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Report to Congressional Requesters

January 2003

SENIOR EXECUTIVE SERVICE

Enhanced Agency Efforts Needed to Improve Diversity as the Senior Corps Turns Over

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GAO-03-34

January 2003

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Highlights

Highlights of GAO-03-34, a report to Danny K. Davis, Ranking Minority Member, House Subcommittee on Civil Service, Census and Agency Organization, House Committee on Government Reform, and Representatives Elijah E. Cummings, Eleanor Holmes Norton, and Edolphus Towns

SENIOR EXECUTIVE SERVICE

Enhanced Agency Efforts Needed To Improve Diversity As The Senior Corps Turns Over

Why GAO Did This Study

The federal government faces large losses in its Senior Executive Service (SES), primarily through retirement but also because of other normal attrition. This presents the government with substantial challenges to assuring an able management cadre and also provides opportunities to affect the composition of the SES. GAO estimated the number of SES members who would actually leave service through fiscal year 2007 and reviewed the implications for diversity, as defined by race, ethnicity, and gender, of the estimated losses. Specifically, GAO estimated by race, ethnicity, and gender the number of members of the career SES who will leave government service from October 1, 2000, through September 30, 2007, and what the profile of the SES will be if appointment trends do not change. GAO made the same estimates for the pool of GS-15s and GS-14s, from whose ranks the vast majority of replacements for departing SES members come, to ascertain the likely composition of that pool.

www.gao.gov/cgi-bin/getrpt?GAO-03-34.

To view the full report, including the scope and methodology, click on the link above. For more information, contact Victor S. Rezendes at (202) 512-6806 or rezendesv@gao.gov.

What GAO Found

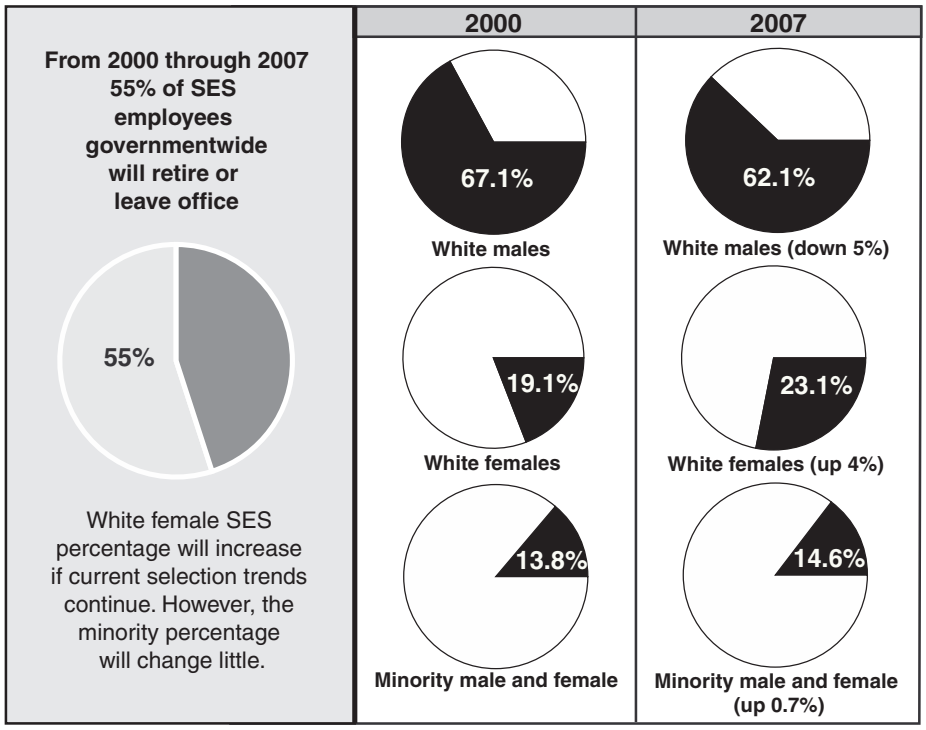
More than half of the 6,100 career SES members employed on October 1, 2000, will have left service by October 1, 2007. Using current SES appointment trends, the only significant changes in diversity will be an increase in the number of white women and an essentially equal decrease in white men.

About 46 percent of GS-15s and 34 percent of GS-14s on board in October 2000 will leave by October 2007, but the number of minorities still in the GS-15 and GS-14 workforce will provide agencies the opportunity to select minority members for the SES.

Estimates for 24 large agencies showed substantial variation in SES losses in the proportion leaving and the effect on agencies' racial, ethnic, and gender profiles, with 10 agencies with decreases in minority representation and 12 with increases.

The 6 agencies GAO visited recognize that the SES needs to be more diverse than GAO's projections estimate and have efforts under way to address SES diversity. They also recognize that more will have to be done than in the past if diversity is to be enhanced.

Changes in the SES from Fiscal Years 2000 through 2007



Source: GAO.

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Figure

Figure 1: Governmentwide Changes in the SES from Fiscal Years 2000 through 2007 4

Abbreviations

AAPI	Asian American and Pacific Islander
AID	Agency for International Development
CFO	Chief Financial Officer
CPDF	Central Personnel Data File
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EPA	Environmental Protection Agency
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
GS	General Schedule
GSA	General Services Administration
HHS	Department of Health and Human Services
HUD	Department of Housing and Urban Development
NASA	National Aeronautics and Space Administration
NRC	Nuclear Regulatory Commission
NSF	National Science Foundation
OPM	Office of Personnel Management
SBA	Small Business Administration
SES	Senior Executive Service
SSA	Social Security Administration
VA	Department of Veterans Affairs

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United States General Accounting Office
Washington, D.C. 20548

January 17, 2003

The Honorable Danny K. Davis
Ranking Minority Member
Subcommittee on Civil Service, Census
and Agency Organization
Committee on Government Reform
House of Representatives

The Honorable Elijah E. Cummings
House of Representatives

The Honorable Eleanor Holmes Norton
House of Representatives

The Honorable Edolphus Towns
House of Representatives

The federal government's civilian workforce faces large losses over the next 5 years, primarily through retirements. We estimated in an earlier report that, from fiscal years 1999 through 2006, 15 percent of the workforce would retire. The Senior Executive Service (SES) generally represents the most experienced, and one of the older in age, segments of the workforce, and retirements are expected to be even higher for SES members. This has important implications for government management and emphasizes the need for good succession planning for this leadership group. Racial, ethnic, and gender diversity in the SES corps is important because they are the people who run the government's programs, and diversity in the senior leadership is an important component for the effective operation of the government. Diversity can bring a wider variety of perspectives and approaches to bear on policy development and implementation, strategic planning, problem solving, and decision making and can be an organizational strength that contributes to achieving results.

You asked us to explore the implications for diversity, as defined by race, ethnicity,[1] and gender, of the expected loss of SES members over the next

[1] We analyzed five racial and ethnic groups—Native Americans, Asians and Pacific Islanders, African Americans, Hispanics, and whites. We defined the first four groups as racial and ethnic minorities because of their relatively small numbers and proportions, individually or as a group, relative to whites. When we refer to these four groups collectively, we use the term minorities.

several years. Our objectives were to (1) estimate by race, ethnicity, and gender the number of members of the career SES who will leave government service from October 1, 2000, through September 30, 2007, and what the profile of the SES will be if appointment trends do not change, (2) make the same estimates for the pool from which the vast majority of SES replacements will come (i.e., those in the General Schedule (GS) at grades GS-15 and GS-14), and (3) obtain from the Office of Personnel Management (OPM), the Equal Employment Opportunity Commission (EEOC), and four selected agencies their observations on our estimates and on SES diversity during this time of change.

To address the objectives, we developed a model to estimate statistically the number of career SES members by race, ethnicity, and gender who would leave the government, primarily through retirement but including other reasons, such as moving to private sector employment and death. We used actual separation experience from fiscal years 1996 through 2000 as the basis for the model. We made estimates for both the executive branch overall and by agency for the 24 Chief Financial Officer (CFO) agencies.[2] We then used actual SES appointment data by race, ethnicity, and gender for fiscal years 1995 through 2000 to project what the SES profile would be by October 1, 2007, if appointment trends do not change. We used the same techniques to estimate losses to and replacements for the GS-15 and GS-14 pool of potential SES replacements. We asked OPM and EEOC to comment on our estimates and their implications for diversity in the SES. We also asked OPM and EEOC to provide information on any efforts they had under way or planned to address diversity considering the magnitude of estimated SES losses. In addition, we visited four federal agencies—two with relatively high proportions of women and/or racial and ethnic minorities in the SES and two with relatively low proportions—and sought the same information from them as we had from OPM. Our work was performed from October 2001 through December 2002 in accordance with generally accepted government auditing standards. Details on our methodology in general and our modeling and projection methods in particular are presented in appendix I.

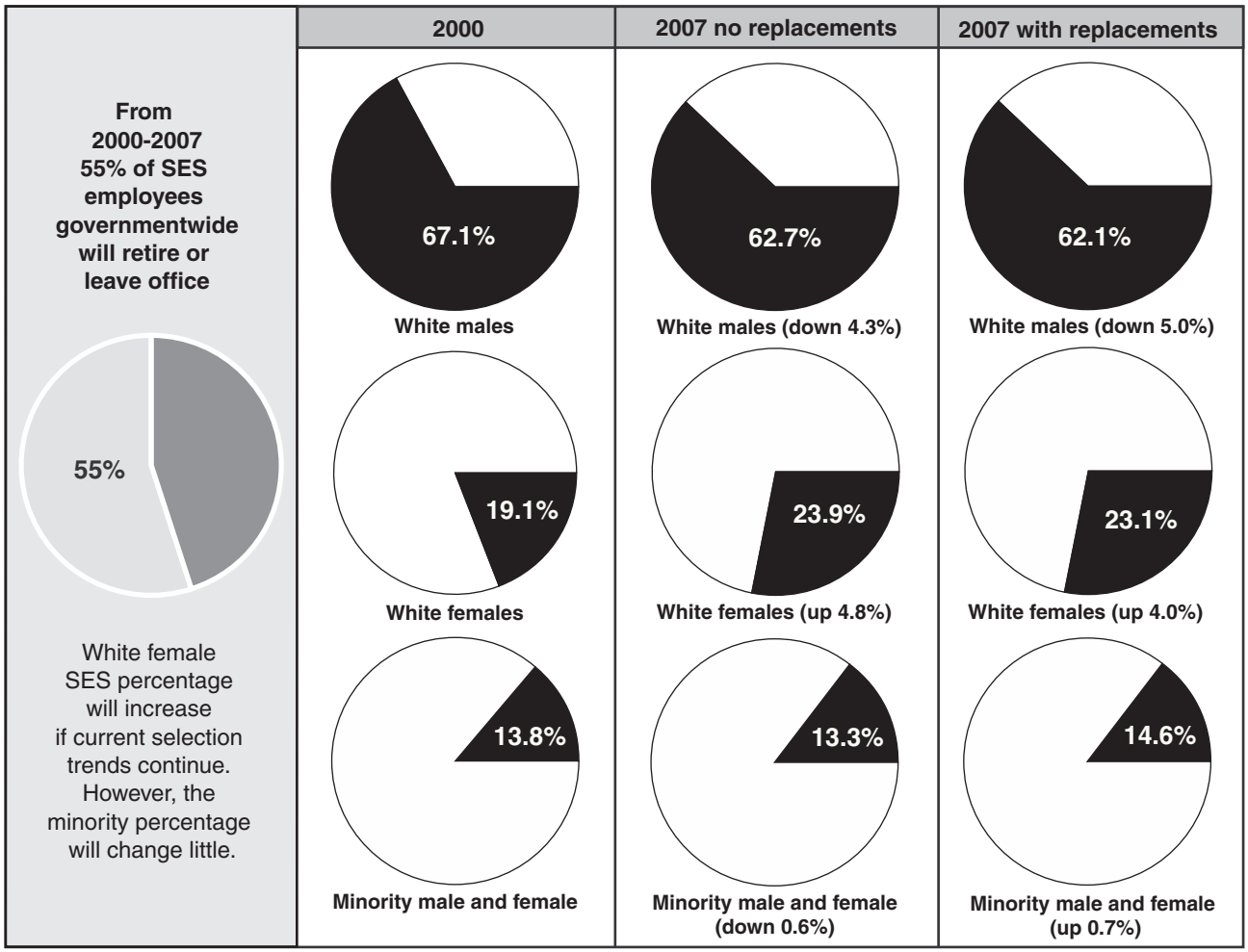
Results in Brief

We estimate that more than half of the career SES members employed on October 1, 2000, will have left service by October 1, 2007, and that using

[2] The CFO agencies are those covered by the Chief Financial Officers Act, 31 U.S.C. §901. Together, the 24 agencies account for about 96 percent of federal employees.

current SES appointment trends, the only significant changes in diversity will be an increase in the number of white women and an essentially equal decrease in white men. The proportions of minority women and men will remain virtually unchanged in the SES corps. On October 1, 2000, there were over 6,100 members in the career SES corps with minority men and women constituting about 14 percent, white women about 19 percent, and white men about 67 percent. By October 1, 2007, our model predicts that the government will have lost over 3,300, or about 55 percent, of its SES corps with the majority of the losses being white males. If agencies replace SES members with the same mix of appointments by race, ethnicity, and gender as they did during fiscal years 1995 through 2000, the number of racial and ethnic minorities will increase only minimally (0.7 percentage point) by October 1, 2007. Representation of white women will increase by about 4 percentage points with a 5 percentage point decrease in white men. Figure 1 illustrates the SES profile for October 2000 and the projected profile by October 2007.

Figure 1: Governmentwide Changes in the SES from Fiscal Years 2000 through 2007



Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data. Percentages may not add to 100 because of rounding.

Our estimates for the 24 CFO agencies showed substantial variation in SES losses across agencies in both the proportion that would be leaving and the effect on the racial, ethnic, and gender profile, with 10 agencies estimated to have decreases in the proportion of minorities in their SES corps and 12 estimated to have increases. The precision of our estimates of SES departures at individual agencies by racial, ethnic, and gender groups is likely to be less precise than for our overall SES estimates because of the

smaller numbers involved. Nevertheless, the agency-specific numbers should be indicative of what agency profiles will look like on October 1, 2007, if current appointment trends continue.

Our estimates for attrition in the SES successor pool indicate outcomes similar to those for the SES. We estimate that of the almost 52,000 GS-15s on board on October 1, 2000, about 24,000 (or about 46 percent) will be gone by October 1, 2007. Similarly, of the over 83,000 GS-14s, over 28,400 (or 34 percent) will leave. The number of minorities in the residual GS-15 and GS-14 workforce will provide agencies the opportunity to select minority members for the SES. For example, we estimate that of those on board on October 1, 2000, over 4,600 of the minority GS-15s will still be in federal service by October 1, 2007, and promotions to GS-15 and GS-14 could provide some additional minority candidates for the SES. We estimate that if promotion trends continue, by October 1, 2007, the proportion of minority GS-15s will increase by about 1.5 percentage points to 17.3 percent and of minority GS-14s by about 1 percentage point to 18.8 percent.

OPM has recommended a number of steps that departments and agencies can take to maintain and enhance diversity in their career SES and lower level workforces. These include recruitment efforts specifically directed at underrepresented groups, inclusion of diversity in workforce and executive succession planning, monitoring the numbers of women and minorities in the existing workforce and among those selected for hiring and promotion, and holding executives accountable for diversity in the workforces they manage. The four federal agencies we visited had elements of most or all of the recommended actions and in fact had many of them for a number of years. All four agencies recognized that they needed to enhance diversity in at least some categories and that more efforts than those taken in the past are needed if diversity is to be increased.

EEOC, OPM, and three of the four agencies visited commented on a draft of the report. All generally agreed with the report and that there was a need for additional efforts to ensure diversity in the SES.

Background

In a 2001 report, we estimated that by the end of fiscal year 2006 about 31 percent of the 24 CFO agencies' employees working in 1998, or 493,000 people, will be eligible to retire, and about half of the eligible employees (236,000 people, the equivalent of 15 percent of the 1998 workforce) would actually retire.[3] We included the SES in our analysis, but did not separately analyze or break out data for the SES. In 2000, we reported on SES retirement eligibility and pointed out that because individuals normally do not enter the SES until well into their careers, SES retirement eligibility is much higher than for the workforce in general.[4] Our analysis showed that 71 percent of the almost 6,000 career SES members employed as of October 1, 1998, would reach regular retirement eligibility by the end of fiscal year 2005. We concluded that the retirement eligibility trends of the SES point to the importance of agencies placing appropriate emphasis and attention on SES succession planning because SES retirements will result in a loss of leadership continuity, institutional knowledge, and expertise among the government's top career managers. The importance that we place on workforce planning, including planning related to employee retirement, is illustrated by our designation of strategic human capital management as a governmentwide high-risk area that needs urgent attention to ensure that the federal government functions economically, efficiently, and effectively.[5]

[3] U.S. General Accounting Office, *Federal Employee Retirements: Expected Increase Over the Next 5 Years Illustrates Need for Workforce Planning*, GAO-01-509 (Washington, D.C.: Apr. 27, 2001).

[4] U.S. General Accounting Office, *Senior Executive Service: Retirement Trends Underscore the Importance of Succession Planning*, GAO/GGD-00-113BR (Washington, D.C.: May 12, 2000).

[5] U.S. General Accounting Office, *High-Risk Series: An Update*, GAO-01-263 (Washington, D.C.: January 2001) and *Human Capital: Meeting the Governmentwide High-Risk Challenge*, GAO-01-357T (Washington, D.C.: Feb. 1, 2001).

The Civil Service Reform Act of 1978 that established the SES states, among other things, that the policy of the federal government is to ensure equal employment opportunity in the workforce. It is generally recognized that a diverse SES corps can be an organizational strength that contributes to achieving results. In fact, we consider diversity so important that we identify it in our model for federal agencies on strategic human capital management as one of the eight critical success factors for strategic management.[6] The demographics of the public served by the federal government are changing, and diversity has evolved from public policy to a business need. SES losses over the next several years present both a challenge for the federal government in filling the vacant positions and an opportunity to affect, through selections to the SES, the diversity of the corps.

Government Has Important Opportunity To Affect SES Diversity, but Little Will Change If Current Appointment Trends Continue

Because of the wave of retirements and normal attrition for other reasons, the federal government will have the challenge and opportunity to replace over half of its SES corps during fiscal years 2001 through 2007. Our simulation estimates that almost 3,400 of the 6,100 career SES members as of October 2000 will have left the service by October 2007. While a large portion of the GS-15s and GS-14s who represent the primary pool of replacements will also have left by October 2007, substantial numbers of minorities and women will be among the potential SES candidates in that pool. However, if current SES appointment trends continue, the proportion of the SES represented by minorities will remain essentially unchanged.

Table 1 presents the results by racial, ethnic, and gender groups of our simulation of SES attrition and projection of SES appointments using current trends. The simulation estimates that 56 percent of the SES members who held positions at the start of fiscal year 2001 will leave service during the ensuing 7 years. The table also shows that the racial/ethnic profile of those SES members who will remain in the service throughout the 7-year period will be about the same as it was for all SES members in October 2000. This is because minorities will be leaving at essentially the same rate overall as white members. Thus, any change in minority representation will be the result of new appointments to the SES. However, as the last columns of table 1 show, if current appointment trends

[6] See U.S. General Accounting Office, *A Model of Strategic Human Capital Management*, GAO-02-373SP (Washington, D.C.: Mar. 15, 2002). Diversity is covered by the critical success factor called "Empowerment and Inclusiveness."

continue, the result of replacing over half of the SES will be a corps whose racial and ethnic profile is virtually the same as it was before. The outlook regarding gender diversity is somewhat different because the percentage represented by white women is estimated to increase by 4 percentage points and the percentage of minority women minimally by 0.5 percentage point. The proportion representing minority men is estimated to be virtually unchanged, only a 0.2 percentage point increase while white men's proportion will decrease by 5 percentage points.

Table 1: Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	4,097	67.1	1,704	62.7	3,794	62.1
White women	1,164	19.1	648	23.9	1,409	23.1
African-American men	333	5.5	144	5.3	347	5.7
African-American women	179	2.9	85	3.1	205	3.4
Hispanic men	112	1.8	48	1.8	123	2.0
Hispanic women	43	0.7	16	0.6	43	0.7
Asian/Pacific Islander men	70	1.1	26	1.0	65	1.1
Asian/Pacific Islander women	33	0.5	12	0.4	39	0.6
Native American men	54	0.9	21	0.8	47	0.8
Native American women	21	0.3	8	0.3	21	0.3
Unknown	4	0.1	4	0.1	17	0.4
Total	**6,110**	**100.0**	**2,716**	**100.0**	**6,110**	**100.0**
Men	4,666	76.4	1,943	71.5	4,376	71.6
Minority men	569	9.3	239	8.8	582	9.5
Women	1,440	23.6	769	28.3	1,717	28.1
Minority women	276	4.5	121	4.5	308	5.0

Source: GAO.

Note: Information obtained from analysis of OPM's Central Personnel Data File data.

[a]Percentages may not add to 100 because of rounding.

To ascertain what the racial, ethnic, and gender profile of the candidate pool for SES replacements will look like, we performed the same simulations and projections for GS-15s and GS-14s as we did for the SES. Over 80 percent of career SES appointments of federal employees come from the ranks of GS-15s.[7] Similarly, those promoted to GS-15 are GS-14s over 90 percent of the time. Table 2 presents the results for GS-15s and table 3 for GS-14s. The results for both are similar to those for the SES, but a somewhat lower proportion will leave because GS-15s and GS-14s are generally younger and have somewhat different propensities to leave than SES members.

Table 2: Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	33,567	64.8	16,731	61.2	31,383	60.6
White women	10,062	19.4	5,884	21.5	11,399	22.0
African-American men	1,711	3.3	981	3.6	2,004	3.9
African-American women	1,500	2.9	909	3.3	1,799	3.5
Hispanic men	1,197	2.3	702	2.6	1,375	2.7
Hispanic women	470	0.9	285	1.0	560	1.1
Asian/Pacific Islander men	2,063	4.0	1,090	4.0	1,872	3.6
Asian/Pacific Islander women	836	1.6	500	1.8	879	1.7
Native American men	278	0.5	152	0.6	352	0.7
Native American women	103	0.2	54	0.2	116	0.2
Unknown	39	0.1	39	0.1	88	0.2
Total[a]	**51,826**	**100.0**	**27,327**	**100.0**	**51,827**	**100.0**
Men	38,816	74.9	19,656	71.9	36,986	71.4
Minority men	5,249	10.0	2,925	10.7	5,603	10.8
Women	12,971	25.0	7,632	27.9	14,753	28.5

[7] A small number of GS-14s are promoted to SES and it is possible for GS-13s to be promoted to SES, but this is rare. The remaining SES appointments come from people not employed by the federal government.

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GS-15	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
	Number	Percentage	Number	Percentage	Number	Percentage
Minority women	2,909	5.6	1,748	6.4	3,354	6.5

Source: GAO.

Note: Information obtained from analysis of OPM's Central Personnel Data File data.

[a]Percentages may not add to 100 because of rounding.

Almost half of the GS-15s (24,499, or 47 percent) and about a third of GS-14s (28,419, or 34 percent) will have left government service by October 2007 according to our simulation. Minority representation among those GS-15s who remain will be about the same as it was in fiscal year 2001, indicating that whites and minorities will leave at about the same rates. However, the proportion of the remaining GS-14s represented by minorities will increase somewhat (by 1.5 percentage points) and the proportion of both grades represented by white and minority women will also increase. Moreover, if current promotion trends to GS-15 and GS-14 continue, marginal gains by almost all of the racial and ethnic groups would result. Our simulation shows that significant numbers of minority GS-15s (4,673) and GS-14s (10,567) will be employed throughout fiscal years 2000 through 2007, and our projection of promotions also shows substantial numbers of minorities at the GS-15 (8,957) and GS-14 (15,672) levels. These numbers indicate that significant numbers of minority candidates for appointment to the SES should be available.

Table 3: Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

GS-14	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
	Number	Percentage	Number	Percentage	Number	Percentage
White men	49,548	59.6	31,297	57.1	47,799	57.5
White women	18,759	22.6	12,828	23.4	19,559	23.5
African-American men	3,401	4.1	2,365	4.3	3,549	4.3
African-American women	4,067	4.9	2,921	5.3	4,293	5.2

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GS-14	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
	Number	Percentage	Number	Percentage	Number	Percentage
Hispanic men	2,117	2.5	1,551	2.8	2,374	2.9
Hispanic women	884	1.1	674	1.2	1,010	1.2
Asian/Pacific Islander men	2,426	2.9	1,696	3.1	2,372	2.9
Asian/Pacific Islander women	1,036	1.2	775	1.4	1,144	1.4
Native American men	579	0.7	385	0.7	615	0.7
Native American women	294	0.4	200	0.4	315	0.4
Unknown	75	0.1	75	0.1	156	0.2
Total[a]	**83,186**	**100.0**	**54,767**	**100.0**	**83,186**	**100.0**
Men	58,071	69.8	37,294	68.1	56,709	68.2
Minority men	8,523	10.2	5,997	11.0	8,910	10.7
Women	25,040	30.1	17,398	31.8	26,321	31.6
Minority women	6,281	7.6	4,570	8.3	6,762	8.1

Source: GAO.

Note: Information obtained from analysis of OPM's Central Personnel Data File data.

[a]Percentages may not add to 100 because of rounding.

With respect to gender, the percentage of white women at GS-15 is projected to increase by 2.6 percentage points and at GS-14 by 1.0 percentage point. The proportions of minority women will increase by 0.9 percentage point for GS-15s and 0.6 percentage point for GS-14s while those for minority men will increase 0.7 percentage point for GS-15s and 0.5 percentage point for GS-14s. White men will represent 4.2 percentage points less of GS-15s and 2.1 percentage points less of GS-14s.

Picture at 24 CFO Agencies Varies, but Estimated Diversity Changes Usually Small

The results of our simulation of SES attrition and our projection of appointments to the SES over the October 1, 2000, through September 30, 2007, period show variation across the 24 CFO agencies, as illustrated in table 4. However, as with the governmentwide numbers discussed in the previous section, agencies tend to increase the proportion of women in the SES, particularly white women, and decrease the proportion of white men. The proportion represented by minorities tended to change relatively little. The precision of our estimates of SES attrition at individual agencies by racial, ethnic, and gender groups is likely to be less precise than for our overall SES estimates because of the smaller numbers involved.

Nevertheless, the agency-specific numbers should be indicative of what agency profiles will look like on October 1, 2007, if current appointment trends continue.

Table 4: Number of SES, Percentages of Women and Minorities on October 1, 2000, and Percentages of Women and Minorities on October 1, 2007, Assuming SES Appointment Trends for Fiscal Years 1995-2000 Continue, by CFO Agency

		Percentage as of October 1, 2000		Percentage on October 1, 2007, appointments using current trends, and percentage change from October 1, 2000			
CFO agency	Number of SES	Women	Minorities	Women	Change	Minorities	Change
Agriculture	283	25.4	20.1	30.0	+4.6	23.0	+2.8
AID	25	20.0	20.0	20.8	+0.8	4.2	-15.8
Commerce	296	23.3	12.5	30.9	+7.6	15.1	+2.6
Defense	1,144	16.3	6.1	20.7	+4.4	6.1	0.0
Education	60	28.3	21.7	32.3	+3.9	21.0	-0.7
Energy	391	18.9	10.7	25.8	+6.9	9.5	-1.3
EPA	255	29.8	15.3	35.7	+5.9	23.1	+7.8
FEMA	32	21.9	3.1	28.1	+6.3	3.1	0.0
GSA	84	28.6	14.3	32.9	+4.4	12.9	-1.3
HHS	399	36.1	21.3	41.2	+5.1	22.9	+1.6
HUD	73	28.8	35.6	38.2	+9.4	40.8	+5.2
Interior	191	31.9	22.0	39.3	+7.3	23.6	+1.6
Justice	407	22.6	15.2	25.0	+2.4	16.7	+1.4
Labor	132	28.0	21.2	32.8	+4.8	26.0	+4.7
NASA	394	19.5	13.2	23.5	+4.0	12.9	-0.3
NRC	139	13.7	11.5	17.3	+3.8	8.6	-2.9
NSF	79	30.4	13.9	35.0	+4.6	10.0	-3.9
OPM	36	41.7	19.4	45.7	+4.0	17.1	-2.3
SBA	39	33.3	33.3	36.6	+3.3	34.1	+0.8
SSA	118	35.6	33.1	41.0	+5.4	30.8	-2.3
State	101	28.7	5.0	30.0	+1.3	3.0	-2.0
Transportation	178	27.0	14.5	29.2	+2.2	17.4	+2.8
Treasury	537	23.3	12.8	24.3	+1.0	14.2	+1.3
VA	247	14.6	9.7	21.4	+6.8	11.7	+2.0

Source: GAO.

Note: AID is the Agency for International Development, EPA is the Environmental Protection Agency, FEMA is the Federal Emergency Management Agency, GSA is the General Services Administration, HHS is the Department of Health and Human Services, HUD is the Department of Housing and Urban

Development, NASA is the National Aeronautics and Space Administration, NRC is the Nuclear Regulatory Commission, NSF is the National Science Foundation, OPM is the Office of Personnel Management, SBA is the Small Business Administration, SSA is the Social Security Administration, and VA is the Department of Veterans Affairs. Information obtained from analysis of OPM's CPDF data.

The racial, ethnic, and gender profiles of the career SES at the 24 CFO agencies varied significantly on October 1, 2000. The representation of women ranged from 13.7 percent to 36.1 percent with half of the agencies having 27 percent or fewer women. For minority representation, rates varied even more and ranged from 3.1 percent to 35.6 percent with half of the agencies having less than 15 percent minorities in the SES. Detailed data on each CFO agency in the same format as tables 1, 2, and 3 are included in appendix II.

Our simulation results also varied for the proportion of SES members who will leave service by October 1, 2007, but most of the CFO agencies are estimated to lose at least half of their SES corps. The effect on representation of minorities and women in the residual SES also varies but exhibits little change at most agencies for minorities from the October 1, 2000, profile. Only 3 agencies exhibited increases in minority representation of more than 1 percentage point. Increases for women were higher once again with only 1 agency having an increase of less than 3 percentage points. Most of the changes for women were accounted for by white women.

Our projection of what the SES would look like if current appointment trends continued through October 1, 2007, also showed variation with 12 agencies having increased minority representation and 10 having less. While projected changes for women are often appreciable, with 16 agencies having gains of 4 percentage points or more and no decreases, projected minority representation changes in the SES at most of the CFO agencies are small, exceeding a 2 percentage point increase at only 6 agencies, with 10 agencies having decreases.

The diversity picture for GS-15s and GS-14s is somewhat better than that for the SES at most agencies. The main differences from the SES are that a smaller proportion of the GS-15 and GS-14 population is estimated to leave government service and projected representation of minorities tends to be somewhat greater for those grades compared to the SES. Even after considering estimated attrition, agencies tend to have substantial numbers of minorities and women in the SES replacement pool and projected promotions to GS-15 and GS-14 increase those numbers. As mentioned above, appendix II presents detailed information on GS-15s and GS-14s at

the CFO agencies. Again, our estimates for the GS-15 and GS-14 populations at individual agencies are likely to be less precise than our governmentwide figures because of the smaller numbers involved but should be indicative of what agency profiles will look like in October 2007.

OPM and the Federal Agencies Said That Further Action Is Needed to Promote SES Diversity

OPM has recently reaffirmed its commitment to diversity in the career SES, and has provided guidance to federal departments and agencies on maintaining and increasing workforce diversity. The four federal agencies we visited had implemented, or were in the process of implementing, many if not all of the steps recommended by OPM in its guidance. OPM, EEOC, and the four federal agencies we visited all said that our analysis was an accurate reflection of the likely future composition of the career SES if current patterns of selection and attrition continue. They all said that more diversity was needed in the SES and that based on our estimates more efforts would need to be taken if diversity is to increase.

OPM Guidance and Agency Response

In an April 2002 memorandum to federal departments and agencies, the Director of OPM reaffirmed OPM's commitment to diversity in the SES. About 2 years before, in June 2000, OPM provided comprehensive guidance to federal departments and agencies for building and maintaining a diverse workforce.[8] OPM recommended the following:

- incorporate diversity program activities and objectives into agency workforce planning and executive succession planning;
- incorporate diversity into recruitment planning and activities, and use tools and techniques that are more likely to discover and attract a more diverse field of candidates (i.e., visits to majority-minority campuses, partnerships with minority organizations, and advertisement in specialty media);
- continually monitor the agency workforce profile, and the numbers of women and minorities participating in agency development programs; and

[8] Office of Personnel Management, *Building and Maintaining a Diverse, High-Quality Workforce: A Guide for Federal Agencies*, OPM Publication ES-DO-05 (Washington, D.C.: June 2000).

- build accountability for hiring, retaining, and developing a diverse, high-quality workforce into the performance management system for managers and supervisors.

We visited the departments of Energy, the Interior, and Veterans Affairs (VA) and the Social Security Administration (SSA), each of which has had efforts in these OPM-recommended areas under way, often for a number of years. According to agency officials, three of the four agencies have diversity goals for their career SES. Officials at all four agencies told us that they have in place, or are putting in place, agencywide human capital planning and executive succession management, which includes diversity as an element in planning. All four agencies have programs for entry-level minority recruiting and for leadership development, which they believe will lead to an increased minority presence in leadership and executive ranks sometime in the future. Officials at all four agencies said that building a diverse workforce was an element in their current performance evaluation for agency executives. All four agencies either have in place or are putting in place human capital information systems that will be able to generate, periodically or on request, reports to management officials on the diversity of the current workforce at any level, and on the ethnic and gender composition of recent agency hires. (See app. III for details on the responses of OPM and the four agencies concerning workforce diversity in general and SES diversity in particular.)

Response to GAO's Analysis

OPM officials, after reviewing our analysis of present SES diversity and projections of future SES composition, said that women and minorities continued to be underrepresented in the federal executive corps. They said that it would be unsatisfactory if the racial, ethnic, and gender composition of the career SES in 2007 were as we projected. EEOC expressed concern about the trends suggested by our analyses to the extent that they may point to the presence of arbitrary barriers that limit qualified members of any group from advancing into the SES.

Energy, Interior, VA, and SSA said that our analysis of their current and future career SES diversity was reasonable. All of the agencies agreed that improvements needed to be made in their current SES diversity. All of them also said that the composition of the career SES that we projected if present selection trends continued would not be acceptable. Moreover, all four agreed that they would need to undertake additional efforts beyond those currently used if diversity is, in fact, to be enhanced.

Agency Comments

We asked OPM, EEOC, and the four agencies we visited for comments on a draft of this report. The Director of OPM's comments are reprinted in appendix IV. Also, the comments of EEOC's Acting Director of Communications and Legislative Affairs are reprinted in appendix V, those from the Commissioner of SSA in appendix VI, those from the Secretary of Veterans Affairs in appendix VII, and those from the Director, Office of Management, Budget and Evaluation, Department of Energy, are in appendix VIII. The Department of the Interior said that it had no comments on the draft report.

OPM said that it concurs with our findings and welcomes the attention this report will bring to a critical opportunity facing the federal workforce and federal hiring officials. The Director said that increasing diversity in the executive ranks continues to be a top priority for OPM and that the agency has been proactive in its efforts to help federal agencies obtain and retain a diverse workforce, particularly in the senior ranks. She also said that talk is not enough, only results matter and that OPM itself in the past year has expanded its efforts to attract senior managers from government and the private sector and changed its SES performance standards to reflect a priority recruitment of qualified minorities. The comments cited several efforts OPM had under way to promote diversity, such as leading the Interagency Task Force on Hispanic Employment and reaching out to the next generation of public servants—college and university undergraduates—as they begin to choose career paths by such actions as hosting a reception in January 2003 for students from Historically Black Colleges and Universities to introduce them to and explain the hiring process for the federal government.

EEOC said that the projected large losses in the SES ranks present the government with both a challenge and an opportunity to further strengthen the SES through employment practices that will ensure that the SES corps is staffed with the best and brightest talent available regardless of race, ethnicity, gender, or disability. EEOC went on to say that in the years ahead, federal agencies will need to continue their vigilance in ensuring a level playing field for all federal workers and should explore proactive strategies, such as succession planning, SES development, and mentoring programs for midlevel employees, to ensure a diverse group of highly qualified candidates for SES positions. EEOC listed a number of initiatives it said it had begun recently to help agencies identify and remove barriers to free and open competition in the federal workplace. However, most of these initiatives were related to the equal employment opportunity (EEO)

compliant process and EEO data reporting and only tangentially to SES diversity.

SSA said that it agrees with the reports findings and conclusions, including the value of all the OPM recommended actions we cite in the report. SSA said that it has been implementing such actions since late 1998. SSA also commented that it agrees with all of the information we present about SSA's efforts to increase SES diversity.

Energy said that more needs to be done to enhance SES diversity, particularly in light of the retirement and other losses anticipated over the next 5 years. Energy said that the attrition has important implications for government management and emphasizes the need for good succession planning as well as racial, ethnic, and gender diversity in the SES corps. Energy reiterated the efforts it has under way, discussed earlier in this report and in appendix III, to enhance SES diversity in the future and said that it is committed to enhancing diversity.

VA commented that it generally agreed with our observations. VA said that it is undertaking efforts to increase diversity within its SES ranks.

EEOC, Energy, and VA also made technical comments, which we incorporated where appropriate.

Unless you announce its contents earlier, we will make no further distribution of this report until 30 days after its date. At that time, we will send copies to the Director of OPM, the Chair of EEOC, the heads of the 24 CFO agencies covered by the report, and other interested committees and members of Congress. We will also make copies available to others on request. In addition, the report will be available at no charge on the GAO Web site at http://www.gao.gov. If you have questions, please call me on (202) 512-6806 or contact Thomas G. Dowdal, Assistant Director, on (202)

512-6588 or at dowdalt@gao.gov. Major contributors to this report are listed in appendix IX.

Victor S. Rezendes
Managing Director, Strategic Issues

Objectives, Scope, and Methodology

Our objectives were to (1) identify the effect of estimated employment separations on the racial, ethnic, and gender diversity among the career Senior Executive Service (SES), GS-15s, and GS-14s in the 24 Chief Financial Officer (CFO) agencies and governmentwide, (2) determine the effect of estimated appointments to refill these vacancies on diversity, and (3) obtain from the Office of Personnel Management (OPM), the Equal Employment Opportunity Commission (EEOC), and four selected agencies their observations on our estimates and on SES diversity during this time of change.[9]

Analysis of Separation Trends

To determine the effect of estimated employment separations and appointments to fill these vacancies on racial, ethnic, and gender diversity, we analyzed personnel data from OPM's Central Personnel Data File (CPDF) to determine past trends and used statistical simulation to estimate future trends.[10] We analyzed separation data for fiscal years 1996 through fiscal year 2000 (the most recent data available at the time we started our analyses) for each of the three grade levels.[11] We included voluntary retirements, other retirements, resignations, death, and terminations for poor performance or conduct in separations.[12]

[9] We included GS-15, GS-14, and equivalent employees. GS-equivalent employees are those in equivalent grades under other pay plans that follow the GS grade structure and job evaluation methodology or are equivalent by statute.

[10] We did not independently verify the CPDF data for the years we reviewed. However, in a 1998 report (*OPM's Central Personnel Data File: Data Appear Sufficiently Reliable to Meet Most Customer Needs*, GAO/GGD-98-199, Sept. 30, 1998), we reported that governmentwide data from the CPDF for key variables in this study—gender, race, ethnicity, grade, pay plan, career status, agency, and personnel action—were 97 percent or more accurate.

[11] We included only career employees in the executive branch of the federal government, excluding the intelligence agencies and the Postal Service, because these agencies do not submit data to OPM's CPDF. Federal Bureau of Investigation (FBI) employees are not included in Department of Justice numbers because the FBI does not report separation and appointment data to OPM's CPDF.

[12] In analyzing separations, we did not include promotions to a higher grade, demotions to a lower grade, or transfers from one agency to another agency.

For separations, we calculated each employee's years of service by finding the difference between the service computation date (we used the 15th of each month as the day) and the date of actual separation. Similarly, we calculated age at separation by finding the difference between the date of birth (we used the 15th of each month as the day) and the date of separation.[13] We calculated the age and years of service for employees at the end of the fiscal year similarly but used September 30 as the end date.

For each 2-year interval in the years of service and age of those who separated from service during the period 1996 through 2000, we calculated the probability of leaving by dividing the number of workers that separated by the number of employees in the workforce with a similar combination of years of service and age who were on board at the end of the fiscal year preceding the fiscal year of separations. We put all staff members who were 67 years and older into a single group. We similarly grouped all employees with 32 or more years of service. Using regression, we then modeled the rate of separation as a function of years of service, age, agency type (civilian or defense), race (white or nonwhite), and gender.[14] We developed an equation that estimates the rate of separation for any age, years of service, as well as agency type, race, and gender combination.[15]

Estimation Methodology of Future SES Separations

We applied a statistical simulation technique to each of the 83,153 GS-14, 51,826 GS-15 and 6,110 SES workforce members on board as of September 30, 2000 (the end of fiscal year 2000). Each employee's age and years of service as well as race, ethnicity, gender, and agency type were used as input into the simulation.[16] Based on the simulation results, an employee was considered to have "separated" if the predicted rate of separation

[13] CPDF does not contain the day in the service computation date or the birth date.

[14] Because we did the analyses by agency and because many agencies had very small numbers of SES in some of the racial, ethnic, and gender EEO groups, we did not enter each group into the regression analyses but instead used two groups: whites and minorities. Entering groups with small numbers into the analyses would have lessened the reliability of the estimates.

[15] For the SES, we did not base the equation on race, ethnicity, gender, or agency type because these were not significant predictors of separation.

[16] Employees whose gender, race, or ethnicity was missing (called "unknown" in this report) were not included in the regression analyses or simulation. They were included in the appointment analyses and final totals.

(from zero to 1.0) was greater than a simulation-generated random number from zero to 1. If the predicted value was less than a generated random number then the individual employee was deemed not to have separated. This process was repeated for each employee. The process was then continued for those employees who were not estimated as having separated in fiscal year 2001, but with each employee now being 1 year older and having 1 more year of service. As before, the employee's new age and new years of service were used as input into the model and a predicted rate of separation was contrasted with a new generated random number to determine whether the employee was considered as separated in fiscal year 2002. A separation decision was made for each of the remaining employees, and each employee was either counted as having separated in fiscal year 2002 or 1 year was again added to both age and years of service. This process was repeated seven times for each year from fiscal years 2001 through 2007. The total number of separations by grade level, agency type, race, ethnicity, and gender was calculated across all 7 years.

To determine how many employees remained after the separations, we subtracted the number separated for each combination of grade level, race, ethnicity, and gender from the total number of staff in the agency at that grade level. To determine what percentage of this remaining workforce was in each of the race, ethnicity, and gender groups, we divided the number remaining for each race, ethnicity, and gender by the total number of staff remaining at each agency.

Analysis of Appointment Trends

To estimate the race and gender profile of expected appointments in fiscal years 2001 through 2007, we analyzed by agency career appointment trends for the SES, GS-15, and GS-14 grade levels by race and gender for fiscal years 1995 through 2000. We included conversions, appointments (new hires), and promotions into each grade level. We combined the data for each fiscal year into a single 6-year total for each grade level. We determined what percentage each equal employment opportunity (EEO) group (race and ethnicity by gender; for example, African-American females) constituted of these past accessions for each level. We assumed that the number of separations estimated for fiscal years 2001 through 2007 would all be refilled through accessions. Therefore, the number of estimated accessions equaled the number of estimated separations.

To estimate how many accessions would occur for each EEO group during fiscal years 2001 through fiscal year 2007, we multiplied an agency's predicted total separations times an EEO group's percentage of an agency's

past accessions. For example, if the Department of Commerce was expected to have 100 separations for a particular grade level and African-American males were 6 percent of Commerce's past accessions at that grade level, then we estimated that Commerce's accessions to fill these 100 vacancies would include six African-American males (100 separations times 0.06). These calculations were done for the period from fiscal years 2001 through 2007 as a whole, not year by year.

To assess the effect that accessions to refill the positions vacated by separations had on the EEO profile, we added these expected career accessions to the career staff members we expected to remain after separations in each agency at each grade level at the end of fiscal year 2007. We then calculated the percentage for each racial and ethnic group by gender in each grade level within each agency. These calculations were done for each of the 100 iterations of separation predictions for each race, ethnicity, gender, agency, and grade level. Because these replacement calculations were done for each of the 100 iterations, we determined confidence intervals around all estimates reported. In general, confidence intervals for EEO groups for specific agencies are likely to be less precise than the governmentwide ones.

Table 5: Confidence Intervals: Estimated Race, Ethnicity, and Gender of Career SES Corps on October 1, 2007, after Attrition

	Remaining after estimated attrition on October 1, 2007		95 percent confidence intervals (plus or minus)	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,704	62.7	51.8	1.23
White women	648	23.9	32.1	1.04
African-American men	144	5.3	14.4	0.57
African-American women	85	3.1	11.2	0.45
Hispanic men	48	1.8	8.1	0.35
Hispanic women	16	0.6	5.4	0.41
Asian/Pacific Islander men	26	1.0	6.6	0.29
Asian/Pacific Islander women	12	0.4	3.9	0.38
Native American men	21	0.8	5.3	0.48
Native American women	8	0.3	3.7	0.88
Unknown	4	0.1	N/SE	N/SE
Total[a]	**2,716**	**100.0**	**63.3[b]**	**0.60[c]**
Men	1,943	71.5	55.5	1.16

(Continued From Previous Page)

Career SES	Remaining after estimated attrition on October 1, 2007		95 percent confidence intervals (plus or minus)	
	Number	Percentage	Number	Percentage
Minority men	239	8.8	18.7	0.90
Women	769	28.3	35.8	1.16
Minority women	121	4.5	14.1	1.19

Source: GAO.

Legend: N/SE = Not statistically estimated, no basis for confidence intervals.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

[b]This number is the confidence interval around the total number of employees remaining after estimated attrition. It is not the sum of the numbers in this column.

[c]This percentage is the confidence interval around the total percentage of employees remaining after estimated attrition. It is not the sum of the percentages in this column.

Table 6: Confidence Intervals: Projected Race, Ethnicity, and Gender of Career SES Corps on October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

Career SES	As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000		95 percent confidence intervals (plus or minus)	
	Number	Percentage	Number	Percentage
White men	3,794	62.1	28.9	0.47
White women	1,409	23.1	30.9	0.48
African-American men	347	5.7	13.6	0.32
African-American women	205	3.4	14.0	0.27
Hispanic men	123	2.0	10.3	0.20
Hispanic women	43	0.7	8.1	0.26
Asian/Pacific Islander men	65	1.1	8.5	0.17
Asian/Pacific Islander women	39	0.6	8.9	0.27
Native American men	47	0.8	6.1	0.29
Native American women	21	0.3	4.1	0.73
Unknown	17	0.4	N/SE	N/SE
Total[a]	**6,110**	**100.0**	**N/A**	**N/A**
Men	4,376	71.6	30.5	0.50
Minority men	582	9.5	20.3	0.63
Women	1,717	28.1	39.1	0.64
Minority women	308	5.0	19.3	0.90

Source: GAO.

Legend: N/SE = Not statistically estimated, no basis for confidence intervals; N/A = Because we assumed that all separations would be replaced, these totals are not statistical estimates.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 7: Confidence Intervals: Estimated Race, Ethnicity, and Gender of GS-15s on October 1, 2007, after Attrition

	Remaining afterestimated attrition on October 1, 2007		95 percent confidence intervals (plus or minus)	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**
White men	16,731	61.2	170.4	0.36
White women	5,884	21.5	88.6	0.29
African-American men	981	3.6	35.8	0.13
African-American women	909	3.3	31.0	0.11
Hispanic men	702	2.6	27.4	0.10
Hispanic women	285	1.0	18.4	0.09
Asian/Pacific Islander men	1,090	4.0	36.8	0.14
Asian/Pacific Islander women	500	1.8	25.4	0.10
Native American men	152	0.6	16.4	0.06
Native American women	54	0.2	7.7	0.09
Unknown	39	0.1	N/SE	N/SE
Total[a]	**27,327**	**100.0**	**214.4[b]**	**0.20[c]**
Men	19,656	71.9	183.5	0.33
Minority men	2,925	10.7	66.4	0.29
Women	7,632	27.9	104.3	0.33
Minority women	1,748	6.4	47.1	0.42

Source: GAO.

Legend: N/SE = Not statistically estimated, no basis for confidence intervals.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

[b]This number is the confidence interval around the total number of employees remaining after estimated attrition. It is not the sum of the numbers in this column.

[c]This percentage is the confidence interval around the total percentage of employees remaining after estimated attrition. It is not the sum of the percentages in this column.

Table 8: Confidence Intervals: Projected Race, Ethnicity, and Gender of GS-15s on October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000		95 percent confidence intervals (plus or minus)	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**
White men	31,383	60.6	95.0	0.18
White women	11,399	22.0	78.8	0.15
African-American men	2,004	3.9	35.1	0.07
African-American women	1,799	3.5	31.1	0.06
Hispanic men	1,375	2.7	27.6	0.06
Hispanic women	560	1.1	20.3	0.07
Asian/Pacific Islander men	1,872	3.6	35.5	0.09
Asian/Pacific Islander women	879	1.7	26.1	0.06
Native American men	352	0.7	18.7	0.04
Native American women	116	0.2	11.2	0.09
Unknown	88	0.2	N/SE	N/SE
Total[a]	**51,827**	**100.0**	**N/A**	**N/A**
Men	36,986	71.4	89.8	0.17
Minority men	5,603	10.8	62.9	0.21
Women	14,753	28.5	91.8	0.18
Minority women	3,354	6.5	48.0	0.39

Source: GAO.

Legend: N/SE = Not statistically estimated, no basis for confidence intervals; N/A = Because we assumed that all separations would be replaced, these totals are not statistical estimates.

Note: Information from the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 9: Confidence Intervals: Estimated Race, Ethnicity, and Gender of GS-14s on October 1, 2007, after Attrition

	Remaining after estimated attrition on October 1, 2007		95 percent confidence intervals (plus or minus)	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**
White men	31,297	57.1	160.2	0.21
White women	12,828	23.4	112.0	0.19
African-American men	2,365	4.3	44.9	0.08
African-American women	2,921	5.3	53.5	0.09
Hispanic men	1,551	2.8	36.4	0.07
Hispanic women	674	1.2	24.3	0.05
Asian/Pacific Islander men	1,696	3.1	35.3	0.06
Asian/Pacific Islander women	775	1.4	26.8	0.04
Native American men	385	0.7	24.9	0.05
Native American women	200	0.4	16.3	0.05
Unknown	75	0.1	N/SE	N/SE
Total[a]	**54,767**	**100.0**	**199.6[b]**	**0.10[c]**
Men	37,294	68.1	175.9	0.20
Minority men	5,997	11.0	70.8	0.18
Women	17,398	31.8	122.3	0.20
Minority women	4,570	8.3	62.7	0.25

Source: GAO.

Legend: N/SE = Not statistically estimated, no basis for confidence intervals.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

[b]This number is the confidence interval around the total number of employees remaining after estimated attrition. It is not the sum of the numbers in this column.

[c]This percentage is the confidence interval around the total percentage of employees remaining after estimated attrition. It is not the sum of the percentages in this column.

Table 10: Confidence Intervals: Projected Race, Ethnicity, and Gender of GS-14s on October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000		95 percent confidence intervals (plus or minus)	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**
White men	47,799	57.5	113.2	0.14
White women	19,559	23.5	101.3	0.12
African-American men	3,549	4.3	43.0	0.05
African-American women	4,293	5.2	51.8	0.06
Hispanic men	2,374	2.9	36.5	0.04
Hispanic women	1,010	1.2	25.7	0.03
Asian/Pacific Islander men	2,372	2.9	34.6	0.04
Asian/Pacific islander women	1,144	1.4	29.9	0.03
Native American men	615	0.7	26.8	0.04
Native American women	315	0.4	19.5	0.04
Unknown	156	0.2	N/SE	N/SE
Total[a]	**83,186**	**100.0**	**N/A**	**N/A**
Men	56,709	68.2	108.5	0.13
Minority men	8,910	10.7	66.5	0.14
Women	26,321	31.6	110.0	0.13
Minority women	6,762	8.1	66.4	0.23

Source: GAO.

Legend: N/SE = Not statistically estimated, no basis for confidence intervals; N/A = Because we assumed that all separations would be replaced, these totals are not statistical estimates.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Limitations

We used regression analysis to develop a statistical model using five variables: (1) age at the end of each year for fiscal years 2001 through 2007, (2) years of service at the end of each year for fiscal years 2001 through 2007, (3) race and ethnicity, (4) gender, and (5) whether employed by a Defense agency or a non-Defense agency that most closely fits actual rates of separation over fiscal years 1996 through 2000. The objective in developing the statistical model was to minimize the squared differences between the actual rates of separation and the predicted rates of separation. An index, which is known as the squared correlation

coefficient and is bounded between zero and one, is one useful numerical quantity to assess the strength or predictive power of the mathematical model. A perfect fit in a model would yield a squared correlation coefficient of 1.00. In our mathematical model, we achieved squared correlation coefficients of 0.73 for the SES and 0.75 for both the GS-14s and GS-15s. Thus, we were able to capture and predict three-fourths of the variability in the rates of separation for the 5 years of separation data. Therefore, one limitation is that our model does not predict with 100 percent accuracy the actual rates of separation, although it is uncommon in real world applications to find such a high squared correlation as our model achieved when dealing with behavioral data such as separating from federal government employment.

The accuracy of our projections are also limited by the assumptions we made. Because the model is based on past trends, the estimates of future separations and appointments assume that factors affecting past trends will continue into the future. If one or more assumptions are incorrect, then the projections would change. The model does not account for possible changes in the future such as substantial pay increases, major changes in personnel policies, substantial changes in the number of employees, or large government reorganizations, such as creation of the Department of Homeland Security. For example, our past work has shown that a major increase in SES pay reduces the rate of retirements (and thus separations) in the first 3 years after the pay hike, followed by an increase in subsequent years.[17]

Many nonwork factors can influence an employee's decision to separate from the government. Factors such as an individual's health or children's age/college status may affect the decision of when to separate. Data for these other factors were not available to be included in the statistical model. Other nonwork factors, such as future stock market performance, were not included.

Because we did not include transfers from one agency to another as separations, the estimated separations for individual agencies are probably not as precise as separations governmentwide. Similarly, because we did not include promotions from GS-14 to GS-15 or appointments to the SES

[17] See U.S. General Accounting Office, *Senior Executive Service: Retirement Trends Underscore the Importance of Succession Planning*, GAO/GGD-00-113BR (Washington, D.C.: May 12, 2000).

from GS-14 or GS-15, separations for GS-14s and GS-15s are probably underestimated.

We asked OPM and EEOC to comment on our estimates and their implications for diversity in the SES. We also asked OPM and EEOC to provide information on any efforts they had planned or under way to address diversity, considering the magnitude of estimated SES losses. In addition, we visited four federal agencies—two with relatively high proportions of women and/or racial and ethnic minorities in the SES and two with relatively low proportions—and sought the same information from them as we had from OPM. Our work was performed from October 2001 through September 2002 in accordance with generally accepted government auditing standards.

Demographic Profiles of Career SES, GS-15, and GS-14 Staff at the 24 CFO Agencies

Table 11: Department of Agriculture—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	168	59.4	62	55.4	150	53.0
White women	58	20.5	27	24.1	68	24.0
African-American men	28	9.9	11	9.8	30	10.6
African-American women	11	3.9	6	5.4	15	5.3
Hispanic men	8	2.8	3	2.7	9	3.2
Hispanic women	2	0.7	1	0.9	2	0.7
Asian/Pacific Islander men	5	1.8	2	1.8	7	2.5
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	2	0.7	0	0.0	2	0.7
Native American women	1	0.4	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**283**	**100.0**	**112**	**100.0**	**283**	**100.0**
Minorities	57	20.1	23	20.5	65	23.0
Men	211	74.6	78	69.6	198	70.0
Minority men	43	15.2	16	14.3	48	17.0
Women	72	25.4	34	30.4	85	30.0
Minority women	14	4.9	7	6.3	17	6.0

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 12: Department of Agriculture—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,302	72.0	565	66.2	1,191	65.8
White women	283	15.6	167	19.6	350	19.3
African-American men	72	4.0	39	4.6	81	4.5
African-American women	53	2.9	30	3.5	71	3.9
Hispanic men	37	2.0	21	2.5	43	2.4
Hispanic women	3	0.2	1	0.1	3	0.2
Asian/Pacific Islander men	41	2.3	20	2.3	46	2.5
Asian/Pacific Islander women	7	0.4	4	0.5	9	0.5
Native American men	8	0.4	5	0.6	11	0.6
Native American women	2	0.1	1	0.1	3	0.2
Unknown	1	0.1	1	0.1	2	0.1
Total[a]	**1,809**	**100.0**	**854**	**100.0**	**1,810**	**100.0**
Minorities	223	12.3	121	14.2	267	14.8
Men	1,460	80.7	650	76.1	1,372	75.8
Minority men	158	8.7	85	10.0	181	10.0
Women	348	19.2	203	23.8	436	24.1
Minority women	65	3.6	36	4.2	86	4.8

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 13: Department of Agriculture—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	2,188	63.6	1,336	60.4	2,051	59.6
White women	695	20.2	488	22.1	763	22.2
African-American men	122	3.5	79	3.6	134	3.9
African-American women	153	4.4	112	5.1	178	5.2
Hispanic men	82	2.4	59	2.7	98	2.8
Hispanic women	22	0.6	17	0.8	27	0.8
Asian/Pacific Islander men	95	2.8	62	2.8	95	2.8
Asian/Pacific Islander women	35	1.0	27	1.2	42	1.2
Native American men	32	0.9	20	0.9	33	1.0
Native American women	8	0.2	6	0.3	9	0.3
Unknown	7	0.2	7	0.3	10	0.3
Total[a]	**3,439**	**100.0**	**2,213**	**100.0**	**3,440**	**100.0**
Minorities	549	16.0	382	17.3	616	17.9
Men	2,519	73.2	1,556	70.3	2,411	70.1
Minority men	331	9.6	220	9.9	360	10.5
Women	913	26.5	650	29.4	1,019	29.6
Minority women	218	6.3	162	7.3	256	7.4

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 14: Agency for International Development—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	16	64.0	6	85.7	14	58.3
White women	4	16.0	1	14.3	5	20.8
African-American men	2	8.0	0	0.0	1	4.2
African-American women	1	4.0	0	0.0	0	0.0
Hispanic men	1	4.0	0	0.0	0	0.0
Hispanic women	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	1	4.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	4	16.7
Total[a]	**25**	**100.0**	**7**	**100.0**	**24**	**100.0**
Minorities	5	20.0	0	0.0	1	4.2
Men	20	80.0	6	85.7	15	62.5
Minority men	4	16.0	0	0.0	1	4.2
Women	5	20.0	1	14.3	5	20.8
Minority women	1	4.0	0	0.0	0	0.0

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 15: Agency for International Development—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	257	60.6	136	58.4	233	54.8
White women	94	22.2	54	23.2	108	25.4
African-American men	24	5.7	16	6.9	26	6.1
African-American women	19	4.5	12	5.2	23	5.4
Hispanic men	11	2.6	5	2.1	11	2.6
Hispanic women	1	0.2	0	0.0	1	0.2
Asian/Pacific Islander men	9	2.1	5	2.1	10	2.4
Asian/Pacific Islander women	6	1.4	4	1.7	7	1.6
Native American men	2	0.5	1	0.4	2	0.5
Native American women	1	0.2	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	4	0.9
Total[a]	**424**	**100.0**	**233**	**100.0**	**425**	**100.0**
Minorities	73	17.2	43	18.5	80	18.8
Men	303	71.5	163	70.0	282	66.4
Minority men	46	10.8	27	11.6	49	11.5
Women	121	28.5	70	30.0	139	32.7
Minority women	27	6.4	16	6.9	31	7.3

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 16: Agency for International Development—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	290	52.3	195	50.4	267	48.2
White women	160	28.8	116	30.0	170	30.7
African-American men	23	4.1	17	4.4	24	4.3
African-American women	36	6.5	25	6.5	37	6.7
Hispanic men	15	2.7	12	3.1	17	3.1
Hispanic women	3	0.5	2	0.5	4	0.7
Asian/Pacific Islander men	17	3.1	12	3.1	17	3.1
Asian/Pacific Islander women	10	1.8	8	2.1	10	1.8
Native American men	1	0.2	0	0.0	1	0.2
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	7	1.3
Total[a]	**555**	**100.0**	**387**	**100.0**	**554**	**100.0**
Minorities	105	18.9	76	19.6	110	19.9
Men	346	62.3	236	61.0	326	58.8
Minority men	56	10.1	41	10.6	59	10.6
Women	209	37.7	151	39.0	221	39.9
Minority women	49	8.8	35	9.0	51	9.2

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 17: Department of Commerce—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	201	67.9	76	60.8	177	59.4
White women	58	19.6	33	26.4	76	25.5
African-American men	17	5.7	6	4.8	18	6.0
African-American women	5	1.7	3	2.4	8	2.7
Hispanic men	4	1.4	2	1.6	6	2.0
Hispanic women	3	1.0	2	1.6	6	2.0
Asian/Pacific Islander men	3	1.0	1	0.8	3	1.0
Asian/Pacific Islander women	3	1.0	1	0.8	2	0.7
Native American men	2	0.7	1	0.8	2	0.7
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**296**	**100.0**	**125**	**100.0**	**298**	**100.0**
Minorities	37	12.5	16	12.8	45	15.1
Men	227	76.7	86	68.8	206	69.1
Minority men	26	8.8	10	8.0	29	9.7
Women	69	23.3	39	31.2	92	30.9
Minority women	11	3.7	6	4.8	16	5.4

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 18: Department of Commerce—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,573	68.5	799	64.1	1,413	61.5
White women	408	17.8	253	20.3	528	23.0
African-American men	69	3.0	38	3.0	69	3.0
African-American women	53	2.3	35	2.8	73	3.2
Hispanic men	39	1.7	23	1.8	48	2.1
Hispanic women	14	0.6	9	0.7	15	0.7
Asian/Pacific Islander men	111	4.8	67	5.4	109	4.7
Asian/Pacific Islander women	28	1.2	21	1.7	42	1.8
Native American men	2	0.1	1	0.1	1	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	1	0.0	1	0.1	1	0.0
Total[a]	**2,298**	**100.0**	**1,247**	**100.0**	**2,299**	**100.0**
Minorities	316	13.8	194	15.6	357	15.5
Men	1,794	78.1	928	74.4	1,640	71.3
Minority men	221	9.6	129	10.3	227	9.9
Women	503	21.9	318	25.5	658	28.6
Minority women	95	4.1	65	5.2	130	5.7

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 19: Department of Commerce—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	2,910	60.7	1,993	58.5	2,706	56.4
White women	923	19.2	658	19.3	986	20.6
African-American men	183	3.8	139	4.1	195	4.1
African-American women	177	3.7	135	4.0	204	4.3
Hispanic men	65	1.4	50	1.5	69	1.4
Hispanic women	43	0.9	32	0.9	46	1.0
Asian/Pacific Islander men	335	7.0	274	8.0	397	8.3
Asian/Pacific Islander women	139	2.9	111	3.3	173	3.6
Native American men	10	0.2	7	0.2	9	0.2
Native American women	8	0.2	6	0.2	9	0.2
Unknown	2	0.0	2	0.1	3	0.1
Total[a]	**4,795**	**100.0**	**3,407**	**100.0**	**4,797**	**100.0**
Minorities	960	20.0	754	22.1	1,102	23.0
Men	3,503	73.1	2,463	72.3	3,376	70.4
Minority men	593	12.4	470	13.8	670	14.0
Women	1,290	26.9	942	27.6	1,418	29.6
Minority women	367	7.7	284	8.3	432	9.0

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 20: Department of Defense—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	909	79.5	364	74.9	859	75.0
White women	163	14.2	93	19.1	213	18.6
African-American men	21	1.8	9	1.9	22	1.9
African-American women	10	0.9	3	0.6	10	0.9
Hispanic men	7	0.6	3	0.6	9	0.8
Hispanic women	3	0.3	1	0.2	3	0.3
Asian/Pacific Islander men	13	1.1	5	1.0	12	1.0
Asian/Pacific Islander women	9	0.8	5	1.0	11	1.0
Native American men	6	0.5	1	0.2	3	0.3
Native American women	1	0.1	0	0.0	0	0.0
Unknown	2	0.2	2	0.4	3	0.3
Total[a]	**1,144**	**100.0**	**486**	**100.0**	**1,145**	**100.0**
Minorities	70	6.1	27	5.6	70	6.1
Men	956	83.6	382	78.6	905	79.0
Minority men	47	4.1	18	3.7	46	4.0
Women	186	16.3	102	21.0	237	20.7
Minority women	23	2.0	9	1.9	24	2.1

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 21: Department of Defense—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	8,795	79.0	3,900	76.3	8,380	75.3
White women	1,409	12.7	716	14.0	1,708	15.3
African-American men	231	2.1	125	2.4	257	2.3
African-American women	124	1.1	69	1.3	146	1.3
Hispanic men	158	1.4	89	1.7	182	1.6
Hispanic women	28	0.3	17	0.3	35	0.3
Asian/Pacific Islander men	282	2.5	132	2.6	274	2.5
Asian/Pacific Islander women	37	0.3	21	0.4	48	0.4
Native American men	50	0.4	26	0.5	56	0.5
Native American women	9	0.1	3	0.1	10	0.1
Unknown	14	0.1	14	0.3	39	0.4
Total[a]	**11,137**	**100.0**	**5,112**	**100.0**	**11,135**	**100.0**
Minorities	919	8.3	482	9.4	1,008	9.1
Men	9,516	85.4	4,272	83.6	9,149	82.2
Minority men	721	6.5	372	7.3	769	6.9
Women	1,607	14.4	826	16.2	1,947	17.5
Minority women	198	1.8	110	2.2	239	2.1

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 22: Department of Defense—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	13,612	70.4	8,002	68.4	13,088	67.6
White women	3,409	17.6	2,178	18.6	3,793	19.6
African-American men	604	3.1	380	3.2	605	3.1
African-American women	468	2.4	321	2.7	520	2.7
Hispanic men	335	1.7	219	1.9	360	1.9
Hispanic women	104	0.5	78	0.7	129	0.7
Asian/Pacific Islander men	554	2.9	342	2.9	531	2.7
Asian/Pacific Islander women	141	0.7	98	0.8	160	0.8
Native American men	72	0.4	45	0.4	75	0.4
Native American women	24	0.1	16	0.1	30	0.2
Unknown	25	0.1	25	0.2	57	0.3
Total[a]	**19,348**	**100.0**	**11,704**	**100.0**	**19,348**	**100.0**
Minorities	2,302	11.9	1,499	12.8	2,410	12.5
Men	15,177	78.4	8,988	76.8	14,659	75.8
Minority men	1,565	8.1	986	8.4	1,571	8.1
Women	4,146	21.4	2,691	23.0	4,632	23.9
Minority women	737	3.8	513	4.4	839	4.3

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 23: Department of Education—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	32	53.3	15	53.6	30	48.4
White women	15	25.0	9	32.1	18	29.0
African-American men	8	13.3	4	14.3	9	14.5
African-American women	1	1.7	0	0.0	2	3.2
Hispanic men	1	1.7	0	0.0	0	0.0
Hispanic women	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander men	1	1.7	0	0.0	0	0.0
Asian/Pacific Islander women	1	1.7	0	0.0	0	0.0
Native American men	1	1.7	0	0.0	2	3.2
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	1	1.6
Total[a]	**60**	**100.0**	**28**	**100.0**	**62**	**100.0**
Minorities	13	21.7	4	14.3	13	21.0
Men	43	71.7	19	67.9	41	66.1
Minority men	11	18.3	4	14.3	11	17.7
Women	17	28.3	9	32.1	20	32.3
Minority women	2	3.3	0	0.0	2	3.2

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 24: Department of Education—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition, and Estimates for October 1, 2007; if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	212	46.1	112	45.7	204	44.4
White women	150	32.6	82	33.5	150	32.7
African-American men	31	6.7	17	6.9	32	7.0
African-American women	40	8.7	21	8.6	44	9.6
Hispanic men	8	1.7	5	2.0	11	2.4
Hispanic women	6	1.3	3	1.2	5	1.1
Asian/Pacific Islander men	7	1.5	3	1.2	7	1.5
Asian/Pacific Islander women	1	0.2	0	0.0	1	0.2
Native American men	1	0.2	0	0.0	1	0.2
Native American women	4	0.9	2	0.8	4	0.9
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**460**	**100.0**	**245**	**100.0**	**459**	**100.0**
Minorities	98	21.3	51	20.8	105	22.9
Men	259	56.3	137	55.9	255	55.6
Minority men	47	10.2	25	10.2	51	11.1
Women	201	43.7	108	44.1	204	44.4
Minority women	51	11.1	26	10.6	54	11.8

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 25: Department of Education—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition, and Estimates for October 1, 2007; if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	300	38.2	185	36.6	281	35.8
White women	254	32.3	170	33.7	270	34.4
African-American men	68	8.7	43	8.5	68	8.7
African-American women	117	14.9	76	15.0	118	15.0
Hispanic men	9	1.1	6	1.2	10	1.3
Hispanic women	12	1.5	8	1.6	11	1.4
Asian/Pacific Islander men	10	1.3	6	1.2	10	1.3
Asian/Pacific Islander women	10	1.3	7	1.4	11	1.4
Native American men	3	0.4	2	0.4	3	0.4
Native American women	3	0.4	2	0.4	4	0.5
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**786**	**100.0**	**505**	**100.0**	**786**	**100.0**
Minorities	232	29.5	150	29.7	235	29.9
Men	390	49.6	242	47.9	372	47.3
Minority men	90	11.5	57	11.3	91	11.6
Women	396	50.4	263	52.1	414	52.7
Minority women	142	18.1	93	18.4	144	18.3

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 26: Department of Energy—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition, and Estimates for October 1, 2007; if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	283	72.4	125	69.4	259	66.2
White women	66	16.9	37	20.6	94	24.0
African-American men	14	3.6	5	2.8	11	2.8
African-American women	5	1.3	2	1.1	5	1.3
Hispanic men	9	2.3	5	2.8	11	2.8
Hispanic women	2	0.5	1	0.6	2	0.5
Asian/Pacific Islander men	8	2.0	3	1.7	5	1.3
Asian/Pacific Islander women	1	0.3	0	0.0	0	0.0
Native American men	3	0.8	2	1.1	3	0.8
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	1	0.3
Total[a]	**391**	**100.0**	**180**	**100.0**	**391**	**100.0**
Minorities	42	10.7	18	10.0	37	9.5
Men	317	81.1	140	77.8	289	73.9
Minority men	34	8.7	15	8.3	30	7.7
Women	74	18.9	40	22.2	101	25.8
Minority women	8	2.0	3	1.7	7	1.8

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 27: Department of Energy—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition, and Estimates for October 1, 2007; if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,429	71.5	735	68.5	1,316	65.8
White women	325	16.3	193	18.0	407	20.4
African-American men	65	3.3	38	3.5	68	3.4
African-American women	44	2.2	27	2.5	55	2.8
Hispanic men	42	2.1	25	2.3	55	2.8
Hispanic women	10	0.5	7	0.7	13	0.7
Asian/Pacific Islander men	59	3.0	32	3.0	53	2.7
Asian/Pacific Islander women	14	0.7	9	0.8	18	0.9
Native American men	7	0.4	4	0.4	6	0.3
Native American women	3	0.2	2	0.2	5	0.3
Unknown	1	0.1	1	0.1	4	0.2
Total[a]	**1,999**	**100.0**	**1,073**	**100.0**	**2,000**	**100.0**
Minorities	244	12.2	144	13.4	273	13.7
Men	1,602	80.1	834	77.7	1,498	74.9
Minority men	173	8.7	99	9.2	182	9.1
Women	396	19.8	238	22.2	498	24.9
Minority women	71	3.6	45	4.2	91	4.6

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 28: Department of Energy—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition, and Estimates for October 1, 2007; if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,731	61.7	1,129	59.4	1,624	57.9
White women	573	20.4	403	21.2	639	22.8
African-American men	84	3.0	61	3.2	92	3.3
African-American women	106	3.8	74	3.9	114	4.1
Hispanic men	91	3.2	70	3.7	102	3.6
Hispanic women	34	1.2	27	1.4	43	1.5
Asian/Pacific Islander men	128	4.6	92	4.8	122	4.4
Asian/Pacific Islander women	29	1.0	23	1.2	34	1.2
Native American men	20	0.7	15	0.8	21	0.7
Native American women	8	0.3	6	0.3	10	0.4
Unknown	2	0.1	2	0.1	3	0.1
Total[a]	**2,806**	**100.0**	**1,902**	**100.0**	**2,804**	**100.0**
Minorities	500	17.8	368	19.3	538	19.2
Men	2,054	73.2	1,367	71.9	1,961	69.9
Minority men	323	11.5	238	12.5	337	12.0
Women	750	26.7	533	28.0	840	30.0
Minority women	177	6.3	130	6.8	201	7.2

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 29: Environmental Protection Agency—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	150	58.8	65	53.3	123	48.2
White women	66	25.9	37	30.3	73	28.6
African-American men	18	7.1	9	7.4	25	9.8
African-American women	5	2.0	3	2.5	10	3.9
Hispanic men	9	3.5	5	4.1	12	4.7
Hispanic women	1	0.4	0	0.0	1	0.4
Asian/Pacific Islander men	2	0.8	1	0.8	4	1.6
Asian/Pacific Islander women	4	1.6	2	1.6	7	2.7
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**255**	**100.0**	**122**	**100.0**	**255**	**100.0**
Minorities	39	15.3	20	16.4	59	23.1
Men	179	70.2	80	65.6	164	64.3
Minority men	29	11.4	15	12.3	41	16.1
Women	76	29.8	42	34.4	91	35.7
Minority women	10	3.9	5	4.1	18	7.1

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 30: Environmental Protection Agency—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,086	60.2	616	57.1	992	54.9
White women	508	28.1	325	30.1	565	31.3
African-American men	41	2.3	26	2.4	48	2.7
African-American women	80	4.4	55	5.1	106	5.9
Hispanic men	27	1.5	15	1.4	25	1.4
Hispanic women	14	0.8	10	0.9	18	1.0
Asian/Pacific Islander men	30	1.7	18	1.7	29	1.6
Asian/Pacific Islander women	14	0.8	10	0.9	17	0.9
Native American men	2	0.1	1	0.1	2	0.1
Native American women	2	0.1	1	0.1	2	0.1
Unknown	1	0.1	1	0.1	2	0.1
Total[a]	**1,805**	**100.0**	**1,078**	**100.0**	**1,806**	**100.0**
Minorities	210	11.6	136	12.6	247	13.7
Men	1,186	65.7	676	62.7	1,096	60.7
Minority men	100	5.5	60	5.6	104	5.8
Women	618	34.2	401	37.2	708	39.2
Minority women	110	6.1	76	7.1	143	7.9

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 31: Environmental Protection Agency—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,558	51.9	1,044	49.2	1,414	47.1
White women	890	29.7	659	31.1	970	32.3
African-American men	102	3.4	77	3.6	115	3.8
African-American women	201	6.7	154	7.3	234	7.8
Hispanic men	63	2.1	50	2.4	69	2.3
Hispanic women	48	1.6	40	1.9	59	2.0
Asian/Pacific Islander men	78	2.6	49	2.3	68	2.3
Asian/Pacific Islander women	49	1.6	39	1.8	58	1.9
Native American men	7	0.2	5	0.2	7	0.2
Native American women	5	0.2	3	0.1	6	0.2
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**3,001**	**100.0**	**2,120**	**100.0**	**3,000**	**100.0**
Minorities	553	18.4	417	19.7	616	20.5
Men	1,808	60.2	1,225	57.8	1,673	55.8
Minority men	250	8.3	181	8.5	259	8.6
Women	1,193	39.8	895	42.2	1,327	44.2
Minority women	303	10.1	236	11.1	357	11.9

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 32: Federal Emergency Management Agency—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	25	78.1	11	78.6	23	71.9
White women	6	18.8	3	21.4	8	25.0
African-American men	0	0.0	0	0.0	0	0.0
African-American women	1	3.1	0	0.0	1	3.1
Hispanic men	0	0.0	0	0.0	0	0.0
Hispanic women	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**32**	**100.0**	**14**	**100.0**	**32**	**100.0**
Minorities	1	3.1	0	0.0	1	3.1
Men	25	78.1	11	78.6	23	71.9
Minority men	0	0.0	0	0.0	0	0.00
Women	7	21.9	3	21.4	9	28.1
Minority women	1	3.1	0	0.0	1	3.1

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 33: Federal Emergency Management Agency—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	130	72.2	59	67.8	118	65.6
White women	26	14.4	16	18.4	36	20.0
African-American men	13	7.2	7	8.0	13	7.2
African-American women	9	5.0	5	5.7	12	6.7
Hispanic men	1	0.6	0	0.0	1	0.6
Hispanic women	1	0.6	0	0.0	0	0.0
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**180**	**100.0**	**87**	**100.0**	**180**	**100.0**
Minorities	24	13.3	12	13.8	26	14.4
Men	144	80.0	66	75.9	132	73.3
Minority men	14	7.8	7	8.0	14	7.8
Women	36	20.0	21	24.1	48	26.7
Minority women	10	5.6	5	5.7	12	6.7

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 34: Federal Emergency Management Agency—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	183	60.8	111	59.7	173	57.9
White women	73	24.3	47	25.3	82	27.4
African-American men	9	3.0	6	3.2	11	3.7
African-American women	18	6.0	12	6.5	19	6.4
Hispanic men	5	1.7	3	1.6	4	1.3
Hispanic women	3	1.0	2	1.1	3	1.0
Asian/Pacific Islander men	4	1.3	2	1.1	3	1.0
Asian/Pacific Islander women	4	1.3	3	1.6	4	1.3
Native American men	1	0.3	0	0.0	0	0.0
Native American women	1	0.3	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**301**	**100.0**	**186**	**100.0**	**299**	**100.0**
Minorities	45	15.0	28	15.1	44	14.7
Men	202	67.1	122	65.6	191	63.9
Minority men	19	6.3	11	5.9	18	6.0
Women	99	32.9	64	34.4	108	36.1
Minority women	26	8.6	17	9.1	26	8.7

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 35: General Services Administration—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	54	64.3	22	61.1	52	61.2
White women	18	21.4	10	27.8	22	25.9
African-American men	6	7.1	2	5.6	5	5.9
African-American women	4	4.8	2	5.6	4	4.7
Hispanic men	0	0.0	0	0.0	0	0.0
Hispanic women	1	1.2	0	0.0	1	1.2
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	1	1.2	0	0.0	1	1.2
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**84**	**100.0**	**36**	**100.0**	**85**	**100.0**
Minorities	12	14.3	4	11.1	11	12.9
Men	60	71.4	24	66.7	57	67.1
Minority men	6	7.1	2	5.6	5	5.9
Women	24	28.6	12	33.3	28	32.9
Minority women	6	7.1	2	5.6	6	7.1

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 36: General Services Administration—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	383	64.4	189	62.6	353	59.4
White women	133	22.4	73	24.2	158	26.6
African-American men	28	4.7	13	4.3	31	5.2
African-American women	31	5.2	18	6.0	33	5.6
Hispanic men	3	0.5	1	0.3	3	0.5
Hispanic women	4	0.7	2	0.7	3	0.5
Asian/Pacific Islander men	6	1.0	3	1.0	6	1.0
Asian/Pacific Islander women	4	0.7	2	0.7	5	0.8
Native American men	3	0.5	1	0.3	2	0.3
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**595**	**100.0**	**302**	**100.0**	**594**	**100.0**
Minorities	79	13.3	40	13.2	83	14.0
Men	423	71.1	207	68.5	395	66.5
Minority men	40	6.7	18	6.0	42	7.1
Women	172	28.9	95	31.5	199	33.5
Minority women	39	6.6	22	7.3	41	6.9

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 37: General Services Administration—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	656	50.3	418	48.1	621	47.6
White women	359	27.5	245	28.2	377	28.9
African-American men	85	6.5	57	6.6	86	6.6
African-American women	125	9.6	90	10.4	135	10.3
Hispanic men	16	1.2	12	1.4	19	1.5
Hispanic women	13	1.0	9	1.0	13	1.0
Asian/Pacific Islander men	31	2.4	22	2.5	32	2.5
Asian/Pacific Islander women	14	1.1	12	1.4	15	1.1
Native American men	4	0.3	3	0.3	5	0.4
Native American women	2	0.2	1	0.1	2	0.2
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**1,305**	**100.0**	**869**	**100.0**	**1,305**	**100.0**
Minorities	290	22.2	206	23.7	307	23.5
Men	792	60.7	512	58.9	763	58.5
Minority men	136	10.4	94	10.8	142	10.9
Women	513	39.3	357	41.1	542	41.5
Minority women	154	11.8	112	12.9	165	12.6

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 38: Department of Health and Human Services—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	211	52.9	79	46.2	184	46.2
White women	103	25.8	51	29.8	122	30.7
African-American men	22	5.5	11	6.4	24	6.0
African-American women	27	6.8	13	7.6	28	7.0
Hispanic men	5	1.3	2	1.2	9	2.3
Hispanic women	5	1.3	2	1.2	5	1.3
Asian/Pacific Islander men	6	1.5	3	1.8	7	1.8
Asian/Pacific Islander women	3	0.8	1	0.6	3	0.8
Native American men	11	2.8	6	3.5	9	2.3
Native American women	6	1.5	3	1.8	6	1.5
Unknown	0	0.0	0	0.0	1	0.3
Total[a]	**399**	**100.0**	**171**	**100.0**	**398**	**100.0**
Minorities	85	21.3	41	24.0	91	22.9
Men	255	63.9	101	59.1	233	58.5
Minority men	44	11.0	22	12.9	49	12.3
Women	144	36.1	70	40.9	164	41.2
Minority women	41	10.3	19	11.1	42	10.6

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 39: Department of Health and Human Services—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,774	50.9	878	48.7	1,643	47.1
White women	1,118	32.1	609	33.8	1,216	34.9
African-American men	137	3.9	66	3.7	132	3.8
African-American women	139	4.0	74	4.1	149	4.3
Hispanic men	53	1.5	28	1.6	49	1.4
Hispanic women	38	1.1	21	1.2	47	1.3
Asian/Pacific Islander men	101	2.9	51	2.8	103	3.0
Asian/Pacific Islander women	49	1.4	25	1.4	51	1.5
Native American men	46	1.3	29	1.6	56	1.6
Native American women	29	0.8	18	1.0	35	1.0
Unknown	4	0.1	4	0.2	8	0.2
Total[a]	**3,488**	**100.0**	**1,803**	**100.0**	**3,489**	**100.0**
Minorities	592	17.0	312	17.3	622	17.8
Men	2,111	60.5	1,052	58.3	1,983	56.8
Minority men	337	9.7	174	9.7	340	9.7
Women	1,373	39.4	747	41.4	1,498	42.9
Minority women	255	7.3	138	7.7	282	8.1

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 40: Department of Health and Human Services—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	2,450	42.5	1,492	40.3	2,280	39.6
White women	2,024	35.1	1,332	36.0	2,148	37.3
African-American men	225	3.9	145	3.9	216	3.7
African-American women	359	6.2	244	6.6	374	6.5
Hispanic men	103	1.8	75	2.0	113	2.0
Hispanic women	56	1.0	41	1.1	64	1.1
Asian/Pacific Islander men	223	3.9	143	3.9	209	3.6
Asian/Pacific Islander women	158	2.7	111	3.0	170	2.9
Native American men	73	1.3	49	1.3	76	1.3
Native American women	83	1.4	57	1.5	94	1.6
Unknown	10	0.2	10	0.3	20	0.3
Total[a]	**5,764**	**100.0**	**3,699**	**100.0**	**5,764**	**100.0**
Minorities	1,280	22.2	865	23.4	1,316	22.8
Men	3,074	53.3	1,904	51.5	2,894	50.2
Minority men	624	10.8	412	11.1	614	10.7
Women	2,680	46.5	1,785	48.3	2,850	49.4
Minority women	656	11.4	453	12.2	702	12.2

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 41: Department of Housing and Urban Development—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	40	54.8	17	51.5	35	46.1
White women	7	9.6	4	12.1	10	13.2
African-American men	9	12.3	4	12.1	9	11.8
African-American women	11	15.1	6	18.2	16	21.1
Hispanic men	2	2.7	1	3.0	2	2.6
Hispanic women	2	2.7	1	3.0	2	2.6
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	1	1.4	0	0.0	1	1.3
Native American women	1	1.4	0	0.0	1	1.3
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**73**	**100.0**	**33**	**100.0**	**76**	**100.0**
Minorities	26	35.6	12	36.4	31	40.8
Men	52	71.2	22	66.7	47	61.8
Minority men	12	16.4	5	15.2	12	15.8
Women	21	28.8	11	33.3	29	38.2
Minority women	14	19.2	7	21.2	19	25.0

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 42: Department of Housing and Urban Development—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	398	46.5	180	42.4	349	40.8
White women	175	20.4	90	21.2	184	21.5
African-American men	100	11.7	51	12.0	105	12.3
African-American women	112	13.1	63	14.8	130	15.2
Hispanic men	21	2.5	12	2.8	26	3.0
Hispanic women	22	2.6	12	2.8	27	3.2
Asian/Pacific Islander men	12	1.4	8	1.9	15	1.8
Asian/Pacific Islander women	9	1.1	5	1.2	12	1.4
Native American men	7	0.8	4	0.9	7	0.8
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**856**	**100.0**	**425**	**100.0**	**855**	**100.0**
Minorities	283	33.1	155	36.5	322	37.7
Men	538	62.9	255	60.0	502	58.7
Minority men	140	16.4	75	17.6	153	17.9
Women	318	37.1	170	40.0	353	41.3
Minority women	143	16.7	80	18.8	169	19.8

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 43: Department of Housing and Urban Development—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	545	41.1	331	39.2	500	37.7
White women	301	22.7	196	23.2	313	23.6
African-American men	134	10.1	84	9.9	136	10.2
African-American women	221	16.7	150	17.8	241	18.2
Hispanic men	47	3.5	31	3.7	53	4.0
Hispanic women	22	1.7	15	1.8	26	2.0
Asian/Pacific Islander men	26	2.0	19	2.2	28	2.1
Asian/Pacific Islander women	18	1.4	13	1.5	21	1.6
Native American men	9	0.7	5	0.6	8	0.6
Native American women	2	0.2	1	0.1	1	0.1
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**1,325**	**100.0**	**845**	**100.0**	**1,327**	**100.0**
Minorities	479	36.2	318	37.6	514	38.7
Men	761	57.4	470	55.6	725	54.6
Minority men	216	16.3	139	16.4	225	17.0
Women	564	42.6	375	44.4	602	45.4
Minority women	263	19.8	179	21.2	289	21.8

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 44: Department of the Interior—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	103	53.9	39	44.8	88	46.1
White women	46	24.1	28	32.2	57	29.8
African-American men	4	2.1	2	2.3	5	2.6
African-American women	4	2.1	2	2.3	4	2.1
Hispanic men	4	2.1	2	2.3	4	2.1
Hispanic women	4	2.1	2	2.3	4	2.1
Asian/Pacific Islander men	1	0.5	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	18	9.4	8	9.2	18	9.4
Native American women	7	3.7	4	4.6	10	5.2
Unknown	0	0.0	0	0.0	1	0.5
Total[a]	**191**	**100.0**	**87**	**100.0**	**191**	**100.0**
Minorities	42	22.0	20	23.0	45	23.6
Men	130	68.1	51	58.6	115	60.2
Minority men	27	14.1	12	13.8	27	14.1
Women	61	31.9	36	41.4	75	39.3
Minority women	15	7.9	8	9.2	18	9.4

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 45: Department of the Interior—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	928	71.2	404	66.3	837	64.1
White women	198	15.2	111	18.2	249	19.1
African-American men	32	2.5	15	2.5	31	2.4
African-American women	18	1.4	10	1.6	26	2.0
Hispanic men	14	1.1	8	1.3	15	1.1
Hispanic women	3	0.2	1	0.2	5	0.4
Asian/Pacific Islander men	16	1.2	8	1.3	12	0.9
Asian/Pacific Islander women	4	0.3	1	0.2	6	0.5
Native American men	65	5.0	36	5.9	88	6.7
Native American women	25	1.9	14	2.3	34	2.6
Unknown	1	0.1	1	0.2	2	0.2
Total[a]	**1,304**	**100.0**	**609**	**100.0**	**1,305**	**100.0**
Minorities	177	13.6	93	15.3	217	16.6
Men	1,055	80.9	471	77.3	983	75.3
Minority men	127	9.7	67	11.0	146	11.2
Women	248	19.0	137	22.5	320	24.5
Minority women	50	3.8	26	4.3	71	5.4

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 46: Department of the Interior—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,859	63.9	1,075	60.8	1,720	59.1
White women	561	19.3	373	21.1	643	22.1
African-American men	54	1.9	33	1.9	56	1.9
African-American women	70	2.4	51	2.9	84	2.9
Hispanic men	61	2.1	39	2.2	63	2.2
Hispanic women	24	0.8	18	1.0	27	0.9
Asian/Pacific Islander men	38	1.3	23	1.3	32	1.1
Asian/Pacific Islander women	16	0.6	12	0.7	19	0.7
Native American men	145	5.0	91	5.1	168	5.8
Native American women	79	2.7	53	3.0	94	3.2
Unknown	1	0.0	1	0.1	2	0.1
Total[a]	**2,908**	**100.0**	**1,769**	**100.0**	**2,908**	**100.0**
Minorities	487	16.7	320	18.1	543	18.7
Men	2,157	74.2	1,261	71.3	2,039	70.1
Minority men	298	10.2	186	10.5	319	11.0
Women	750	25.8	507	28.7	867	29.8
Minority women	189	6.5	134	7.6	224	7.7

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 47: Department of Justice—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	270	66.3	123	61.2	257	63.0
White women	75	18.4	46	22.9	82	20.1
African-American men	24	5.9	12	6.0	27	6.6
African-American women	13	3.2	8	4.0	16	3.9
Hispanic men	16	3.9	8	4.0	17	4.2
Hispanic women	2	0.5	1	0.5	2	0.5
Asian/Pacific Islander men	3	0.7	1	0.5	3	0.7
Asian/Pacific Islander women	2	0.5	1	0.5	2	0.5
Native American men	2	0.5	1	0.5	1	0.2
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	1	0.2
Total[a]	**407**	**100.0**	**201**	**100.0**	**408**	**100.0**
Minorities	62	15.2	32	15.9	68	16.7
Men	315	77.4	145	72.1	305	74.8
Minority men	45	11.1	22	10.9	48	11.8
Women	92	22.6	56	27.9	102	25.0
Minority women	17	4.2	10	5.0	20	4.9

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 48: Department of Justice—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	2,132	56.0	1,306	54.8	2,019	53.1
White women	1,091	28.7	712	29.9	1,134	29.8
African-American men	125	3.3	80	3.4	137	3.6
African-American women	139	3.7	90	3.8	150	3.9
Hispanic men	129	3.4	82	3.4	144	3.8
Hispanic women	62	1.6	40	1.7	74	1.9
Asian/Pacific Islander men	58	1.5	33	1.4	66	1.7
Asian/Pacific Islander women	48	1.3	29	1.2	56	1.5
Native American men	11	0.3	6	0.3	11	0.3
Native American women	6	0.2	4	0.2	7	0.2
Unknown	3	0.1	3	0.1	5	0.1
Total[a]	**3,804**	**100.0**	**2,385**	**100.0**	**3,803**	**100.0**
Minorities	578	15.2	364	15.3	645	17.0
Men	2,455	64.5	1,507	63.2	2,377	62.5
Minority men	323	8.5	201	8.4	358	9.4
Women	1,346	35.4	875	36.7	1,421	37.4
Minority women	255	6.7	163	6.8	287	7.5

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 49: Department of Justice—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	2,288	53.3	1,681	53.2	2,219	51.7
White women	1,035	24.1	737	23.3	1,059	24.7
African-American men	235	5.5	179	5.7	230	5.4
African-American women	256	6.0	192	6.1	266	6.2
Hispanic men	247	5.8	190	6.0	249	5.8
Hispanic women	76	1.8	57	1.8	86	2.0
Asian/Pacific Islander men	65	1.5	54	1.7	76	1.8
Asian/Pacific Islander women	52	1.2	36	1.1	60	1.4
Native American men	23	0.5	20	0.6	26	0.6
Native American women	6	0.1	4	0.1	7	0.2
Unknown	10	0.2	10	0.3	14	0.3
Total[a]	**4,293**	**100.0**	**3,160**	**100.0**	**4,292**	**100.0**
Minorities	960	22.4	732	23.2	1,000	23.3
Men	2,858	66.6	2,124	67.2	2,800	65.2
Minority men	570	13.3	443	14.0	581	13.5
Women	1,425	33.2	1,026	32.5	1,478	34.4
Minority women	390	9.1	289	9.1	419	9.8

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 50: Department of Labor—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	76	57.6	27	51.9	63	48.1
White women	28	21.2	14	26.9	34	26.0
African-American men	13	9.8	5	9.6	18	13.7
African-American women	8	6.1	4	7.7	9	6.9
Hispanic men	6	4.5	2	3.8	7	5.3
Hispanic women	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	0	0.0	0	0.0	0	0.0
Native American women	1	0.8	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**132**	**100.0**	**52**	**100.0**	**131**	**100.0**
Minorities	28	21.2	11	21.2	34	26.0
Men	95	72.0	34	65.4	88	67.2
Minority men	19	14.4	7	13.5	25	19.1
Women	37	28.0	18	34.6	43	32.8
Minority women	9	6.8	4	7.7	9	6.9

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 51: Department of Labor—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	378	60.4	180	57.7	341	54.2
White women	148	23.6	77	24.7	165	26.2
African-American men	31	5.0	18	5.8	38	6.0
African-American women	33	5.3	20	6.4	44	7.0
Hispanic men	14	2.2	5	1.6	13	2.1
Hispanic women	8	1.3	5	1.6	12	1.9
Asian/Pacific Islander men	2	0.3	1	0.3	3	0.5
Asian/Pacific Islander women	8	1.3	4	1.3	7	1.1
Native American men	2	0.3	1	0.3	4	0.6
Native American women	2	0.3	1	0.3	2	0.3
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**626**	**100.0**	**312**	**100.0**	**629**	**100.0**
Minorities	100	16.0	55	17.6	123	19.6
Men	427	68.2	205	65.7	399	63.4
Minority men	49	7.8	25	8.0	58	9.2
Women	199	31.8	107	34.3	230	36.6
Minority women	51	8.1	30	9.6	65	10.3

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 52: Department of Labor—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	728	50.7	420	47.5	660	46.0
White women	381	26.5	256	28.9	421	29.3
African-American men	87	6.1	54	6.1	89	6.2
African-American women	128	8.9	81	9.2	140	9.7
Hispanic men	46	3.2	28	3.2	52	3.6
Hispanic women	22	1.5	16	1.8	27	1.9
Asian/Pacific Islander men	25	1.7	17	1.9	25	1.7
Asian/Pacific Islander women	7	0.5	5	0.6	9	0.6
Native American men	9	0.6	6	0.7	8	0.6
Native American women	4	0.3	2	0.2	4	0.3
Unknown	0	0.0	0	0.0	1	0.1
Total[a]	**1,437**	**100.0**	**885**	**100.0**	**1,436**	**100.0**
Minorities	328	22.8	209	23.6	354	24.7
Men	895	62.3	525	59.3	834	58.1
Minority men	167	11.6	105	11.9	174	12.1
Women	542	37.7	360	40.7	601	41.9
Minority women	161	11.2	104	11.8	180	12.5

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 53: National Aeronautics and Space Administration—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	280	71.1	121	66.1	269	68.1
White women	62	15.7	38	20.8	75	19.0
African-American men	18	4.6	8	4.4	15	3.8
African-American women	11	2.8	6	3.3	13	3.3
Hispanic men	7	1.8	4	2.2	7	1.8
Hispanic women	2	0.5	1	0.5	3	0.8
Asian/Pacific Islander men	9	2.3	4	2.2	9	2.3
Asian/Pacific Islander women	1	0.3	0	0.0	2	0.5
Native American men	3	0.8	1	0.5	2	0.5
Native American women	1	0.3	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**394**	**100.0**	**183**	**100.0**	**395**	**100.0**
Minorities	52	13.2	24	13.1	51	12.9
Men	317	80.5	138	75.4	302	76.5
Minority men	37	9.4	17	9.3	33	8.4
Women	77	19.5	45	24.6	93	23.5
Minority women	15	3.8	7	3.8	18	4.6

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 54: National Aeronautics and Space Administration—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,890	74.4	970	69.5	1,755	69.0
White women	318	12.5	209	15.0	385	15.1
African-American men	63	2.5	39	2.8	77	3.0
African-American women	23	0.9	17	1.2	32	1.3
Hispanic men	61	2.4	43	3.1	83	3.3
Hispanic women	19	0.7	13	0.9	25	1.0
Asian/Pacific Islander men	124	4.9	76	5.4	131	5.2
Asian/Pacific Islander women	26	1.0	19	1.4	36	1.4
Native American men	13	0.5	6	0.4	11	0.4
Native American women	1	0.0	0	0.0	2	0.1
Unknown	3	0.1	3	0.2	5	0.2
Total[a]	**2,541**	**100.0**	**1,395**	**100.0**	**2,542**	**100.0**
Minorities	330	13.0	213	15.3	397	15.6
Men	2,151	84.7	1,134	81.3	2,057	80.9
Minority men	261	10.3	164	11.8	302	11.9
Women	387	15.2	258	18.5	480	18.9
Minority women	69	2.7	49	3.5	95	3.7

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 55: National Aeronautics and Space Administration—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	2,588	69.0	1,797	65.8	2,428	64.7
White women	574	15.3	456	16.7	658	17.5
African-American men	123	3.3	100	3.7	137	3.7
African-American women	80	2.1	66	2.4	98	2.6
Hispanic men	125	3.3	101	3.7	137	3.7
Hispanic women	34	0.9	29	1.1	43	1.1
Asian/Pacific Islander men	160	4.3	127	4.7	173	4.6
Asian/Pacific Islander women	37	1.0	31	1.1	46	1.2
Native American men	21	0.6	17	0.6	23	0.6
Native American women	8	0.2	6	0.2	9	0.2
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**3,750**	**100.0**	**2,730**	**100.0**	**3,752**	**100.0**
Minorities	588	15.7	477	17.5	666	17.8
Men	3,017	80.5	2,142	78.5	2,898	77.2
Minority men	429	11.4	345	12.6	470	12.5
Women	733	19.5	588	21.5	854	22.8
Minority women	159	4.2	132	4.8	196	5.2

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 56: Nuclear Regulatory Commission—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	107	77.0	54	80.6	107	77.0
White women	16	11.5	9	13.4	20	14.4
African-American men	7	5.0	2	3.0	3	2.2
African-American women	2	1.4	0	0.0	3	2.2
Hispanic men	2	1.4	1	1.5	1	0.7
Hispanic women	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander men	4	2.9	1	1.5	4	2.9
Asian/Pacific Islander women	1	0.7	0	0.0	1	0.7
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**139**	**100.0**	**67**	**100.0**	**139**	**100.0**
Minorities	16	11.5	4	6.0	12	8.6
Men	120	86.3	58	86.6	115	82.7
Minority men	13	9.4	4	6.0	8	5.8
Women	19	13.7	9	13.4	24	17.3
Minority women	3	2.2	0	0.0	4	2.9

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 57: Nuclear Regulatory Commission—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	453	70.7	226	67.5	411	64.0
White women	81	12.6	51	15.2	115	17.9
African-American men	18	2.8	12	3.6	26	4.0
African-American women	16	2.5	10	3.0	19	3.0
Hispanic men	4	0.6	2	0.6	4	0.6
Hispanic women	2	0.3	1	0.3	3	0.5
Asian/Pacific Islander men	56	8.7	26	7.8	46	7.2
Asian/Pacific Islander women	8	1.2	6	1.8	14	2.2
Native American men	3	0.5	1	0.3	4	0.6
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**641**	**100.0**	**335**	**100.0**	**642**	**100.0**
Minorities	107	16.7	58	17.3	116	18.1
Men	534	83.3	267	79.7	491	76.5
Minority men	81	12.6	41	12.2	80	12.5
Women	107	16.7	68	20.3	151	23.5
Minority women	26	4.1	17	5.1	36	5.6

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 58: Nuclear Regulatory Commission—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	467	65.0	321	64.7	452	63.0
White women	128	17.8	89	17.9	141	19.7
African-American men	27	3.8	20	4.0	29	4.0
African-American women	21	2.9	17	3.4	28	3.9
Hispanic men	14	1.9	11	2.2	17	2.4
Hispanic women	2	0.3	1	0.2	2	0.3
Asian/Pacific Islander men	52	7.2	31	6.3	37	5.2
Asian/Pacific Islander women	8	1.1	6	1.2	11	1.5
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**719**	**100.0**	**496**	**100.0**	**717**	**100.0**
Minorities	124	17.2	86	17.3	124	17.3
Men	560	77.9	383	77.2	535	74.6
Minority men	93	12.9	62	12.5	83	11.6
Women	159	22.1	113	22.8	182	25.4
Minority women	31	4.3	24	4.8	41	5.7

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 59: National Science Foundation—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	46	58.2	19	57.6	46	57.5
White women	22	27.8	11	33.3	26	32.5
African-American men	5	6.3	2	6.1	5	6.3
African-American women	1	1.3	0	0.0	1	1.3
Hispanic men	1	1.3	0	0.0	0	0.0
Hispanic women	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander men	3	3.8	1	3.0	1	1.3
Asian/Pacific Islander women	1	1.3	0	0.0	1	1.3
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**79**	**100.0**	**33**	**100.0**	**80**	**100.0**
Minorities	11	13.9	3	9.1	8	10.0
Men	55	69.6	22	66.7	52	65.0
Minority men	9	11.4	3	9.1	6	7.5
Women	24	30.4	11	33.3	28	35.0
Minority women	2	2.5	0	0.0	2	2.5

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 60: National Science Foundation—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	36	43.9	14	40.0	31	38.3
White women	33	40.2	17	48.6	38	46.9
African-American men	4	4.9	2	5.7	4	4.9
African-American women	4	4.9	2	5.7	6	7.4
Hispanic men	0	0.0	0	0.0	0	0.0
Hispanic women	1	1.2	0	0.0	1	1.2
Asian/Pacific Islander men	1	1.2	0	0.0	0	0.0
Asian/Pacific Islander women	2	2.4	0	0.0	0	0.0
Native American men	1	1.2	0	0.0	1	1.2
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**82**	**100.0**	**35**	**100.0**	**81**	**100.0**
Minorities	13	15.9	4	11.4	12	14.8
Men	42	51.2	16	45.7	36	44.4
Minority men	6	7.3	2	5.7	5	6.2
Women	40	48.8	19	54.3	45	55.6
Minority women	7	8.5	2	5.7	7	8.6

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 61: National Science Foundation—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	31	38.8	21	40.4	30	37.5
White women	31	38.8	19	36.5	30	37.5
African-American men	3	3.8	1	1.9	1	1.3
African-American women	10	12.5	8	15.4	13	16.3
Hispanic men	1	1.3	1	1.9	2	2.5
Hispanic women	1	1.3	0	0.0	1	1.3
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	3	3.8	2	3.8	3	3.8
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**80**	**100.0**	**52**	**100.0**	**80**	**100.0**
Minorities	18	22.5	12	23.1	20	25.0
Men	35	43.8	23	44.2	33	41.3
Minority men	4	5.0	2	3.8	3	3.8
Women	45	56.3	29	55.8	47	58.8
Minority women	14	17.5	10	19.2	17	21.3

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 62: Office of Personnel Management—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	17	47.2	5	41.7	15	42.9
White women	12	33.3	6	50.0	14	40.0
African-American men	2	5.6	0	0.0	1	2.9
African-American women	1	2.8	0	0.0	0	0.0
Hispanic men	2	5.6	1	8.3	3	8.6
Hispanic women	1	2.8	0	0.0	1	2.9
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	0	0.0	0	0.0	0	0.0
Native American women	1	2.8	0	0.0	1	2.9
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**36**	**100.0**	**12**	**100.0**	**35**	**100.0**
Minorities	7	19.4	1	8.3	6	17.1
Men	21	58.3	6	50.0	19	54.3
Minority men	4	11.1	1	8.3	4	11.4
Women	15	41.7	6	50.0	16	45.7
Minority women	3	8.3	0	0.0	2	5.7

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 63: Office of Personnel Management—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	62	58.5	29	59.2	55	51.9
White women	26	24.5	11	22.4	29	27.4
African-American men	7	6.6	3	6.1	7	6.6
African-American women	5	4.7	3	6.1	6	5.7
Hispanic men	3	2.8	1	2.0	3	2.8
Hispanic women	3	2.8	2	4.1	5	4.7
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	1	0.9
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**106**	**100.0**	**49**	**100.0**	**106**	**100.0**
Minorities	18	17.0	9	18.4	22	20.8
Men	72	67.9	33	67.3	65	61.3
Minority men	10	9.4	4	8.2	10	9.4
Women	34	32.1	16	32.7	41	38.7
Minority women	8	7.5	5	10.2	12	11.3

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 64: Office of Personnel Management—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	96	43.2	52	38.0	83	37.6
White women	73	32.9	49	35.8	80	36.2
African-American men	14	6.3	10	7.3	15	6.8
African-American women	22	9.9	15	10.9	23	10.4
Hispanic men	7	3.2	4	2.9	8	3.6
Hispanic women	4	1.8	3	2.2	5	2.3
Asian/Pacific Islander men	4	1.8	3	2.2	5	2.3
Asian/Pacific Islander women	2	0.9	1	0.7	2	0.9
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**222**	**100.0**	**137**	**100.0**	**221**	**100.0**
Minorities	53	23.9	36	26.3	58	26.2
Men	121	54.5	69	50.4	111	50.2
Minority men	25	11.3	17	12.4	28	12.7
Women	101	45.5	68	49.6	110	49.8
Minority women	28	12.6	19	13.9	30	13.6

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 65: Small Business Administration—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	18	46.2	8	44.4	18	43.9
White women	8	20.5	4	22.2	9	22.0
African-American men	6	15.4	3	16.7	5	12.2
African-American women	4	10.3	2	11.1	4	9.8
Hispanic men	2	5.1	1	5.6	3	7.3
Hispanic women	1	2.6	0	0.0	2	4.9
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**39**	**100.0**	**18**	**100.0**	**41**	**100.0**
Minorities	13	33.3	6	33.3	14	34.1
Men	26	66.7	12	66.7	26	63.4
Minority men	8	20.5	4	22.2	8	19.5
Women	13	33.3	6	33.3	15	36.6
Minority women	5	12.8	2	11.1	6	14.6

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 66: Small Business Administration—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	99	55.3	44	51.2	83	46.4
White women	36	20.1	18	20.9	42	23.5
African-American men	13	7.3	6	7.0	16	8.9
African-American women	11	6.1	7	8.1	17	9.5
Hispanic men	11	6.1	6	7.0	11	6.1
Hispanic women	4	2.2	2	2.3	4	2.2
Asian/Pacific Islander men	2	1.1	1	1.2	1	0.6
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	3	1.7	2	2.3	3	1.7
Native American women	0	0.0	0	0.0	1	0.6
Unknown	0	0.0	0	0.0	1	0.6
Total[a]	**179**	**100.0**	**86**	**100.0**	**179**	**100.0**
Minorities	44	24.6	24	27.9	53	29.6
Men	128	71.5	59	68.6	114	63.7
Minority men	29	16.2	15	17.4	31	17.3
Women	51	28.5	27	31.4	64	35.8
Minority women	15	8.4	9	10.5	22	12.3

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 67: Small Business Administration—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	186	50.4	111	45.7	167	45.6
White women	92	24.9	64	26.3	95	26.0
African-American men	26	7.0	20	8.2	29	7.9
African-American women	27	7.3	21	8.6	33	9.0
Hispanic men	13	3.5	8	3.3	13	3.6
Hispanic women	10	2.7	8	3.3	13	3.6
Asian/Pacific Islander men	8	2.2	6	2.5	9	2.5
Asian/Pacific Islander women	7	1.9	5	2.1	7	1.9
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**369**	**100.0**	**243**	**100.0**	**366**	**100.0**
Minorities	91	24.7	68	28.0	104	28.4
Men	233	63.1	145	59.7	218	59.6
Minority men	47	12.7	34	14.0	51	13.9
Women	136	36.9	98	40.3	148	40.4
Minority women	44	11.9	34	14.0	53	14.5

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 68: Social Security Administration—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	56	47.5	20	43.5	52	44.4
White women	23	19.5	11	23.9	29	24.8
African-American men	13	11.0	5	10.9	13	11.1
African-American women	12	10.2	6	13.0	13	11.1
Hispanic men	7	5.9	2	4.3	4	3.4
Hispanic women	5	4.2	2	4.3	5	4.3
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	2	1.7	0	0.0	1	0.9
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**118**	**100.0**	**46**	**100.0**	**117**	**100.0**
Minorities	39	33.1	15	32.6	36	30.8
Men	76	64.4	27	58.7	69	59.0
Minority men	20	16.9	7	15.2	17	14.5
Women	42	35.6	19	41.3	48	41.0
Minority women	19	16.1	8	17.4	19	16.2

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 69: Social Security Administration—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	267	53.7	118	50.9	256	51.5
White women	127	25.6	64	27.6	131	26.4
African-American men	34	6.8	15	6.5	34	6.8
African-American women	39	7.8	20	8.6	42	8.5
Hispanic men	15	3.0	8	3.4	18	3.6
Hispanic women	7	1.4	4	1.7	9	1.8
Asian/Pacific Islander men	3	0.6	1	0.4	1	0.2
Asian/Pacific Islander women	0	0.0	0	0.0	1	0.2
Native American men	1	0.2	0	0.0	1	0.2
Native American women	4	0.8	2	0.9	4	0.8
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**497**	**100.0**	**232**	**100.0**	**497**	**100.0**
Minorities	103	20.7	50	21.6	110	22.1
Men	320	64.4	142	61.2	310	62.4
Minority men	53	10.7	24	10.3	54	10.9
Women	177	35.6	90	38.8	187	37.6
Minority women	50	10.1	26	11.2	56	11.3

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 70: Social Security Administration—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	836	49.1	446	47.3	807	47.4
White women	450	26.4	252	26.8	470	27.6
African-American men	99	5.8	60	6.4	97	5.7
African-American women	162	9.5	90	9.6	164	9.6
Hispanic men	60	3.5	35	3.7	66	3.9
Hispanic women	43	2.5	27	2.9	46	2.7
Asian/Pacific Islander men	16	0.9	11	1.2	17	1.0
Asian/Pacific Islander women	15	0.9	10	1.1	17	1.0
Native American men	14	0.8	7	0.7	11	0.6
Native American women	7	0.4	4	0.4	6	0.4
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**1,702**	**100.0**	**942**	**100.0**	**1,701**	**100.0**
Minorities	416	24.4	244	25.9	424	24.9
Men	1,025	60.2	559	59.3	998	58.7
Minority men	189	11.1	113	12.0	191	11.2
Women	677	39.8	383	40.7	703	41.3
Minority women	227	13.3	131	13.9	233	13.7

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 71: Department of State—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	68	67.3	30	63.8	67	67.0
White women	28	27.7	15	31.9	30	30.0
African-American men	0	0.0	0	0.0	0	0.0
African-American women	1	1.0	0	0.0	0	0.0
Hispanic men	4	4.0	2	4.3	3	3.0
Hispanic women	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander men	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0
Native American men	0	0.0	0	0.0	0	0.0
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**101**	**100.0**	**47**	**100.0**	**100**	**100.0**
Minorities	5	5.0	2	4.3	3	3.0
Men	72	71.3	32	68.1	70	70.0
Minority men	4	4.0	2	4.3	3	3.0
Women	29	28.7	15	31.9	30	30.0
Minority women	1	1.0	0	0.0	0	0.0

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 72: Department of State—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	972	61.3	555	60.1	944	59.6
White women	387	24.4	226	24.5	397	25.0
African-American men	58	3.7	35	3.8	57	3.6
African-American women	52	3.3	31	3.4	53	3.3
Hispanic men	46	2.9	29	3.1	49	3.1
Hispanic women	22	1.4	15	1.6	24	1.5
Asian/Pacific Islander men	25	1.6	17	1.8	32	2.0
Asian/Pacific Islander women	15	0.9	10	1.1	16	1.0
Native American men	6	0.4	4	0.4	10	0.6
Native American women	1	0.1	0	0.0	1	0.1
Unknown	2	0.1	2	0.2	2	0.1
Total[a]	**1,586**	**100.0**	**924**	**100.0**	**1,585**	**100.0**
Minorities	225	14.2	141	15.3	242	15.3
Men	1,107	69.8	640	69.3	1,092	68.9
Minority men	135	8.5	85	9.2	148	9.3
Women	477	30.1	282	30.5	491	31.0
Minority women	90	5.7	56	6.1	94	5.9

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 73: Department of State—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,584	62.3	1,197	62.9	1,597	62.7
White women	598	23.5	431	22.6	589	23.1
African-American men	74	2.9	55	2.9	73	2.9
African-American women	88	3.5	63	3.3	83	3.3
Hispanic men	67	2.6	55	2.9	71	2.8
Hispanic women	28	1.1	24	1.3	31	1.2
Asian/Pacific Islander men	66	2.6	48	2.5	62	2.4
Asian/Pacific Islander women	30	1.2	24	1.3	31	1.2
Native American men	5	0.2	3	0.2	4	0.2
Native American women	4	0.2	3	0.2	5	0.2
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**2,544**	**100.0**	**1,903**	**100.0**	**2,546**	**100.0**
Minorities	362	14.2	275	14.5	360	14.1
Men	1,796	70.6	1,358	71.4	1,807	71.0
Minority men	212	8.3	161	8.5	210	8.2
Women	748	29.4	545	28.6	739	29.0
Minority women	150	5.9	114	6.0	150	5.9

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 74: Department of Transportation—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	111	62.4	41	54.7	104	58.4
White women	41	23.0	23	30.7	43	24.2
African-American men	14	7.9	6	8.0	16	9.0
African-American women	7	3.9	3	4.0	8	4.5
Hispanic men	0	0.0	0	0.0	1	0.6
Hispanic women	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander men	5	2.8	2	2.7	4	2.2
Asian/Pacific Islander women	0	0.0	0	0.0	1	0.6
Native American men	0	0.0	0	0.0	1	0.6
Native American women	0	0.0	0	0.0	0	0.0
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**178**	**100.0**	**75**	**100.0**	**178**	**100.0**
Minorities	26	14.6	11	14.7	31	17.4
Men	130	73.0	49	65.3	126	70.8
Minority men	19	10.7	8	10.7	22	12.4
Women	48	27.0	26	34.7	52	29.2
Minority women	7	3.9	3	4.0	9	5.1

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 75: Department of Transportation—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	789	67.6	355	61.7	762	65.3
White women	196	16.8	115	20.0	197	16.9
African-American men	60	5.1	32	5.6	71	6.1
African-American women	41	3.5	25	4.3	41	3.5
Hispanic men	29	2.5	18	3.1	39	3.3
Hispanic women	5	0.4	3	0.5	6	0.5
Asian/Pacific Islander men	26	2.2	15	2.6	23	2.0
Asian/Pacific Islander women	8	0.7	6	1.0	9	0.8
Native American men	11	0.9	5	0.9	16	1.4
Native American women	2	0.2	1	0.2	2	0.2
Unknown	0	0.0	0	0.0	1	0.1
Total[a]	**1,167**	**100.0**	**575**	**100.0**	**1,167**	**100.0**
Minorities	182	15.6	105	18.3	207	17.7
Men	915	78.4	425	73.9	911	78.1
Minority men	126	10.8	70	12.2	149	12.8
Women	252	21.6	150	26.1	255	21.9
Minority women	56	4.8	35	6.1	58	5.0

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 76: Department of Transportation—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	3,289	66.3	2,062	63.1	3,290	66.3
White women	768	15.5	550	16.8	780	15.7
African-American men	221	4.5	154	4.7	224	4.5
African-American women	202	4.1	145	4.4	182	3.7
Hispanic men	181	3.6	139	4.3	198	4.0
Hispanic women	51	1.0	45	1.4	57	1.1
Asian/Pacific Islander men	150	3.0	102	3.1	128	2.6
Asian/Pacific Islander women	29	0.6	21	0.6	27	0.5
Native American men	52	1.0	33	1.0	52	1.0
Native American women	15	0.3	11	0.3	15	0.3
Unknown	4	0.1	4	0.1	9	0.2
Total[a]	**4,962**	**100.0**	**3,266**	**100.0**	**4,962**	**100.0**
Minorities	901	18.2	650	19.9	883	17.8
Men	3,893	78.5	2,490	76.2	3,892	78.4
Minority men	604	12.2	428	13.1	602	12.1
Women	1,065	21.5	772	23.6	1,061	21.4
Minority women	297	6.0	222	6.8	281	5.7

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 77: Department of the Treasury—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	359	66.9	166	64.3	347	64.7
White women	109	20.3	58	22.5	113	21.1
African-American men	42	7.8	21	8.1	44	8.2
African-American women	11	2.0	5	1.9	12	2.2
Hispanic men	6	1.1	4	1.6	9	1.7
Hispanic women	2	0.4	1	0.4	2	0.4
Asian/Pacific Islander men	4	0.7	2	0.8	5	0.9
Asian/Pacific Islander women	1	0.2	0	0.0	1	0.2
Native American men	1	0.2	0	0.0	1	0.2
Native American women	2	0.4	1	0.4	2	0.4
Unknown	0	0.0	0	0.0	0	0.0
Total[a]	**537**	**100.0**	**258**	**100.0**	**536**	**100.0**
Minorities	69	12.8	34	13.2	76	14.2
Men	412	76.7	193	74.8	406	75.7
Minority men	53	9.9	27	10.5	59	11.0
Women	125	23.3	65	25.2	130	24.3
Minority women	16	3.0	7	2.7	17	3.2

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 78: Department of the Treasury—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,844	59.8	957	56.0	1,721	55.8
White women	746	24.2	430	25.2	790	25.6
African-American men	148	4.8	100	5.9	175	5.7
African-American women	148	4.8	97	5.7	174	5.6
Hispanic men	85	2.8	54	3.2	95	3.1
Hispanic women	27	0.9	17	1.0	32	1.0
Asian/Pacific Islander men	46	1.5	27	1.6	53	1.7
Asian/Pacific Islander women	18	0.6	13	0.8	21	0.7
Native American men	12	0.4	7	0.4	12	0.4
Native American women	6	0.2	3	0.2	4	0.1
Unknown	3	0.1	3	0.2	6	0.2
Total[a]	**3,083**	**100.0**	**1,708**	**100.0**	**3,083**	**100.0**
Minorities	490	15.9	318	18.6	566	18.4
Men	2,135	69.3	1,145	67.0	2,056	66.7
Minority men	291	9.4	188	11.0	335	10.9
Women	945	30.7	560	32.8	1,021	33.1
Minority women	199	6.5	130	7.6	231	7.5

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 79: Department of the Treasury—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	4,902	55.5	3,145	52.5	4,561	51.6
White women	2,219	25.1	1,523	25.4	2,330	26.4
African-American men	417	4.7	321	5.4	473	5.4
African-American women	583	6.6	451	7.5	665	7.53
Hispanic men	286	3.2	222	3.7	321	3.6
Hispanic women	114	1.3	89	1.5	134	1.5
Asian/Pacific Islander men	149	1.7	111	1.9	156	1.8
Asian/Pacific Islander women	95	1.1	76	1.3	115	1.3
Native American men	46	0.5	34	0.6	47	0.5
Native American women	16	0.2	12	0.2	18	0.2
Unknown	5	0.1	5	0.1	12	0.1
Total[a]	**8,832**	**100.0**	**5,989**	**100.0**	**8,832**	**100.0**
Minorities	1,706	19.3	1,316	22.0	1,929	21.8
Men	5,800	65.7	3,833	64.0	5,558	62.9
Minority men	898	10.2	688	11.5	997	11.3
Women	3,027	34.3	2,151	35.9	3,262	36.9
Minority women	808	9.1	628	10.5	932	10.6

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 80: Department of Veterans Affairs—Race, Ethnicity, and Gender of Career SES Corps, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at appointment rates for fiscal years 1995-2000	
Career SES	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	190	76.9	68	73.1	171	69.0
White women	31	12.6	15	16.1	43	17.3
African-American men	12	4.9	4	4.3	15	6.0
African-American women	4	1.6	2	2.2	7	2.8
Hispanic men	3	1.2	1	1.1	1	0.4
Hispanic women	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander men	1	0.4	0	0.0	0	0.0
Asian/Pacific Islander women	1	0.4	0	0.0	3	1.2
Native American men	3	1.2	1	1.1	3	1.2
Native American women	0	0.0	0	0.0	0	0.0
Unknown	2	0.8	2	2.2	5	2.0
Total[a]	**247**	**100.0**	**93**	**100.0**	**248**	**100.0**
Minorities	24	9.7	8	8.6	29	11.7
Men	209	84.6	74	79.6	190	76.6
Minority men	19	7.7	6	6.5	19	7.7
Women	36	14.6	17	18.3	53	21.4
Minority women	5	2.0	2	2.2	10	4.0

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 81: Department of Veterans Affairs—Race, Ethnicity, and Gender of GS-15s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-15	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	4,382	56.6	2,301	54.5	4,198	54.2
White women	1,107	14.3	670	15.9	1,321	17.1
African-American men	173	2.2	101	2.4	187	2.4
African-American women	109	1.4	72	1.7	141	1.8
Hispanic men	322	4.2	178	4.2	321	4.1
Hispanic women	131	1.7	80	1.9	147	1.9
Asian/Pacific Islander men	997	12.9	514	12.2	898	11.6
Asian/Pacific Islander women	499	6.4	289	6.8	503	6.5
Native American men	17	0.2	11	0.3	18	0.2
Native American women	4	0.1	2	0.0	3	0.0
Unknown	5	0.1	5	0.1	10	0.1
Total[a]	**7,746**	**100.0**	**4,223**	**100.0**	**7,747**	**100.0**
Minorities	2,252	29.1	1,247	29.5	2,218	28.6
Men	5,891	76.1	3,105	73.5	5,622	72.6
Minority men	1,509	19.5	804	19.0	1,424	18.4
Women	1,850	23.9	1,113	26.4	2,115	27.3
Minority women	743	9.6	443	10.5	794	10.2

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Table 82: Department of Veterans Affairs—Race, Ethnicity, and Gender of GS-14s, Actual as of October 1, 2000; Those Estimated to Remain Employed on October 1, 2007, after Accounting for Attrition; and Estimates for October 1, 2007, if Those Departing Are Replaced at Actual Rates for Fiscal Years 1995-2000

	On board on October 1, 2000		Remaining after estimated attrition on October 1, 2007		As of October 1, 2007, with replacements at promotion rates for fiscal years 1995-2000	
GS-14	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White men	1,465	59.2	859	55.6	1,332	53.8
White women	592	23.9	390	25.2	669	27.0
African-American men	98	4.0	68	4.4	105	4.2
African-American women	104	4.2	78	5.0	125	5.1
Hispanic men	55	2.2	38	2.5	59	2.4
Hispanic women	28	1.1	21	1.4	31	1.3
Asian/Pacific Islander men	62	2.5	41	2.7	68	2.7
Asian/Pacific Islander women	45	1.8	31	2.0	57	2.3
Native American men	11	0.4	6	0.4	10	0.4
Native American women	7	0.3	5	0.3	6	0.2
Unknown	8	0.3	8	0.5	12	0.5
Total[a]	**2,475**	**100.0**	**1,545**	**100.0**	**2,474**	**100.0**
Minorities	410	16.6	288	18.6	461	18.6
Men	1,691	68.3	1,012	65.5	1,574	63.6
Minority men	226	9.1	153	9.9	242	9.8
Women	776	31.4	525	34.0	888	35.9
Minority women	184	7.4	135	8.7	219	8.9

Source: GAO.

Note: Information from our analysis of the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) data.

[a]Percentages may not add to 100 because of rounding.

Reactions of Four Federal Agencies, OPM, and EEOC to SES Diversity Data

We presented to each of the four agencies we examined—the departments of Energy, the Interior, and Veterans Affairs (VA) and the Social Security Administration (SSA)—the results of our simulation of Senior Executive Service (SES) losses and projections of the SES racial, ethnic, and gender profiles at each agency if current appointment trends continue. We also presented our governmentwide simulation results and projections to the Office of Personnel Management (OPM) and the Equal Employment Opportunity Commission (EEOC). SSA and the three departments said our analysis of their career SES, and GS-15 and GS-14, losses and future diversity was reasonable. All of the agencies agreed that improvements needed to be made in their current SES diversity in at least some minority and gender groups. All four also acknowledged that the composition of the career SES that we projected if present selection trends continued would not be acceptable and discussed efforts they had made and were planning to take to promote diversity in general and in the career SES in particular. These efforts have significant elements in common. Because almost all career SES selections come from within the agency with a relative few selected from other agencies, agency officials generally agreed that the most effective way to enhance SES diversity is to increase diversity of the GS-15 and GS-14 feeder pool. OPM officials also said that if our projections were the actual result of SES selections through fiscal year 2007, that result would be unacceptable from a diversity standpoint. The reactions of these six agencies to the data and what they are doing and plan to do to address diversity in the career SES are summarized below.

Social Security Administration

SSA's goal is that its workforce at all levels, including the SES, should be at least as diverse as the national civilian labor force.[18] To achieve this end, SSA officials said that the agency would need to improve its representation of Asian Americans and Native Americans; our analysis indicates that an increase of Hispanic representation would also be needed.

SSA recently reinstituted an SES candidate development program, and also has separate leadership development programs for GS-13 and GS-14 and for GS-9 through GS-12. Thus, most employees above entry level can apply for management and leadership development programs. SSA officials said that it was agency policy to include women and minorities in the screening of applicants and final selections for these programs.

[18] The civilian labor force includes persons ages 16 or over who are employed or seeking employment, but excludes those in the Armed Forces.

SSA has made an effort to have line management "buy in" to diversity by making a case that diversity is not only a good thing in itself but enhances the agency's ability to perform its mission. Executives in SSA are held accountable for diversity as an element in their performance contracts. SSA's Office of Human Resources provides the Commissioner with a monthly summary of the ethnic and gender composition of each component of the agency by grade level, and a similar summary of the hiring done during the previous month. The Commissioner reviews these summaries with the deputy commissioners each month, which enables the Commissioner to demonstrate to senior managers the agency's commitment to diversity and hold them accountable with their peers for the diversity in their units.

SSA does regular entry-level recruiting at historically black colleges and Hispanic institutions and also has co-op agreements with Native American tribal colleges. SSA uses the Outstanding Scholar Program to recruit minorities and women, and makes use of authority granted by OPM to use bilingual registers for hiring.[19]

SSA has internal advisory councils for women, minority groups, and persons with disabilities. These councils, which are chartered by the SSA Commissioner and composed of volunteers, exist at national headquarters and at the SSA regional offices. They provide input and advice to SSA national and regional management on diversity issues and also join in SSA recruiting efforts where appropriate.

[19] The Outstanding Scholar and Bilingual/Bicultural programs were established by a consent decree approved by the U.S. District Court for the District of Columbia in 1981, in the case of *Luevano v. Campbell*, 93 F.R.D. 68 (D.D.C. 1981). The Outstanding Scholar Program may be used to hire into certain positions at the GS-5 or GS-7 level college graduates from accredited schools who obtained a grade point average of 3.5 or higher on a 4.0 scale, or who rank in the upper 10 percent of their classes, without further examination. The Bilingual/Bicultural program allows hiring into certain positions at the GS-5 or GS-7 level of candidates proficient in Spanish or knowledgeable in Hispanic culture who obtained passing examination scores, without further regard to rank where performance in the position would be enhanced by such bilingual or cultural skills.

Department of the Interior

Interior uses the relevant civilian labor force[20] as a basis for looking at diversity at all levels but had not yet prepared a comparison labor force for its career SES. Interior planned to do so in the near future. A department official acknowledged that the current diversity of the career SES in Interior is unsatisfactory, and that future diversity cannot be enhanced without additional efforts. The official noted that diversity at the entry level and midlevel has improved and that, with the assistance of the candidate development program that it has had for some time, this improvement will eventually be reflected at the SES level.

Interior officials noted that recruitment, workforce information, and workforce planning has until very recently been left up to the components within Interior instead of being handled at the departmental level. Officials of the U.S. Geological Survey, Office of Surface Mining, and Bureau of Land Management told us that they have had ongoing efforts to recruit minorities at educational institutions and career fairs. The Geological Survey has developed a job applicant database, which allows for tracking of the job selection process through all of its stages; thus, diversity of the applicant pool through successive screenings can be noted. Other parts of Interior do not have this type of process, although at least one other component uses the Geological Survey's process.

Interior management has recently acted to shift responsibility for recruitment and workforce planning (and thus for diversity) from components to the departmental level. The Deputy Assistant Secretary for Human Resources is developing a national recruitment initiative, under which Interior components will collaborate in recruiting and diversity will be included as one factor in recruiting. The Deputy Assistant Secretary is also preparing a human capital plan for submission to OPM, which will associate workforce planning with the departmental mission and will target diversity at midlevel and senior level.

Department of Energy

A senior official at Energy said that more progress is needed in making and keeping the department's career SES diverse. The official noted that there has been a recent significant increase in diversity at the GS-14 and 15

[20] The relevant civilian labor force is that portion of the civilian labor force that corresponds to a particular labor force (in this instance, the career SES) as closely as possible in terms of occupation and salary level.

levels, which could be reflected in future SES selections. Energy uses the civilian labor force as a basis for judging diversity, and also compares itself with other federal agencies.

Energy hosted a Human Capital Summit in 2001, which resulted in a renewed commitment to executive succession planning. After this summit, Energy restarted an SES candidate development program, which had been inactive since 1994, with its Human Resource Management office coordinating with its Office of Civil Rights to develop a diversity recruitment strategy for the program. Energy had an intern program to bring in recruits for technical positions at the GS-7/9 level and, according to a senior official, 50 to 55 percent of the interns in that program have been minorities, and most have stayed long enough to reach the GS-12/13 level. A new career intern program recently began and it is too early to report its results. Pursuant to Executive Order 13171, dealing with Hispanic federal employment, Energy has set up an internship program aimed specifically at Hispanics. Energy is also establishing a formal mentoring program, under which GS-13 through GS-15 staff members can benefit from guidance from SES executives.

Senior Energy officials noted that Energy does regular periodic diversity analysis of the workforce, and may extend this analysis to job applicants in the future. Building diversity is one of the key leadership attributes of the annual performance review for Energy executives.

Energy officials noted that it is especially difficult to recruit qualified minorities for scientific and technical positions, especially considering the competition for such candidates from the private sector and other agencies, such as the National Aeronautics and Space Administration. Energy uses authorities such as recruitment and retention bonuses and relocation allowances to help in minority recruitment. Energy could also use dual compensation waivers[21] for this purpose, but does not often use this option at present because, in the opinion of a senior Energy official, it is complicated to implement. A senior official said that Energy is considering applying for general waivers for certain occupational

[21] Section 5533 of Title 5, U.S.C., prohibits a federal employee from receiving pay for more than one position. However, a department or agency may make an exception from that section for a certain position upon determining that the required services cannot be obtained otherwise. A general exception for a number of positions must be granted by OPM.

categories. In addition, Energy said that it uses executive search firms to increase the cadre of minority candidates.

Department of Veterans Affairs

VA also said that our analysis was reasonable, and that more diversity was needed and greater efforts would be required if diversity is to increase. However, VA does not have an agreed-upon standard, such as the civilian labor force used by some agencies, by which to evaluate diversity in the career SES.[22]

Senior VA officials told us that, like Interior, VA has until recently left issues such as recruitment and leadership development to agency components. Officials of the Veterans Benefits Administration (VBA) and Veterans Health Administration (VHA) said that they were concerned about diversity in their management ranks, and had stepped up efforts to recruit minorities at lower levels and to prepare them for leadership. An official of the National Cemetery Administration said that it had made similar efforts, but had run into difficulties with finding minority candidates with civil service status and getting them on final selection lists. VA said that it had recently submitted to the Office of Management and Budget a restructuring plan under which, among other things, it will conduct an evaluation of its leadership development programs and develop a national recruitment and marketing plan.

According to agency officials, both VHA and VBA have instituted leadership development programs, with VBA having had an SES candidate development program for some time. VA announced an SES candidate development program in October 2001, and training for the initial group of participants began in November 2002.

VA also recently began to develop a plan for workforce management and succession planning. In addition, VA's Office of Diversity Management and Equal Employment Opportunity, at the request of the VA Assistant Secretary for Human Resources and Management, is providing diversity information on VA's current composition and monthly hiring. While diversity has been an element in performance evaluation for VA executives,

[22] VA does use the Professional, Administrative, Technical, Clerical, Other (PATCO) Civil Labor Force (CLF) in preparing workforce reports on its GS-15s and GS-14s, which allows it to monitor diversity in the SES feeder pool.

this information will for the first time allow VA to fairly evaluate executives for diversity performance, according to a VA official.

Office of Personnel Management

To gain a broader prospective on SES diversity issues, we met with OPM officials to get their reaction to our work. The officials agreed that our methodology was reasonable. They said that women and minorities continued to be underrepresented in the federal executive corps. OPM's strategy for increasing executive diversity is to encourage agencies to enhance diversity at entry level and midlevel, identify individuals with leadership ability early in their careers, and provide experience and learning opportunities to prepare them for senior level positions.

OPM cited the following actions as among the major steps it has taken to address diversity in the SES.

- Creating an Interagency Task Force on Hispanic Employment to focus on the continued underrepresentation of Hispanics in the federal workforce. The Director of OPM chairs the task force.

- Fostering the establishment and growth of agency candidate development programs, which train selected GS-14 and GS-15 employees in the skills necessary for success in the career SES.

- Issuing the first annual *Report to the President on Hispanic Employment in the Federal Government*, concerning the state of Hispanic employment.

- Meeting with leaders from 21 different Hispanic organizations to discuss barriers to Hispanic recruitment and retention as well as to enlist their support in recruitment. The organizations have goals and missions related to five different sectors: Hispanic education, federal employment, national advocacy, private sector, and professional organizations. The Director has held two meetings with the organizations and issued guidance to federal agencies about the benefits of utilizing the organizations' expertise.

- Co-chairing the Asian American and Pacific Islanders (AAPI) Joint Task Force with EEOC. The task force issued its *Report on AAPI Federal Employment and Glass Ceiling Issues*.

- Hosting, in partnership with the Department of Labor, the first Asian Pacific American Federal Career Advancement Summit in May 2002. OPM conducted several workshops on diversity issues and preparing for the SES.

- Meeting with the founders of the new employee group—the African American Federal Executive Association—which formed in 2002. One result from this meeting was an OPM initiative called the Executive Diversity Roundtable. The roundtable will be a venue for discussions focused solely on increasing and leveraging diversity in the executive ranks.

- Replacing "Cultural Awareness" with "Leveraging Diversity" as an SES leadership competency. A panel of public and private sector experts worked with OPM to revise the title and definition for the SES leadership competency that deals with diversity. The revised competency embodies the values of building, managing, and maintaining a diverse workforce; is results oriented; and stresses accountability.

- Compiling best practices that agencies can use to develop strategies to improve the representation of minorities and women in the federal workforce and including them in the fiscal year 2001 annual *Federal Equal Opportunity Recruitment Program (FEORP) Report to Congress*.

- Issuing the first *Semi-Annual Statistical Report to the President on Hispanic Employment in Federal Agencies*. The report compared Hispanic hiring in fiscal year 1995 with that of fiscal year 2001. It contained information on hiring activity both governmentwide and by individual agency and provided information about federal agency utilization of available hiring tools.

- Issuing a guide to federal agencies, *Building and Maintaining a High Quality, Diverse Workforce*.

- Conducting sessions on diversity issues as part of 1-week seminars offered to federal managers by OPM's Management Development Centers.

- During fiscal year 2001, conducting two workshops for agencies about federal equal employment opportunity regulations and federal agency roles and reporting requirements.
- Launching a new disability Web site in June 2002, a one-stop source of information for managers, applicants, and human resources professionals that is designed to be both comprehensive and user-friendly.
- Issuing a model plan on the employment of adults with disabilities.
- Regularly presenting workshops on diversity issues at numerous nationwide conferences of organizations with compatible goals, including organizations representing the interests of African Americans, Hispanics, women, Asians and Pacific Islanders, and persons with disabilities.
- Regularly providing consultation services and technical assistance to individual agencies regarding their questions, plans, and activities on diversity issues. In addition, upon request, OPM provided workshops to organizations that expressed interest in developing future leaders. These workshops focused on the application process and understanding the leadership competencies necessary for SES membership. These services were provided to about 10 federal agencies during fiscal year 2001.

Equal Employment Opportunity Commission

For EEOC's reaction, see the "Agency Comments" section of the letter and appendix V, where its comments are reprinted.

Comments from the Office of Personnel Management

OFFICE OF THE DIRECTOR

UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
WASHINGTON, DC 20415-0001

DEC 18 2002

Mr. Victor Rezendes
Managing Director, Strategic Issues
U.S. General Accounting Office
441 G Street, NW
Washington, DC 20548

Dear Mr. Rezendes:

The Office of Personnel Management (OPM) appreciates the opportunity to review and comment on the General Accounting Office's (GAO) draft report, *Senior Executive Service: Effect on Diversity of Expected Large Turnover.* Thank you for incorporating our initial views. We concur with your general findings and welcome the attention this report will bring to a critical opportunity facing the Federal workforce and Federal hiring officials.

Increasing diversity in the executive ranks continues to be a top priority for OPM and is demonstrated by our leadership, accountability and services in this area. We have been proactive in our efforts to help Federal agencies both obtain and retain a diverse workforce—particularly in the senior ranks. Our efforts include providing agencies with needed guidance and tools, expanding Government-wide discussions between agencies and constituent groups, and facilitating the exchange of ideas among agencies. Talk, however, is not enough, only results matter. OPM has placed itself forward as a model of what an agency can accomplish if senior managers support diversity. Over the course of the past year we have expanded our efforts to attract senior managers from the government and private sectors and have changed our SES performance standards to reflect a priority recruitment of qualified minorities.

Also, I have personally, on two separate occasions, met with Representative Danny Davis, Ranking Minority Member of the Committee on Government Reform of the U.S. House of Representatives to discuss this issue and OPM's efforts to provide stronger leadership for its efforts to elevate senior managers into the SES as well as the management ranks within OPM. I am pleased to say that as a result of those discussions, OPM has initiated strong discussions with the employee group Blacks In Government (BIG) and other organizations and we are about to launch a major overhaul of SES training at the Federal Executive Institute (FEI).

Furthermore, I chair an Interagency Task Force on Hispanic Employment composed of senior agency officials. Since its inception in October 2001, the Task Force has met several times to discuss barriers to full employment and share ideas and models (including accountability models) useful for addressing those barriers. We have also

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issued several reports (one statistical and two annual) to the President regarding agency activities and accomplishments to increase the employment of Hispanics in their ranks. Attached are copies of these reports.

In addition to OPM's efforts to assist Federal agencies with obtaining and retaining a diverse workforce, we are reaching out directly to the next generation of public servants, college and university undergraduates, as they begin to choose their career paths. In January 2003, OPM will be hosting a reception for HBCU (Historically Black Colleges and Universities) students to introduce them to and explain the hiring process for the Federal Government, to assist them with exploring Federal internship opportunities, and to share the experiences of HBCU graduates who are currently serving in a variety of Federal occupations.

OPM looks forward to receiving GAO's final report on diversity in the SES. We continue to be proactive in our commitment to help our stakeholders and other Government agencies implement these important initiatives.

Sincerely,

Kay Coles James
Director

Attachments

Comments from the Equal Employment Opportunity Commission

U.S. EQUAL EMPLOYMENT OPPORTUNITY COMMISSION
Washington, D.C. 20507

Mr. Victor S. Rezendes
Managing Director
Strategic Issues
U.S. General Accounting Office
Washington, DC 20548-0001

Dear Mr. Rezendes:

Thank you for providing us with the opportunity to review and comment on the General Accounting Office's draft report on the Senior Executive Service: Effect on Diversity of Expected Large Turnover. Commission staff has reviewed the draft report. Their comments, based on our commitment to ensuring equal employment opportunity for all federal employees and applicants, are enclosed. Again, we thank you for the opportunity to provide comments on this important issue. If you have any questions about the attached comments, please contact Brett Brenner at (202) 663-7207.

Sincerely,

H. Joan Ehrlich
Acting Director of Communications
and Legislative Affairs

Attachment

EEOC Staff Response to GAO Report
Senior Executive Service: Effect on Diversity of Expected Large Turnover.

EEOC Staff Reactions to the Report

The GAO's draft report estimates that more than half of the career SES members employed on October 1, 2000 will leave service by October 1, 2007 and that current SES appointment trends indicate there will be a significant increase in the representation of white females in the SES at a rate essentially equal the decrease in white males expected over this same period. GAO's analysis also predicts, however, that the proportion of minority women and men will remain virtually unchanged in the SES during this period.

With white women advancing for the first time into the ranks of the SES in significant numbers, GAO's report suggests that agencies have begun to experience some success in breaking down barriers to equality of opportunity in the federal workplace. Nonetheless, challenges still lie ahead. In the years ahead, agencies will need to continue their vigilance in ensuring a level playing field for all federal workers and should explore proactive strategies – such as succession planning, SES development, and mentoring programs for mid-level employees – designed to ensure a diverse group of highly qualified candidates for SES positions. We agree with GAO that the projected large losses in the SES ranks presents the government with both a unique challenge and opportunity – the challenge and opportunity to further strengthen the SES through employment practices that will ensure our SES is staffed with the best and brightest talent available, regardless of race, ethnicity, gender or disability.

EEOC Staff Comments to the Report

The language on page 17 using the term "unsatisfactory"should be changed to indicate that "EEOC expressed concern about the trends suggested by GAO's analysis to the extent that they may point to the presence of arbitrary barriers that limit qualified members of any group from advancing into the SES. EEOC noted that agencies should consider utilizing several strategies that broaden the available pool of qualified applicants to higher level positions, such as succession planning, SES development and mentoring programs for mid-level employees, and sharing of SES candidate pools by federal agencies."

Additionally, on page 17, the draft report states that EEOC officials said that "it was important for agencies to increase the diversity of their entry-level employees because they will eventually become the pool for SES replacements." This should be changed to: "EEOC believes that agencies must be vigilant in their efforts to identify inappropriate barriers to equality of opportunity in the federal workplace, with particular attention paid to potentially unlawful barriers at the GS14 and 15 levels as employees at these levels will eventually serve as the applicant pools from which SES candidates are selected."

The language on page 18 of the report regarding EEOC comments should indicate the following:

"The EEOC has adjudicatory responsibilities in the federal EEO complaints process and oversight responsibilities with respect to federal EEO programs generally. The EEOC reviews agency programs relating to complaints processing and other proactive prevention measures required by Title VII and the Rehabilitation Act. To the extent that diversity concerns are attributable to discrimination, agencies must regularly evaluate their recruitment, hiring and selection procedures to identify inappropriate barriers to equal employment opportunity. Where such barriers are identified, agencies must take measures to eliminate them. Moreover, there are several strategies that federal agencies might consider to enable the most talented employees in their workforces to gain the qualifications they need to reach the ranks of the SES, such as succession planning, SES development and mentoring programs for mid-level employees, and sharing of SES candidate pools by federal agencies."

The EEOC has taken a number of actions recently to help agencies identify and remove barriers to free and open competition in the federal workplace. While there has been great success in making the federal sector complaint process more fair and efficient, EEOC believes that proactive prevention efforts are equally important to the success of our statutory mission. One of EEOC's many responsibilities is to provide information to facilitate compliance with the law. Toward that end, EEOC has undertaken a number of initiatives relating to outreach, technical assistance, training and education.

- The EEOC has greatly enhanced its training and outreach programs for counselors, investigators and agency management. As an example, EEOC provided a 16-hour EEO Training Course for Managers and Supervisors, which EEOC developed for the Environmental Protection Agency (EPA) in FY 2001. The training emphasizes the importance of racial, ethnic and gender diversity in the SES to the effective operation of our government. EEOC delivered the training on more than 60 occasions in FY 2002 to various EPA groups throughout the country. As a result of the success of this program, EEOC delivered this training on eight additional occasions to other federal agencies.

- In FY 2002, the EEOC reviewed the reasonable accommodation procedures submitted by 82 agencies and assisted the agencies in making changes in the procedures necessary to meet the requirements of Executive Order 13164 and *EEOC Policy Guidance on Executive Order 13164: Establishing Procedures to Facilitate the Provision of Reasonable Accommodation.* EEOC also issued guidance for the implementation of this executive order. Persons with disabilities are significantly underrepresented in the SES ranks.

- The EEOC has significantly improved the accuracy and timeliness of the data it collects regarding the complaints filed in the EEO process. Data is now submitted online directly to EEOC via a secure website. The data is then published in EEOC's Annual Report. Agencies can review their own data and compare their SES workforce with other agencies' SES workforces.

- Based on feedback received from agencies who used the web-based data collection system in reporting FY 2001 data, the EEOC updated and improved the system so that future transmissions of data will be even more customer-friendly. Improvements to this data system ultimately improve the accuracy of the information in the reports that the EEOC issues about agencies' EEO performance. When agencies have more accurate information about their EEO performance, they are enabled to make better decisions about where they need to improve performance, including areas like recruitment, hiring, candidate development and promotion to positions in the SES.

- The EEOC significantly modified its annual report on the Federal Workforce in FY 2001. The report combines employment information about the federal workforce and data about EEO complaints processing trends and relevant statistics. Managers can use the data to plan strategies to utilize in their recruitment activities for vacancies in the SES positions at their agencies and in feeder groups that lead to SES positions.

- The authority to conduct onsite reviews of federal agencies is one of the most important mechanisms that the Commission has to assist agencies in understanding the laws and regulations that we enforce. The EEOC has current plans to ensure that future onsite reviews focus on minority representation in the feeder grades to the SES. These onsite reviews will evaluate the adequacy of agency efforts to identify and address selection procedure barriers.

- The EEOC is also exploring partnering with OPM to include the analysis of succession planning in the onsite reviews that are being planned for future fiscal years.

- The EEOC staff have met on several occasions with several Special Emphasis Managers, representing a number of agencies, to discuss what the Commission could do collaboratively to assist them in their efforts to ensure equality of opportunity for all workers, particularly in feeder groups to the SES ranks. The EEOC plans to continue these collaborative efforts.

- The Commission holds quarterly meetings with EEO Directors to brief agency officials on federal sector developments. The EEOC plans to devote an entire meeting with EEO Directors to assess agencies' efforts to develop strategies to ensure that workplace barriers are removed from federal workplaces, particularly in the SES.

- The EEOC is committed to providing its customers - federal agencies, federal employees and applicants, concerned members of the public, and stakeholders - with clear and easy-to-access information on how to comply with the federal anti-discrimination statutes. This compliance assistance is provided in a variety of ways, including web-based information, technical assistance visits, training seminars, telephone consultations, printed information, and onsite visits.

- The EEOC's Headquarters and Field staff conducted outreach in FY 2002 through no-cost public speaking engagements and technical assistance efforts for federal agencies and other stakeholder groups. In FY 2002, federal sector staff participated in 335 outreach events.

The language on page 103 that "EEOC officials also said that if our projections were the actual result of SES selection through fiscal year 2002, that result would be unacceptable..." should be changed to "EEOC expressed concern about the trends suggested by GAO's analysis to the extent that they may point to the presence of discriminatory barriers that limit qualified members of any group from advancing into the SES. EEOC noted that agencies should consider utilizing several strategies to broaden the available pool of qualified applicants to higher level positions, such as succession planning, SES development and mentoring programs for mid-level employees, and sharing of SES candidate pools by federal agencies."

All of the language on 114 of the draft report concerning EEOC should be changed to the following:

"The EEOC has adjudicatory responsibilities in the federal EEO complaints process and oversight responsibilities with respect to federal EEO programs generally. The EEOC reviews agency programs relating to complaints processing and other proactive prevention measures required by Title VII and the Rehabilitation Act. We provided EEOC with the results of our analyses to gain its perspective on the data. The EEOC officials said our methodology was reasonable. To the extent that diversity concerns are attributable to discrimination, EEOC officials emphasized the critical importance of ensuring that agencies regularly evaluate their recruitment and selection procedures to identify inappropriate barriers to equal employment opportunity. The EEOC officials also stated that, where such barriers are identified, agencies must take measures to eliminate them. The EEOC officials identified a number of strategies that federal agencies might consider, such as succession planning, SES development and mentoring programs for mid-level employees, and sharing of SES candidate pools by federal agencies.

Finally, while EEOC officials did not object to our methodology they did remark that the model which we selected assumes that the structure of the SES in future years will be patterned after attrition and replacement patterns which occurred within the SES in prior years. The accuracy of such a model depends on consistency in the conditions that affect attrition and retention between the past and future. To the extent that conditions change (e.g., dips in the stock market, variations in financial obligations such as college expenses, availability of alternative employment opportunities) between periods of time, such models will decrease in accuracy. Therefore, the predictions of this report on diversity of the SES in the future are likely to decrease in accuracy as external conditions which are not under the control of individual agencies change."

Comments from the Social Security Administration

SOCIAL SECURITY
The Commissioner

November 27, 2002

Mr. Victor S. Rezendes
Managing Director
Strategic Issues
U.S. General Accounting Office
Washington, D.C. 20548

Dear Mr. Rezendes:

Thank you for the opportunity to review and comment on the preliminary draft report "Senior Executive Service: The Effect on Diversity of Expected Large Turnover," (GAO-03-34). Overall we agree with the report findings and conclusions, including all of the April 2002 Office of Personnel Management's (OPM) recommendations on page 5, which we have been implementing since late 1998. We also agree with the information, as presented, for the specific Social Security Administration data that was obtained during GAO's visit.

With respect to data in future reviews, we believe an alternate analytical approach would be to look at trends over the last 10 years and apply those trends to the next 5 years. For example, if the trend over the last 10 years was that the replacement rate of minorities improved 2 percent a year, projections for the next 5 would show an improvement of more than 10 percent in the alternate method, but still no improvement in the method used by GAO in the study. It is possible that a trend may be flat or negative, but if it is so, we believe the 10-year-based analysis would still be more sound.

If you have any questions, please have your staff contact Laura Bell at (410) 965-2636.

Sincerely,

Jo Anne B. Barnhart

Jo Anne B. Barnhart

SOCIAL SECURITY ADMINISTRATION BALTIMORE MD 21235-0001

Comments from the Department of Veterans Affairs

THE SECRETARY OF VETERANS AFFAIRS
WASHINGTON
December 2, 2002

Mr. Victor S. Rezendes
Managing Director
U. S. General Accounting Office
441 G Street, NW
Washington, DC 20548

Dear Mr. Rezendes:

The Department of Veterans Affairs (VA) has reviewed your draft report, ***SENIOR EXECUTIVE SERVICE: Effect on Diversity of Expected Large Turnover*** (GAO-03-34). The report includes data on the current composition of the Department of Veterans Affairs (VA) Senior Executive Service (SES) and comments on VA's overall efforts to increase diversity within VA's SES ranks.

VA is in general agreement with the General Accounting Office's (GAO) observations. Our comments in the attached enclosure offer additional information to clarify some statistics and data as well as illustrate our progress in addressing diversity in the SES. The enclosure is organized to address four specific items and page numbers are included to facilitate ease of review.

Thank you for the opportunity to comment on your draft report.

Sincerely yours,

Anthony J. Principi

Enclosures

Comments from the Department of Energy

Department of Energy
Washington, DC 20585
DEC 12 2002

Mr. Victor S. Rezendes
Managing Director, Strategic Issues
General Accounting Office
Room 4057
441 G Street, N.W.
Washington, D.C. 20548

Dear Mr. Rezendes:

I am responding on behalf of the Secretary to your letter of November 6, 2002, regarding review and comment on the draft GAO report, "Senior Executive Service: Effect on Diversity of Expected Large Turnover."

The staff that attended the briefing with GAO appreciated the opportunity to meet with you and your staff to discuss this issue and to provide you with information regarding the Department's initiatives concerning the Senior Executive Service (SES), turnover, and diversity. They have reviewed the draft report and the following comments are provided. To assist your staff in viewing these edits, a revised, highlighted version of the draft report text regarding the Department of Energy (DOE) segment is attached.

In addition to these comments, I would like to reiterate that the Department agrees with GAO's assessment that more needs to be done to enhance diversity, particularly in light of the anticipated retirement and other losses over the next 5 years. As GAO pointed out in the draft, this has important implications for government management and emphasizes the need for good succession planning for this leadership group, as well as racial, ethnic, and gender diversity in the SES corps. It is hoped that the new Candidate Development Program will provide a needed boost to the concept of succession planning.

The Department is working on streamlining the SES staffing process along the lines of OPM's recently announced 30 work-day SES staffing model. It is anticipated that this will complement the Department's recruitment efforts by shortening the process by which individuals are appointed to the SES corps. The Department is also building on entry-level recruitment efforts through its continuing work with various program offices to ensure a wider and more diverse applicant pool from among which SES vacancies can be filled. The Department is committed to improving upon the current SES appointment trends projected into out-years by GAO so that diversity in the Department's career SES ranks will be enhanced in the coming years.

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Specific Comments on the Draft Report

- In paragraph 2 (Department of Energy section, page 107 of the draft), GAO suggests that E.O. 13162 (Career Intern Hiring Authority) is the driver behind efforts to expand Hispanic employment in the Federal government. It is actually E.O. 13171 (Hispanic Federal Employment).

- The intern statistics in paragraph 2 (page 107) appear to refer to the Department of Energy's old Technical Intern Program and do not accurately reflect hiring and/or retention figures for DOE's new Career Intern Program. Because the program is just beginning, statistics are not yet available; therefore, it is suggested that the wording in that paragraph be revised to reflect the previous program, noting that a new one is underway.

- Paragraph 4 (page 108) references NASA. The reference was based on general anecdotes regarding the hiring for SES positions as opposed to concrete statistics. Rewording of this statement is suggested.

- Paragraph 4 (page 108) should be edited to reflect the technically correct reference to "recruitment and relocation bonuses and retention allowances." Also, it is suggested that reference be made to the Department's use of executive search firms to increase the cadre of minority applicants, as well as a reference to the student loan program as a recruitment tool.

If there are any questions regarding these comments, please contact Susan McCannell, Director, Executive Resources Management Division, at (202) 586-8458.

Sincerely,

Bruce M. Carnes
Director, Office of Management, Budget
and Evaluation/Chief Financial Officer

Enclosure

GAO Contact and Staff Acknowledgments

GAO Contact

Thomas G. Dowdal, (202) 512-6588

Acknowledgments

In addition to the individual named above, the following individuals made significant contributions to this report: Walter E. Reed, Jr., Steven J. Berke, Mitchell B. Karpman and Gregory H. Wilmoth.

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Jeff Nelligan, Managing Director, NelliganJ@gao.gov (202) 512-4800
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