

	Randomization		Implementation	
	Year 1	Year 2	Year 1	Year 2
Revenue	53	72	47	68
Revenue Plus	54	74	48	68
Flexible Bonus	54	73	49	67
Information	0	70	0	66
Control	322	194	338	213

Notes: The first two columns (under Randomization) show the number of circles that were assigned to each of the three (or four) treatment types in each year. In cases where staff did not consent to treatment after the first ballot (in Year 1), circles were assigned treatment values of 1/3 for each main treatment type (i.e. Revenue, Revenue Plus, and Flexible Bonus). Values are rounded. The second two columns (under Implementation) show the number of circles that were actually implementing the treatment at the end of the fiscal year. Treatment wasn't implemented either because of lack of consent or because the initially selected circle staff were transferred to new posts. See text for more details.