Filibuster**
    a. ***filipivot***
    b. The filibuster pivot for each nominee. This was created using the 60th Senator from the president's party under unified government, and the 60th member of the opposition's party under divided government. This measure is calculated for each nominee.
    c. This data was obtained from Jeff Lewis' website (https://voteview.com/).
    d. The data was obtained on October 14, 2020.
72. **President-Senate Filibuster Pivot Distance**
    a. ***absfilipresdistancey***
    b. Corresponds to the absolute distance between the Senate filibuster (***filipivot***) and the president's ideal point (***presidealy***) at a specific month of the appointee's service.
    c. This data was obtained from Jeff Lewis' website (https://voteview.com/).
    d. The data was obtained on October 14, 2020.
73. **Presidential Policy Priority – Agency in State of the Union Across Appointee Tenure**
    a. ***presprioritypanel***
    b. This variable is a panel binary indicator variable which indicates whether or not a policy issue is mentioned by a president in the State of the Union Address that is directly relevant to the agency in question for a given time period for an appointee.
    c. Variable created by the authors from variables provided by Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.
74. **Presidential Policy Priority – Agency in State of the Union Across Appointee Tenure**
    a. ***soubinaryagency2onpanel***
    b. This binary indicator variable indicates whether or not a policy issue area was a presidential priority during an appointee's tenure.
    c. Variable created by the authors from variables provided by Krause and O'Connell (2016, 2019).
    d. This data was obtained November 14, 2018.