



# **The Pay, Promotion, and Retention of High-Quality Civil Service Workers in the Department of Defense**

*Beth J. Asch*

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This report uses data on the promotion, pay, and retention profiles of civil service workers in the Department of Defense (DoD) to evaluate whether high-quality workers are promoted faster, paid more and stay longer in civil service than other workers. The evaluation measures of personnel quality on supervisor ratings, level of education and promotion speed. The analytical results indicate that higher-quality personnel are generally paid more and promoted faster than lower-quality personnel. Results vary depending on the quality measure used, the cohort examined, and a number of other variables. Retention patterns also vary significantly by occupational area and education. Areas for future research are suggested, including the effects of the retirement system on retention, the role of bonuses, and whether the career outcomes examined in this study are sufficient to attract and retain a workforce that meets current and future personnel requirements.

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