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Postal Service, and the District of Columbia,
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HUMAN CAPITAL

**Diversity in the Federal SES
and the Senior Levels of the
U.S. Postal Service**

Statement of George H. Stalcup, Director
Strategic Issues





Highlights of [GAO-07-838T](#), a testimony before the Subcommittee on Federal Workforce, Postal Service, and the District of Columbia, Committee on Oversight and Government Reform, House of Representatives

Why GAO Did This Study

The Senior Executive Service (SES) generally represents the most experienced and senior segment of the federal workforce. Having a diverse SES corps can be an organizational strength that contributes to the achievement of results by bringing a wider variety of perspectives and approaches to bear on policy development and implementation, strategic planning, problem solving, and decision making.

In a January 2003 report (GAO-03-34), GAO provided data on career SES members by race, ethnicity, and gender as of October 2000. In March 2000, we reported similar data for the Postal Career Executive Service as of September 1999 (GAO/GGD-00-76). In response to a request for updated information on diversity in the top levels of government, GAO is providing information obtained from the Office of Personnel Management's Civilian Personnel Data File and the Postal Service on the representation of women and minorities in (1) the federal government's career SES, (2) the developmental pools from which the vast majority of potential successors for career senior level positions will come (i.e., GS-14 and GS-15), (3) the Postal Service's career officer and senior executive positions in the Postal Career Executive Service, and (4) the developmental pool of potential successors for senior level Postal Service positions as of the end of fiscal year 2006.

www.gao.gov/cgi-bin/getrpt?GAO-07-838T.

To view the full product, including the scope and methodology, click on the link above. For more information, contact George Stalcup on (202) 512-9490 or at stalcupg@gao.gov.

HUMAN CAPITAL

Diversity in the Federal SES and the Senior Levels of the U.S. Postal Service

What GAO Found

Data in the Civilian Personnel Data File and provided by the U.S. Postal Service show that as of the end of fiscal year 2006, the overall percentages of women and minorities have increased since 2000 in both the federal career SES and the developmental pool for potential successors and the Postal Career Executive Service (PCES) and the developmental pool of potential successors (EAS levels 22 and above) since 1999.

Governmentwide	October 2000			September 2006		
	Number	Percent		Number	Percent	
		Women	Minorities		Women	Minorities
SES	6,110	23.6	13.8	6,349	28.4	15.9
SES potential developmental pool (GS-14s and GS-15s)	135,012	28.2	17.0	160,573	32.8	21.0

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

U.S. Postal Service	September 1999			September 2006		
	Number	Percent		Number	Percent	
		Women	Minorities		Women	Minorities
PCES	854	20.1	20.8	768	28.6	25.5
PCES potential developmental pool	8,955	22.7	25.3	8,606	30.9	29.1

Source: GAO analysis of Postal Service data.

As we have testified, the federal government is facing new and more complex challenges in the 21st century because of long-term fiscal constraints, changing demographics, and other factors. SES members are critical to providing the strategic leadership needed to effectively meet these challenges. Racial, ethnic, and gender diversity in the federal government's senior ranks can be a key organizational component for executing agency missions, ensuring accountability to the American people in the administration and operation of federal programs, and achieving results.

SES retirement eligibility is much higher than the workforce in general, and a significant number of SES retirements could result in a loss of leadership continuity, institutional knowledge, and expertise among the SES corps. In fact, OPM estimates that 90 percent of federal executives will be eligible for retirement over the next 10 years, and the Postal Service expects nearly half of its executives to retire within 5 years. This underscores the need for effective succession planning. Succession planning also is tied to the federal government's opportunity to affect SES diversity through new appointments. Gaining insight into diversity in the federal government's senior leadership and developmental pools and factors affecting them is important to developing and maintaining a high-quality and inclusive workforce.

Chairman Davis, Representative Marchant, and Members of the Subcommittee:

I am pleased to be here today to provide the Subcommittee with information on the representation of women and minorities¹ in the federal government's career Senior Executive Service (SES)² and roughly comparable career officer and senior executive positions in the U.S. Postal Service's Postal Career Executive Service (PCES).³ I am also providing information on the representation of women and minorities at the levels that serve as the developmental pools from which the vast majority of potential successors for career SES positions⁴ and potential successors for PCES positions will come.⁵

The federal government is facing new and more complex challenges in the 21st century as a result of long-term fiscal constraints, changing demographics, evolving governance models, and other factors. Leadership in agencies across the federal government, especially at senior executive levels, is essential to providing the accountable, committed, consistent, and sustained attention needed to human capital and related organizational transformation issues. As we have previously reported, a high-performance organization relies on a dynamic workforce with the requisite talents, multidisciplinary knowledge, and up-to-date skills to

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

²Career 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.

³The PCES is made up of two levels, officers (PCES 02), who are appointed by and serve at the pleasure of the Postmaster General and include area vice presidents and the Deputy Postmaster General, and executives (PCES 01), who include district managers and bulk mail center managers.

⁴The vast majority of potential successors for career SES positions come from the general schedule (GS) pay plan for grades GS-14 and GS-15. 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.

⁵The potential successors for PCES positions are generally from levels 22 and above of the Postal Service's Executive Administrative Service (EAS). In fiscal year 2004, EAS employees at level 22 compared roughly to other federal employees who were paid under the fiscal year 2004 general schedule at grade 11, step 6 to grade 14, step 3.

ensure that it is equipped to accomplish its mission and achieve its goals.⁶ The approach that a high-performance organization takes toward its workforce is inclusive and draws on the strengths of employees at all levels and of all backgrounds.

SES members generally represent the most experienced segment of an agency's workforce and can help to effectively execute agency missions and ensure accountability to the American people in the administration and operation of federal programs. Having a diverse SES corps can be an organizational strength that contributes to achieving results. Diversity can bring a wider variety of perspectives and approaches to bear on policy development and implementation, strategic planning, problem solving, and decision making.

The results of our most recent work on SES diversity were issued in 2003,⁷ and we issued reports on diversity in the Postal Service in 2003 and in the PCES in 2000.⁸ Today we are providing data we extracted from the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) as of the end of fiscal year 2006 on the representation of women and minorities in career SES⁹ and GS-14 and GS-15 positions as well as baseline data from October 2000, which we previously reported for those same positions.¹⁰ We also received data from the Postal Service on the representation of women and minorities in career officer and senior executive positions in the PCES as well as the levels that the Postal Service considers the developmental pool for PCES positions as of the end

⁶GAO, *Diversity Management: Expert-Identified Leading Practices and Agency Examples*, [GAO-05-90](#) (Washington, D.C.: Jan. 14, 2005).

⁷GAO, *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).

⁸GAO, *U.S. Postal Service: Data on Career Employee Diversity*, [GAO-03-745R](#) (Washington, D.C.: Sept. 15, 2003); *U.S. Postal Service: Diversity in the Postal Career Executive Service*, [GAO/GGD-00-76](#) (Washington, D.C.: Mar. 30, 2000).

⁹For the SES, we included those with career appointments in the SES 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.

¹⁰[GAO-03-34](#).

of fiscal year 2006 to update fiscal year 1999 data we previously reported.¹¹ 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.¹² In addition, as the Postal Service reported making no changes to its database since we performed testing of electronic data for obvious errors of completeness and accuracy for our 2003 report and as the Postal Service provided updated information of the same nature, we consider the data to be sufficiently reliable for the informational purpose of this testimony.

The data that we are reporting today provide a demographic snapshot of the career SES as well as the levels that serve as the developmental pools for those positions in October 2000 and September 2006, and the career PCES as well as the levels that serve as the developmental pool for those positions in September 1999 and September 2006. Table 1 shows the number of career SES as well as those in the developmental pool governmentwide, including the percentages of women and minorities, for October 2000 and September 2006.

Table 1: Career SES and the SES Developmental Pool for October 2000 and September 2006

Governmentwide	October 2000			September 2006		
	Number	Percent		Number	Percent	
		Women	Minorities		Women	Minorities
SES	6, 110	23.6	13.8	6,349	28.4	15.9
SES developmental pool (GS-14s and GS-15s)	135,012	28.2	17.0	160,573	32.8	21.0

Source: GAO analysis of OPM's CPDF.

¹¹GAO/GGD-00-76. Although we most recently reported on fiscal year 2002 career employee diversity at the Postal Service (GAO-03-745R), we are citing fiscal year 1999 Postal Service data to be more comparable with the governmentwide data we are reporting.

¹²GAO, *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).

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 for October 2000 and September 2006.¹³

Table 2: Career SES Members by CFO Act Agency for October 2000 and September 2006

CFO Act agency	October 2000			September 2006		
	Number of SES	Percent		Number of SES	Percent	
		Women	Minorities		Women	Minorities
Agriculture	283	25.4	20.1	314	31.2	18.5
AID	25	20.0	20.0	17	47.1	29.4
Commerce	296	23.3	12.5	313	27.8	12.8
Defense	1,144	16.3	6.1	1,104	21.0	8.0
Education	60	28.3	21.7	73	39.7	24.7
Energy	391	18.9	10.7	411	22.1	14.6
EPA	255	29.8	15.3	260	37.7	15.8
FEMA	32	21.9	3.1	^a	^a	^a
GSA	84	28.6	14.3	71	26.8	11.3
HHS	399	36.1	21.3	342	43.0	22.2
DHS	^b	^b	^b	262	26.0	12.6
HUD	73	28.8	35.6	82	37.8	40.2
Interior	191	31.9	22.0	227	32.6	25.6
Justice	407	22.6	15.2	605	21.8	17.9
Labor	132	28.0	21.2	121	33.1	20.7
NASA	394	19.5	13.2	415	23.1	15.9
NRC	139	13.7	11.5	152	20.4	15.1
NSF	79	30.4	13.9	78	42.3	15.4
OPM	36	41.7	19.4	40	30.0	17.5
SBA	39	33.3	33.3	35	31.4	37.1
SSA	118	35.6	33.1	144	39.6	29.9
State	101	28.7	5.0	114	31.6	6.1
Transportation	178	27.0	14.6	182	34.6	15.9
Treasury	537	23.3	12.8	381	34.9	18.6
VA	247	14.6	9.7	229	24.0	14.4

Source: GAO analysis of OPM's CPDF.

¹³The 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.

^aThe Federal Emergency Management Agency (FEMA) was an independent agency and 1 of the 24 CFO Act agencies until the formation of the Department of Homeland Security (DHS) in 2003.

^bDHS did not exist before March 1, 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.

Note: AID is the Agency for International Development; EPA is the Environmental Protection Agency; GSA is the General Services Administration; HHS is the Department of Health and Human Services; HUD is the Department of Housing and Urban Development; NASA is the National Aeronautics and Space Administration; NRC is the Nuclear Regulatory Commission; NSF is the National Science Foundation; SBA is the Small Business Administration; SSA is the Social Security Administration; and VA is the Department of Veterans Affairs.

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 2006, the representation of women and minorities, both overall and for most individual agencies, was higher. The representation of women ranged from 20.4 percent to 47.1, percent with more than half of the agencies having 30 percent or more women. For minority representation, rates ranged from 6.1 percent to 40.2 percent, with 50 percent of the agencies having over 17 percent minority representation, and almost 90 percent of the agencies having more than 12 percent minority representation in the SES.¹⁴

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 the workforce in general. As part of a strategic human capital planning approach, agencies need to develop long-term strategies for acquiring, developing, motivating, and retaining staff. An agency's human capital

¹⁴While comparing the 2000 and the 2006 data identifies changes over time, comparing changes that have occurred since 2000 to the estimates we made in the 2003 report could be misleading without identifying or analyzing the factors contributing to those changes as we did in the 2003 report. In that report, we reviewed appointment trends from fiscal years 1995 to 2000; estimated by race, ethnicity, and gender the number of career SES who would leave government service from October 1, 2000, through October 1, 2007; and what the profile of the SES would be if appointment trends did not change. We made the same estimates for the developmental pool of GS-15s and GS-14s, from which the ranks of the majority of replacements for departing SES members come, to ascertain the likely composition of that pool. We have not updated that information to determine whether estimated retirement trends materialized and the impact that may have had on the diversity of the SES.

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 2003,¹⁵ 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.

As we recently testified before this Subcommittee,¹⁶ 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 management cadre and also presents opportunities for the Postal Service to affect the composition of the PCES. Table 3 shows the number of career PCES members and the EAS

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

¹⁶GAO, *U.S. Postal Service: Postal Reform Law Provides Opportunities to Address Postal Challenges*, [GAO-07-684T](#) (Washington, D.C.: Apr. 17, 2007).

developmental pool for those positions, including the percentages of women and minorities, for September 1999 and September 2006.

Table 3: Career PCES and the EAS Developmental Pool for September 1999 and September 2006

U.S. Postal Service	September 1999			September 2006		
	Number	Percent		Number	Percent	
		Women	Minorities		Women	Minorities
PCES	854	20.1	20.8	768	28.6	25.5
PCES developmental pool (EAS 22 and above)	8,955	22.7	25.3	8,606	30.9	29.1

Source: GAO analysis of Postal Service data.

In 2005, we reported that the Postal Service had a formal succession planning process and considers the development of potential successor employees for executive leadership roles as one stage in that process.¹⁷ In fiscal year 2002, the Postal Service completed a Web-based individual development plan system, which is found on the Diversity Development Intranet site. Individuals in management positions are to use the Web-based individual development plan system to identify their skills, training, areas of expertise, and areas of development focus. The Postal Service states that it tracks this information to ensure that all potential candidates for higher level or more specialized jobs are following a plan that includes the training and work experiences necessary to enable these individuals to fill vacant positions and lead the organization into the future.

While we have not analyzed recent changes in the representation levels within the federal or Postal Service workforces for this testimony, agencies, including the Postal Service, have an important responsibility to analyze the representation levels of their workforce and report the results of their analyses under requirements from OPM and the Equal Employment Opportunity Commission (EEOC). Both of these agencies in their oversight roles also report on governmentwide representation levels.¹⁸ Under OPM's regulations implementing the Federal Equal

¹⁷ GAO-05-90.

¹⁸ 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 2005 Annual Report on the Federal Work Force*.

Opportunity Recruitment Program (FEORP),¹⁹ 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.²⁰ Agencies are also required to submit annual FEORP reports to OPM in the form prescribed by OPM. These reports have included (1) data on employee participation in agencywide and governmentwide career development programs broken out by race, national origin, gender, and grade level and (2) narrative identifying areas where the agencies had been most successful in recruiting, hiring, and conducting formal training of women and minorities. EEOC's Management Directive 715 (MD-715) provides guidance and standards to federal agencies for establishing and maintaining effective equal employment opportunity programs,²¹ including a framework for executive branch agencies and the Postal Service to determine whether barriers to equal employment opportunity exist and to identify and develop strategies to mitigate or eliminate the barriers to participation.²² The initial step is for agencies to analyze their workforce data with designated benchmarks, including the civilian labor force. After analyzing their workforce profiles, if potential barriers may exist, agencies are to examine all related policies, procedures, and practices to uncover whether an actual barrier exists. EEOC instructs that only after agencies uncover and understand the actual barrier can appropriate objectives be implemented to eliminate it. EEOC requires agencies to report the results of their analyses annually.

A specific provision was also included in recent postal reform legislation related to tracking diversity in the Postal Service's executive and administrative schedule management positions.²³ The Postal Accountability and Enhancement Act requires that by December 20, 2007, the Postal Service's Board of Governors study and submit a report to the

¹⁹5 U.S.C. §7201 and 5 C.F.R. Part 720, Subpart B.

²⁰The civilian labor force is composed by those 16 and older who are employed or looking for work and not in the military or institutionalized.

²¹See section 717 of Title VII of the Civil Rights Act of 1964 and section 501 of the Rehabilitation Act of 1973, codified at 42 U.S.C. § 2000e-16 and 29 U.S.C. § 501, respectively.

²²EEOC 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.

²³Section 706 of Pub. L. No. 109-435, Postal Accountability and Enhancement Act (Dec. 20, 2006).

President and Congress concerning the extent to which women and minorities are represented in supervisory and management positions.

The statistics we provide in this statement portray a demographic profile of career federal senior executives for a particular point in time. Although such statistics can be informative and useful as a starting point, these numbers do not reveal important factors such as pending or expected separations from or appointments to the SES corps, the PCES, or the developmental pools that lead to them. Such information would provide more insight into the current and prospective state of the diversity in the federal government's executive corps. Understanding factors affecting representation is important to developing and maintaining a high-quality and inclusive workforce.

Chairman Davis, Representative Marchant, and Members of the Subcommittee, this concludes my prepared statement. I would be pleased to respond to any questions that you may have.

Contacts and Acknowledgments

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Enclosure I

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

Table 4: Demographic Profiles of Career SES, GS-15, and GS-14 Employees Governmentwide

Equal employment opportunity (EEO) group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	333	5.5	325	5.1	1,711	3.3	2,198	3.5	3,401	4.1	4,646	4.7
African American women	179	2.9	221	3.5	1,500	2.9	2,327	3.7	4,067	4.9	6,674	6.8
American Indian/Alaska Native men	54	0.9	59	0.9	278	0.5	334	0.5	579	0.7	611	0.6
American Indian/Alaska Native women	21	0.3	27	0.4	103	0.2	194	0.3	294	0.4	388	0.4
Asian/Pacific Islander men	70	1.1	90	1.4	2,063	4.0	2,896	4.6	2,426	2.9	3,435	3.5
Asian/Pacific Islander women	33	0.5	56	0.9	836	1.6	1,505	2.4	1,036	1.2	1,819	1.9
Hispanic men	112	1.8	164	2.6	1,197	2.3	1,689	2.7	2,117	2.5	2,829	2.9
Hispanic women	43	0.7	65	1.0	470	0.9	718	1.2	884	1.1	1,428	1.5
White men	4,097	67.1	3,900	61.4	33,567	64.8	36,613	58.7	49,548	59.6	52,467	53.4
White women	1,164	19.1	1,436	22.6	10,062	19.4	13,858	22.2	18,759	22.6	23,777	24.2
Unspecified/other	4	0.1	6	0.1	39	0.1	58	0.1	75	0.1	109	0.1
Total^a	6,110	100.0	6,349	100.0	51,826	100.0	62,390	100.0	83,186	100.0	98,183	100.0
Minorities	845	13.8	1,007	15.9	8,158	15.7	11,861	19.0	14,804	17.8	21,830	22.2
Men	4,666	76.4	4,543	71.6	38,816	74.9	43,768	70.2	58,071	69.8	64,059	65.2
Minority men	569	9.3	638	10.0	5,249	10.0	7,117	11.4	8,523	10.2	11,521	11.7
Women	1,440	23.6	1,806	28.4	12,971	25.0	18,622	29.8	25,040	30.1	34,124	34.8
Minority women	276	4.5	369	5.8	2,909	5.6	4,744	7.6	6,281	7.6	10,309	10.5

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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 2006).

Note 2: 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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Table 5: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Agriculture

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	28	9.9	21	6.7	72	4.0	81	4.0	122	3.5	180	4.6
African American women	11	3.9	12	3.8	53	2.9	77	3.8	153	4.4	235	6.0
American Indian/Alaska Native men	2	0.7	2	0.6	8	0.4	14	0.7	32	0.9	25	0.6
American Indian/Alaska Native women	1	0.4	1	0.3	2	0.1	1	0.0	8	0.2	15	0.4
Asian/Pacific Islander men	5	1.8	9	2.9	41	2.3	70	3.4	95	2.8	133	3.4
Asian/Pacific Islander women	0	0.0	5	1.6	7	0.4	13	0.6	35	1.0	57	1.4
Hispanic men	8	2.8	6	1.9	37	2.0	59	2.9	82	2.4	107	2.7
Hispanic women	2	0.7	2	0.6	3	0.2	10	0.5	22	0.6	47	1.2
White men	168	59.4	178	56.7	1,302	72.0	1,316	64.7	2,188	63.6	2,168	55.0
White women	58	20.5	78	24.8	283	15.6	393	19.3	695	20.2	973	24.7
Unspecified/other	0	0.0	0	0.0	1	0.1	0	0.0	7	0.2	3	0.1
Total^a	283	100.0	314	100.0	1,809	100.0	2,034	100.0	3,439	100.0	3,943	100.0
Minorities	57	20.1	58	18.5	223	12.3	325	16.0	549	16.0	799	20.3
Men	211	74.6	216	68.8	1,460	80.7	1,540	75.7	2,519	73.2	2,615	66.3
Minority men	43	15.2	38	12.1	158	8.7	224	11.0	331	9.6	445	11.3
Women	72	25.4	98	31.2	348	19.2	494	24.3	913	26.5	1,328	33.7
Minority women	14	4.9	20	6.4	65	3.6	101	5.0	218	6.3	354	9.0

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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.

Enclosure I

Table 6: 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 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	2	8.0	1	5.9	24	5.7	16	3.6	23	4.1	29	6.3
African American women	1	4.0	2	11.8	19	4.5	30	6.7	36	6.5	65	14.2
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	2.2	17	3.1	16	3.5
Asian/Pacific Islander women	0	0.0	1	5.9	6	1.4	9	2.0	10	1.8	12	2.6
Hispanic men	1	4.0	1	5.9	11	2.6	13	2.9	15	2.7	13	2.8
Hispanic women	0	0.0	0	0.0	1	0.2	3	0.7	3	0.5	5	1.1
White men	16	64.0	7	41.2	257	60.6	243	54.1	290	52.3	176	38.3
White women	4	16.0	5	29.4	94	22.2	125	27.8	160	28.8	142	30.9
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total^a	25	100.0	17	100.0	424	100.0	449	100.0	555	100.0	459	100.0
Minorities	5	20.0	5	29.4	73	17.2	81	18.0	105	18.9	141	30.7
Men	20	80.0	9	52.9	303	71.5	282	62.8	346	62.3	234	51.0
Minority men	4	16.0	2	11.8	46	10.8	39	8.7	56	10.1	58	12.6
Women	5	20.0	8	47.1	121	28.5	167	37.2	209	37.7	225	49.0
Minority women	1	4.0	3	17.6	27	6.4	42	9.4	49	8.8	83	18.1

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 7: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Commerce

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	17	5.7	17	5.4	69	3.0	89	3.3	183	3.8	316	5.0
African American women	5	1.7	7	2.2	53	2.3	87	3.2	177	3.7	362	5.8
American Indian/Alaska Native men	2	0.7	1	0.3	2	0.1	7	0.3	10	0.2	12	0.2
American Indian/Alaska Native women	0	0.0	0	0.0	0	0.0	6	0.2	8	0.2	7	0.1
Asian/Pacific Islander men	3	1.0	4	1.3	111	4.8	181	6.6	335	7.0	647	10.3
Asian/Pacific Islander women	3	1.0	4	1.3	28	1.2	71	2.6	139	2.9	278	4.4
Hispanic men	4	1.4	6	1.9	39	1.7	45	1.6	65	1.4	113	1.8
Hispanic women	3	1.0	1	0.3	14	0.6	21	0.8	43	0.9	75	1.2
White men	201	67.9	198	63.3	1,573	68.5	1,688	61.7	2,910	60.7	3,219	51.1
White women	58	19.6	75	24.0	408	17.8	542	19.8	923	19.2	1,264	20.1
Unspecified/other	0	0.0	0	0.0	1	0.0	1	0.0	2	0.0	2	0.0
Total^a	296	100.0	313	100.0	2,298	100.0	2,738	100.0	4,795	100.0	6,295	100.0
Minorities	37	12.5	40	12.8	316	13.8	507	18.5	960	20.0	1,810	28.8
Men	227	76.7	226	72.2	1,794	78.1	2,011	73.4	3,503	73.1	4,308	68.4
Minority men	26	8.8	28	8.9	221	9.6	322	11.8	593	12.4	1,088	17.3
Women	69	23.3	87	27.8	503	21.9	727	26.6	1,290	26.9	1,987	31.6
Minority women	11	3.7	12	3.8	95	4.1	185	6.8	367	7.7	722	11.5

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 8: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Defense

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	21	1.8	26	2.4	231	2.1	428	2.9	604	3.1	1055	4.1
African American women	10	0.9	17	1.5	124	1.1	264	1.8	468	2.4	942	3.7
American Indian/Alaska Native men	6	0.5	7	0.6	50	0.4	57	0.4	72	0.4	103	0.4
American Indian/Alaska Native women	1	0.1	2	0.2	9	0.1	21	0.1	24	0.1	39	0.2
Asian/Pacific Islander men	13	1.1	14	1.3	282	2.5	428	2.9	554	2.9	809	3.2
Asian/Pacific Islander women	9	0.8	7	0.6	37	0.3	102	0.7	141	0.7	277	1.1
Hispanic men	7	0.6	13	1.2	158	1.4	281	1.9	335	1.7	599	2.4
Hispanic women	3	0.3	2	0.2	28	0.3	83	0.6	104	0.5	245	1.0
White men	909	79.5	809	73.3	8,795	79.0	10,422	71.7	13,612	70.4	16,293	63.9
White women	163	14.2	204	18.5	1,409	12.7	2,446	16.8	3,409	17.6	5,094	20.0
Unspecified/other	2	0.2	3	0.3	14	0.1	10	0.1	25	0.1	23	0.1
Total*	1,144	100.0	1,104	100.0	11,137	100.0	14,542	100.0	19,348	100.0	25,479	100.0
Minorities	70	6.1	88	8.0	919	8.3	1,664	11.4	2,302	11.9	4,069	16.0
Men	956	83.6	872	79.0	9,516	85.4	11,622	79.9	15,177	78.4	18,875	74.1
Minority men	47	4.1	60	5.4	721	6.5	1,194	8.2	1,565	8.1	2,566	10.1
Women	186	16.3	232	21.0	1,607	14.4	2,920	20.1	4,146	21.4	6,604	25.9
Minority women	23	2.0	28	2.5	198	1.8	470	3.2	737	3.8	1,503	5.9

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

*Percentages may not add to 100 because of rounding.

Note 1: 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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Table 9: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Education

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	8	13.3	6	8.2	31	6.7	29	6.1	68	8.7	72	8.6
African American women	1	1.7	8	11.0	40	8.7	48	10.1	117	14.9	153	18.2
American Indian/Alaska Native men	1	1.7	0	0.0	1	0.2	2	0.4	3	0.4	4	0.5
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	1.4	7	1.5	9	1.9	10	1.3	15	1.8
Asian/Pacific Islander women	1	1.7	2	2.7	1	0.2	3	0.6	10	1.3	23	2.7
Hispanic men	1	1.7	1	1.4	8	1.7	9	1.9	9	1.1	9	1.1
Hispanic women	0	0.0	0	0.0	6	1.3	5	1.1	12	1.5	10	1.2
White men	32	53.3	36	49.3	212	46.1	195	41.1	300	38.2	281	33.5
White women	15	25.0	19	26.0	150	32.6	171	36.0	254	32.3	269	32.1
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total^a	60	100.0	73	100.0	460	100.0	475	100.0	786	100.0	839	100.0
Minorities	13	21.7	18	24.7	98	21.3	109	22.9	232	29.5	289	34.4
Men	43	71.7	44	60.3	259	56.3	244	51.4	390	49.6	381	45.4
Minority men	11	18.3	8	11.0	47	10.2	49	10.3	90	11.5	100	11.9
Women	17	28.3	29	39.7	201	43.7	231	48.6	396	50.4	458	54.6
Minority women	2	3.3	10	13.7	51	11.1	60	12.6	142	18.1	189	22.5

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 10: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Energy

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	14	3.6	15	3.6	65	3.3	67	3.4	84	3.0	78	2.9
African American women	5	1.3	7	1.7	44	2.2	69	3.5	106	3.8	139	5.2
American Indian/Alaska Native men	3	0.8	2	0.5	7	0.4	12	0.6	20	0.7	24	0.9
American Indian/Alaska Native women	0	0.0	2	0.5	3	0.2	4	0.2	8	0.3	6	0.2
Asian/Pacific Islander men	8	2.0	5	1.2	59	3.0	83	4.2	128	4.6	116	4.3
Asian/Pacific Islander women	1	0.3	6	1.5	14	0.7	28	1.4	29	1.0	39	1.5
Hispanic men	9	2.3	16	3.9	42	2.1	41	2.1	91	3.2	89	3.3
Hispanic women	2	0.5	7	1.7	10	0.5	19	1.0	34	1.2	64	2.4
White men	283	72.4	282	68.6	1,429	71.5	1,266	63.8	1,731	61.7	1,508	56.1
White women	66	16.9	69	16.8	325	16.3	394	19.9	573	20.4	624	23.2
Unspecified/other	0	0.0	0	0.0	1	0.1	0	0.0	2	0.1	2	0.1
Total^a	391	100.0	411	100.0	1,999	100.0	1,983	100.0	2,806	100.0	2,689	100.0
Minorities	42	10.7	60	14.6	244	12.2	323	16.3	500	17.8	555	20.6
Men	317	81.1	320	77.9	1,602	80.1	1,469	74.1	2,054	73.2	1,816	67.5
Minority men	34	8.7	38	9.2	173	8.7	203	10.2	323	11.5	307	11.4
Women	74	18.9	91	22.1	396	19.8	514	25.9	750	26.7	873	32.5
Minority women	8	2.0	22	5.4	71	3.6	120	6.1	177	6.3	248	9.2

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 11: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Environmental Protection Agency

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	18	7.1	13	5.0	41	2.3	57	2.5	102	3.4	124	4.2
African American women	5	2.0	10	3.8	80	4.4	120	5.3	201	6.7	251	8.5
American Indian/Alaska Native men	0	0.0	0	0.0	2	0.1	5	0.2	7	0.2	10	0.3
American Indian/Alaska Native women	0	0.0	0	0.0	2	0.1	6	0.3	5	0.2	4	0.1
Asian/Pacific Islander men	2	0.8	3	1.2	30	1.7	44	1.9	78	2.6	90	3.1
Asian/Pacific Islander women	4	1.6	4	1.5	14	0.8	34	1.5	49	1.6	67	2.3
Hispanic men	9	3.5	9	3.5	27	1.5	46	2.0	63	2.1	71	2.4
Hispanic women	1	0.4	2	0.8	14	0.8	33	1.5	48	1.6	51	1.7
White men	150	58.8	137	52.7	1,086	60.2	1,197	53.0	1,558	51.9	1,381	46.9
White women	66	25.9	82	31.5	508	28.1	713	31.6	890	29.7	897	30.4
Unspecified/other	0	0.0	0	0.0	1	0.1	2	0.1	0	0.0	0	0.0
Total^a	255	100.0	260	100.0	1,805	100.0	2,257	100.0	3,001	100.0	2,946	100.0
Minorities	39	15.3	41	15.8	210	11.6	345	15.3	553	18.4	668	22.7
Men	179	70.2	162	62.3	1,186	65.7	1,351	59.9	1,808	60.2	1,676	56.9
Minority men	29	11.4	25	9.6	100	5.5	152	6.7	250	8.3	295	10.0
Women	76	29.8	98	37.7	618	34.2	906	40.1	1,193	39.8	1,270	43.1
Minority women	10	3.9	16	6.2	110	6.1	193	8.6	303	10.1	373	12.7

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 12: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the General Services Administration

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	6	7.1	3	4.2	28	4.7	27	4.3	85	6.5	139	8.8
African American women	4	4.8	3	4.2	31	5.2	45	7.2	125	9.6	179	11.3
American Indian/Alaska Native men	0	0.0	0	0.0	3	0.5	2	0.3	4	0.3	3	0.2
American Indian/Alaska Native women	0	0.0	0	0.0	0	0.0	0	0.0	2	0.2	4	0.3
Asian/Pacific Islander men	0	0.0	1	1.4	6	1.0	7	1.1	31	2.4	42	2.7
Asian/Pacific Islander women	1	1.2	0	0.0	4	0.7	9	1.4	14	1.1	32	2.0
Hispanic men	0	0.0	0	0.0	3	0.5	12	1.9	16	1.2	27	1.7
Hispanic women	1	1.2	1	1.4	4	0.7	7	1.1	13	1.0	22	1.4
White men	54	64.3	48	67.6	383	64.4	337	53.7	656	50.3	709	44.9
White women	18	21.4	15	21.1	133	22.4	178	28.4	359	27.5	419	26.5
Unspecified/other	0	0.0	0	0.0	0	0.0	3	0.5	0	0.0	4	0.3
Total^a	84	100.0	71	100.0	595	100.0	627	100.0	1,305	100.0	1,580	100.0
Minorities	12	14.3	8	11.3	79	13.3	109	17.4	290	22.2	448	28.4
Men	60	71.4	52	73.2	423	71.1	388	61.9	792	60.7	921	58.3
Minority men	6	7.1	4	5.6	40	6.7	48	7.7	136	10.4	211	13.4
Women	24	28.6	19	26.8	172	28.9	239	38.1	513	39.3	659	41.7
Minority women	6	7.1	4	5.6	39	6.6	61	9.7	154	11.8	237	15.0

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 13: 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 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	22	5.5	17	5.0	137	3.9	156	3.7	225	3.9	281	4.0
African American women	27	6.8	23	6.7	139	4.0	206	4.9	359	6.2	579	8.2
American Indian/Alaska Native men	11	2.8	12	3.5	46	1.3	57	1.4	73	1.3	72	1.0
American Indian/Alaska Native women	6	1.5	7	2.0	29	0.8	51	1.2	83	1.4	105	1.5
Asian/Pacific Islander men	6	1.5	5	1.5	101	2.9	142	3.4	223	3.9	333	4.7
Asian/Pacific Islander women	3	0.8	3	0.9	49	1.4	104	2.5	158	2.7	284	4.0
Hispanic men	5	1.3	8	2.3	53	1.5	71	1.7	103	1.8	121	1.7
Hispanic women	5	1.3	1	0.3	38	1.1	50	1.2	56	1.0	95	1.3
White men	211	52.9	153	44.7	1,774	50.9	1,832	43.8	2,450	42.5	2,483	35.3
White women	103	25.8	113	33.0	1,118	32.1	1,505	36.0	2,024	35.1	2,663	37.8
Unspecified/other	0	0.0	0	0.0	4	0.1	10	0.2	10	0.2	26	0.4
Total^a	399	100.0	342	100.0	3,488	100.0	4,184	100.0	5,764	100.0	7,042	100.0
Minorities	85	21.3	76	22.2	592	17.0	837	20.0	1,280	22.2	1,870	26.6
Men	255	63.9	195	57.0	2,111	60.5	2,262	54.1	3,074	53.3	3,307	47.0
Minority men	44	11.0	42	12.3	337	9.7	426	10.2	624	10.8	807	11.5
Women	144	36.1	147	43.0	1,373	39.4	1,922	45.9	2,680	46.5	3,735	53.0
Minority women	41	10.3	34	9.9	255	7.3	411	9.8	656	11.4	1,063	15.1

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 14: 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 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	b	b	10	3.8	b	b	105	4.0	b	b	292	4.7
African American women	b	b	6	2.3	b	b	103	4.0	b	b	453	7.2
American Indian/Alaska Native men	b	b	1	0.4	b	b	8	0.3	b	b	24	0.4
American Indian/Alaska Native women	b	b	0	0.0	b	b	3	0.1	b	b	14	0.2
Asian/Pacific Islander men	b	b	1	0.4	b	b	34	1.3	b	b	128	2.0
Asian/Pacific Islander women	b	b	1	0.4	b	b	22	0.8	b	b	71	1.1
Hispanic men	b	b	13	5.0	b	b	114	4.4	b	b	419	6.7
Hispanic women	b	b	1	0.4	b	b	48	1.8	b	b	161	2.6
White men	b	b	169	64.5	b	b	1,510	58.1	b	b	3,383	54.0
White women	b	b	60	22.9	b	b	650	25.0	b	b	1,319	21.0
Unspecified/other	b	b	0	0.0	b	b	1	0.0	b	b	3	0.0
Total^a	b	b	262	100.0	b	b	2,598	100.0	b	b	6,267	100.0
Minorities	b	b	33	12.6	b	b	437	16.8	b	b	1,562	24.9
Men	b	b	194	74.0	b	b	1,771	68.2	b	b	4,248	67.8
Minority men	b	b	25	9.5	b	b	261	10.0	b	b	863	13.8
Women	b	b	68	26.0	b	b	827	31.8	b	b	2,019	32.2
Minority women	b	b	8	3.1	b	b	176	6.8	b	b	699	11.2

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

^aPercentages may not add to 100 because of rounding.

^bThe Department of Homeland Security did not exist before March 1, 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.

Note 1: 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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Table 15: 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 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	9	12.3	8	9.8	100	11.7	109	11.9	134	10.1	146	10.2
African American women	11	15.1	15	18.3	112	13.1	164	17.9	221	16.7	313	21.8
American Indian/Alaska Native men	1	1.4	1	1.2	7	0.8	8	0.9	9	0.7	3	0.2
American Indian/Alaska Native women	1	1.4	0	0.0	0	0.0	1	0.1	2	0.2	4	0.3
Asian/Pacific Islander men	0	0.0	1	1.2	12	1.4	20	2.2	26	2.0	37	2.6
Asian/Pacific Islander women	0	0.0	2	2.4	9	1.1	11	1.2	18	1.4	34	2.4
Hispanic men	2	2.7	3	3.7	21	2.5	32	3.5	47	3.5	44	3.1
Hispanic women	2	2.7	3	3.7	22	2.6	19	2.1	22	1.7	42	2.9
White men	40	54.8	38	46.3	398	46.5	362	39.4	545	41.1	471	32.8
White women	7	9.6	11	13.4	175	20.4	192	20.9	301	22.7	340	23.7
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total^a	73	100.0	82	100.0	856	100.0	918	100.0	1,325	100.0	1,434	100.0
Minorities	26	35.6	33	40.2	283	33.1	364	39.7	479	36.2	623	43.4
Men	52	71.2	51	62.2	538	62.9	531	57.8	761	57.4	701	48.9
Minority men	12	16.4	13	15.9	140	16.4	169	18.4	216	16.3	230	16.0
Women	21	28.8	31	37.8	318	37.1	387	42.2	564	42.6	733	51.1
Minority women	14	19.2	20	24.4	143	16.7	195	21.2	263	19.8	393	27.4

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 16: 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 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	4	2.1	9	4.0	32	2.5	28	1.8	54	1.9	61	1.8
African American women	4	2.1	7	3.1	18	1.4	28	1.8	70	2.4	91	2.6
American Indian/Alaska Native men	18	9.4	22	9.7	65	5.0	82	5.2	145	5.0	172	5.0
American Indian/Alaska Native women	7	3.7	7	3.1	25	1.9	48	3.1	79	2.7	121	3.5
Asian/Pacific Islander men	1	0.5	3	1.3	16	1.2	19	1.2	38	1.3	45	1.3
Asian/Pacific Islander women	0	0.0	0	0.0	4	0.3	10	0.6	16	0.6	35	1.0
Hispanic men	4	2.1	3	1.3	14	1.1	21	1.3	61	2.1	77	2.2
Hispanic women	4	2.1	7	3.1	3	0.2	7	0.4	24	0.8	39	1.1
White men	103	53.9	116	51.1	928	71.2	1,001	64.0	1,859	63.9	1,973	57.4
White women	46	24.1	53	23.3	198	15.2	321	20.5	561	19.3	816	23.7
Unspecified/other	0	0.0	0	0.0	1	0.1	0	0.0	1	0.0	7	0.2
Total^a	191	100.0	227	100.0	1,304	100.0	1,565	100.0	2,908	100.0	3,437	100.0
Minorities	42	22.0	58	25.6	177	13.6	243	15.5	487	16.7	641	18.6
Men	130	68.1	153	67.4	1,055	80.9	1,151	73.5	2,157	74.2	2,332	67.8
Minority men	27	14.1	37	16.3	127	9.7	150	9.6	298	10.2	355	10.3
Women	61	31.9	74	32.6	248	19.0	414	26.5	750	25.8	1,105	32.2
Minority women	15	7.9	21	9.3	50	3.8	93	5.9	189	6.5	286	8.3

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 17: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Justice

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	24	5.9	47	7.8	125	3.3	205	4.1	235	5.5	473	6.3
African American women	13	3.2	19	3.1	139	3.7	211	4.2	256	6.0	492	6.5
American Indian/Alaska Native men	2	0.5	3	0.5	11	0.3	12	0.2	23	0.5	37	0.5
American Indian/Alaska Native women	0	0.0	1	0.2	6	0.2	8	0.2	6	0.1	11	0.1
Asian/Pacific Islander men	3	0.7	3	0.5	58	1.5	119	2.4	65	1.5	181	2.4
Asian/Pacific Islander women	2	0.5	1	0.2	48	1.3	81	1.6	52	1.2	62	0.8
Hispanic men	16	3.9	32	5.3	129	3.4	180	3.6	247	5.8	383	5.1
Hispanic women	2	0.5	2	0.3	62	1.6	75	1.5	76	1.8	101	1.3
White men	270	66.3	387	64.0	2,132	56.0	2,774	55.3	2,288	53.3	4,175	55.5
White women	75	18.4	109	18.0	1,091	28.7	1,350	26.9	1,035	24.1	1,588	21.1
Unspecified/other	0	0.0	1	0.2	3	0.1	5	0.1	10	0.2	17	0.2
Total*	407	100.0	605	100.0	3,804	100.0	5,020	100.0	4,293	100.0	7,520	100.0
Minorities	62	15.2	108	17.9	578	15.2	891	17.7	960	22.4	1,740	23.1
Men	315	77.4	473	78.2	2,455	64.5	3,293	65.6	2,858	66.6	5,264	70.0
Minority men	45	11.1	85	14.0	323	8.5	516	10.3	570	13.3	1,074	14.3
Women	92	22.6	132	21.8	1,346	35.4	1,727	34.4	1,425	33.2	2,256	30.0
Minority women	17	4.2	23	3.8	255	6.7	375	7.5	390	9.1	666	8.9

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

*Percentages may not add to 100 because of rounding.

Note 1: 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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Table 18: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Labor

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	13	9.8	7	5.8	31	5.0	47	6.1	87	6.1	84	5.6
African American women	8	6.1	7	5.8	33	5.3	49	6.3	128	8.9	163	10.9
American Indian/Alaska Native men	0	0.0	0	0.0	2	0.3	0	0.0	9	0.6	11	0.7
American Indian/Alaska Native women	1	0.8	0	0.0	2	0.3	1	0.1	4	0.3	3	0.2
Asian/Pacific Islander men	0	0.0	1	0.8	2	0.3	7	0.9	25	1.7	48	3.2
Asian/Pacific Islander women	0	0.0	1	0.8	8	1.3	10	1.3	7	0.5	33	2.2
Hispanic men	6	4.5	5	4.1	14	2.2	13	1.7	46	3.2	54	3.6
Hispanic women	0	0.0	4	3.3	8	1.3	11	1.4	22	1.5	28	1.9
White men	76	57.6	68	56.2	378	60.4	401	51.7	728	50.7	671	44.7
White women	28	21.2	28	23.1	148	23.6	237	30.5	381	26.5	407	27.1
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total^a	132	100.0	121	100.0	626	100.0	776	100.0	1,437	100.0	1,502	100.0
Minorities	28	21.2	25	20.7	100	16.0	138	17.8	328	22.8	424	28.2
Men	95	72.0	81	66.9	427	68.2	468	60.3	895	62.3	868	57.8
Minority men	19	14.4	13	10.7	49	7.8	67	8.6	167	11.6	197	13.1
Women	37	28.0	40	33.1	199	31.8	308	39.7	542	37.7	634	42.2
Minority women	9	6.8	12	9.9	51	8.1	71	9.1	161	11.2	227	15.1

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 19: 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 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	18	4.6	13	3.1	63	2.5	114	3.2	123	3.3	154	3.7
African American women	11	2.8	14	3.4	23	0.9	75	2.1	80	2.1	168	4.1
American Indian/Alaska Native men	3	0.8	2	0.5	13	0.5	15	0.4	21	0.6	23	0.6
American Indian/Alaska Native women	1	0.3	1	0.2	1	0.0	7	0.2	8	0.2	7	0.2
Asian/Pacific Islander men	9	2.3	12	2.9	124	4.9	185	5.3	160	4.3	205	5.0
Asian/Pacific Islander women	1	0.3	5	1.2	26	1.0	42	1.2	37	1.0	56	1.4
Hispanic men	7	1.8	14	3.4	61	2.4	120	3.4	125	3.3	132	3.2
Hispanic women	2	0.5	5	1.2	19	0.7	25	0.7	34	0.9	50	1.2
White men	280	71.1	278	67.0	1,890	74.4	2,346	66.8	2,588	69.0	2,508	60.7
White women	62	15.7	71	17.1	318	12.5	581	16.6	574	15.3	831	20.1
Unspecified/other	0	0.0	0	0.0	3	0.1	0	0.0	0	0.0	1	0.0
Total^a	394	100.0	415	100.0	2,541	100.0	3,510	100.0	3,750	100.0	4,135	100.0
Minorities	52	13.2	66	15.9	330	13.0	583	16.6	588	15.7	795	19.2
Men	317	80.5	319	76.9	2,151	84.7	2,780	79.2	3,017	80.5	3,023	73.1
Minority men	37	9.4	41	9.9	261	10.3	434	12.4	429	11.4	514	12.4
Women	77	19.5	96	23.1	387	15.2	730	20.8	733	19.5	1,112	26.9
Minority women	15	3.8	25	6.0	69	2.7	149	4.2	159	4.2	281	6.8

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 20: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Nuclear Regulatory Commission

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	7	5.0	9	5.9	18	2.8	29	3.5	27	3.8	30	3.8
African American women	2	1.4	2	1.3	16	2.5	23	2.7	21	2.9	40	5.1
American Indian/Alaska Native men	0	0.0	1	0.7	3	0.5	4	0.5	0	0.0	1	0.1
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	3.3	56	8.7	76	9.1	52	7.2	51	6.5
Asian/Pacific Islander women	1	0.7	3	2.0	8	1.2	16	1.9	8	1.1	12	1.5
Hispanic men	2	1.4	2	1.3	4	0.6	13	1.6	14	1.9	18	2.3
Hispanic women	0	0.0	1	0.7	2	0.3	2	0.2	2	0.3	3	0.4
White men	107	77.0	104	68.4	453	70.7	526	62.8	467	65.0	498	63.3
White women	16	11.5	25	16.4	81	12.6	147	17.5	128	17.8	133	16.9
Unspecified/other	0	0.0	0	0.0	0	0.0	1	0.1	0	0.0	1	0.1
Total^a	139	100.0	152	100.0	641	100.0	838	100.0	719	100.0	787	100.0
Minorities	16	11.5	23	15.1	107	16.7	164	19.6	124	17.2	155	19.7
Men	120	86.3	121	79.6	534	83.3	649	77.4	560	77.9	598	76.0
Minority men	13	9.4	17	11.2	81	12.6	122	14.6	93	12.9	100	12.7
Women	19	13.7	31	20.4	107	16.7	189	22.6	159	22.1	189	24.0
Minority women	3	2.2	6	3.9	26	4.1	42	5.0	31	4.3	55	7.0

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 21: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the National Science Foundation

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	5	6.3	2	2.6	4	4.9	4	5.5	3	3.8	3	2.8
African American women	1	1.3	2	2.6	4	4.9	5	6.8	10	12.5	10	9.3
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	1.4	0	0.0	2	1.9
Asian/Pacific Islander women	1	1.3	2	2.6	2	2.4	2	2.7	3	3.8	5	4.7
Hispanic men	1	1.3	2	2.6	0	0.0	0	0.0	1	1.3	4	3.7
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	37	47.4	36	43.9	28	38.4	31	38.8	38	35.5
White women	22	27.8	29	37.2	33	40.2	33	45.2	31	38.8	44	41.1
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total^a	79	100.0	78	100.0	82	100.0	73	100.0	80	100.0	107	100.0
Minorities	11	13.9	12	15.4	13	15.9	12	16.4	18	22.5	25	23.4
Men	55	69.6	45	57.7	42	51.2	33	45.2	35	43.8	47	43.9
Minority men	9	11.4	8	10.3	6	7.3	5	6.8	4	5.0	9	8.4
Women	24	30.4	33	42.3	40	48.8	40	54.8	45	56.3	60	56.1
Minority women	2	2.5	4	5.1	7	8.5	7	9.6	14	17.5	16	15.0

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 22: 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 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	2	5.6	2	5.0	7	6.6	11	7.1	14	6.3	16	4.3
African American women	1	2.8	1	2.5	5	4.7	13	8.3	22	9.9	64	17.2
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	0	0.0	0	0.0	2	1.3	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	5.0	3	2.8	4	2.6	7	3.2	4	1.1
Hispanic women	1	2.8	2	5.0	3	2.8	3	1.9	4	1.8	7	1.9
White men	17	47.2	24	60.0	62	58.5	75	48.1	96	43.2	140	37.5
White women	12	33.3	9	22.5	26	24.5	48	30.8	73	32.9	123	33.0
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total^a	36	100.0	40	100.0	106	100.0	156	100.0	222	100.0	373	100.0
Minorities	7	19.4	7	17.5	18	17.0	33	21.2	53	23.9	110	29.5
Men	21	58.3	28	70.0	72	67.9	92	59.0	121	54.5	165	44.2
Minority men	4	11.1	4	10.0	10	9.4	17	10.9	25	11.3	25	6.7
Women	15	41.7	12	30.0	34	32.1	64	41.0	101	45.5	208	55.8
Minority women	3	8.3	3	7.5	8	7.5	16	10.3	28	12.6	85	22.8

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 23: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Small Business Administration

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	6	15.4	5	14.3	13	7.3	14	7.6	26	7.0	25	7.4
African American women	4	10.3	2	5.7	11	6.1	18	9.8	27	7.3	39	11.6
American Indian/Alaska Native men	0	0.0	0	0.0	3	1.7	2	1.1	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	4	2.2	8	2.2	9	2.7
Asian/Pacific Islander women	0	0.0	1	2.9	0	0.0	3	1.6	7	1.9	12	3.6
Hispanic men	2	5.1	4	11.4	11	6.1	10	5.4	13	3.5	9	2.7
Hispanic women	1	2.6	1	2.9	4	2.2	8	4.3	10	2.7	12	3.6
White men	18	46.2	15	42.9	99	55.3	93	50.5	186	50.4	150	44.5
White women	8	20.5	7	20.0	36	20.1	32	17.4	92	24.9	80	23.7
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0
Total^a	39	100.0	35	100.0	179	100.0	184	100.0	369	100.0	337	100.0
Minorities	13	33.3	13	37.1	44	24.6	59	32.1	91	24.7	107	31.8
Men	26	66.7	24	68.6	128	71.5	123	66.8	233	63.1	194	57.6
Minority men	8	20.5	9	25.7	29	16.2	30	16.3	47	12.7	44	13.1
Women	13	33.3	11	31.4	51	28.5	61	33.2	136	36.9	143	42.4
Minority women	5	12.8	4	11.4	15	8.4	29	15.8	44	11.9	63	18.7

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 24: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Social Security Administration

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	13	11.0	16	11.1	34	6.8	37	5.6	99	5.8	140	5.9
African American women	12	10.2	15	10.4	39	7.8	81	12.2	162	9.5	299	12.5
American Indian/Alaska Native men	0	0.0	0	0.0	1	0.2	4	0.6	14	0.8	15	0.6
American Indian/Alaska Native women	0	0.0	1	0.7	4	0.8	4	0.6	7	0.4	11	0.5
Asian/Pacific Islander men	0	0.0	0	0.0	3	0.6	5	0.8	16	0.9	25	1.0
Asian/Pacific Islander women	2	1.7	0	0.0	0	0.0	6	0.9	15	0.9	33	1.4
Hispanic men	7	5.9	5	3.5	15	3.0	19	2.9	60	3.5	73	3.1
Hispanic women	5	4.2	6	4.2	7	1.4	10	1.5	43	2.5	77	3.2
White men	56	47.5	66	45.8	267	53.7	294	44.3	836	49.1	938	39.2
White women	23	19.5	35	24.3	127	25.6	204	30.7	450	26.4	777	32.5
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	0	0.0	2	0.1
Total^a	118	100.0	144	100.0	497	100.0	664	100.0	1,702	100.0	2,390	100.0
Minorities	39	33.1	43	29.9	103	20.7	166	25.0	416	24.4	673	28.2
Men	76	64.4	87	60.4	320	64.4	359	54.1	1,025	60.2	1,192	49.9
Minority men	20	16.9	21	14.6	53	10.7	65	9.8	189	11.1	253	10.6
Women	42	35.6	57	39.6	177	35.6	305	45.9	677	39.8	1,198	50.1
Minority women	19	16.1	22	15.3	50	10.1	101	15.2	227	13.3	420	17.6

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 25: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of State

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	0	0.0	2	1.8	58	3.7	17	2.7	74	2.9	52	4.9
African American women	1	1.0	2	1.8	52	3.3	27	4.3	88	3.5	87	8.2
American Indian/Alaska Native men	0	0.0	0	0.0	6	0.4	3	0.5	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	2	0.2
Asian/Pacific Islander men	0	0.0	1	0.9	25	1.6	8	1.3	66	2.6	31	2.9
Asian/Pacific Islander women	0	0.0	0	0.0	15	0.9	14	2.2	30	1.2	22	2.1
Hispanic men	4	4.0	2	1.8	46	2.9	7	1.1	67	2.6	18	1.7
Hispanic women	0	0.0	0	0.0	22	1.4	8	1.3	28	1.1	12	1.1
White men	68	67.3	73	64.0	972	61.3	337	53.7	1,584	62.3	510	48.2
White women	28	27.7	34	29.8	387	24.4	205	32.6	598	23.5	317	29.9
Unspecified/other	0	0.0	0	0.0	2	0.1	2	0.3	0	0.0	8	0.8
Total^a	101	100.0	114	100.0	1,586	100.0	628	100.0	2,544	100.0	1,059	100.0
Minorities	5	5.0	7	6.1	225	14.2	84	13.4	362	14.2	224	21.2
Men	72	71.3	78	68.4	1,107	69.8	373	59.4	1,796	70.6	615	58.1
Minority men	4	4.0	5	4.4	135	8.5	35	5.6	212	8.3	101	9.5
Women	29	28.7	36	31.6	477	30.1	255	40.6	748	29.4	444	41.9
Minority women	1	1.0	2	1.8	90	5.7	49	7.8	150	5.9	123	11.6

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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.

Note 2: 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.

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Table 26: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Transportation

EEO group	SES				GS-15				GS-14			
	October 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	14	7.9	12	6.6	60	5.1	62	5.9	221	4.5	213	5.0
African American women	7	3.9	9	4.9	41	3.5	60	5.7	202	4.1	226	5.3
American Indian/Alaska Native men	0	0.0	0	0.0	11	0.9	3	0.3	52	1.0	27	0.6
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	5	2.7	26	2.2	32	3.1	150	3.0	152	3.6
Asian/Pacific Islander women	0	0.0	1	0.5	8	0.7	15	1.4	29	0.6	43	1.0
Hispanic men	0	0.0	1	0.5	29	2.5	29	2.8	181	3.6	164	3.9
Hispanic women	0	0.0	1	0.5	5	0.4	11	1.1	51	1.0	36	0.9
White men	111	62.4	101	55.5	789	67.6	634	60.6	3,289	66.3	2,713	64.1
White women	41	23.0	52	28.6	196	16.8	199	19.0	768	15.5	654	15.4
Unspecified/other	0	0.0	0	0.0	0	0.0	0	0.0	4	0.1	0	0.0
Total^a	178	100.0	182	100.0	1,167	100.0	1,046	100.0	4,962	100.0	4,234	100.0
Minorities	26	14.6	29	15.9	182	15.6	213	20.4	901	18.2	867	20.5
Men	130	73.0	119	65.4	915	78.4	760	72.7	3,893	78.5	3,269	77.2
Minority men	19	10.7	18	9.9	126	10.8	126	12.0	604	12.2	556	13.1
Women	48	27.0	63	34.6	252	21.6	286	27.3	1,065	21.5	965	22.8
Minority women	7	3.9	11	6.0	56	4.8	87	8.3	297	6.0	311	7.3

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 27: 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 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	42	7.8	32	8.4	148	4.8	54	3.2	417	4.7	283	4.9
African American women	11	2.0	12	3.1	148	4.8	124	7.3	583	6.6	660	11.4
American Indian/Alaska Native men	1	0.2	0	0.0	12	0.4	3	0.2	46	0.5	23	0.4
American Indian/Alaska Native women	2	0.4	4	1.0	6	0.2	4	0.2	16	0.2	14	0.2
Asian/Pacific Islander men	4	0.7	8	2.1	46	1.5	39	2.3	149	1.7	127	2.2
Asian/Pacific Islander women	1	0.2	3	0.8	18	0.6	32	1.9	95	1.1	157	2.7
Hispanic men	6	1.1	7	1.8	85	2.8	28	1.6	286	3.2	113	2.0
Hispanic women	2	0.4	5	1.3	27	0.9	14	0.8	114	1.3	98	1.7
White men	359	66.9	201	52.8	1,844	59.8	866	50.9	4,902	55.5	2,533	43.8
White women	109	20.3	108	28.3	746	24.2	532	31.3	2,219	25.1	1,766	30.5
Unspecified/other	0	0.0	1	0.3	3	0.1	6	0.4	5	0.1	7	0.1
Total^a	537	100.0	381	100.0	3,083	100.0	1,702	100.0	8,832	100.0	5,781	100.0
Minorities	69	12.8	71	18.6	490	15.9	298	17.5	1,706	19.3	1,475	25.5
Men	412	76.7	248	65.1	2,135	69.3	993	58.3	5,800	65.7	3,083	53.3
Minority men	53	9.9	47	12.3	291	9.4	124	7.3	898	10.2	546	9.4
Women	125	23.3	133	34.9	945	30.7	709	41.7	3,027	34.3	2,698	46.7
Minority women	16	3.0	24	6.3	199	6.5	174	10.2	808	9.1	929	16.1

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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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Table 28: 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 1, 2000		September 2006		October 1, 2000		September 2006		October 1, 2000		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	12	4.9	14	6.1	173	2.2	286	2.8	98	4.0	157	5.0
African American women	4	1.6	4	1.7	109	1.4	224	2.2	104	4.2	253	8.0
American Indian/Alaska Native men	3	1.2	5	2.2	17	0.2	29	0.3	11	0.4	9	0.3
American Indian/Alaska Native women	0	0.0	0	0.0	4	0.1	18	0.2	7	0.3	5	0.2
Asian/Pacific Islander men	1	0.4	2	0.9	997	12.9	1296	12.6	62	2.5	62	2.0
Asian/Pacific Islander women	1	0.4	1	0.4	499	6.4	820	8.0	45	1.8	43	1.4
Hispanic men	3	1.2	6	2.6	322	4.2	456	4.4	55	2.2	56	1.8
Hispanic women	0	0.0	1	0.4	131	1.7	217	2.1	28	1.1	47	1.5
White men	190	76.9	146	63.8	4,382	56.6	5,192	50.4	1,465	59.2	1,571	50.0
White women	31	12.6	49	21.4	1,107	14.3	1,751	17.0	592	23.9	941	29.9
Unspecified/other	2	0.8	1	0.4	5	0.1	17	0.2	8	0.3	1	0.0
Total^a	247	100.0	229	100.0	7,746	100.0	10,306	100.0	2,475	100.0	3,145	100.0
Minorities	24	9.7	33	14.4	2,252	29.1	3,346	32.5	410	16.6	632	20.1
Men	209	84.6	174	76.0	5,891	76.1	7,273	70.6	1,691	68.3	1,856	59.0
Minority men	19	7.7	27	11.8	1,509	19.5	2,067	20.1	226	9.1	284	9.0
Women	36	14.6	55	24.0	1,850	23.9	3,033	29.4	776	31.4	1,289	41.0
Minority women	5	2.0	6	2.6	743	9.6	1,279	12.4	184	7.4	348	11.1

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

^aPercentages may not add to 100 because of rounding.

Note 1: 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.

Enclosure II

**Demographic Profiles of U.S. Postal Service Postal Career Executive Service Employees
and the Developmental Pool of Potential Successors**

**Table 29: Demographic Profiles of U.S. Postal Service Postal Career Executive Service Employees
and the Developmental Pool Employees**

EEO group	Postal Career Executive Service employees								Executive Administrative Service levels 22 and above ^c			
	Officers ^a				Executives ^b				September 1999		September 2006	
	September 1999		September 2006		September 1999		September 2006		September 1999		September 2006	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
African American men	3	7.1	5	12.5	73	9.0	64	8.8	866	9.7	779	9.1
African American women	0	0.0	1	2.5	43	5.3	49	6.7	576	6.4	706	8.2
American Indian/Alaska Native men	0	0.0	0	0.0	1	0.1	1	0.1	49	0.5	35	0.4
American Indian/Alaska Native women	0	0.0	0	0.0	1	0.1	1	0.1	16	0.2	16	0.2
Asian/Pacific Islander men	0	0.0	0	0.0	8	1.0	11	1.5	215	2.4	267	3.1
Asian/Pacific Islander women	0	0.0	0	0.0	4	0.5	10	1.4	86	1.0	157	1.8
Hispanic men	2	4.8	1	2.5	39	4.8	41	5.6	375	4.2	387	4.5
Hispanic women	0	0.0	0	0.0	4	0.5	12	1.7	86	1.0	154	1.8
White men	29	69.0	23	57.5	526	64.8	402	55.2	5,398	60.3	4,480	52.1
White women	8	19.0	10	25.0	112	13.8	137	18.8	1,270	14.2	1,625	18.9
Unspecified/other	0	0.0	0	0.0	1	0.1	0	0.0	18	0.2	0	0.0
Total^d	42	100.0	40	100.0	812	100.0	728	100.0	8,955	100.0	8,606	100.0
Minorities	5	11.9	7	17.5	173	21.3	189	26.0	2,269	25.3	2,501	29.1
Men	34	81.0	29	72.5	648	79.8	519	71.3	6,919	77.3	5,948	69.1
Minority men	5	11.9	6	15.0	121	14.9	117	16.1	1,505	16.8	1,468	17.1
Women	8	19.0	11	27.5	164	20.2	209	28.7	2,036	22.7	2,658	30.9
Minority women	0	0.0	1	2.5	52	6.4%	72	9.9	764	8.5	1,033	12.0

Source: GAO analysis of U.S. Postal Service information.

^aOfficers are appointed by and serve at the pleasure of the Postmaster General and include area vice presidents and the Deputy Postmaster General.

^bExecutives includes district managers and bulk mail center managers.

^cThe potential successors for officer and executive positions are generally from levels 22 and above of the Postal Service's Executive Administrative Service (EAS). EAS employees at level 22 compare roughly to federal GS employees from grade 11, step 6 to grade 14, step 3.

^dPercentages may not add to 100 because of rounding.

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