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# HUMAN CAPITAL

## Diversity in the Federal SES and Senior Levels of the U.S. Postal Service and Processes for Selecting New Executives

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Highlights of [GAO-08-609T](#), a testimony before congressional committees

### Why GAO Did This Study

A diverse Senior Executive Service (SES), which generally represents the most experienced segment of the federal workforce, can be an organizational strength by bringing a wider variety of perspectives and approaches to policy development and decision making. In January 2003, GAO provided data on the diversity of career SES members as of October 2000 ([GAO-03-34](#)). In March 2000, GAO reported similar data for the Postal Career Executive Service (PCES) as of September 1999 ([GAO/GGD-00-76](#)). In its 2003 report, GAO also projected what the profile of the SES would be in October 2007 if appointment and separation trends did not change.

In response to a request for updated information on diversity in the SES and the senior ranks of the U.S. Postal Service, GAO is providing data on race, ethnicity, and gender obtained from the Office of Personnel Management's (OPM) Central Personnel Data File and the Postal Service for (1) career SES positions as of the end of fiscal year 2007 and the SES developmental pool (i.e., GS-15 and GS-14 positions) as well as a comparison of actual fiscal year 2007 data to projections for fiscal year 2007 that GAO made in its 2003 report, and (2) the PCES, the Executive Administrative Schedule (EAS), and EAS participants in the Corporate Succession Planning (CSP) program. GAO also describes the process that executive agencies and the Postal Service use to select members into their senior ranks.

To view the full product, including the scope and methodology, click on [GAO-08-609T](#). For more information, contact Katherine Siggerud at (202) 512-2834 or [siggerudk@gao.gov](mailto:siggerudk@gao.gov) or George Stalcup at (202) 512-6806 or [stalcupg@gao.gov](mailto:stalcupg@gao.gov)

## HUMAN CAPITAL

### Diversity in the Federal SES and Senior Levels of the U.S. Postal Service and Processes for Selecting New Executives

#### What GAO Found

Data in the Central Personnel Data File and provided by the U.S. Postal Service show that as of the end of fiscal year 2007, the overall percentages of women and minorities have increased in the federal career SES and its developmental pool for potential successors since 2000 as well as in the PCES and EAS levels 22 and above, from which PCES potential successors could come, since 1999.

Governmentwide	October 2000			September 2007		
	Number	Percent		Number	Percent	
		Women	Minorities		Women	Minorities
SES	6,110	23.6	13.8	6,555	29.1	15.8
SES potential developmental pool (GS-15s and GS-14s)	135,012	28.2	17.0	149,149	34.3	22.5

Source: GAO analysis of OPM's Central Personnel Data File.

U.S. Postal Service	September 1999			September 2007		
	Number	Percent		Number	Percent	
		Women	Minorities		Women	Minorities
PCES	854	20.1	20.8	748	29.0	25.5
EAS levels 22 and above	8,955	22.7	25.3	8,826	31.5	29.5

Source: U.S. Postal Service.

Actual fiscal year 2007 SES data show that representation increased from October 2000 among minorities and women and that those increases generally exceed the increases we projected in our 2003 report. The only decrease among minorities occurred in African American men, whose fiscal year 2007 actual representation (5.0 percent) was less than the October 2000 baseline (5.5 percent). For the developmental pool (GS-15s and GS-14s), fiscal year 2007 data show that increases also occurred generally among minorities and women since October 2000.

Both executive branch agencies and the Postal Service have processes for selecting members into their senior ranks. Executive agencies use Executive Resources Boards to review the executive and technical qualifications of eligible candidates for initial SES career appointments and make recommendations on the best qualified. An OPM-administered board reviews candidates' qualifications before appointment to the SES. The Postal Service does not fall under the jurisdiction of OPM's board for promoting employees to the PCES. Instead, it promotes EAS and other employees to the PCES when they are selected to fill PCES vacancies. Most employees promoted to the PCES have been CSP program participants, consistent with Postal Service policy encouraging this practice. The CSP program is intended to identify and develop employees so that they can promptly and successfully assume PCES positions as these positions become available.

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Chairman Davis, Chairman Akaka, and Members of the Subcommittees:

We are pleased to be here today to provide the Subcommittees with information on the representation of women and minorities<sup>1</sup> in the senior ranks of the federal government and the U.S. Postal Service. In January 2003, we released a comprehensive review of career senior executives by race, ethnicity, and gender governmentwide and by major executive agencies as of October 2000, and we also projected what the profile of the Senior Executive Service (SES) would be in October 2007 if appointment and separation trends did not change.<sup>2</sup>

Most recently, in May 2007,<sup>3</sup> we testified before the House Subcommittee on Federal Workforce, Postal Service, and the District of Columbia, Committee on Oversight and Government Reform on the fiscal year 2006 levels of representation of women and minorities in the federal government's career SES<sup>4</sup> and the levels that serve as the developmental pools from which the vast majority of potential successors for career SES positions<sup>5</sup> will come. We also provided data for the Postal Service's Postal Career Executive Service (PCES), which includes postal officers and executives and certain levels of the Service's Executive and Administrative Schedule (EAS), from which potential successors could come.

The federal government continues to face new and more complex challenges in the 21st century resulting from long-term fiscal constraints, changing demographics, and other factors. Leadership in agencies across the federal government, especially at senior executive levels, is essential to

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<sup>1</sup>By minorities, we refer to people in the following racial and ethnic groups: African American, American Indian/Alaska Native, Asian/Pacific Islander, and Hispanic.

<sup>2</sup>GAO, *Senior Executive Service: Enhanced Agency Efforts Needed to Improve Diversity as the Senior Corps Turns Over*, [GAO-03-34](#) (Washington, D.C.: Jan. 17, 2003).

<sup>3</sup>GAO, *Human Capital: Diversity in the Federal SES and the Senior Levels of the U.S. Postal Service*, [GAO-07-838T](#) (Washington, D.C.: May 10, 2007).

<sup>4</sup>Career SES members are individuals with civil service status (permanent) who are appointed competitively to SES positions and serve in positions below the top political appointees in the executive branch of government.

<sup>5</sup>The vast majority of potential successors for career SES positions come from the general schedule (GS) pay plan for grades GS-15 and GS-14. 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.

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providing accountable, committed, consistent, and sustained attention to human capital and related organizational transformation issues. Having a diverse SES corps, which generally represents the most experienced segment of the federal workforce, can be an organizational strength that can bring a wider variety of perspectives and approaches to bear on policy development and implementation, strategic planning, problem solving, and decision making.

Today, as requested, we are providing updated information as of the end of fiscal year 2007 on the representation of women and minorities in career SES<sup>6</sup> positions and the SES developmental pool (i.e., GS-15 and GS-14 positions) as well as baseline data from October 2000, which we previously reported for those same positions in 2003.<sup>7</sup> As requested, we also will compare the fiscal year 2007 data to statistically estimated projections for fiscal year 2007 that we made in our 2003 report. We also are providing updated information from the Postal Service on the representation of women and minorities in the PCES and EAS as of the end of fiscal year 2007 as well as baseline data from 1999, which we previously reported for those same positions.<sup>8</sup> We did not make projections for the profile of Postal Service positions based on retirement trends. In addition, we are providing representation data for the Postal Service's Corporate Succession Planning (CSP) program as of the end of fiscal year 2007 and the end of fiscal year 2004—the fiscal year that the CSP program first accepted participants. This program is intended to identify and develop employees so that they can promptly and successfully assume PCES positions as these positions become available. Finally, we will describe the overall processes used in executive branch agencies and the Postal Service for selecting members into their senior ranks.

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<sup>6</sup>For the SES, we included those with career appointments in the Senior Executive Service personnel system. These individuals are in executive positions classified above GS-15 or equivalent and do not require appointment by the President with Senate confirmation. We excluded those in SES-type positions authorized by law, such as in the Foreign Service, and some law enforcement and intelligence programs as well as positions in the Senior Level and Scientific and Professional systems.

<sup>7</sup>[GAO-03-34](#).

<sup>8</sup>GAO, *U.S. Postal Service: Diversity in the Postal Career Executive Service*, [GAO/GGD-00-76](#) (Washington, D.C.: Mar. 30, 2000). We also have reported on fiscal year 2002 employee diversity at the Postal Service. See GAO, *U.S. Postal Service: Data on Career Employee Diversity*, [GAO-03-745R](#) (Washington, D.C.: Sept. 15, 2003).

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We extracted representation data for the SES from the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF). We believe the CPDF is sufficiently reliable for the informational purpose of this testimony. We previously reported that governmentwide data from the CPDF for the key variables reported in this testimony—agency, gender, race or national origin, and pay plan or grade—were 96 percent or more accurate.<sup>9</sup> Representation data for the PCES, EAS, and CSP program were provided by the Postal Service. The Postal Service data on employees in different levels by gender and race as well as the number in the CSP program are of undetermined reliability. During our review, the Postal Service was transitioning from one electronic data system to another, which prevented us from performing our normal reliability assessment. However, because the Postal Service representation data were generally consistent with prior years, we do not believe there are any material limitations in using these data for the purposes of this testimony. The information on selection processes was obtained from OPM and the Postal Service. We conducted this performance audit from January 2008 to March 2008 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

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## Representation of Women and Minorities in the SES and Its Developmental Pool as of Fiscal Year 2007

The data that we are reporting today provide a demographic snapshot of the career SES as well as the levels that serve as the SES developmental pool for October 2000 and September 2007. Table 1 shows the number of career SES as well as those in the developmental pool, including the percentages of women and minorities. For more information on demographic data governmentwide, see appendix I.

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<sup>9</sup>GAO, *OPM's Central Personnel Data File: Data Appear Sufficiently Reliable to Meet Most Customer Needs*, [GAO/GGD-98-199](#) (Washington, D.C.: Sept. 30, 1998). Also, in a document dated February 28, 2008, an OPM official confirmed that OPM continues to follow the CPDF data quality standards and procedures contained in our 1998 report.

**Table 1: Career SES and the SES Developmental Pool for October 2000 and September 2007**

Governmentwide	October 2000			September 2007		
	Number	Percent		Number	Percent	
		Women	Minorities		Women	Minorities
SES	6,110	23.6	13.8	6,555	29.1	15.8
SES developmental pool (GS-15s and GS-14s)	135,012	28.2	17.0	149,149	34.3	22.5

Source: GAO analysis of OPM's CPDF.

Table 2 shows a further breakdown of the number of SES members, including the percentages of women and minorities, by Chief Financial Officers (CFO) Act agency.<sup>10</sup> For more information on demographic data by CFO Act agency, see appendix I.

**Table 2: Career SES Members by CFO Act Agency for October 2000 and September 2007**

CFO Act agency	October 2000			September 2007		
	Number of SES	Percent		Number of SES	Percent	
		Women	Minorities		Women	Minorities
Agriculture	283	25.4	20.1	318	28.3	18.9
AID	25	20.0	20.0	22	45.5	36.4
Commerce	296	23.3	12.5	317	28.4	14.5
Defense	1,144	16.3	6.1	1,123	22.6	8.3
Education	60	28.3	21.7	66	36.4	15.2
Energy	391	18.9	10.7	421	22.8	14.3
EPA	255	29.8	15.3	261	37.5	17.2
FEMA	32	21.9	3.1	<sup>a</sup>	<sup>a</sup>	<sup>a</sup>
GSA	84	28.6	14.3	80	28.8	15.0
HHS	399	36.1	21.3	356	44.1	20.5
DHS	<sup>b</sup>	<sup>b</sup>	<sup>b</sup>	325	26.2	13.2
HUD	73	28.8	35.6	89	38.2	43.8

<sup>10</sup>The CFO Act agencies are 24 major executive agencies that are subject to the CFO Act. In 2006, the CFO Act agencies employed 98 percent of federal employees. Pub. L. No. 101-576, 104 Stat. 2838 (Nov. 15, 1990), as amended.

CFO Act agency	October 2000			September 2007		
	Number of SES	Percent		Number of SES	Percent	
		Women	Minorities		Women	Minorities
Interior	191	31.9	22.0	221	31.7	25.8
Justice	407	22.6	15.2	645	22.2	17.8
Labor	132	28.0	21.2	133	33.1	21.1
NASA	394	19.5	13.2	431	23.4	14.6
NRC	139	13.7	11.5	146	19.9	13.7
NSF	79	30.4	13.9	79	44.3	16.5
OPM	36	41.7	19.4	42	38.1	16.7
SBA	39	33.3	33.3	36	27.8	38.9
SSA	118	35.6	33.1	134	41.8	27.6
State	101	28.7	5.0	114	32.5	6.1
Transportation	178	27.0	14.6	188	36.2	16.0
Treasury	537	23.3	12.8	386	36.8	18.4
VA	247	14.6	9.7	236	30.9	14.8

Source: GAO analysis of OPM's CPDF.

Notes: 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; DHS is the Department of Homeland Security; 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; SBA is the Small Business Administration; SSA is the Social Security Administration; and VA is the Department of Veterans Affairs.

<sup>a</sup>FEMA was an independent agency and 1 of the 24 CFO Act agencies until the formation of DHS in 2003.

<sup>b</sup>DHS did not exist before March 2003. It was created from 22 agencies or parts of agencies, including the U.S. Customs Service, which was formerly located in the Department of the Treasury; FEMA; and the Coast Guard.

As we reported in 2003, the gender, racial, and ethnic profiles of the career SES at the 24 CFO Act agencies varied significantly in October 2000. The representation of women ranged from 13.7 percent to 41.7 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. In 2007, the representation of women and minorities, both overall and for most individual agencies, was higher than it was in October 2000. The representation of women ranged from 19.9 percent to 45.5, percent with more than half of the agencies having 30 percent or more women. For minority representation, rates ranged from 6.1 percent to 43.8 percent, with more than half of the agencies having over 16 percent minority

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representation, and more than 90 percent of the agencies having more than 13 percent minority representation in the SES.

For this testimony, we did not analyze the factors that contributed to the changes from October 2000 through September 2007 in representation. OPM and the Equal Employment Opportunity Commission (EEOC), in their oversight roles, require federal agencies to analyze their workforces, and both agencies also report on governmentwide representation levels.<sup>11</sup> Under OPM's regulations implementing the Federal Equal Opportunity Recruitment Program (FEORP),<sup>12</sup> agencies are required to determine where representation levels for covered groups are lower than the civilian labor force and take steps to address those differences.<sup>13</sup> Agencies are also required to submit annual FEORP reports to OPM in the form prescribed by OPM. EEOC's Management Directive 715 (MD-715) provides guidance and standards to federal agencies for establishing and maintaining effective equal employment opportunity programs, including a framework for executive branch agencies to help ensure effective management, accountability, and self-analysis to determine whether barriers to equal employment opportunity exist and to identify and develop strategies to mitigate or eliminate the barriers to participation.<sup>14</sup> Specifically EEOC's MD-715 states that agency personnel programs and policies should be evaluated regularly to ascertain whether such programs have any barriers that tend to limit or restrict equitable opportunities for open competition in the workplace. The initial step is for agencies to analyze their workforce data with designated benchmarks, including the civilian labor force. If analysis of their workforce profiles identifies potential barriers, agencies are to examine all related policies, procedures, and practices to determine whether an actual barrier exists. EEOC requires agencies to report the results of their analyses annually.

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<sup>11</sup>OPM's most recent report is its January 2007 *Annual Report to the Congress: Federal Equal Opportunity Recruitment Program, Fiscal Year 2006*, and EEOC's most recent report is its *Fiscal Year 2006 Annual Report on the Federal Work Force*.

<sup>12</sup>5 U.S.C. § 7201 and 5 C.F.R. Part 720, Subpart B.

<sup>13</sup>The civilian labor force is composed of those 16 and older who are employed or looking for work and not in the military or institutionalized.

<sup>14</sup>EEOC defines barriers as agency policies, principles, or practices that limit or tend to limit employment opportunities for members of a particular gender, race, or ethnic background or based on an individual's disability status.



In our 2003 report, we (1) reviewed actual appointment trends from fiscal years 1995 to 2000 and actual separation experience from fiscal years 1996 to 2000; (2) estimated by race, ethnicity, and gender the number of career SES who would leave government service from October 2000 through October 2007; and (3) projected what the profile of the SES would be if appointment and separation trends did not change. We estimated that more than half of the career SES members employed in October 2000 will have left service by October 2007. Assuming then-current career SES appointment trends, we projected that (1) the only significant changes in diversity would be an increase in the number of white women with an essentially equal decrease in white men and (2) the proportions of minority women and men would remain virtually unchanged in the SES corps, although we projected slight increases among most racial and ethnic minorities.

Table 3 shows SES representation as of October 2000, our 2003 projections of what representation would be at the end of fiscal year 2007, and actual fiscal year 2007 data. We projected increases in representation among both minorities and women. Fiscal year 2007 data show that increases did take place among those groups and that those increases generally exceed the increases we projected. The only decrease among minorities occurred in African American men, whose representation declined from 5.5 percent in 2000 to 5.0 percent at the end of fiscal year 2007. For more information on our projections, see appendix II.

**Table 3: Fiscal Year 2007 Projections We Reported in 2003 Compared with Actual Fiscal Year 2007 Data for SES Governmentwide and Baseline 2000 Data**

SES profile	October 2000	October 2003 projections for October 2007	Actual September 2007
	Percent	Percent	Percent
African American men	5.5	5.7	5.0
African American women	2.9	3.4	3.5
American Indian/Alaska Native men	0.9	0.8	0.9
American Indian/Alaska Native women	0.3	0.3	0.4
Asian/Pacific Islander men	1.1	1.1	1.5
Asian/Pacific Islander women	0.5	0.6	0.9
Hispanic men	1.8	2.0	2.7
Hispanic women	0.7	0.7	0.9
White men	67.1	62.1	60.7
White women	19.1	23.1	23.3

SES profile	October 2000	October 2003 projections for October 2007	Actual September 2007
	Percent	Percent	Percent
Unspecified/other	0.1	0.4	0.2
<b>Total<sup>a</sup></b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Minorities	13.8	14.5	15.8
Men	76.4	71.6	70.9
Minority men	9.3	9.5	10.1
Women	23.6	28.1	29.1
Minority women	4.5	5.0	5.8

Source: GAO analysis of OPM's CPDF.

Notes: Governmentwide includes civilian employees of all cabinet-level departments, independent agencies, commissions, councils, and boards in the executive branch except the intelligence agencies, the Postal Service, and the Foreign Service (as of 2007). Projections include replacements for departing SES members at appointment trends for fiscal years 1995-2000 (See [GAO-03-34](#)).

<sup>a</sup>Percentages may not add to 100 because of rounding.

Table 4 shows developmental pool representation as of October 2000, our 2003 projections of what representation would be at the end of fiscal year 2007, and actual fiscal year 2007 data. We projected increases in representation among both minorities and women. Fiscal year 2007 data show that increases did generally take place among those groups. For more information on our projections, see appendix II.

**Table 4: Fiscal Year 2007 Projections We Reported in 2003 Compared with Actual Fiscal Year 2007 Data for the SES Developmental Pool Governmentwide and Baseline 2000 Data**

Profile of developmental pool (GS-15s and GS-14s)	October 2000	October 2003 projections for October 2007	Actual September 2007
	Percent	Percent	Percent
African American men	3.8	4.1	4.3
African American women	4.1	4.5	6.1
American Indian/Alaska Native men	0.6	0.7	0.6
American Indian/Alaska Native women	0.3	0.3	0.4
Asian/Pacific Islander men	3.3	3.1	4.2
Asian/Pacific Islander women	1.4	1.5	2.3
Hispanic men	2.5	2.8	3.0
Hispanic women	1.0	1.2	1.5

Profile of developmental pool (GS-15s and GS-14s)	October 2000	October 2003 projections for October 2007	Actual September 2007
	Percent	Percent	Percent
White men	61.6	58.6	53.4
White women	21.3	22.9	23.9
Unspecified/other	0.1	0.2	0.2
<b>Total<sup>a</sup></b>	<b>100.0</b>	<b>100.0</b>	<b>100.0</b>
Minorities	17.0	18.2	22.5
Men	71.8	69.4	65.7
Minority men	10.2	10.7	12.1
Women	28.2	30.4	34.3
Minority women	6.8	7.5	10.3

Source: GAO analysis of OPM's CPDF.

Notes: Governmentwide includes civilian employees of all cabinet-level departments, independent agencies, commissions, councils, and boards in the executive branch except the intelligence agencies, the Postal Service, and the Foreign Service (as of 2007). 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. Projections include replacements for departing GS-15, GS-14, and equivalent employees at appointment trends for fiscal years 1995-2000 (See [GAO-03-34](#)).

<sup>a</sup>Percentages may not add to 100 because of rounding.

As stated earlier, we have not analyzed the factors contributing to changes in representation; therefore care must be taken when comparing changes in demographic data since fiscal year 2000 to the projections we made in 2003, as we do in tables 3 and 4. For example, we have not determined whether estimated retirement trends materialized or appointment and separation trends used in our projections continued and the impact these factors may have had on the diversity of the SES and its developmental pool.

Considering retirement eligibility and actual retirement rates of the SES is important because individuals normally do not enter the SES until well into their careers; thus SES retirement eligibility is much higher than for the workforce in general. As we have said before, as part of a strategic human capital planning approach, agencies need to develop long-term strategies for acquiring, developing, motivating, and retaining staff.<sup>15</sup> An

<sup>15</sup>GAO, *Human Capital: Federal Workforce Challenges in the 21st Century*, [GAO-07-556T](#) (Washington, D.C.: Mar. 6, 2007).

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agency's human capital plan should address the demographic trends that the agency faces with its workforce, especially retirements. In 2006, OPM reported that approximately 60 percent of the executive branch's 1.6 million white-collar employees and 90 percent of about 6,000 federal executives will be eligible for retirement over the next 10 years. If a significant number of SES members were to retire, it could result in a loss of leadership continuity, institutional knowledge, and expertise among the SES corps, with the degree of loss varying among agencies and occupations. This has important implications for government management and emphasizes the need for good succession planning for this leadership group. Rather than simply recreating the existing organization, effective succession planning and management, linked to the strategic human capital plan, can help an organization become what it needs to be. Leading organizations go beyond a "replacement" approach that focuses on identifying particular individuals as possible successors for specific top-ranking positions. Rather, they typically engage in broad, integrated succession planning and management efforts that focus on strengthening both current and future capacity, anticipating the need for leaders and other key employees with the necessary competencies to successfully meet the complex challenges of the 21st century.

Succession planning also is tied to the federal government's opportunity to affect the diversity of the executive corps through new appointments. In September 2003,<sup>16</sup> we reported that agencies in other countries use succession planning and management to achieve a more diverse workforce, maintain their leadership capacity, and increase the retention of high-potential staff. Racial, ethnic, and gender diversity in the SES is an important component for the effective operation of the government.

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<sup>16</sup>GAO, *Human Capital: Insights for U.S. Agencies from Other Countries' Succession Planning and Management Initiatives*, [GAO-03-914](#) (Washington, D.C.: Sept. 15, 2003).

## Representation of Women and Minorities in the PCES, EAS, and CSP Program

As we have testified before the House Subcommittee on Federal Workforce, Postal Service, and the District of Columbia, Committee on Oversight and Government Reform,<sup>17</sup> the Postal Service expects nearly half of its executives to retire within the next 5 years, which has important implications and underscores the need for effective succession planning. This presents the Postal Service with substantial challenges for ensuring an able cadre of postal executives and also presents opportunities for the Postal Service to affect the composition of the PCES. Table 5 updates information we provided last year for the PCES and EAS levels 22 and above,<sup>18</sup> from September 1999 to September 2007, showing increases in the representation of women and minorities.

**Table 5: Representation of Women and Minorities in the PCES and EAS Levels 22 and Above for September 1999 and September 2007**

U.S. Postal Service	September 1999			September 2007		
	Number	Percent		Number	Percent	
		Women	Minorities		Women	Minorities
PCES	854	20.1	20.8	748	29.0	25.5
EAS levels 22 and above	8,955	22.7	25.3	8,826	31.5	29.5

Source: U.S. Postal Service.

Note: For more information on PCES and EAS data, see app. III.

Since last year's testimony, we have studied the pools of potential successors that the Postal Service can draw from in selecting PCES promotions. The Service's policy encourages selecting employees from the CSP program when it promotes employees to the PCES. The current CSP program—which first accepted participants in 2004—is intended to identify pools of potential successors for PCES positions and develop these employees so that they can promptly and successfully assume PCES

<sup>17</sup>GAO, *U.S. Postal Service: Postal Reform Law Provides Opportunities to Address Postal Challenges*, GAO-07-684T (Washington, D.C.: Apr. 17, 2007).

<sup>18</sup>In fiscal year 2007, the salary range of EAS employees at levels 22 and above compared roughly to the salary range of federal employees who were paid under the fiscal year 2007 general schedule at GS-11, step 4 to GS-15, step 10.

positions as these positions become available.<sup>19</sup> Nearly 87 percent of postal employees promoted to the PCES in fiscal years 2004 through 2007 were participating in the CSP program, and nearly 7 in 10 promotions were drawn from CSP program participants in EAS levels 25 and above. Table 6 shows increases in the representation of women and minorities in the CSP program from September 2004 to September 2007 among program participants at EAS level 25 and above.

**Table 6: Representation of Women and Minorities in the CSP Program at EAS Levels 25 and Above for September 2004 and September 2007**

CSP program participants	September 2004			September 2007		
	Number	Percent		Number	Percent	
		Women	Minorities		Women	Minorities
At EAS level 25 and above	489	30.3	24.9	471	32.7	28.0

Source: U.S. Postal Service.

Note: For more information on CSP data, see app. III.

We also have not analyzed factors that contributed to changes in the representation levels in the PCES, EAS, or CSP program. The Postal Service, like executive branch agencies, has responsibility for analyzing its workforce to determine (1) where representation levels for covered groups are lower than the civilian labor force and take steps to address those differences and (2) whether barriers to equal employment opportunity exist and to identify and develop strategies to mitigate or eliminate the barriers to participation.

The Postal Accountability and Enhancement Act, enacted in 2006, expressed Congress's interest in diversity in the Postal Service. It required the Postal Service Board of Governors to report on the representation of

<sup>19</sup>The CSP program groups the 748 PCES jobs into about 400 position pools. CSP program committees, each headed by a postal officer, consider nominees to position pools under the committees' jurisdiction; the officer then selects participants for each pool. Participants engage in developmental activities during the 2-year CSP program cycle, and then must reapply if they wish to participate in the next 2-year cycle.

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women and minorities in supervisory and management positions,<sup>20</sup> which is a different focus from this statement on the PCES, EAS, and CSP program. This Board of Governors' report provided trend data for supervisory and management positions for fiscal years 2004 through 2007, as well as for the career workforce as a whole. In this regard, the report highlighted data for all career employees<sup>21</sup> in the Service's workforce, noting that from fiscal years 2004 through 2007 the percentage of women increased from 38.3 percent to 39.7 percent, while the percentage of minorities increased from 36.8 percent to 38.3 percent over the same period.

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## Processes Used for Selecting SES and PCES Members

Executive branch agencies have processes for selecting members into the SES and developmental programs that are designed to create pools of candidates for senior positions. The Postal Service also has processes for selecting PCES members and participants in its CSP program from which potential successors to the PCES could come.

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## Selecting Career SES Members

OPM regulations require federal executive agencies to follow competitive merit staffing requirements for initial career appointments to the SES or for appointment to formal SES candidate development programs, which are competitive programs designed to create pools of candidates for SES positions.<sup>22</sup> Each agency head is to appoint one or more Executive Resources Boards (ERB) to conduct the merit staffing process for initial SES career appointments. ERBs review the executive and technical qualifications of each eligible candidate and make written recommendations to the appointing official concerning the candidates.<sup>23</sup> The appointing official selects from among those candidates identified by

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<sup>20</sup>U.S. Postal Service, *Board of Governors' Report to the President and Congress on the Representation of Women and Minorities in Supervisory and Management Positions in the United States Postal Service*, required by Sec. 706(a) of Pub. L. No. 109-435: The Postal Accountability and Enhancement Act, enacted December 20, 2006.

<sup>21</sup>Generally, the Service has defined career employees as persons who have permanent work appointments and include such employees as executives, supervisors, postmasters, clerks, mail handlers, city and rural letter carriers, and administrative staff.

<sup>22</sup>To begin recruiting for the SES, an agency first advertises a position through the governmentwide automated employment information system for a minimum of 14 days. 5 C.F.R. § 317.501(b)(2). See also 5 C.F.R. § 412.104.

<sup>23</sup>5 C.F.R. § 317.501 and 5 U.S.C. § 3393(b).

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the ERB as best qualified and certifies the executive and technical qualifications of those candidates selected. Candidates who are selected must have their executive qualifications certified by an OPM-administered Qualifications Review Board (QRB) before being appointed to the SES.<sup>24</sup>

According to OPM, it convenes weekly QRBs to review the applications of candidates for initial career appointment to the SES. QRBs are independent boards of three senior executives that assess the executive qualifications of all new SES candidates. Two criteria exist for membership on a QRB: at least two of three members must be career appointees,<sup>25</sup> and each member must be from a different agency. In addition, OPM guidance states that QRB members cannot review candidates from their own agencies. An OPM official stated that an OPM official acts as administrator, attending each QRB to answer questions, moderate, and offer technical guidance but does not vote or influence voting. OPM guidance states that the QRB does not rate, rank, or compare a candidate's qualifications against those of other candidates. Instead, QRB members judge the overall scope, quality, and depth of a candidate's executive qualifications within the context of five executive core qualifications—leading change, leading people, results driven, business acumen, and building coalitions—to certify that the candidate's demonstrated experience meets the executive core qualifications.

To staff QRBs, an OPM official said that OPM sends a quarterly letter to the heads of agencies' human capital offices seeking volunteers for specific QRBs and encourages agencies to identify women and minority participants. Agencies then inform OPM of scheduled QRB participants, without a stipulation as to the profession of the participants. OPM solicits agencies once a year for an assigned quarter and requests QRB members on a proportional basis. The OPM official said that OPM uses a rotating schedule, so that the same agencies are not contacted each quarter. Although QRBs generally meet on a weekly basis, an OPM official said that QRBs can meet more than once a week, depending on caseload. The official said that because of the caseload of recruitment for SES positions recently, OPM had been convening a second "ad hoc" QRB. According to another OPM official, after QRB certification, candidates are officially approved and can be placed.

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<sup>24</sup>See 5 C.F.R. § 317.502 and 5 U.S.C. § 3393(c).

<sup>25</sup>OPM regulations provide that more than half of the members of the QRB must be SES career appointees. 5 C.F.R. § 317.502(a). See also 5 U.S.C. § 3393(c).



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In addition to certification based on demonstrated executive experience and another form of certification based on special or unique qualities,<sup>26</sup> OPM regulations permit the certification of the executive qualifications of graduates of candidate development programs by a QRB and selection for the SES without further competition.<sup>27</sup> OPM regulations state that for agency candidate development programs, agencies must have a written policy describing how their programs will operate and must have OPM approval before conducting them. According to OPM, candidate development programs typically run from 18 to 24 months and are open to GS-15s and GS-14s or employees at equivalent levels from within or outside the federal government. Agencies are to use merit staffing procedures to select participants for their programs, and most program vacancies are announced governmentwide. OPM regulations provide that candidates who compete governmentwide for participation in a candidate development program, successfully complete the program, and obtain QRB certification are eligible for noncompetitive appointment to the SES.<sup>28</sup> OPM guidance states that candidate development program graduates are not guaranteed placement in the SES. Agencies' ERB chairs must certify that candidates have successfully completed all program activities, and OPM staff and an ad hoc QRB review candidates' training and development experience to ensure that it provides the basis for certification of executive qualifications.

OPM also periodically sponsors a centrally administered federal candidate development program. According to an OPM official, the OPM-sponsored federal candidate development program can be attractive to smaller agencies that may not have their own candidate development program, and OPM administers the federal program for them. According to OPM officials, 12 candidates graduated from the first OPM-sponsored federal candidate development program in September 2006. Of those, 8 individuals have been placed; 1 is about to be placed, and 3 are awaiting placement. In

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<sup>26</sup>5 C.F.R. § 317.502(c). According to OPM, in very rare cases when exceptional candidates with demonstrated experience are not available, a QRB may certify a candidate whose professional/technical background makes him or her particularly well-suited for an SES vacancy although the candidate lacks demonstrated experience in one or more of the executive core qualifications. The candidate must have the potential for quickly acquiring full competence in all of the core qualifications. See also 5 U.S.C. § 3393(c)(2).

<sup>27</sup>5 C.F.R. § 412.104.

<sup>28</sup>In some cases, candidate development program openings are announced only to an agency's employees rather than governmentwide; graduates from such programs must compete for SES positions. 5 C.F.R. § 412.104.

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January 2008, OPM advertised the second OPM-sponsored federal candidate development program, and selections for the second program are pending.

With respect to oversight of and selection into the SES, we note that the Chairmen of the two Subcommittees represented here today introduced legislation in October 2007,<sup>29</sup> which would create a Senior Executive Service Resource Office within OPM to improve policy direction and oversight of, among other things, the structure, management, and diversity of the SES. In addition, this legislation would require agencies to establish SES Evaluation Panels of diverse composition to review the qualifications of candidates.

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## Selecting PCES Members

Because the Postal Service has specific statutory authority to establish procedures for appointments and promotions,<sup>30</sup> it does not fall under the jurisdiction of the OPM QRB and its certification activities. Instead, the Postal Service promotes EAS and other employees to the PCES<sup>31</sup> when these employees are selected to fill PCES vacancies. Promotions generally involve EAS employees in levels 25 and above who are CSP program participants and who were identified as potential PCES successors through a nomination and evaluation process (either through self-nomination or nomination by a PCES “sponsor”). As previously noted, the CSP program is intended to identify and develop these employees so that they can promptly and successfully assume PCES positions as these positions become available.

The selecting official for a PCES-I position (i.e., the relevant officer) is required to obtain approval for the selection decision from the relevant member of the Service’s Executive Committee.<sup>32</sup> Postal Service policy notes that employees promoted to the PCES should be CSP participants except in rare cases. However, participation in the CSP program does not

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<sup>29</sup>“The SES Diversity Assurance Act,” H.R. 3774 and S. 2148.

<sup>30</sup>39 U.S.C. §1001(b).

<sup>31</sup>The PCES is made up of two levels. Officers (PCES-II) constitute the senior leadership of the Postal Service and include the Postmaster General, the Deputy Postmaster General, and vice presidents, among others. Other postal executives (PCES-I) include headquarters, area, and district officials who are not officers.

<sup>32</sup>The Executive Committee consists of the Postmaster General, the Deputy Postmaster General, and six senior postal officers.

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trigger any promotion decision, and any employee can be promoted to the PCES, regardless of whether that person is participating in CSP.<sup>33</sup> Further, there are no requirements for PCES vacancies to be advertised, nor are selecting officials required to interview candidates for such vacancies. According to postal officials, selecting officials use a variety of methods to fill PCES-I vacancies,<sup>34</sup> which may involve interviews and discussion among officers regarding candidates or potential candidates, or which may involve considering employees who have had developmental assignments. Such discussions may happen when the vacancy is in one area of the country and potential candidates are in other areas, or when potential candidates are in CSP program position pools outside the jurisdiction of the selecting official.

The Postal Service has implemented a structured process to select nominees to participate in up to 5 of the approximately 400 CSP program position pools. First, the Service conducts a range of preparatory activities for the 2-year CSP program cycle, including a needs assessment for the program, such as determining what PCES positions have been created or eliminated and any CSP position pools where succession planning is shallow. The Service's Employee Development and Diversity Office, which is responsible for the CSP program, coordinates activities with CSP program liaisons throughout the Service, who provide administrative support and information about the program.

Second, the Postal Service receives nominations for each 2-year CSP program cycle, including self-nominations and other nominations from PCES sponsors. Nominees complete applications that include self-assessments against the eight competencies in the Service's Executive Competency Model. PCES sponsors and the relevant PCES-I executives also evaluate each nominee and make recommendations to the CSP program committees to either support or not support each nominee.

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<sup>33</sup>In some cases, PCES vacancies may be filled by PCES or EAS employees not participating in CSP or by outside hires. According to postal officials, the Postal Service has made outside hires to fill some PCES vacancies, typically to acquire unique or hard to find skills or credentials.

<sup>34</sup>The Postmaster General is the selecting official for PCES-II positions, with the exception of the Deputy Postmaster General, who is appointed by the Governors of the Postal Service and the Postmaster General. Such positions have been filled by promoting a PCES-I executive or, more infrequently, through an outside hire.

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Third, each of the Service's 43 officers convenes a CSP program committee of three or more executives to consider nominees for each position pool under each officer's jurisdiction. Each CSP program committee reviews nominees for pools under its jurisdiction and makes recommendations regarding each nominee. Officers then select participants for their pools, subject to review and approval by the responsible member of the Executive Committee. The Postmaster General and Chief Human Resources Officer also review some selections for "critical" position pools that are so designated by each officer.

Fourth, once selected, CSP participants develop an individual development plan (IDP) that outlines planned developmental activities and assignments for the 2-year CSP program cycle. IDPs are reviewed and approved by the CSP program committees and by the relevant executives.

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Chairman Davis, Chairman Akaka, and Members of the Subcommittees, this concludes our prepared statement. We would be pleased to respond to any questions that you may have.

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## Contacts and Acknowledgments

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**Demographic Profiles of Career SES, GS-15, and GS-14 Employees  
Governmentwide and at the 24 Chief Financial Officer Act Agencies**

**Table 7: Demographic Profiles of Career SES, GS-15, and GS-14 Employees Governmentwide**

Equal employment opportunity (EEO) group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	333	5.5	328	5.0	1,711	3.3	2,123	3.6	3,401	4.1	4,316	4.8
African American women	179	2.9	232	3.5	1,500	2.9	2,374	4.1	4,067	4.9	6,734	7.4
American Indian/Alaska Native men	54	0.9	60	0.9	278	0.5	353	0.6	579	0.7	585	0.6
American Indian/Alaska Native women	21	0.3	28	0.4	103	0.2	193	0.3	294	0.4	397	0.4
Asian/Pacific Islander men	70	1.1	96	1.5	2,063	4.0	2,904	5.0	2,426	2.9	3,401	3.7
Asian/Pacific Islander women	33	0.5	57	0.9	836	1.6	1,604	2.8	1,036	1.2	1,899	2.1
Hispanic men	112	1.8	176	2.7	1,197	2.3	1,660	2.8	2,117	2.5	2,758	3.0
Hispanic women	43	0.7	60	0.9	470	0.9	760	1.3	884	1.1	1,433	1.6
White men	4,097	67.1	3,976	60.7	33,567	64.8	32,931	56.5	49,548	59.6	46,787	51.5
White women	1,164	19.1	1,526	23.3	10,062	19.4	13,326	22.9	18,759	22.6	22,324	24.6
Unspecified/other	4	0.1	16	0.2	39	0.1	87	0.1	75	0.1	200	0.2
<b>Total<sup>a</sup></b>	<b>6,110</b>	<b>100.0</b>	<b>6,555</b>	<b>100.0</b>	<b>51,826</b>	<b>100.0</b>	<b>58,315</b>	<b>100.0</b>	<b>83,186</b>	<b>100.0</b>	<b>90,834</b>	<b>100.0</b>
Minorities	845	13.8	1,037	15.8	8,158	15.7	11,971	20.5	14,804	17.8	21,523	23.7
Men	4,666	76.4	4,646	70.9	38,816	74.9	40,030	68.6	58,071	69.8	57,973	63.8
Minority men	569	9.3	660	10.1	5,249	10.0	7,040	12.1	8,523	10.2	11,060	12.2
Women	1,440	23.6	1,909	29.1	12,971	25.0	18,285	31.4	25,040	30.1	32,861	36.2
Minority women	276	4.5	377	5.8	2,909	5.6	4,931	8.5	6,281	7.6	10,463	11.5

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Notes: Governmentwide includes civilian employees of all cabinet-level departments, independent agencies, commissions, councils, and boards in the executive branch except the intelligence agencies, the U.S. Postal Service, and the Foreign Service (as of 2007). 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 8: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Agriculture**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	28	9.9	22	6.9	72	4.0	90	4.4	122	3.5	179	4.5
African American women	11	3.9	11	3.5	53	2.9	79	3.9	153	4.4	235	5.9
American Indian/Alaska Native men	2	0.7	3	0.9	8	0.4	14	0.7	32	0.9	30	0.8
American Indian/Alaska Native women	1	0.4	1	0.3	2	0.1	1	0.0	8	0.2	21	0.5
Asian/Pacific Islander men	5	1.8	8	2.5	41	2.3	74	3.6	95	2.8	152	3.8
Asian/Pacific Islander women	0	0.0	3	0.9	7	0.4	15	0.7	35	1.0	62	1.6
Hispanic men	8	2.8	9	2.8	37	2.0	59	2.9	82	2.4	108	2.7
Hispanic women	2	0.7	3	0.9	3	0.2	13	0.6	22	0.6	53	1.3
White men	168	59.4	186	58.5	1,302	72.0	1,294	63.4	2,188	63.6	2,148	53.7
White women	58	20.5	71	22.3	283	15.6	401	19.7	695	20.2	1,006	25.2
Unspecified/other	0	0.0	1	0.3	1	0.1	0	0.0	7	0.2	5	0.1
<b>Total<sup>a</sup></b>	<b>283</b>	<b>100.0</b>	<b>318</b>	<b>100.0</b>	<b>1,809</b>	<b>100.0</b>	<b>2,040</b>	<b>100.0</b>	<b>3,439</b>	<b>100.0</b>	<b>3,999</b>	<b>100.0</b>
Minorities	57	20.1	60	18.9	223	12.3	345	16.9	549	16.0	840	21.0
Men	211	74.6	228	71.7	1,460	80.7	1,531	75.0	2,519	73.2	2,620	65.5
Minority men	43	15.2	42	13.2	158	8.7	237	11.6	331	9.6	469	11.7
Women	72	25.4	90	28.3	348	19.2	509	25.0	913	26.5	1,379	34.5
Minority women	14	4.9	18	5.7	65	3.6	108	5.3	218	6.3	371	9.3

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

<sup>a</sup>Percentages may not add to 100 because of rounding.

Note: 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.

**Table 9: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Agency for International Development**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	2	8.0	2	9.1	24	5.7	18	4.1	23	4.1	31	6.8
African American women	1	4.0	4	18.2	19	4.5	28	6.4	36	6.5	70	15.3
American Indian/Alaska Native men	1	4.0	0	0.0	2	0.5	0	0.0	1	0.2	0	0.0
American Indian/Alaska Native women	0	0.0	0	0.0	1	0.2	0	0.0	0	0.0	1	0.2
Asian/Pacific Islander men	0	0.0	0	0.0	9	2.1	10	2.3	17	3.1	13	2.8
Asian/Pacific Islander women	0	0.0	1	4.5	6	1.4	9	2.1	10	1.8	13	2.8
Hispanic men	1	4.0	1	4.5	11	2.6	13	3.0	15	2.7	12	2.6
Hispanic women	0	0.0	0	0.0	1	0.2	4	0.9	3	0.5	5	1.1
White men	16	64.0	9	40.9	257	60.6	230	52.6	290	52.3	170	37.1
White women	4	16.0	5	22.7	94	22.2	125	28.6	160	28.8	143	31.2
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total<sup>a</sup></b>	<b>25</b>	<b>100.0</b>	<b>22</b>	<b>100.0</b>	<b>424</b>	<b>100.0</b>	<b>437</b>	<b>100.0</b>	<b>555</b>	<b>100.0</b>	<b>458</b>	<b>100.0</b>
Minorities	5	20.0	8	36.4	73	17.2	82	18.8	105	18.9	145	31.7
Men	20	80.0	12	54.5	303	71.5	271	62.0	346	62.3	226	49.3
Minority men	4	16.0	3	13.6	46	10.8	41	9.4	56	10.1	56	12.2
Women	5	20.0	10	45.5	121	28.5	166	38.0	209	37.7	232	50.7
Minority women	1	4.0	5	22.7	27	6.4	41	9.4	49	8.8	89	19.4

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 10: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Commerce**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	17	5.7	17	5.4	69	3.0	105	3.6	183	3.8	339	4.9
African American women	5	1.7	9	2.8	53	2.3	93	3.2	177	3.7	411	6.0
American Indian/Alaska Native men	2	0.7	1	0.3	2	0.1	7	0.2	10	0.2	13	0.2
American Indian/Alaska Native women	0	0.0	0	0.0	0	0.0	7	0.2	8	0.2	9	0.1
Asian/Pacific Islander men	3	1.0	5	1.6	111	4.8	214	7.4	335	7.0	695	10.1
Asian/Pacific Islander women	3	1.0	5	1.6	28	1.2	79	2.7	139	2.9	314	4.5
Hispanic men	4	1.4	7	2.2	39	1.7	52	1.8	65	1.4	119	1.7
Hispanic women	3	1.0	2	0.6	14	0.6	26	0.9	43	0.9	76	1.1
White men	201	67.9	197	62.1	1,573	68.5	1,726	59.8	2,910	60.7	3,480	50.4
White women	58	19.6	74	23.3	408	17.8	577	20.0	923	19.2	1,449	21.0
Unspecified/other	0	0.0	0	0.0	1	0.0	1	0.0	2	0.0	1	0.0
<b>Total<sup>a</sup></b>	<b>296</b>	<b>100.0</b>	<b>317</b>	<b>100.0</b>	<b>2,298</b>	<b>100.0</b>	<b>2,887</b>	<b>100.0</b>	<b>4,795</b>	<b>100.0</b>	<b>6,906</b>	<b>100.0</b>
Minorities	37	12.5	46	14.5	316	13.8	583	20.2	960	20.0	1,976	28.6
Men	227	76.7	227	71.6	1,794	78.1	2,105	72.9	3,503	73.1	4,647	67.3
Minority men	26	8.8	30	9.5	221	9.6	378	13.1	593	12.4	1,166	16.9
Women	69	23.3	90	28.4	503	21.9	782	27.1	1,290	26.9	2,259	32.7
Minority women	11	3.7	16	5.0	95	4.1	205	7.1	367	7.7	810	11.7

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.



**Table 11: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Defense**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	21	1.8	27	2.4	231	2.1	221	2.6	604	3.1	576	3.7
African American women	10	0.9	16	1.4	124	1.1	122	1.5	468	2.4	486	3.1
American Indian/Alaska Native men	6	0.5	8	0.7	50	0.4	33	0.4	72	0.4	63	0.4
American Indian/Alaska Native women	1	0.1	2	0.2	9	0.1	12	0.1	24	0.1	24	0.2
Asian/Pacific Islander men	13	1.1	15	1.3	282	2.5	307	3.7	554	2.9	563	3.6
Asian/Pacific Islander women	9	0.8	9	0.8	37	0.3	69	0.8	141	0.7	184	1.2
Hispanic men	7	0.6	12	1.1	158	1.4	173	2.1	335	1.7	386	2.5
Hispanic women	3	0.3	4	0.4	28	0.3	40	0.5	104	0.5	139	0.9
White men	909	79.5	802	71.4	8,795	79.0	6,173	73.7	13,612	70.4	10,151	65.8
White women	163	14.2	221	19.7	1,409	12.7	1,221	14.6	3,409	17.6	2,831	18.3
Unspecified/other	2	0.2	7	0.6	14	0.1	5	0.1	25	0.1	32	0.2
<b>Total<sup>a</sup></b>	<b>1,144</b>	<b>100.0</b>	<b>1,123</b>	<b>100.0</b>	<b>11,137</b>	<b>100.0</b>	<b>8,376</b>	<b>100.00</b>	<b>19,348</b>	<b>100.0</b>	<b>15,435</b>	<b>100.0</b>
Minorities	70	6.1	93	8.3	919	8.3	977	11.7	2,302	11.9	2,421	15.7
Men	956	83.6	869	77.4	9,516	85.4	6,911	82.5	15,177	78.4	11,756	76.2
Minority men	47	4.1	62	5.5	721	6.5	734	8.8	1,565	8.1	1,588	10.3
Women	186	16.3	254	22.6	1,607	14.4	1,465	17.5	4,146	21.4	3,679	23.8
Minority women	23	2.0	31	2.8	198	1.8	243	2.9	737	3.8	833	5.4

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 12: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Education**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	8	13.3	3	4.5	31	6.7	30	6.3	68	8.7	68	8.0
African American women	1	1.7	5	7.6	40	8.7	51	10.8	117	14.9	154	18.2
American Indian/Alaska Native men	1	1.7	0	0.0	1	0.2	2	0.4	3	0.4	2	0.2
American Indian/Alaska Native women	0	0.0	0	0.0	4	0.9	4	0.8	3	0.4	3	0.4
Asian/Pacific Islander men	1	1.7	1	1.5	7	1.5	8	1.7	10	1.3	19	2.2
Asian/Pacific Islander women	1	1.7	1	1.5	1	0.2	3	0.6	10	1.3	25	2.9
Hispanic men	1	1.7	0	0.0	8	1.7	7	1.5	9	1.1	12	1.4
Hispanic women	0	0.0	0	0.0	6	1.3	5	1.1	12	1.5	11	1.3
White men	32	53.3	38	57.6	212	46.1	187	39.5	300	38.2	270	31.8
White women	15	25.0	18	27.3	150	32.6	177	37.3	254	32.3	284	33.5
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total<sup>a</sup></b>	<b>60</b>	<b>100.0</b>	<b>66</b>	<b>100.0</b>	<b>460</b>	<b>100.0</b>	<b>474</b>	<b>100.0</b>	<b>786</b>	<b>100.0</b>	<b>848</b>	<b>100.0</b>
Minorities	13	21.7	10	15.2	98	21.3	110	23.2	232	29.5	294	34.7
Men	43	71.7	42	63.6	259	56.3	234	49.4	390	49.6	371	43.8
Minority men	11	18.3	4	6.1	47	10.2	47	9.9	90	11.5	101	11.9
Women	17	28.3	24	36.4	201	43.7	240	50.6	396	50.4	477	56.3
Minority women	2	3.3	6	9.1	51	11.1	63	13.3	142	18.1	193	22.8

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 13: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Energy**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	14	3.6	16	3.8	65	3.3	68	3.4	84	3.0	82	3.0
African American women	5	1.3	7	1.7	44	2.2	65	3.3	106	3.8	151	5.6
American Indian/Alaska Native men	3	0.8	2	0.5	7	0.4	13	0.7	20	0.7	21	0.8
American Indian/Alaska Native women	0	0.0	2	0.5	3	0.2	3	0.2	8	0.3	11	0.4
Asian/Pacific Islander men	8	2.0	5	1.2	59	3.0	85	4.3	128	4.6	112	4.1
Asian/Pacific Islander women	1	0.3	6	1.4	14	0.7	29	1.5	29	1.0	39	1.4
Hispanic men	9	2.3	17	4.0	42	2.1	42	2.1	91	3.2	95	3.5
Hispanic women	2	0.5	5	1.2	10	0.5	21	1.1	34	1.2	68	2.5
White men	283	72.4	285	67.7	1,429	71.5	1,230	62.3	1,731	61.7	1,475	54.4
White women	66	16.9	76	18.1	325	16.3	418	21.2	573	20.4	645	23.8
Unspecified/other	0	0.0	0	0.0	1	0.1	1	0.1	2	0.1	10	0.4
<b>Total<sup>a</sup></b>	<b>391</b>	<b>100.0</b>	<b>421</b>	<b>100.0</b>	<b>1,999</b>	<b>100.0</b>	<b>1,975</b>	<b>100.0</b>	<b>2,806</b>	<b>100.0</b>	<b>2,709</b>	<b>100.0</b>
Minorities	42	10.7	60	14.3	244	12.2	326	16.5	500	17.8	579	21.4
Men	317	81.1	325	77.2	1,602	80.1	1,439	72.9	2,054	73.2	1,792	66.1
Minority men	34	8.7	40	9.5	173	8.7	208	10.5	323	11.5	310	11.4
Women	74	18.9	96	22.8	396	19.8	536	27.1	750	26.7	917	33.9
Minority women	8	2.0	20	4.8	71	3.6	118	6.0	177	6.3	269	9.9

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 14: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Environmental Protection Agency**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	18	7.1	14	5.4	41	2.3	61	2.6	102	3.4	129	4.4
African American women	5	2.0	10	3.8	80	4.4	132	5.7	201	6.7	257	8.8
American Indian/Alaska Native men	0	0.0	0	0.0	2	0.1	6	0.3	7	0.2	6	0.2
American Indian/Alaska Native women	0	0.0	1	0.4	2	0.1	4	0.2	5	0.2	6	0.2
Asian/Pacific Islander men	2	0.8	3	1.1	30	1.7	46	2.0	78	2.6	98	3.4
Asian/Pacific Islander women	4	1.6	4	1.5	14	0.8	37	1.6	49	1.6	69	2.4
Hispanic men	9	3.5	11	4.2	27	1.5	46	2.0	63	2.1	72	2.5
Hispanic women	1	0.4	2	0.8	14	0.8	40	1.7	48	1.6	51	1.8
White men	150	58.8	134	51.3	1,086	60.2	1,211	52.2	1,558	51.9	1,325	45.5
White women	66	25.9	81	31.0	508	28.1	728	31.4	890	29.7	896	30.8
Unspecified/other	0	0.0	1	0.4	1	0.1	9	0.4	0	0.0	4	0.1
<b>Total<sup>a</sup></b>	<b>255</b>	<b>100.0</b>	<b>261</b>	<b>100.0</b>	<b>1,805</b>	<b>100.0</b>	<b>2,320</b>	<b>100.0</b>	<b>3,001</b>	<b>100.0</b>	<b>2,913</b>	<b>100.0</b>
Minorities	39	15.3	45	17.2	210	11.6	372	16.0	553	18.4	688	23.6
Men	179	70.2	163	62.5	1,186	65.7	1,377	59.4	1,808	60.2	1,632	56.0
Minority men	29	11.4	28	10.7	100	5.5	159	6.9	250	8.3	305	10.5
Women	76	29.8	98	37.5	618	34.2	943	40.6	1,193	39.8	1,281	44.0
Minority women	10	3.9	17	6.5	110	6.1	213	9.2	303	10.1	383	13.1

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 15: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the General Services Administration**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	6	7.1	3	3.8	28	4.7	34	5.4	85	6.5	137	8.6
African American women	4	4.8	5	6.3	31	5.2	52	8.2	125	9.6	180	11.3
American Indian/Alaska Native men	0	0.0	0	0.0	3	0.5	2	0.3	4	0.3	4	0.3
American Indian/Alaska Native women	0	0.0	0	0.0	0	0.0	1	0.2	2	0.2	2	0.1
Asian/Pacific Islander men	0	0.0	1	1.3	6	1.0	11	1.7	31	2.4	45	2.8
Asian/Pacific Islander women	1	1.2	0	0.0	4	0.7	11	1.7	14	1.1	32	2.0
Hispanic men	0	0.0	1	1.3	3	0.5	10	1.6	16	1.2	32	2.0
Hispanic women	1	1.2	2	2.5	4	0.7	7	1.1	13	1.0	25	1.6
White men	54	64.3	52	65.0	383	64.4	323	51.1	656	50.3	707	44.4
White women	18	21.4	16	20.0	133	22.4	178	28.2	359	27.5	423	26.6
Unspecified/other	0	0.0	0	0.0	0	0.0	3	0.5	0	0.0	6	0.4
<b>Total<sup>a</sup></b>	<b>84</b>	<b>100.0</b>	<b>80</b>	<b>100.0</b>	<b>595</b>	<b>100.0</b>	<b>632</b>	<b>100.0</b>	<b>1,305</b>	<b>100.0</b>	<b>1,593</b>	<b>100.0</b>
Minorities	12	14.3	12	15.0	79	13.3	128	20.3	290	22.2	457	28.7
Men	60	71.4	57	71.3	423	71.1	383	60.6	792	60.7	927	58.2
Minority men	6	7.1	5	6.3	40	6.7	57	9.0	136	10.4	218	13.7
Women	24	28.6	23	28.8	172	28.9	249	39.4	513	39.3	666	41.8
Minority women	6	7.1	7	8.8	39	6.6	71	11.2	154	11.8	239	15.0

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 16: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Health and Human Services**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	22	5.5	18	5.1	137	3.9	161	3.7	225	3.9	296	4.0
African American women	27	6.8	24	6.7	139	4.0	221	5.0	359	6.2	658	9.0
American Indian/Alaska Native men	11	2.8	12	3.4	46	1.3	60	1.4	73	1.3	76	1.0
American Indian/Alaska Native women	6	1.5	6	1.7	29	0.8	50	1.1	83	1.4	103	1.4
Asian/Pacific Islander men	6	1.5	3	0.8	101	2.9	144	3.3	223	3.9	362	4.9
Asian/Pacific Islander women	3	0.8	4	1.1	49	1.4	116	2.6	158	2.7	316	4.3
Hispanic men	5	1.3	6	1.7	53	1.5	74	1.7	103	1.8	120	1.6
Hispanic women	5	1.3	0	0.0	38	1.1	59	1.3	56	1.0	103	1.4
White men	211	52.9	160	44.9	1,774	50.9	1,886	43.0	2,450	42.5	2,493	34.1
White women	103	25.8	123	34.6	1,118	32.1	1,610	36.7	2,024	35.1	2,764	37.8
Unspecified/other	0	0.0	0	0.0	4	0.1	10	0.2	10	0.2	26	0.4
<b>Total<sup>a</sup></b>	<b>399</b>	<b>100.0</b>	<b>356</b>	<b>100.0</b>	<b>3,488</b>	<b>100.0</b>	<b>4,391</b>	<b>100.0</b>	<b>5,764</b>	<b>100.0</b>	<b>7,317</b>	<b>100.0</b>
Minorities	85	21.3	73	20.5	592	17.0	885	20.2	1,280	22.2	2,034	27.8
Men	255	63.9	199	55.9	2,111	60.5	2,329	53.0	3,074	53.3	3,363	46.0
Minority men	44	11.0	39	11.0	337	9.7	439	10.0	624	10.8	854	11.7
Women	144	36.1	157	44.1	1,373	39.4	2,062	47.0	2,680	46.5	3,954	54.0
Minority women	41	10.3	34	9.6	255	7.3	446	10.2	656	11.4	1,180	16.1

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 17: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Homeland Security**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	b	b	13	4.0	b	b	140	4.6	b	b	327	4.6
African American women	b	b	7	2.2	b	b	146	4.8	b	b	537	7.6
American Indian/Alaska Native men	b	b	1	0.3	b	b	12	0.4	b	b	24	0.3
American Indian/Alaska Native women	b	b	0	0.0	b	b	4	0.1	b	b	15	0.2
Asian/Pacific Islander men	b	b	1	0.3	b	b	46	1.5	b	b	158	2.2
Asian/Pacific Islander women	b	b	1	0.3	b	b	27	0.9	b	b	111	1.6
Hispanic men	b	b	18	5.5	b	b	134	4.4	b	b	507	7.2
Hispanic women	b	b	2	0.6	b	b	60	2.0	b	b	185	2.6
White men	b	b	207	63.7	b	b	1,728	57.0	b	b	3,741	52.9
White women	b	b	75	23.1	b	b	733	24.2	b	b	1,462	20.7
Unspecified/other	b	b	0	0.0	b	b	2	0.1	b	b	8	0.1
<b>Total<sup>a</sup></b>	b	b	<b>325</b>	<b>100.0</b>	b	b	<b>3,032</b>	<b>100.0</b>	b	b	<b>7,075</b>	<b>100.0</b>
Minorities	b	b	43	13.2	b	b	569	18.8	b	b	1,864	26.3
Men	b	b	240	73.8	b	b	2,061	68.0	b	b	4,763	67.3
Minority men	b	b	33	10.2	b	b	332	10.9	b	b	1,016	14.4
Women	b	b	85	26.2	b	b	971	32.0	b	b	2,312	32.7
Minority women	b	b	10	3.1	b	b	237	7.8	b	b	848	12.0

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

<sup>b</sup>The Department of Homeland Security did not exist before March 2003. Its creation united 22 agencies, including the U.S. Customs Service, which was formerly located in the Department of the Treasury; the Federal Emergency Management Agency; and the Coast Guard.

**Table 18: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Housing and Urban Development**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	9	12.3	12	13.5	100	11.7	111	12.0	134	10.1	140	10.0
African American women	11	15.1	18	20.2	112	13.1	177	19.1	221	16.7	315	22.5
American Indian/Alaska Native men	1	1.4	1	1.1	7	0.8	9	1.0	9	0.7	5	0.4
American Indian/Alaska Native women	1	1.4	0	0.0	0	0.0	1	0.1	2	0.2	5	0.4
Asian/Pacific Islander men	0	0.0	1	1.1	12	1.4	22	2.4	26	2.0	36	2.6
Asian/Pacific Islander women	0	0.0	2	2.2	9	1.1	11	1.2	18	1.4	35	2.5
Hispanic men	2	2.7	3	3.4	21	2.5	28	3.0	47	3.5	47	3.3
Hispanic women	2	2.7	2	2.2	22	2.6	20	2.2	22	1.7	39	2.8
White men	40	54.8	38	42.7	398	46.5	357	38.6	545	41.1	446	31.8
White women	7	9.6	12	13.5	175	20.4	188	20.3	301	22.7	335	23.9
Unspecified/other	0	0.0	0	0.0	0	0.0	2	0.2	0	0.0	0	0.0
<b>Total<sup>a</sup></b>	<b>73</b>	<b>100.0</b>	<b>89</b>	<b>100.0</b>	<b>856</b>	<b>100.0</b>	<b>926</b>	<b>100.0</b>	<b>1,325</b>	<b>100.0</b>	<b>1,403</b>	<b>100.0</b>
Minorities	26	35.6	39	43.8	283	33.1	379	40.9	479	36.2	622	44.3
Men	52	71.2	55	61.8	538	62.9	528	57.0	761	57.4	674	48.0
Minority men	12	16.4	17	19.1	140	16.4	170	18.4	216	16.3	228	16.3
Women	21	28.8	34	38.2	318	37.1	398	43.0	564	42.6	729	52.0
Minority women	14	19.2	22	24.7	143	16.7	209	22.6	263	19.8	394	28.1

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.



**Table 19: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of the Interior**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	4	2.1	8	3.6	32	2.5	28	1.8	54	1.9	68	2.0
African American women	4	2.1	8	3.6	18	1.4	28	1.8	70	2.4	95	2.8
American Indian/Alaska Native men	18	9.4	20	9.0	65	5.0	85	5.4	145	5.0	167	4.9
American Indian/Alaska Native women	7	3.7	7	3.2	25	1.9	52	3.3	79	2.7	119	3.5
Asian/Pacific Islander men	1	0.5	4	1.8	16	1.2	17	1.1	38	1.3	44	1.3
Asian/Pacific Islander women	0	0.0	0	0.0	4	0.3	11	0.7	16	0.6	33	1.0
Hispanic men	4	2.1	5	2.3	14	1.1	24	1.5	61	2.1	82	2.4
Hispanic women	4	2.1	5	2.3	3	0.2	6	0.4	24	0.8	49	1.4
White men	103	53.9	112	50.7	928	71.2	986	62.7	1,859	63.9	1,936	56.4
White women	46	24.1	50	22.6	198	15.2	332	21.1	561	19.3	818	23.8
Unspecified/other	0	0.0	2	0.9	1	0.1	4	0.3	1	0.0	23	0.7
<b>Total<sup>a</sup></b>	<b>191</b>	<b>100.0</b>	<b>221</b>	<b>100.0</b>	<b>1,304</b>	<b>100.0</b>	<b>1,573</b>	<b>100.0</b>	<b>2,908</b>	<b>100.0</b>	<b>3,434</b>	<b>100.0</b>
Minorities	42	22.0	57	25.8	177	13.6	251	16.0	487	16.7	657	19.1
Men	130	68.1	151	68.3	1,055	80.9	1,143	72.7	2,157	74.2	2,314	67.4
Minority men	27	14.1	37	16.7	127	9.7	154	9.8	298	10.2	361	10.5
Women	61	31.9	70	31.7	248	19.0	430	27.3	750	25.8	1,120	32.6
Minority women	15	7.9	20	9.0	50	3.8	97	6.2	189	6.5	296	8.6

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 20: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Justice**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	24	5.9	50	7.8	125	3.3	214	4.2	235	5.5	450	6.0
African American women	13	3.2	21	3.3	139	3.7	223	4.3	256	6.0	529	7.0
American Indian/Alaska Native men	2	0.5	5	0.8	11	0.3	11	0.2	23	0.5	36	0.5
American Indian/Alaska Native women	0	0.0	1	0.2	6	0.2	10	0.2	6	0.1	11	0.1
Asian/Pacific Islander men	3	0.7	3	0.5	58	1.5	119	2.3	65	1.5	192	2.5
Asian/Pacific Islander women	2	0.5	1	0.2	48	1.3	79	1.5	52	1.2	66	0.9
Hispanic men	16	3.9	31	4.8	129	3.4	184	3.6	247	5.8	381	5.1
Hispanic women	2	0.5	3	0.5	62	1.6	78	1.5	76	1.8	107	1.4
White men	270	66.3	412	63.9	2,132	56.0	2,793	54.3	2,288	53.3	4,118	54.7
White women	75	18.4	117	18.1	1,091	28.7	1,425	27.7	1,035	24.1	1,619	21.5
Unspecified/other	0	0.0	1	0.2	3	0.1	6	0.1	10	0.2	22	0.3
<b>Total<sup>a</sup></b>	<b>407</b>	<b>100.0</b>	<b>645</b>	<b>100.0</b>	<b>3,804</b>	<b>100.0</b>	<b>5,142</b>	<b>100.0</b>	<b>4,293</b>	<b>100.0</b>	<b>7,531</b>	<b>100.0</b>
Minorities	62	15.2	115	17.8	578	15.2	918	17.9	960	22.4	1,772	23.5
Men	315	77.4	502	77.8	2,455	64.5	3,325	64.7	2,858	66.6	5,198	69.0
Minority men	45	11.1	89	13.8	323	8.5	528	10.3	570	13.3	1,059	14.1
Women	92	22.6	143	22.2	1,346	35.4	1,817	35.3	1,425	33.2	2,333	31.0
Minority women	17	4.2	26	4.0	255	6.7	390	7.6	390	9.1	713	9.5

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 21: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Labor**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	13	9.8	8	6.0	31	5.0	45	5.7	87	6.1	86	5.7
African American women	8	6.1	7	5.3	33	5.3	52	6.6	128	8.9	173	11.5
American Indian/Alaska Native men	0	0.0	1	0.8	2	0.3	2	0.3	9	0.6	10	0.7
American Indian/Alaska Native women	1	0.8	0	0.0	2	0.3	0	0.0	4	0.3	3	0.2
Asian/Pacific Islander men	0	0.0	1	0.8	2	0.3	9	1.1	25	1.7	43	2.8
Asian/Pacific Islander women	0	0.0	2	1.5	8	1.3	10	1.3	7	0.5	33	2.2
Hispanic men	6	4.5	5	3.8	14	2.2	16	2.0	46	3.2	45	3.0
Hispanic women	0	0.0	4	3.0	8	1.3	12	1.5	22	1.5	28	1.9
White men	76	57.6	74	55.6	378	60.4	406	51.3	728	50.7	677	44.9
White women	28	21.2	31	23.3	148	23.6	239	30.2	381	26.5	411	27.2
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total<sup>a</sup></b>	<b>132</b>	<b>100.0</b>	<b>133</b>	<b>100.0</b>	<b>626</b>	<b>100.0</b>	<b>791</b>	<b>100.0</b>	<b>1,437</b>	<b>100.0</b>	<b>1,509</b>	<b>100.0</b>
Minorities	28	21.2	28	21.1	100	16.0	146	18.5	328	22.8	421	27.9
Men	95	72.0	89	66.9	427	68.2	478	60.4	895	62.3	861	57.1
Minority men	19	14.4	15	11.3	49	7.8	72	9.1	167	11.6	184	12.2
Women	37	28.0	44	33.1	199	31.8	313	39.6	542	37.7	648	42.9
Minority women	9	6.8	13	9.8	51	8.1	74	9.4	161	11.2	237	15.7

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 22: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the National Aeronautics and Space Administration**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	18	4.6	13	3.0	63	2.5	119	3.2	123	3.3	161	3.8
African American women	11	2.8	13	3.0	23	0.9	88	2.4	80	2.1	178	4.2
American Indian/Alaska Native men	3	0.8	0	0.0	13	0.5	14	0.4	21	0.6	28	0.7
American Indian/Alaska Native women	1	0.3	1	0.2	1	0.0	6	0.2	8	0.2	8	0.2
Asian/Pacific Islander men	9	2.3	13	3.0	124	4.9	199	5.3	160	4.3	217	5.1
Asian/Pacific Islander women	1	0.3	4	0.9	26	1.0	49	1.3	37	1.0	57	1.3
Hispanic men	7	1.8	14	3.2	61	2.4	135	3.6	125	3.3	145	3.4
Hispanic women	2	0.5	5	1.2	19	0.7	33	0.9	34	0.9	50	1.2
White men	280	71.1	290	67.3	1,890	74.4	2,441	65.4	2,588	69.0	2,519	59.6
White women	62	15.7	77	17.9	318	12.5	641	17.2	574	15.3	853	20.2
Unspecified/other	0	0.0	1	0.2	3	0.1	6	0.2	0	0.0	9	0.2
<b>Total<sup>a</sup></b>	<b>394</b>	<b>100.0</b>	<b>431</b>	<b>100.0</b>	<b>2,541</b>	<b>100.0</b>	<b>3,731</b>	<b>100.0</b>	<b>3,750</b>	<b>100.0</b>	<b>4,225</b>	<b>100.0</b>
Minorities	52	13.2	63	14.6	330	13.0	643	17.2	588	15.7	844	20.0
Men	317	80.5	330	76.6	2,151	84.7	2,914	78.1	3,017	80.5	3,073	72.7
Minority men	37	9.4	40	9.3	261	10.3	467	12.5	429	11.4	551	13.0
Women	77	19.5	101	23.4	387	15.2	817	21.9	733	19.5	1,152	27.3
Minority women	15	3.8	23	5.3	69	2.7	176	4.7	159	4.2	293	6.9

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 23: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Nuclear Regulatory Commission**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	7	5.0	7	4.8	18	2.8	37	4.1	27	3.8	38	4.5
African American women	2	1.4	3	2.1	16	2.5	24	2.6	21	2.9	56	6.6
American Indian/Alaska Native men	0	0.0	1	0.7	3	0.5	5	0.5	0	0.0	2	0.2
American Indian/Alaska Native women	0	0.0	0	0.0	0	0.0	1	0.1	0	0.0	0	0.0
Asian/Pacific Islander men	4	2.9	5	3.4	56	8.7	85	9.3	52	7.2	68	8.0
Asian/Pacific Islander women	1	0.7	2	1.4	8	1.2	19	2.1	8	1.1	15	1.8
Hispanic men	2	1.4	1	0.7	4	0.6	17	1.9	14	1.9	22	2.6
Hispanic women	0	0.0	1	0.7	2	0.3	3	0.3	2	0.3	8	0.9
White men	107	77.0	103	70.5	453	70.7	553	60.6	467	65.0	500	58.9
White women	16	11.5	23	15.8	81	12.6	169	18.5	128	17.8	138	16.3
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2	0.2
<b>Total<sup>a</sup></b>	<b>139</b>	<b>100.0</b>	<b>146</b>	<b>100.0</b>	<b>641</b>	<b>100.0</b>	<b>913</b>	<b>100.0</b>	<b>719</b>	<b>100.0</b>	<b>849</b>	<b>100.0</b>
Minorities	16	11.5	20	13.7	107	16.7	191	20.9	124	17.2	209	24.6
Men	120	86.3	117	80.1	534	83.3	697	76.3	560	77.9	631	74.3
Minority men	13	9.4	14	9.6	81	12.6	144	15.8	93	12.9	130	15.3
Women	19	13.7	29	19.9	107	16.7	216	23.7	159	22.1	218	25.7
Minority women	3	2.2	6	4.1	26	4.1	47	5.1	31	4.3	79	9.3

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 24: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the National Science Foundation**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	5	6.3	2	2.5	4	4.9	4	4.9	3	3.8	6	5.2
African American women	1	1.3	2	2.5	4	4.9	6	7.3	10	12.5	15	13.0
American Indian/Alaska Native men	0	0.0	0	0.0	1	1.2	0	0.0	0	0.0	0	0.0
American Indian/Alaska Native women	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	1	0.9
Asian/Pacific Islander men	3	3.8	4	5.1	1	1.2	1	1.2	0	0.0	3	2.6
Asian/Pacific Islander women	1	1.3	2	2.5	2	2.4	4	4.9	3	3.8	1	0.9
Hispanic men	1	1.3	3	3.8	0	0.0	0	0.0	1	1.3	3	2.6
Hispanic women	0	0.0	0	0.0	1	1.2	0	0.0	1	1.3	0	0.0
White men	46	58.2	35	44.3	36	43.9	33	40.2	31	38.8	35	30.4
White women	22	27.8	31	39.2	33	40.2	34	41.5	31	38.8	51	44.3
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total<sup>a</sup></b>	<b>79</b>	<b>100.0</b>	<b>79</b>	<b>100.0</b>	<b>82</b>	<b>100.0</b>	<b>82</b>	<b>100.0</b>	<b>80</b>	<b>100.0</b>	<b>115</b>	<b>100.0</b>
Minorities	11	13.9	13	16.5	13	15.9	15	18.3	18	22.5	29	25.2
Men	55	69.6	44	55.7	42	51.2	38	46.3	35	43.8	47	40.9
Minority men	9	11.4	9	11.4	6	7.3	5	6.1	4	5.0	12	10.4
Women	24	30.4	35	44.3	40	48.8	44	53.7	45	56.3	68	59.1
Minority women	2	2.5	4	5.1	7	8.5	10	12.2	14	17.5	17	14.8

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 25: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Office of Personnel Management**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	2	5.6	1	2.4	7	6.6	13	8.6	14	6.3	19	5.1
African American women	1	2.8	2	4.8	5	4.7	14	9.2	22	9.9	74	19.9
American Indian/Alaska Native men	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
American Indian/Alaska Native women	1	2.8	0	0.0	0	0.0	0	0.0	0	0.0	2	0.5
Asian/Pacific Islander men	0	0.0	1	2.4	0	0.0	1	0.7	4	1.8	5	1.3
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0	0	0.0	2	0.9	12	3.2
Hispanic men	2	5.6	2	4.8	3	2.8	4	2.6	7	3.2	4	1.1
Hispanic women	1	2.8	1	2.4	3	2.8	3	2.0	4	1.8	8	2.2
White men	17	47.2	22	52.4	62	58.5	72	47.4	96	43.2	127	34.2
White women	12	33.3	13	31.0	26	24.5	45	29.6	73	32.9	120	32.3
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total<sup>a</sup></b>	<b>36</b>	<b>100.0</b>	<b>42</b>	<b>100.0</b>	<b>106</b>	<b>100.0</b>	<b>152</b>	<b>100.0</b>	<b>222</b>	<b>100.0</b>	<b>371</b>	<b>100.0</b>
Minorities	7	19.4	7	16.7	18	17.0	35	23.0	53	23.9	124	33.4
Men	21	58.3	26	61.9	72	67.9	90	59.2	121	54.5	155	41.8
Minority men	4	11.1	4	9.5	10	9.4	18	11.8	25	11.3	28	7.5
Women	15	41.7	16	38.1	34	32.1	62	40.8	101	45.5	216	58.2
Minority women	3	8.3	3	7.1	8	7.5	17	11.2	28	12.6	96	25.9

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 26: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Small Business Administration**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	6	15.4	6	16.7	13	7.3	14	7.3	26	7.0	24	6.9
African American women	4	10.3	2	5.6	11	6.1	21	10.9	27	7.3	45	12.9
American Indian/Alaska Native men	0	0.0	0	0.0	3	1.7	2	1.0	0	0.0	1	0.3
American Indian/Alaska Native women	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Asian/Pacific Islander men	0	0.0	0	0.0	2	1.1	5	2.6	8	2.2	7	2.0
Asian/Pacific Islander women	0	0.0	1	2.8	0	0.0	3	1.6	7	1.9	14	4.0
Hispanic men	2	5.1	4	11.1	11	6.1	11	5.7	13	3.5	6	1.7
Hispanic women	1	2.6	1	2.8	4	2.2	6	3.1	10	2.7	13	3.7
White men	18	46.2	16	44.4	99	55.3	96	49.7	186	50.4	155	44.5
White women	8	20.5	6	16.7	36	20.1	35	18.1	92	24.9	83	23.9
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total<sup>a</sup></b>	<b>39</b>	<b>100.0</b>	<b>36</b>	<b>100.0</b>	<b>179</b>	<b>100.0</b>	<b>193</b>	<b>100.0</b>	<b>369</b>	<b>100.0</b>	<b>348</b>	<b>100.0</b>
Minorities	13	33.3	14	38.9	44	24.6	62	32.1	91	24.7	110	31.6
Men	26	66.7	26	72.2	128	71.5	128	66.3	233	63.1	193	55.5
Minority men	8	20.5	10	27.8	29	16.2	32	16.6	47	12.7	38	10.9
Women	13	33.3	10	27.8	51	28.5	65	33.7	136	36.9	155	44.5
Minority women	5	12.8	4	11.1	15	8.4	30	15.5	44	11.9	72	20.7

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.



**Table 27: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Social Security Administration**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	13	11.0	13	9.7	34	6.8	40	5.6	99	5.8	151	6.0
African American women	12	10.2	12	9.0	39	7.8	90	12.7	162	9.5	336	13.4
American Indian/Alaska Native men	0	0.0	0	0.0	1	0.2	5	0.7	14	0.8	15	0.6
American Indian/Alaska Native women	0	0.0	1	0.7	4	0.8	6	0.8	7	0.4	12	0.5
Asian/Pacific Islander men	0	0.0	0	0.0	3	0.6	5	0.7	16	0.9	35	1.4
Asian/Pacific Islander women	2	1.7	0	0.0	0	0.0	7	1.0	15	0.9	34	1.4
Hispanic men	7	5.9	6	4.5	15	3.0	24	3.4	60	3.5	76	3.0
Hispanic women	5	4.2	5	3.7	7	1.4	10	1.4	43	2.5	95	3.8
White men	56	47.5	59	44.0	267	53.7	300	42.2	836	49.1	939	37.4
White women	23	19.5	38	28.4	127	25.6	224	31.5	450	26.4	813	32.4
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	5	0.2
<b>Total<sup>a</sup></b>	<b>118</b>	<b>100.0</b>	<b>134</b>	<b>100.0</b>	<b>497</b>	<b>100.0</b>	<b>711</b>	<b>100.0</b>	<b>1,702</b>	<b>100.0</b>	<b>2,511</b>	<b>100.0</b>
Minorities	39	33.1	37	27.6	103	20.7	187	26.3	416	24.4	754	30.0
Men	76	64.4	78	58.2	320	64.4	374	52.6	1,025	60.2	1,217	48.5
Minority men	20	16.9	19	14.2	53	10.7	74	10.4	189	11.1	277	11.0
Women	42	35.6	56	41.8	177	35.6	337	47.4	677	39.8	1,294	51.5
Minority women	19	16.1	18	13.4	50	10.1	113	15.9	227	13.3	477	19.0

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 28: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of State**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	0	0.0	2	1.8	58	3.7	20	2.9	74	2.9	61	5.3
African American women	1	1.0	1	0.9	52	3.3	36	5.2	88	3.5	96	8.3
American Indian/Alaska Native men	0	0.0	0	0.0	6	0.4	3	0.4	5	0.2	0	0.0
American Indian/Alaska Native women	0	0.0	0	0.0	1	0.1	0	0.0	4	0.2	1	0.1
Asian/Pacific Islander men	0	0.0	2	1.8	25	1.6	10	1.5	66	2.6	39	3.4
Asian/Pacific Islander women	0	0.0	0	0.0	15	0.9	14	2.0	30	1.2	22	1.9
Hispanic men	4	4.0	2	1.8	46	2.9	7	1.0	67	2.6	21	1.8
Hispanic women	0	0.0	0	0.0	22	1.4	8	1.2	28	1.1	14	1.2
White men	68	67.3	71	62.3	972	61.3	360	52.3	1,584	62.3	530	45.8
White women	28	27.7	36	31.6	387	24.4	224	32.6	598	23.5	357	30.8
Unspecified/other	0	0.0	0	0.0	2	0.1	6	0.9	0	0.0	17	1.5
<b>Total<sup>a</sup></b>	<b>101</b>	<b>100.0</b>	<b>114</b>	<b>100.0</b>	<b>1,586</b>	<b>100.0</b>	<b>688</b>	<b>100.0</b>	<b>2,544</b>	<b>100.0</b>	<b>1,158</b>	<b>100.0</b>
Minorities	5	5.0	7	6.1	225	14.2	98	14.2	362	14.2	254	21.9
Men	72	71.3	77	67.5	1,107	69.8	404	58.7	1,796	70.6	663	57.3
Minority men	4	4.0	6	5.3	135	8.5	40	5.8	212	8.3	121	10.4
Women	29	28.7	37	32.5	477	30.1	284	41.3	748	29.4	495	42.7
Minority women	1	1.0	1	0.9	90	5.7	58	8.4	150	5.9	133	11.5

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Notes: 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. The number of GS-15s, GS-14s, and equivalents decreased because the Department of State stopped reporting data on Foreign Service employees to the Office of Personnel Management's Central Personnel Data File in fiscal year 2006.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 29: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Transportation**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	14	7.9	11	5.9	60	5.1	55	5.5	221	4.5	239	5.6
African American women	7	3.9	10	5.3	41	3.5	54	5.4	202	4.1	213	4.9
American Indian/Alaska Native men	0	0.0	0	0.0	11	0.9	3	0.3	52	1.0	39	0.9
American Indian/Alaska Native women	0	0.0	0	0.0	2	0.2	1	0.1	15	0.3	6	0.1
Asian/Pacific Islander men	5	2.8	6	3.2	26	2.2	29	2.9	150	3.0	147	3.4
Asian/Pacific Islander women	0	0.0	1	0.5	8	0.7	15	1.5	29	0.6	46	1.1
Hispanic men	0	0.0	1	0.5	29	2.5	29	2.9	181	3.6	174	4.0
Hispanic women	0	0.0	1	0.5	5	0.4	11	1.1	51	1.0	39	0.9
White men	111	62.4	102	54.3	789	67.6	609	60.5	3,289	66.3	2,754	64.0
White women	41	23.0	56	29.8	196	16.8	197	19.6	768	15.5	642	14.9
Unspecified/other	0	0.0	0	0.0	0	0.0	3	0.3	4	0.1	5	0.1
<b>Total<sup>a</sup></b>	<b>178</b>	<b>100.0</b>	<b>188</b>	<b>100.0</b>	<b>1,167</b>	<b>100.0</b>	<b>1,006</b>	<b>100.0</b>	<b>4,962</b>	<b>100.0</b>	<b>4,304</b>	<b>100.0</b>
Minorities	26	14.6	30	16.0	182	15.6	197	19.6	901	18.2	903	21.0
Men	130	73.0	120	63.8	915	78.4	726	72.2	3,893	78.5	3,357	78.0
Minority men	19	10.7	18	9.6	126	10.8	116	11.5	604	12.2	599	13.9
Women	48	27.0	68	36.2	252	21.6	280	27.8	1,065	21.5	947	22.0
Minority women	7	3.9	12	6.4	56	4.8	81	8.1	297	6.0	304	7.1

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 30: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of the Treasury**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	42	7.8	29	7.5	148	4.8	73	4.0	417	4.7	284	4.7
African American women	11	2.0	12	3.1	148	4.8	136	7.5	583	6.6	774	12.7
American Indian/Alaska Native men	1	0.2	0	0.0	12	0.4	5	0.3	46	0.5	20	0.3
American Indian/Alaska Native women	2	0.4	5	1.3	6	0.2	3	0.2	16	0.2	20	0.3
Asian/Pacific Islander men	4	0.7	9	2.3	46	1.5	42	2.3	149	1.7	151	2.5
Asian/Pacific Islander women	1	0.2	4	1.0	18	0.6	35	1.9	95	1.1	191	3.1
Hispanic men	6	1.1	8	2.1	85	2.8	36	2.0	286	3.2	117	1.9
Hispanic women	2	0.4	4	1.0	27	0.9	19	1.1	114	1.3	114	1.9
White men	359	66.9	198	51.3	1,844	59.8	887	49.1	4,902	55.5	2,555	41.9
White women	109	20.3	115	29.8	746	24.2	564	31.2	2,219	25.1	1,848	30.3
Unspecified/other	0	0.0	2	0.5	3	0.1	5	0.3	5	0.1	17	0.3
<b>Total<sup>a</sup></b>	<b>537</b>	<b>100.0</b>	<b>386</b>	<b>100.0</b>	<b>3,083</b>	<b>100.0</b>	<b>1,805</b>	<b>100.0</b>	<b>8,832</b>	<b>100.0</b>	<b>6,091</b>	<b>100.0</b>
Minorities	69	12.8	71	18.4	490	15.9	349	19.3	1,706	19.3	1,671	27.4
Men	412	76.7	244	63.2	2,135	69.3	1,045	57.9	5,800	65.7	3,135	51.5
Minority men	53	9.9	46	11.9	291	9.4	156	8.6	898	10.2	572	9.4
Women	125	23.3	142	36.8	945	30.7	760	42.1	3,027	34.3	2,956	48.5
Minority women	16	3.0	25	6.5	199	6.5	193	10.7	808	9.1	1,099	18.0

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 31: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Veterans Affairs**

EEO group	SES				GS-15				GS-14			
	October 2000		September 2007		October 2000		September 2007		October 2000		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	12	4.9	13	5.5	173	2.2	296	2.7	98	4.0	177	5.2
African American women	4	1.6	7	3.0	109	1.4	239	2.2	104	4.2	279	8.2
American Indian/Alaska Native men	3	1.2	5	2.1	17	0.2	55	0.5	11	0.4	12	0.4
American Indian/Alaska Native women	0	0.0	0	0.0	4	0.1	25	0.2	7	0.3	9	0.3
Asian/Pacific Islander men	1	0.4	2	0.8	997	12.9	1,337	12.2	62	2.5	70	2.1
Asian/Pacific Islander women	1	0.4	1	0.4	499	6.4	892	8.1	45	1.8	50	1.5
Hispanic men	3	1.2	6	2.5	322	4.2	471	4.3	55	2.2	60	1.8
Hispanic women	0	0.0	1	0.4	131	1.7	243	2.2	28	1.1	53	1.6
White men	190	76.9	136	57.6	4,382	56.6	5,439	49.7	1,465	59.2	1,643	48.3
White women	31	12.6	64	27.1	1,107	14.3	1,927	17.6	592	23.9	1,044	30.7
Unspecified/other	2	0.8	1	0.4	5	0.1	22	0.2	8	0.3	4	0.1
<b>Total<sup>a</sup></b>	<b>247</b>	<b>100.0</b>	<b>236</b>	<b>100.0</b>	<b>7,746</b>	<b>100.0</b>	<b>10,946</b>	<b>100.0</b>	<b>2,475</b>	<b>100.0</b>	<b>3,401</b>	<b>100.0</b>
Minorities	24	9.7	35	14.8	2,252	29.1	3,558	32.5	410	16.6	710	20.9
Men	209	84.6	163	69.1	5,891	76.1	7,614	69.6	1,691	68.3	1,965	57.8
Minority men	19	7.7	26	11.0	1,509	19.5	2,159	19.7	226	9.1	319	9.4
Women	36	14.6	73	30.9	1,850	23.9	3,332	30.4	776	31.4	1,436	42.2
Minority women	5	2.0	9	3.8	743	9.6	1,399	12.8	184	7.4	391	11.5

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Note: 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.

<sup>a</sup>Percentages may not add to 100 because of rounding.

## Appendix II

### Demographic Profiles in GAO's Projections for FY 2007 Compared with Actual FY 2007 Data

**Table 32: GAO's Fiscal Year 2007 Projections Compared with Actual Fiscal Year 2007 Demographic Profiles of Career SES and Its Developmental Pool Governmentwide**

EEO group	SES				GS-15				GS-14			
	2003 Projections for October 2007		Actual September 2007		2003 Projections for October 2007		Actual September 2007		2003 Projections for October 2007		Actual September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	347	5.7	328	5.0	2,004	3.9	2,123	3.6	3,549	4.3	4,316	4.8
African American women	205	3.4	232	3.5	1,799	3.5	2,374	4.1	4,293	5.2	6,734	7.4
American Indian/Alaska Native men	47	0.8	60	0.9	352	0.7	353	0.6	615	0.7	585	0.6
American Indian/Alaska Native women	21	0.3	28	0.4	116	0.2	193	0.3	315	0.4	397	0.4
Asian/Pacific Islander men	65	1.1	96	1.5	1,872	3.6	2,904	5.0	2,372	2.9	3,401	3.7
Asian/Pacific Islander women	39	0.6	57	0.9	879	1.7	1,604	2.8	1,144	1.4	1,899	2.1
Hispanic men	123	2.0	176	2.7	1,375	2.7	1,660	2.8	2,374	2.9	2,758	3.0
Hispanic women	43	0.7	60	0.9	560	1.1	760	1.3	1,010	1.2	1,433	1.6
White men	3,794	62.1	3,976	60.7	31,383	60.6	32,931	56.5	47,799	57.5	46,787	51.5
White women	1,409	23.1	1,526	23.3	11,399	22.0	13,326	22.9	19,559	23.5	22,324	24.6
Unspecified/other	17	0.4	16	0.2	88	0.2	87	0.1	156	0.2	200	0.2
<b>Total<sup>a</sup></b>	<b>6,110</b>	<b>100.0</b>	<b>6,555</b>	<b>100.0</b>	<b>51,827</b>	<b>100.0</b>	<b>58,315</b>	<b>100.0</b>	<b>83,186</b>	<b>100.0</b>	<b>90,834</b>	<b>100.0</b>
Minorities	890	14.5	1,037	15.8	8,957	17.3	11,971	20.5	15,672	18.8	21,523	23.7
Men	4,376	71.6	4,646	70.9	36,986	71.4	40,030	68.6	56,709	68.2	57,973	63.8
Minority men	582	9.5	660	10.1	5,603	10.8	7,040	12.1	8,910	10.7	11,060	12.2
Women	1,717	28.1	1,909	29.1	14,753	28.5	18,285	31.4	26,321	31.6	32,861	36.2
Minority women	308	5.0	377	5.8	3,354	6.5	4,931	8.5	6,762	8.1	10,463	11.5

Source: GAO analysis of the Office of Personnel Management's Central Personnel Data File.

Notes: Governmentwide includes civilian employees of all cabinet-level departments, independent agencies, commissions, councils, and boards in the executive branch except the intelligence agencies, the Postal Service, and the Foreign Service (as of 2007). 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. Projections include replacements for departing SES members at appointment trends for fiscal years 1995-2000. See GAO, *Senior Executive Service: Enhanced Agency Efforts Needed to Improve Diversity as the Senior Corps Turns Over*, GAO-03-34 (Washington, D.C.: Jan 17, 2003).

<sup>a</sup>Percentages may not add to 100 because of rounding.

U.S. Postal Service Diversity and Promotion Data

Table 33: Demographic Profiles of U.S. Postal Service Employees in the Postal Career Executive Service (PCES)

EEO group	PCES employees <sup>a</sup>											
	Officers <sup>b</sup>						Other executives <sup>c</sup>					
	September 1999		September 2004		September 2007		September 1999		September 2004		September 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	3	7.1	4	10.0	4	10.3	73	9.0	74	9.8	62	8.7
African American women	0	0.0	0	0.0	1	2.6	43	5.3	53	7.0	45	6.3
American Indian/Alaska Native men	0	0.0	0	0.0	0	0.0	1	0.1	3	0.4	1	0.1
American Indian/Alaska Native women	0	0.0	0	0.0	0	0.0	1	0.1	1	0.1	1	0.1
Asian/Pacific Islander men	0	0.0	1	2.5	0	0.0	8	1.0	12	1.6	11	1.6
Asian/Pacific Islander women	0	0.0	0	0.0	0	0.0	4	0.5	7	0.9	13	1.8
Hispanic men	2	4.8	2	5.0	0	0.0	39	4.8	37	4.9	38	5.4
Hispanic women	0	0.0	0	0.0	2	5.1	4	0.5	11	1.5	13	1.8
White men	29	69.0	26	65.0	21	53.8	526	64.8	421	55.5	394	55.6
White women	8	19.0	7	17.5	11	28.2	112	13.8	139	18.3	131	18.5
Unspecified/other	0	0.0	0	0.0	0	0.0	1	0.1	0	0.0	0	0.0
<b>Total<sup>d</sup></b>	<b>42</b>	<b>100.0</b>	<b>40</b>	<b>100.0</b>	<b>39</b>	<b>100.0</b>	<b>812</b>	<b>100.0</b>	<b>758</b>	<b>100.0</b>	<b>709</b>	<b>100.0</b>
Minorities	5	11.9	7	17.5	7	17.9	173	21.3	198	26.1	184	26.0
Men	34	81.0	33	82.5	25	64.1	648	79.8	648	85.5	506	71.4
Minority men	5	11.9	7	17.5	4	10.3	121	14.9	126	16.6	112	15.8
Women	8	19.0	7	17.5	14	35.9	164	20.2	211	27.8	203	28.6
Minority women	0	0.0	0	0.0	3	7.7	52	6.4	72	9.5	72	10.2

Source: U.S. Postal Service.

<sup>a</sup>Data do not include employees of the Office of the Inspector General and the Postal Regulatory Commission.

<sup>b</sup>Officers include the Postmaster General/Chief Executive Officer, the Deputy Postmaster General, and Vice Presidents, among others. The Postmaster General appoints all officers, with the exception of the Deputy Postmaster General, who is appointed by the Governors of the Postal Service and the Postmaster General. Data for officers do not include acting officers.

<sup>c</sup>Other PCES executives include district, area, and headquarters executives who are not officers.

<sup>d</sup>Percentages may not add to 100 because of rounding.

**Table 34: Demographic Profiles of U.S. Postal Service Employees in the Postal Service’s Executive and Administrative Schedule (EAS)**

EEO group	EAS levels 22 and above <sup>a</sup>					
	September 1999		September 2004		September 2007	
	Number	Percent	Number	Percent	Number	Percent
African American men	866	9.7	832	9.1	788	8.9
African American women	576	6.4	721	7.9	753	8.5
American Indian/Alaska Native men	49	0.5	42	0.5	38	0.4
American Indian/Alaska Native women	16	0.2	18	0.2	20	0.2
Asian/Pacific Islander men	215	2.4	261	2.9	289	3.3
Asian/Pacific Islander women	86	1.0	137	1.5	163	1.8
Hispanic men	375	4.2	421	4.6	399	4.5
Hispanic women	86	1.0	145	1.6	158	1.8
White men	5,398	60.3	4,928	54.1	4,530	51.3
White women	1,270	14.2	1,610	17.7	1,688	19.1
Unspecified/other	18	0.2	2	0.0	0	0.0
<b>Total<sup>b</sup></b>	<b>8,955</b>	<b>100.0</b>	<b>9,117</b>	<b>100.0</b>	<b>8,826</b>	<b>100.0</b>
Minorities	2,269	25.3	2,577	28.3	2,608	29.5
Men	6,919	77.3	6,484	71.1	6,044	68.5
Minority men	1,505	16.8	1,556	17.1	1,514	17.2
Women	2,036	22.7	2,036	22.3	2,782	31.5
Minority women	764	8.5	1,021	11.2	1,094	12.4

Source: U.S. Postal Service.

<sup>a</sup>Data do not include employees of the Office of the Inspector General and the Postal Regulatory Commission.

<sup>b</sup>Percentages may not add to 100 because of rounding.



**Table 35: Demographic Profiles of U.S. Postal Service Employees in EAS Levels 22 and Above Participating in the Corporate Succession Planning (CSP) Program**

EEO group	EAS level 22				EAS level 23			
	Sept. 30, 2004		Sept. 30, 2007		Sept. 30, 2004		Sept. 30, 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	4	9.1	3	15.0	2	2.2	6	8.8
African American women	7	15.9	4	20.0	6	6.6	6	8.8
American Indian/Alaska Native men	0	0.0	0	0.0	0	0.0	0	0.0
American Indian/Alaska Native women	2	4.5	0	0.0	1	1.1	0	0.0
Asian/Pacific Islander men	0	0.0	0	0.0	2	2.2	2	2.9
Asian/Pacific Islander women	0	0.0	0	0.0	3	3.3	2	2.9
Hispanic men	2	4.5	1	5.0	4	4.4	0	0.0
Hispanic women	0	0.0	0	0.0	2	2.2	3	4.4
White men	21	47.7	10	50.0	40	44.0	28	41.2
White women	8	18.2	2	10.0	31	34.1	21	30.9
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total<sup>a</sup></b>	<b>44</b>	<b>100.0</b>	<b>20</b>	<b>100.0</b>	<b>91</b>	<b>100.0</b>	<b>68</b>	<b>100.0</b>
Minorities	15	34.1	8	40.0	20	22.0	19	27.9
Men	27	61.4	14	70.0	48	52.7	36	52.9
Minority men	6	13.6	4	20.0	8	8.8	8	11.8
Women	17	38.6	6	30.0	43	47.3	32	47.1
Minority women	9	20.5	4	20.0	12	13.2	11	16.2

Appendix III

**Table 35 (continued)**

EEO group	EAS level 24				EAS levels 25 and above			
	Sept. 30, 2004		Sept. 30, 2007		Sept. 30, 2004		Sept. 30, 2007	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	11	9.2	13	9.6	43	8.8	36	7.6
African American women	13	10.9	17	12.6	34	7.0	44	9.3
American Indian/Alaska Native men	0	0.0	2	1.5	1	0.2	1	0.2
American Indian/Alaska Native women	2	1.7	1	0.7	1	0.2	3	0.6
Asian/Pacific Islander men	3	2.5	4	3.0	11	2.2	15	3.2
Asian/Pacific Islander women	1	0.8	0	0.0	8	1.6	8	1.7
Hispanic men	4	3.4	9	6.7	21	4.3	20	4.2
Hispanic women	4	3.4	0	0.0	3	0.6	5	1.1
White men	63	52.9	66	48.9	265	54.2	245	52.0
White women	18	15.1	23	17.0	102	20.9	94	20.0
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0
<b>Total<sup>a</sup></b>	<b>119</b>	<b>100.0</b>	<b>135</b>	<b>100.0</b>	<b>489</b>	<b>100.0</b>	<b>471</b>	<b>100.0</b>
Minorities	38	31.9	46	34.1	122	24.9	132	28.0
Men	81	68.1	94	69.6	341	69.7	317	67.3
Minority men	18	15.1	28	20.7	76	15.5	72	15.3
Women	38	31.9	41	30.4	148	30.3	154	32.7
Minority women	20	16.8	18	13.3	46	9.4	60	12.7

Source: U.S. Postal Service.

Note: EAS employees participating in the CSP program are required to be at EAS levels 22 and above. Data do not include employees of the Office of the Inspector General and the Postal Regulatory Commission.

<sup>a</sup>Percentages may not add to 100 because of rounding.

**Table 36: Information on PCES-I Vacancies Filled through Promotions and Outside Hires from Fiscal Years 2004 through 2007, Including Whether Vacancies Were Filled by Employees Participating in the CSP Program**

How vacancy was filled	FY 2004			FY 2005			FY 2006			FY 2007			Total FY 2004-2007		
	All	From CSP	Not CSP	All	In CSP	Not CSP	All	In CSP	Not CSP	All	In CSP	Not CSP	All	In CSP	Not CSP
Employee in EAS level 46	0	0	0	0	0	0	2	0	2	3	2	1	5	2	3
Employee in EAS level 45	0	0	0	0	0	0	6	6	0	1	1	0	7	7	0
Employee in EAS level 26	13	13	0	12	11	1	13	11	2	8	5	3	46	40	6
Employee in EAS level 25	33	31	2	44	35	9	54	50	4	17	14	3	148	130	18
Employee in EAS level 24	7	7	0	5	5	0	11	9	2	4	3	1	27	24	3
Employee in EAS level 23	3	2	1	3	1	2	3	3	0	3	3	0	12	9	3
Employee in EAS level 22	0	0	0	1	1	0	1	1	0	1	1	0	3	3	0
Employee in EAS level 21 or below	1	1	0	0	0	0	0	0	0	1	0	1	2	1	1
Attorneys	3	3	0	1	1	0	2	2	0	3	3	0	9	9	0
<b>Subtotal of employee promotions</b>	<b>60</b>	<b>57</b>	<b>3</b>	<b>66</b>	<b>54</b>	<b>12</b>	<b>92</b>	<b>82</b>	<b>10</b>	<b>41</b>	<b>32</b>	<b>9</b>	<b>259</b>	<b>225</b>	<b>34</b>
By outside hire <sup>a</sup>	1	0	1	6	0	6	8	0	8	6	0	6	21	0	21
<b>Total</b>	<b>61</b>	<b>57</b>	<b>4</b>	<b>72</b>	<b>54</b>	<b>18</b>	<b>100</b>	<b>82</b>	<b>18</b>	<b>47</b>	<b>32</b>	<b>15</b>	<b>280</b>	<b>225</b>	<b>55</b>

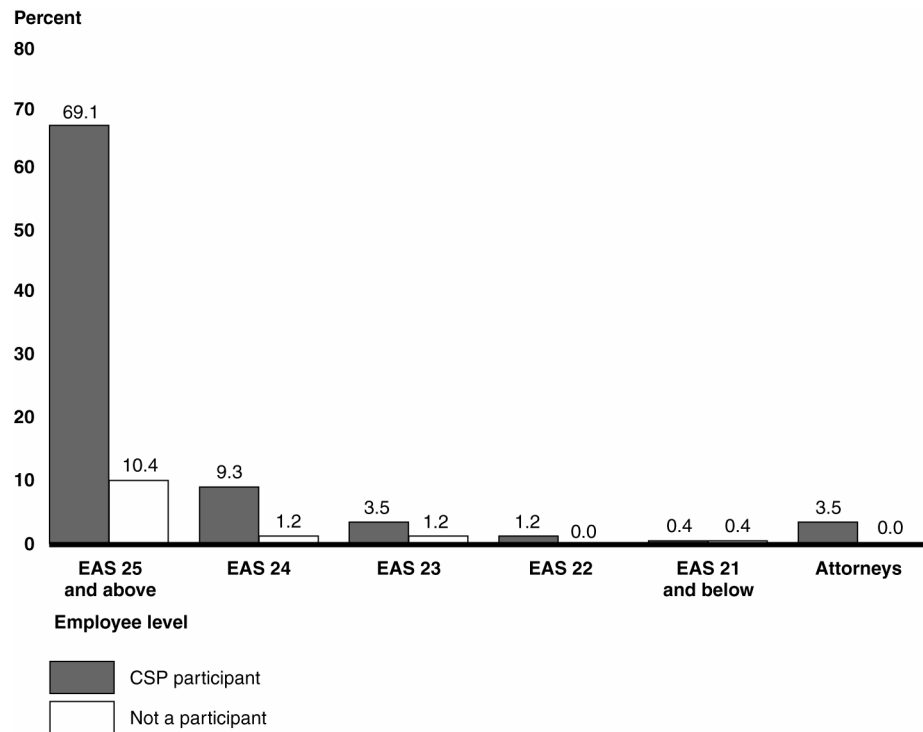
Source: U.S. Postal Service.

Notes: Data represent the number of employees and do not include employees of the Office of the Inspector General and the Postal Regulatory Commission. Data do not include the 12 employees who filled newly created positions in 2006 and 2007 that had no corresponding CSP program position pools. Vacancies filled by a CSP program participant are tabulated in columns labeled "In CSP;" others are tabulated in columns labeled "Not CSP."

<sup>a</sup>Outside hires who filled PCES-I vacancies did not participate in the CSP program in order to assume these positions.

Appendix III

**Figure 1: Promotions to the PCES by Employee Type and Level, Fiscal Years 2004 through 2007**



Source: U.S. Postal Service.

Notes: Data do not include employees of the Office of the Inspector General and the Postal Regulatory Commission. Data do not include the 12 employees who filled newly created positions in 2006 and 2007 that had no corresponding CSP position pools. Outside hires who filled PCES-I vacancies did not participate in CSP in order to assume these positions. Data are rounded to the nearest 0.1 percent and do not add to 100 percent because of rounding.

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