

November 2008

HUMAN CAPITAL

Diversity in the Federal SES and Processes for Selecting New Executives



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Highlights of [GAO-09-110](#), a report to congressional requesters

HUMAN CAPITAL

Diversity in the Federal SES and Processes for Selecting New Executives

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 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 and a statistically estimated projection of 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 the diversity in the SES, GAO is providing information from the Office of Personnel Management's (OPM) Central Personnel Data File (1) on the representation of women and minorities in the SES and the SES developmental pool (i.e., GS-15 and GS-14 positions) for the executive branch as of fiscal year 2007 and comparing this representation to fiscal year 2000 levels and to levels GAO projected for October 2007 in its 2003 report; (2) for fiscal years 2000 and 2007, the average age at which women and minorities were appointed to and retired from the SES as well as information on those in the SES reporting targeted disabilities; and (3) on the overall processes used in executive branch agencies for selecting and certifying members into the SES.

GAO is making no recommendations in this report.

To view the full product, including the scope and methodology, click on [GAO-09-110](#). For more information, contact George H. Stalcup at (202) 512-6806 or stalcupg@gao.gov.

What GAO Found

The representation of women and minorities in the SES and the SES developmental pool increased governmentwide from October 2000 through September 2007, but increases did not occur in all agencies. Over these 7 years, increases occurred in more than half of the 24 major executive branch agencies, but in both 2000 and 2007 the representation of women and minorities continued to vary significantly at those agencies. In 2003, we projected that increases would occur in the representation of women and minorities in the SES and SES developmental pool by 2007. These increases generally did occur.

Governmentwide	October 2000			September 2007		
	Number	Percent		Number	Percent	
		Women	Minorities		Women	Minorities
SES	6,296	23.2	13.9	6,555	29.1	15.8
SES developmental pool (GS-15s and GS-14s)	137,785	28.0	17.0	149,149	34.3	22.5

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

Looking beyond racial, ethnic, and gender profiles, GAO also reviewed the average age at appointment to and retirement from the career SES as well as the disability status reported by career SES employees for fiscal years 2000 and 2007. For the most part, career SES members were, on average, about age 50 at the time of their appointment to the SES and about age 60 at the time of their retirement. The average age at appointment to and retirement from the career SES generally did not vary much by race, ethnicity, or gender. GAO also calculated how long, on average, individuals served in the SES, and found that the length of their stay in the SES did vary. For example, women stayed in the SES longer than men; women who voluntarily retired stayed, on average, for 11.4 years, and men who voluntarily retired stayed, on average, for 8.8 years. The average length of service among minorities ranged from 4.1 years for Asian/Pacific Islander women to 12 years for American Indian/Alaska Native men. Governmentwide less than 1 percent of the career SES in 2000 and 2007 had self-reported targeted disabilities, and their representation declined slightly over this time.

Executive branch agencies have established processes for selecting members into the SES and have developmental programs that are designed to create pools of candidates from which new members can be selected. These agencies use Executive Resources Boards to review the executive and technical qualifications of eligible candidates for initial SES career appointments and make recommendations based on the best qualified. An OPM-administered board reviews candidates' qualifications before appointment to the SES.

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Abbreviations

AID	Agency for International Development
CFO	Chief Financial Officer
CPDF	Central Personnel Data File
DHS	Department of Homeland Security
EEO	equal employment opportunity
EEOC	Equal Employment Opportunity Commission
EPA	Environmental Protection Agency
ERB	Executive Resources Board
FEMA	Federal Emergency Management Agency
FEORP	Federal Equal Opportunity Recruitment Program
GS	General Schedule
GSA	General Services Administration
HHS	Department of Health and Human Services
HUD	Department of Housing and Urban Development
NASA	National Aeronautics and Space Administration
NRC	Nuclear Regulatory Commission
NSF	National Science Foundation
OPM	Office of Personnel Management
QRB	Qualifications Review Board
SBA	Small Business Administration
SES	Senior Executive Service
SSA	Social Security Administration
VA	Department of Veterans Affairs

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United States Government Accountability Office
Washington, DC 20548

November 26, 2008

The Honorable Danny K. Davis
Chairman
Subcommittee on Federal Workforce, Postal Service,
and the District of Columbia
Committee on Oversight and Government Reform
House of Representatives

The Honorable Daniel K. Akaka
Chairman
Subcommittee on Oversight of Government Management,
the Federal Workforce and the District of Columbia
Committee on Homeland Security and Governmental Affairs
United States Senate

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 providing accountable, committed, consistent, and sustained attention to human capital and related organizational transformation issues. The federal government's senior corps generally represents the most experienced segment of the federal career workforce. Having a diverse senior corps 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.

Over the past several years, we have reported on the diversity of the Senior Executive Service (SES). For example, we issued a January 2003 report that included both a comprehensive review of career SES¹ by race, ethnicity, and gender governmentwide as of October 2000 and a statistically estimated projection of what the profile of the SES would be

¹Career SES members are those with civil service status who are appointed competitively to SES positions and serve in positions below the top political appointees in the executive branch of government. These individuals are in executive positions classified above GS-15 or equivalent. 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 Science and Professional systems.

in October 2007 if appointment and separation trends did not change.² Earlier this year, we testified on the diversity of the SES again by race, ethnicity, and gender governmentwide, comparing the results of our 2003 report with the representation of the SES in September 2007.³ This report goes beyond the representation of the SES in 2007 to include other characteristics of the diversity of the SES, specifically age of SES members and disability status.

As requested, this report updates our January 2003 report and provides information (1) on the representation of women and minorities⁴ in the SES and the SES developmental pool (i.e., GS-15 and GS-14 positions)⁵ for the executive branch as of fiscal year 2007 and compares this representation to fiscal year 2000 levels and to levels we projected for the end of fiscal year 2007 in our 2003 report; (2) for fiscal years 2000 and 2007, the average age at which women and minorities were appointed to and retired from the SES, the average length of service among those appointed to the SES in fiscal year 1990, as well as information for 2000 and 2007 on the representation of individuals with targeted disabilities among the SES;⁶ and (3) on the overall processes used in executive branch agencies for selecting and certifying members into the SES. The information provided for objectives (1) and (3) was reported earlier this year in testimony.⁷

²GAO, *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).

³GAO, *Human Capital: Diversity in the Federal SES and Senior Levels of the U.S. Postal Service and Processes for Selecting New Executives*, [GAO-08-609T](#) (Washington, D.C.: Apr. 3, 2008).

⁴By minorities, we are referring to people in the following racial and ethnic groups: African American, American Indian/Alaska Native, Asian/Pacific Islander, and Hispanic.

⁵The 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.

⁶Targeted disabilities are those disabilities the federal government, as a matter of policy, has identified for special emphasis. The targeted disabilities are deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and distortion of limbs and/or spine.

⁷[GAO-08-609T](#).

For this report, we extracted representation data for the SES and the SES developmental pool governmentwide⁸ and by Chief Financial Officers Act (CFO)⁹ agencies for October 2000 and September 2007 from the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF). We also extracted data from the CPDF to identify average age at appointment and retirement and using those data calculated the mean and median ages of those appointed to or retired from the SES in fiscal years 2000 and 2007. We also calculated how long individuals, on average, served in the SES. To do so, we analyzed data from the CPDF on those appointed to the SES in fiscal year 1990 and followed those individuals through fiscal year 2007 to determine how many were still in the SES. Finally, we identified from the CPDF the representation of individuals in the SES who reported that they had targeted disabilities. We believe the CPDF is sufficiently reliable for the informational purpose of this report because we previously reported that governmentwide data from the CPDF for the key variables in this report—agency, gender, race or national origin, pay plan or grade, and disability status—were 96 percent or more accurate.¹⁰ Some data on the SES and the SES developmental pool for 2000 in this report differ from data in our prior products.¹¹

We conducted this performance audit from January 2008 through November 2008 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the

⁸Governmentwide 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).

⁹The CFO Act agencies are 24 major executive agencies that are subject to the CFO Act. In 2007, the CFO Act agencies employed 98 percent of federal employees. See 31 U.S.C. § 901.

¹⁰GAO, *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.

¹¹We first identified SES and SES developmental pool data for 2000 in our 2003 report (GAO-03-34), in which we excluded the Federal Bureau of Investigation (FBI) from the SES and the SES developmental pool because that report contained projected SES and the SES developmental pool levels for the end of fiscal year 2007 based on separation and appointment data, and the FBI did not submit separation and appointment data to the CPDF for 2000. We subsequently cited data on the SES and SES developmental pool for 2000 from our 2003 report in four additional products (GAO-04-123T, GAO-07-838T, GAO-08-609T, and GAO-08-725T). The FBI began submitting such data to the CPDF in fiscal year 2005; therefore data in this report on the SES and the SES developmental pool governmentwide include data on the FBI.

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.

Results in Brief

The representation of women and minorities in the SES and the SES developmental pool increased governmentwide from October 2000 through September 2007, but increases did not occur in all agencies. Over these 7 years, increases occurred in more than half of the 24 major executive branch agencies, but in both 2000 and 2007 the representation of women and minorities continued to vary significantly at the 24 major executive branch agencies. In 2003, we projected that increases would occur in the representation of minorities and women in the SES and SES developmental pool by 2007. These increases generally did occur.

Looking beyond racial, ethnic, and gender profiles and as requested, we reviewed the average age at appointment to and retirement from the career SES as well as the disability status of career SES employees for fiscal years 2000 and 2007. We found that for the most part, career SES members were, on average, about age 50 at the time of their appointment to the SES and about age 60 at the time of their retirement. The average age at appointment to and retirement from the career SES generally did not vary much by race, ethnicity, or gender. We also calculated how long individuals, on average, served in the SES by analyzing data on those appointed to the SES in fiscal year 1990 and following those individuals through fiscal year 2007 to determine how many were still in the SES. We found that women stayed in the SES longer than men; women who voluntarily retired (as opposed to taking some other form of retirement, such as mandatory or disability retirement) stayed, on average, for 11.4 years, and men who voluntarily retired stayed, on average, for 8.8 years. The average length of service among minorities ranged from 4.1 years for Asian/Pacific Islander women to 12 years for American Indian men. As for disability status, governmentwide less than 1 percent of the career SES in 2000 and 2007 had self-reported targeted disabilities, and the representation of individuals with these reported disabilities declined slightly between 2000 and 2007.

Executive branch agencies have established processes for selecting members into the SES and have developmental programs that are designed to create pools of candidates from which new members can be selected. These agencies are required by OPM regulations to follow competitive merit staffing requirements when making initial appointments

to the career SES or to the formal candidate development programs, which are competitive programs that are designed to create pools of candidates for SES positions.

We provided the Acting Director of OPM and the Chair of EEOC with a draft of this report for their review and comment. OPM provided technical comments, which we incorporated as appropriate, but did not otherwise comment on the report. EEOC had no comments.

Background

OPM and the Equal Employment Opportunity Commission (EEOC) each play important roles in ensuring equal employment opportunity (EEO) in the federal workplace through their leadership and oversight of federal agencies. In their oversight roles, OPM and EEOC require federal agencies to analyze their workforces, and both agencies also report on governmentwide representation levels.¹² Under OPM's regulations implementing the Federal Equal Opportunity Recruitment Program (FEORP),¹³ agencies are required to determine where representation levels for covered groups are lower than in the civilian labor force and take steps to address those differences.¹⁴ 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,¹⁵ 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.¹⁶ Specifically, EEOC's MD-715 states that agency personnel programs and policies should be evaluated

¹²OPM'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 2007 Annual Report on the Federal Work Force*.

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

¹⁴The civilian labor force is composed of those 16 and older who are employed or looking for work and not in the military or institutionalized.

¹⁵See section 717 of the Civil Rights Act of 1964 and section 501 of the Rehabilitation Act of 1973, codified as amended at 42 U.S.C. § 2000e-16 and 29 U.S.C. § 791, respectively.

¹⁶EEOC 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.

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 analyses of their workforce profiles identify 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. In addition, EEOC recently issued a report on the participation of individuals who reported targeted disabilities in the federal workforce.¹⁷ Targeted disabilities are those disabilities that the federal government, as a matter of policy, has identified for special emphasis. The targeted disabilities are deafness, blindness, missing extremities, partial paralysis, complete paralysis, convulsive disorders, mental retardation, mental illness, and distortion of limb and/or spine.

Women and Minorities in the Career SES and the SES Developmental Pool Increased Governmentwide between 2000 and 2007, and Their Representation in the SES Increased in More Than Half of the Agencies

The data that we are reporting 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 that governmentwide, the number and percentage of women and minorities in the career SES and SES developmental pool increased between October 2000 and September 2007.

¹⁷EEOC, *Improving the Participation Rate of People with Targeted Disabilities in the Federal Workforce* (Washington, D.C.: Jan. 2008). Federal employees or applicants for federal employment use OPM Form SF-256 to identify physical or mental impairments. According to EEOC, the information collected from this form is used to produce reports and to ensure that individuals with disabilities are not discriminated against.

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

Governmentwide	October 2000			September 2007		
	Number	Percent		Number	Percent	
		Women	Minorities		Women	Minorities
SES	6,296	23.2	13.9	6,555	29.1	15.8
SES developmental pool (GS-15s and GS-14s)	137,785	28.0	17.0	149,149	34.3	22.5

Source: GAO analysis of OPM's CPDF.

Note: 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).

As shown in table 2, the percentage of both women and minorities in the SES increased in 15 of the 24 CFO Act agencies by 2007. For the remaining CFO Act agencies, most experienced an increase in either the percentage of women or minorities between October 2000 and September 2007.

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	1,143	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	^a	^a	^a
GSA	84	28.6	14.3	80	28.8	15.0
HHS	399	36.1	21.3	356	44.1	20.5
DHS	^b	^b	^b	325	26.2	13.2
HUD	73	28.8	35.6	89	38.2	43.8
Interior	191	31.9	22.0	221	31.7	25.8
Justice	594	18.4	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

CFO Act agency	October 2000			September 2007		
	Number of SES	Percent		Number of SES	Percent	
		Women	Minorities		Women	Minorities
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.

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.

^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 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 in the career SES. 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 career SES. In 2007, the representation of women and minorities, both overall and in more than half of the 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 representation, and more than 90 percent of the agencies having more than 13 percent minority representation in the career SES.

For this report, we did not analyze the factors that contributed to the changes in representation from October 2000 through September 2007. As we said previously, OPM and EEOC, in their oversight roles, require

federal agencies to analyze their workforces and both agencies also report on governmentwide representation levels.

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 1, 2000, through October 1, 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 on October 1, 2000, will have left service by October 1, 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 career SES representation as of October 1, 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 exceeded 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.

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

(Numbers in percent)

SES profile	October 1, 2000	October 2003 projections for October 1, 2007	Actual September 2007
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	2.0	2.0	2.7
Hispanic women	0.7	0.7	0.9
White men	67.3	62.1	60.7
White women	18.7	23.1	23.3
Unspecified/other	0.1	0.4	0.2
Total^a	100.0	100.0	100.0
Minorities	13.9	14.5	15.8
Men	76.8	71.6	70.9
Minority men	9.5	9.5	10.1
Women	23.2	28.1	29.1
Minority women	4.4	5.0	5.8

Source: GAO analysis of CPDF.

Note: Projections include replacements for departing SES members at appointment trends for fiscal years 1995 to 2000 (See [GAO-03-34](#)).

^aPercentages may not add to 100 because of rounding.

Table 4 shows SES developmental pool representation as of October 1, 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. The representation of American Indian/Alaska Native men remained unchanged from the October 2000 baseline.

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

(Numbers in percent)

Profile of developmental pool (GS-15s and GS-14s)	October 1, 2000	October 2003 projections for October 1, 2007	Actual September 2007
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
White men	61.7	58.6	53.4
White women	21.3	22.9	23.9
Unspecified/other	0.1	0.2	0.2
Total^a	100.0	100.0	100.0
Minorities	17.0	18.2	22.5
Men	72.0	69.4	65.7
Minority men	10.2	10.7	12.1
Women	28.0	30.4	34.3
Minority women	6.7	7.5	10.3

Source: GAO analysis of CPDF.

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.

Projections include replacements for departing GS-15, GS-14, and equivalent employees at appointment trends for fiscal years 1995-2000 (See [GAO-03-34](#)).

^aPercentages may not add to 100 because of rounding.

As stated previously, 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, and to the 2007 actual data we present in both 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 the workforce in general. As we have said in previous reports, as part of a strategic human capital planning approach, agencies need to develop long-term strategies for acquiring, developing, motivating, and retaining staff.¹⁸ An 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 2003,¹⁹ 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.

¹⁸GAO, *Human Capital: Federal Workforce Challenges in the 21st Century*, [GAO-07-556T](#) (Washington, D.C.: Mar. 6, 2007).

¹⁹GAO, *Human Capital: Insights for U.S. Agencies from Other Countries' Succession Planning and Management Initiatives*, [GAO-03-914](#) (Washington, D.C.: Sept. 15, 2003).

Minimal Changes Occurred in the Average Age at Appointment to and Retirement from the Career SES and in Targeted Disabilities among the Career SES between 2000 and 2007

Individuals do not typically enter the career SES until well into their careers. As of the end of fiscal years 2000 and 2007, the average age of women and minorities at the time of their appointment to the SES was about age 50 and did not change dramatically over this 7-year period except for certain groups, as shown in table 5. The average age at appointment for American Indian/Alaska Native women declined from age 48 in 2000 to age 42 in 2007 and increased during this time for both American Indian/Alaska Native men (from age 50 in 2000 to 53 in 2007) and white women (from age 47 in 2000 to 49 in 2007).

Table 5: Average Age at Appointment to the Career SES for 2000 and 2007

SES profile	Average age at appointment in	
	Fiscal year 2000	Fiscal year 2007
African American men	51	50
African American women	48	49
American Indian/Alaska Native men	50	53
American Indian/Alaska Native women	48 ^a	42 ^a
Asian/Pacific Islander men	52	48
Asian/Pacific Islander women	48 ^a	47
Hispanic men	48	49
Hispanic women	50	49
White men	50	50
White women	47	49
Unspecified/other	^b	52 ^a
Governmentwide	49	50
Men	50	50
Minority men	50	49
Women	47	49
Minority women	48	49

Source: GAO analysis of OPM's CPDF.

Note: The average age is the statistical mean. We compared the average age to the median age for both fiscal years' data and found that the differences between the two were usually minimal and that the median age was less than the mean age in most instances.

^aAges of two to five individuals formed the basis for this average.

^bOne or no individuals were appointed in this year.

Similarly, the average age of women and minorities at the time of retirement from the career SES did not change much between 2000 and 2007. As shown in table 6, all of those who retired did so, on average, at

around age 60, with the exception of Asian/Pacific Islander men, whose average retirement age in 2007 was 64; Hispanic men, whose average retirement age in 2000 was 57 and in 2007 was 58; and African American men, whose average retirement age in 2000 was 62 and 59 in 2007.

Table 6: Average Age at Retirement from the Career SES in 2000 and 2007

SES profile	Average age at retirement	
	Fiscal year 2000	Fiscal year 2007
African American men	62	59
African American women	58 ^a	61
American Indian/Alaska Native men	56 ^a	59 ^a
American Indian/Alaska Native women	^b	60 ^a
Asian/Pacific Islander men	60 ^a	64
Asian/Pacific Islander women	^b	56 ^a
Hispanic men	57	58
Hispanic women	^b	60
White men	60	60
White women	59	58
Unspecified/other	^b	^b
Governmentwide	60	59
Men	60	60
Minority men	60	60
Women	59	58
Minority women	59 ^a	60

Source: GAO analysis of OPM's CPDF.

Note: The average age is the statistical mean. We compared the average age to the median age for both fiscal years' data and found that the differences between the two were usually minimal and that the median age was less than the mean age in most instances.

^aAges of two to five individuals formed the basis for this average.

^bOne or no individuals retired in this year.

In addition to examining the average age of individuals at the time of their appointment to and retirement from the career SES, we analyzed the length of time that a cohort of individuals served in the SES and differences in length of service. We reviewed data on the 625 individuals appointed to the career SES in fiscal year 1990. Because of questions with the records of 11 individuals, we excluded them from our analysis and analyzed the records of the remaining 614 individuals appointed to the SES in fiscal year 1990 and followed them through September 2007. We found

that 432 of the 614 had left the SES by that date—338 had retired voluntarily, 66 had resigned, and 28 had left for other reasons, such as disability or mandatory retirement. Those individuals who had voluntarily retired served in the SES an average of 9.2 years, as shown in table 7. Table 7 also shows that women stayed in the SES longer than men; women who voluntarily retired stayed, on average, for 11.4 years, and men who voluntarily retired stayed, on average, for 8.8 years. The average length of service among minorities ranged from 4.1 years for Asian/Pacific Islander women to 12 years for American Indian/Alaska Native men.

Table 7: Average Length of Stay of Career SES of Individuals Appointed to the Career SES in 1990 Who Retired or Resigned

SES profile	Number of SES appointed in fiscal year 1990	As of September 30, 2007, average length in SES (in years) among individuals appointed in 1990			
		Voluntary retirements		Resignations	
		Number	Years	Number	Years
African American men	32	22	9.5	0	0.0
African American women	9	5	10.3	0	0.0
American Indian/Alaska Native men	7	3	12.0	2	4.6
American Indian/Alaska Native women	1	0		0	0.0
Asian/Pacific Islander men	1	0	0.0	0	0.0
Asian/Pacific Islander women	2	1	4.1	0	0.0
Hispanic men	5	2	8.7	1	4.6
Hispanic women	1	0	0.0	1	5.6
White men	467	267	8.7	49	4.9
White women	88	38	11.7	13	5.9
Unspecified/other	1	0	0.0	0	0.0
Governmentwide	614	338	9.2	66	5.1
Men	512	294	8.8	52	4.9
Minority men	45	27	9.8	3	4.6
Women	101	44	11.4	14	5.9
Minority women	13	6	9.3	1	5.6

Source: GAO analysis of OPM's CPDF.

Note: The average number of years in the SES at retirement will increase as those who remained in the SES as of September 30, 2007, retire in the future. We also calculated the median length of service, which showed the same patterns.

The average number of years in the SES does not include those appointed to the SES in 1990 who, as of September 30, 2007, died (10); took other types of retirement, such as disability or mandatory retirement (17); or were terminated (1).

As shown in table 8, as of September 2007, about one-third of the 614 individuals we identified who were appointed to the career SES in 1990 remained in the SES. More women from the original cohort remained than men.

Table 8: Number and Percentage of Individuals Appointed to the Career SES in 1990 Remaining in the SES as of September 2007

SES profile	Number of SES appointed in fiscal year 1990	Those appointed to the SES in fiscal year 1990 remaining, as of September 30, 2007	
		Number	Percent
African American men	32	10	31.3
African American women	9	4	44.4
American Indian/Alaska Native men	7	1	14.3
American Indian/Alaska Native women	1	1	100.0
Asian/Pacific Islander men	1	1	100.0
Asian/Pacific Islander women	2	1	50.0
Hispanic men	5	1	20.0
Hispanic women	1	0	0.0
White men	467	134	28.7
White women	88	28	31.8
Unspecified/other	1	1	100.0
Governmentwide	614	182	29.6
Men	512	147	28.7
Minority men	45	13	28.9
Women	101	34	33.7
Minority women	13	6	46.2

Source: GAO analysis of OPM's CPDF.

We also reviewed the representation of career SES members who reported having targeted disabilities. EEOC reported that it first officially recognized the term targeted disabilities in its Management Directive 703,

which was approved on December 6, 1979.²⁰ In its report, EEOC stated that some individuals with disabilities are reluctant to self-identify their disability status because they are concerned that (1) such disclosure will preclude them from employment or advancement or subject them to discrimination and (2) their disability status will not remain confidential. It is not clear the extent to which individuals with disabilities do not identify or report them.

Governmentwide, the representation of career SES members reporting targeted disabilities declined from 0.52 in fiscal year 2000 to 0.44 in fiscal year 2007. Table 9 shows the representation of SES members with targeted disabilities governmentwide and within the CFO Act agencies.²¹

Table 9: Career SES Members with Targeted Disabilities Governmentwide and at CFO Act Agencies for 2000 and 2007

	September 2000			September 2007		
	Number of SES	SES with targeted disabilities		Number of SES	SES with targeted disabilities	
		Number	Percent		Number	Percent
Governmentwide	6,296	33	0.52	6,555	29	0.44
CFO Act agencies	5,826	30	0.51	6,169	26	0.42

Source: GAO analysis of OPM's CPDF.

In both 2000 and 2007, half of the CFO Act agencies (12) did not employ any SES members with targeted disabilities.

²⁰EEOC recognizes that there are disabilities that are not designated as a "targeted disability," but may nevertheless be just as severe, or more severe, than some targeted disabilities. Nonetheless, EEOC only collects and maintains employment statistics for the nine individual targeted disabilities. EEOC states that the purpose of focusing on targeted disabilities is to encourage the hiring, placement, and advancement of selected individuals with disabilities in affirmative action planning. The criteria EEOC used to select the nine disabilities that make up the group of targeted disabilities included the severity of the disability, the feasibility of recruitment, and the availability of workforce data for individuals with targeted disabilities.

²¹Data on targeted disabilities were not separated out by disability type for this analysis but were rolled into an overall targeted disabilities category.

Processes Used for Selecting Career SES Members Are to Follow Competitive Merit Staffing Requirements

Executive branch agencies have processes for selecting members into the career SES and developmental programs that are designed to create pools of candidates for senior positions. Federal executive agencies are 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.²² 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. The appointing official selects from among those candidates identified by the ERB as best qualified and certifies the executive and technical qualifications of those candidates selected.²³ Candidates who are selected must have their executive qualifications certified by an OPM-administered Qualifications Review Board (QRB) before being appointed to the SES.²⁴

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. At least two of the three QRB members must be career appointees.²⁵ 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.

²²See 5 C.F.R. § 317.501(c) and 412.104(c).

²³See 5 C.F.R. § 317.501 and 5 U.S.C. § 3393(b).

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

²⁵Statute and OPM regulations provide that more than half of the members of the QRB must be SES career appointees. 5 U.S.C. § 3393(c) and 5 C.F.R. § 317.502(a).

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 weekly, an OPM official said that QRBs can meet more than once a week, depending on case loads. The official said that because of the case load 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.

In addition to certification based on demonstrated executive experience and another form of certification based on special or unique qualities,²⁶ 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.²⁷ 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 or to all sources. 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

²⁶5 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.

²⁷5 C.F.R. § 412.104. See also 5 U.S.C. § 3393(c)(2).

appointment to the SES.²⁸ 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 review candidate packages to verify that regulatory requirements have been met. An "ad hoc" QRB then reviews the candidates' training and development and work experiences to ensure he or she possesses the required 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, from the first OPM-sponsored federal candidate development program, 12 graduated in September 2006. Of those, 9 individuals were placed in SES positions within 1 year of graduating from the program. In January 2008, OPM advertised the second OPM-sponsored federal candidate development program but subsequently suspended the program. In June 2008, OPM re-advertised the second OPM-sponsored federal candidate development program, and 18 candidates were selected for the program and have started their 12-month training and development program.

Agency Comments and Our Evaluation

We provided the Acting Director of OPM and the Chair of EEOC with a draft of this report for their review and comment. OPM provided technical comments via e-mail, which we incorporated as appropriate, but did not otherwise comment on the report. In an e-mail, EEOC said it had no comments.

We are sending copies of this report to the Acting Director of OPM, the Chair of EEOC, and other interested congressional parties. We also make copies available to others upon request. In addition, the report will be available at no charge on GAO's Web site at <http://www.gao.gov>.

²⁸In 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.

If you or your staffs have questions about this report, please contact me at (202) 512-9490 or stalcupg@gao.gov. Contact points for our Offices of Congressional Relations and Public Affairs may be found on the last page of this report. Key contributors to this report are listed in appendix II.

A handwritten signature in black ink that reads "George H. Stalcup". The signature is written in a cursive, flowing style.

George H. Stalcup
Director, Strategic Issues

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

Table 10: Demographic Profiles of Career SES, GS-15, and GS-14 Employees Governmentwide

Equal employment opportunity (EEO) group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	348	5.5	328	5.0
African American women	180	2.9	232	3.5
American Indian/Alaska Native men	55	0.9	60	0.9
American Indian/Alaska Native women	21	0.3	28	0.4
Asian/Pacific Islander men	70	1.1	96	1.5
Asian/Pacific Islander women	33	0.5	57	0.9
Hispanic men	123	2.0	176	2.7
Hispanic women	43	0.7	60	0.9
White men	4,239	67.3	3,976	60.7
White women	1,180	18.7	1,526	23.3
Unspecified/other	4	0.1	16	0.2
Total^a	6,296	100.0	6,555	100.0
Minorities	873	13.9	1,037	15.8
Men	4,838	76.8	4,646	70.9
Minority men	596	9.5	660	10.1
Women	1,458	23.2	1,909	29.1
Minority women	277	4.4	377	5.8

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
1,740	3.3	2,123	3.6	3,507	4.1	4,316	4.8
1,516	2.9	2,374	4.1	4,131	4.8	6,734	7.4
278	0.5	353	0.6	584	0.7	585	0.6
103	0.2	193	0.3	296	0.3	397	0.4
2,072	4.0	2,904	5.0	2,463	2.9	3,401	3.7
836	1.6	1,604	2.8	1,042	1.2	1,899	2.1
1,228	2.3	1,660	2.8	2,237	2.6	2,758	3.0
471	0.9	760	1.3	898	1.1	1,433	1.6
33,913	64.8	32,931	56.5	51,059	59.8	46,787	51.5
10,150	19.4	13,326	22.9	19,147	22.4	22,324	24.6
39	0.1	87	0.1	75	0.1	200	0.2
52,346	100.0	58,315	100.0	85,439	100.0	90,834	100.0
8,244	15.7	11,971	20.5	15,158	17.7	21,523	23.7
39,258	75.0	40,030	68.6	59,915	70.1	57,973	63.8
5,318	10.2	7,040	12.1	8,791	10.3	11,060	12.2
13,088	25.0	18,285	31.4	25,524	29.9	32,861	36.2
2,926	5.6	4,931	8.5	6,367	7.5	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.

Data on the SES and the SES developmental pool for 2000 in this report differ from prior GAO products. We first identified SES and SES developmental pool data for 2000 in our 2003 report ([GAO-03-34](#)), in which we excluded the FBI from the SES and the SES developmental pool because that report contained projected SES and the SES developmental pool levels for the end of fiscal year 2007 based on separation and appointment data, and the FBI did not submit separation and appointment data to the CPDF for 2000. We subsequently cited data on the SES and SES developmental pool for 2000 from that report in four additional products ([GAO-04-123T](#), [GAO-07-838T](#), [GAO-08-609T](#), and [GAO-08-725T](#)). Data on the SES and the SES developmental pool for 2007 include the FBI.

^aPercentages may not add to 100 because of rounding.

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

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	28	9.9	22	6.9
African American women	11	3.9	11	3.5
American Indian/Alaska Native men	2	0.7	3	0.9
American Indian/Alaska Native women	1	0.4	1	0.3
Asian/Pacific Islander men	5	1.8	8	2.5
Asian/Pacific Islander women	0	0.0	3	0.9
Hispanic men	8	2.8	9	2.8
Hispanic women	2	0.7	3	0.9
White men	168	59.4	186	58.5
White women	58	20.5	71	22.3
Unspecified/other	0	0.0	1	0.3
Total^a	283	100.0	318	100.0
Minorities	57	20.1	60	18.9
Men	211	74.6	228	71.7
Minority men	43	15.2	42	13.2
Women	72	25.4	90	28.3
Minority women	14	4.9	18	5.7

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
72	4.0	90	4.4	122	3.5	179	4.5
53	2.9	79	3.9	153	4.4	235	5.9
8	0.4	14	0.7	32	0.9	30	0.8
2	0.1	1	0.0	8	0.2	21	0.5
41	2.3	74	3.6	95	2.8	152	3.8
7	0.4	15	0.7	35	1.0	62	1.6
37	2.0	59	2.9	82	2.4	108	2.7
3	0.2	13	0.6	22	0.6	53	1.3
1,302	72.0	1,294	63.4	2,188	63.6	2,148	53.7
283	15.6	401	19.7	695	20.2	1,006	25.2
1	0.1	0	0.0	7	0.2	5	0.1
1,809	100.0	2,040	100.0	3,439	100.0	3,999	100.0
223	12.3	345	16.9	549	16.0	840	21.0
1,460	80.7	1,531	75.0	2,519	73.2	2,620	65.5
158	8.7	237	11.6	331	9.6	469	11.7
348	19.2	509	25.0	913	26.5	1,379	34.5
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.

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.

^aPercentages may not add to 100 because of rounding.

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Table 12: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Agency for International Development

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	2	8.0	2	9.1
African American women	1	4.0	4	18.2
American Indian/Alaska Native men	1	4.0	0	0.0
American Indian/Alaska Native women	0	0.0	0	0.0
Asian/Pacific Islander men	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	1	4.5
Hispanic men	1	4.0	1	4.5
Hispanic women	0	0.0	0	0.0
White men	16	64.0	9	40.9
White women	4	16.0	5	22.7
Unspecified/other	0	0.0	0	0.0
Total^a	25	100.0	22	100.0
Minorities	5	20.0	8	36.4
Men	20	80.0	12	54.5
Minority men	4	16.0	3	13.6
Women	5	20.0	10	45.5
Minority women	1	4.0	5	22.7

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
24	5.7	18	4.1	23	4.1	31	6.8
19	4.5	28	6.4	36	6.5	70	15.3
2	0.5	0	0.0	1	0.2	0	0.0
1	0.2	0	0.0	0	0.0	1	0.2
9	2.1	10	2.3	17	3.1	13	2.8
6	1.4	9	2.1	10	1.8	13	2.8
11	2.6	13	3.0	15	2.7	12	2.6
1	0.2	4	0.9	3	0.5	5	1.1
257	60.6	230	52.6	290	52.3	170	37.1
94	22.2	125	28.6	160	28.8	143	31.2
0	0.0	0	0.0	0	0.0	0	0.0
424	100.0	437	100.0	555	100.0	458	100.0
73	17.2	82	18.8	105	18.9	145	31.7
303	71.5	271	62.0	346	62.3	226	49.3
46	10.8	41	9.4	56	10.1	56	12.2
121	28.5	166	38.0	209	37.7	232	50.7
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.

^aPercentages may not add to 100 because of rounding.

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

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	17	5.7	17	5.4
African American women	5	1.7	9	2.8
American Indian/Alaska Native men	2	0.7	1	0.3
American Indian/Alaska Native women	0	0.0	0	0.0
Asian/Pacific Islander men	3	1.0	5	1.6
Asian/Pacific Islander women	3	1.0	5	1.6
Hispanic men	4	1.4	7	2.2
Hispanic women	3	1.0	2	0.6
White men	201	67.9	197	62.1
White women	58	19.6	74	23.3
Unspecified/other	0	0.0	0	0.0
Total^a	296	100.0	317	100.0
Minorities	37	12.5	46	14.5
Men	227	76.7	227	71.6
Minority men	26	8.8	30	9.5
Women	69	23.3	90	28.4
Minority women	11	3.7	16	5.0

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
69	3.0	105	3.6	183	3.8	339	4.9
53	2.3	93	3.2	177	3.7	411	6.0
2	0.1	7	0.2	10	0.2	13	0.2
0	0.0	7	0.2	8	0.2	9	0.1
111	4.8	214	7.4	335	7.0	695	10.1
28	1.2	79	2.7	139	2.9	314	4.5
39	1.7	52	1.8	65	1.4	119	1.7
14	0.6	26	0.9	43	0.9	76	1.1
1,573	68.5	1,726	59.8	2,910	60.7	3,480	50.4
408	17.8	577	20.0	923	19.2	1,449	21.0
1	0.0	1	0.0	2	0.0	1	0.0
2,298	100.0	2,887	100.0	4,795	100.0	6,906	100.0
316	13.8	583	20.2	960	20.0	1,976	28.6
1,794	78.1	2,105	72.9	3,503	73.1	4,647	67.3
221	9.6	378	13.1	593	12.4	1,166	16.9
503	21.9	782	27.1	1,290	26.9	2,259	32.7
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.

^aPercentages may not add to 100 because of rounding.

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

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	21	1.8	27	2.4
African American women	10	0.9	16	1.4
American Indian/Alaska Native men	6	0.5	8	0.7
American Indian/Alaska Native women	1	0.1	2	0.2
Asian/Pacific Islander men	13	1.1	15	1.3
Asian/Pacific Islander women	9	0.8	9	0.8
Hispanic men	7	0.6	12	1.1
Hispanic women	3	0.3	4	0.4
White men	909	79.5	802	71.4
White women	163	14.2	221	19.7
Unspecified/other	2	0.2	7	0.6
Total^a	1,144	100.0	1,123	100.0
Minorities	70	6.1	93	8.3
Men	956	83.6	869	77.4
Minority men	47	4.1	62	5.5
Women	186	16.3	254	22.6
Minority women	23	2.0	31	2.8

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
231	2.1	221	2.6	604	3.1	576	3.7
124	1.1	122	1.5	468	2.4	486	3.1
50	0.4	33	0.4	72	0.4	63	0.4
9	0.1	12	0.1	24	0.1	24	0.2
282	2.5	307	3.7	554	2.9	563	3.6
37	0.3	69	0.8	141	0.7	184	1.2
158	1.4	173	2.1	335	1.7	386	2.5
28	0.3	40	0.5	104	0.5	139	0.9
8,795	79.0	6,173	73.7	13,612	70.4	10,151	65.8
1,409	12.7	1,221	14.6	3,409	17.6	2,831	18.3
14	0.1	5	0.1	25	0.1	32	0.2
11,137	100.0	8,376	100.00	19,348	100.0	15,435	100.0
919	8.3	977	11.7	2,302	11.9	2,421	15.7
9,516	85.4	6,911	82.5	15,177	78.4	11,756	76.2
721	6.5	734	8.8	1,565	8.1	1,588	10.3
1,607	14.4	1,465	17.5	4,146	21.4	3,679	23.8
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.

^aPercentages may not add to 100 because of rounding.

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

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	8	13.3	3	4.5
African American women	1	1.7	5	7.6
American Indian/Alaska Native men	1	1.7	0	0.0
American Indian/Alaska Native women	0	0.0	0	0.0
Asian/Pacific Islander men	1	1.7	1	1.5
Asian/Pacific Islander women	1	1.7	1	1.5
Hispanic men	1	1.7	0	0.0
Hispanic women	0	0.0	0	0.0
White men	32	53.3	38	57.6
White women	15	25.0	18	27.3
Unspecified/other	0	0.0	0	0.0
Total^a	60	100.0	66	100.0
Minorities	13	21.7	10	15.2
Men	43	71.7	42	63.6
Minority men	11	18.3	4	6.1
Women	17	28.3	24	36.4
Minority women	2	3.3	6	9.1

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
31	6.7	30	6.3	68	8.7	68	8.0
40	8.7	51	10.8	117	14.9	154	18.2
1	0.2	2	0.4	3	0.4	2	0.2
4	0.9	4	0.8	3	0.4	3	0.4
7	1.5	8	1.7	10	1.3	19	2.2
1	0.2	3	0.6	10	1.3	25	2.9
8	1.7	7	1.5	9	1.1	12	1.4
6	1.3	5	1.1	12	1.5	11	1.3
212	46.1	187	39.5	300	38.2	270	31.8
150	32.6	177	37.3	254	32.3	284	33.5
0	0.0	0	0.0	0	0.0	0	0.0
460	100.0	474	100.0	786	100.0	848	100.0
98	21.3	110	23.2	232	29.5	294	34.7
259	56.3	234	49.4	390	49.6	371	43.8
47	10.2	47	9.9	90	11.5	101	11.9
201	43.7	240	50.6	396	50.4	477	56.3
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.

^aPercentages may not add to 100 because of rounding.

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Table 16: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Energy

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	14	3.6	16	3.8
African American women	5	1.3	7	1.7
American Indian/Alaska Native men	3	0.8	2	0.5
American Indian/Alaska Native women	0	0.0	2	0.5
Asian/Pacific Islander men	8	2.0	5	1.2
Asian/Pacific Islander women	1	0.3	6	1.4
Hispanic men	9	2.3	17	4.0
Hispanic women	2	0.5	5	1.2
White men	283	72.4	285	67.7
White women	66	16.9	76	18.1
Unspecified/other	0	0.0	0	0.0
Total^a	391	100.0	421	100.0
Minorities	42	10.7	60	14.3
Men	317	81.1	325	77.2
Minority men	34	8.7	40	9.5
Women	74	18.9	96	22.8
Minority women	8	2.0	20	4.8

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
65	3.3	68	3.4	84	3.0	82	3.0
44	2.2	65	3.3	106	3.8	151	5.6
7	0.4	13	0.7	20	0.7	21	0.8
3	0.2	3	0.2	8	0.3	11	0.4
59	3.0	85	4.3	128	4.6	112	4.1
14	0.7	29	1.5	29	1.0	39	1.4
42	2.1	42	2.1	91	3.2	95	3.5
10	0.5	21	1.1	34	1.2	68	2.5
1,429	71.5	1,230	62.3	1,731	61.7	1,475	54.4
325	16.3	418	21.2	573	20.4	645	23.8
1	0.1	1	0.1	2	0.1	10	0.4
1,999	100.0	1,975	100.0	2,806	100.0	2,709	100.0
244	12.2	326	16.5	500	17.8	579	21.4
1,602	80.1	1,439	72.9	2,054	73.2	1,792	66.1
173	8.7	208	10.5	323	11.5	310	11.4
396	19.8	536	27.1	750	26.7	917	33.9
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.

^aPercentages may not add to 100 because of rounding.

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Table 17: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Environmental Protection Agency

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	18	7.1	14	5.4
African American women	5	2.0	10	3.8
American Indian/Alaska Native men	0	0.0	0	0.0
American Indian/Alaska Native women	0	0.0	1	0.4
Asian/Pacific Islander men	2	0.8	3	1.1
Asian/Pacific Islander women	4	1.6	4	1.5
Hispanic men	9	3.5	11	4.2
Hispanic women	1	0.4	2	0.8
White men	150	58.8	134	51.3
White women	66	25.9	81	31.0
Unspecified/other	0	0.0	1	0.4
Total^a	255	100.0	261	100.0
Minorities	39	15.3	45	17.2
Men	179	70.2	163	62.5
Minority men	29	11.4	28	10.7
Women	76	29.8	98	37.5
Minority women	10	3.9	17	6.5

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
41	2.3	61	2.6	102	3.4	129	4.4
80	4.4	132	5.7	201	6.7	257	8.8
2	0.1	6	0.3	7	0.2	6	0.2
2	0.1	4	0.2	5	0.2	6	0.2
30	1.7	46	2.0	78	2.6	98	3.4
14	0.8	37	1.6	49	1.6	69	2.4
27	1.5	46	2.0	63	2.1	72	2.5
14	0.8	40	1.7	48	1.6	51	1.8
1,086	60.2	1,211	52.2	1,558	51.9	1,325	45.5
508	28.1	728	31.4	890	29.7	896	30.8
1	0.1	9	0.4	0	0.0	4	0.1
1,805	100.0	2,320	100.0	3,001	100.0	2,913	100.0
210	11.6	372	16.0	553	18.4	688	23.6
1,186	65.7	1,377	59.4	1,808	60.2	1,632	56.0
100	5.5	159	6.9	250	8.3	305	10.5
618	34.2	943	40.6	1,193	39.8	1,281	44.0
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.

^aPercentages may not add to 100 because of rounding.

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Table 18: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the General Services Administration

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	6	7.1	3	3.8
African American women	4	4.8	5	6.3
American Indian/Alaska Native men	0	0.0	0	0.0
American Indian/Alaska Native women	0	0.0	0	0.0
Asian/Pacific Islander men	0	0.0	1	1.3
Asian/Pacific Islander women	1	1.2	0	0.0
Hispanic men	0	0.0	1	1.3
Hispanic women	1	1.2	2	2.5
White men	54	64.3	52	65.0
White women	18	21.4	16	20.0
Unspecified/other	0	0.0	0	0.0
Total^a	84	100.0	80	100.0
Minorities	12	14.3	12	15.0
Men	60	71.4	57	71.3
Minority men	6	7.1	5	6.3
Women	24	28.6	23	28.8
Minority women	6	7.1	7	8.8

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
28	4.7	34	5.4	85	6.5	137	8.6
31	5.2	52	8.2	125	9.6	180	11.3
3	0.5	2	0.3	4	0.3	4	0.3
0	0.0	1	0.2	2	0.2	2	0.1
6	1.0	11	1.7	31	2.4	45	2.8
4	0.7	11	1.7	14	1.1	32	2.0
3	0.5	10	1.6	16	1.2	32	2.0
4	0.7	7	1.1	13	1.0	25	1.6
383	64.4	323	51.1	656	50.3	707	44.4
133	22.4	178	28.2	359	27.5	423	26.6
0	0.0	3	0.5	0	0.0	6	0.4
595	100.0	632	100.0	1,305	100.0	1,593	100.0
79	13.3	128	20.3	290	22.2	457	28.7
423	71.1	383	60.6	792	60.7	927	58.2
40	6.7	57	9.0	136	10.4	218	13.7
172	28.9	249	39.4	513	39.3	666	41.8
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.

^aPercentages may not add to 100 because of rounding.

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Table 19: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Health and Human Services

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	22	5.5	18	5.1
African American women	27	6.8	24	6.7
American Indian/Alaska Native men	11	2.8	12	3.4
American Indian/Alaska Native women	6	1.5	6	1.7
Asian/Pacific Islander men	6	1.5	3	0.8
Asian/Pacific Islander women	3	0.8	4	1.1
Hispanic men	5	1.3	6	1.7
Hispanic women	5	1.3	0	0.0
White men	211	52.9	160	44.9
White women	103	25.8	123	34.6
Unspecified/other	0	0.0	0	0.0
Total^a	399	100.0	356	100.0
Minorities	85	21.3	73	20.5
Men	255	63.9	199	55.9
Minority men	44	11.0	39	11.0
Women	144	36.1	157	44.1
Minority women	41	10.3	34	9.6

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
137	3.9	161	3.7	225	3.9	296	4.0
139	4.0	221	5.0	359	6.2	658	9.0
46	1.3	60	1.4	73	1.3	76	1.0
29	0.8	50	1.1	83	1.4	103	1.4
101	2.9	144	3.3	223	3.9	362	4.9
49	1.4	116	2.6	158	2.7	316	4.3
53	1.5	74	1.7	103	1.8	120	1.6
38	1.1	59	1.3	56	1.0	103	1.4
1,774	50.9	1,886	43.0	2,450	42.5	2,493	34.1
1,118	32.1	1,610	36.7	2,024	35.1	2,764	37.8
4	0.1	10	0.2	10	0.2	26	0.4
3,488	100.0	4,391	100.0	5,764	100.0	7,317	100.0
592	17.0	885	20.2	1,280	22.2	2,034	27.8
2,111	60.5	2,329	53.0	3,074	53.3	3,363	46.0
337	9.7	439	10.0	624	10.8	854	11.7
1,373	39.4	2,062	47.0	2,680	46.5	3,954	54.0
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.

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

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	b	b	13	4.0
African American women	b	b	7	2.2
American Indian/Alaska Native men	b	b	1	0.3
American Indian/Alaska Native women	b	b	0	0.0
Asian/Pacific Islander men	b	b	1	0.3
Asian/Pacific Islander women	b	b	1	0.3
Hispanic men	b	b	18	5.5
Hispanic women	b	b	2	0.6
White men	b	b	207	63.7
White women	b	b	75	23.1
Unspecified/other	b	b	0	0.0
Total^a	b	b	325	100.0
Minorities	b	b	43	13.2
Men	b	b	240	73.8
Minority men	b	b	33	10.2
Women	b	b	85	26.2
Minority women	b	b	10	3.1

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
b	b	140	4.6	b	b	327	4.6
b	b	146	4.8	b	b	537	7.6
b	b	12	0.4	b	b	24	0.3
b	b	4	0.1	b	b	15	0.2
b	b	46	1.5	b	b	158	2.2
b	b	27	0.9	b	b	111	1.6
b	b	134	4.4	b	b	507	7.2
b	b	60	2.0	b	b	185	2.6
b	b	1,728	57.0	b	b	3,741	52.9
b	b	733	24.2	b	b	1,462	20.7
b	b	2	0.1	b	b	8	0.1
b	b	3,032	100.0	b	b	7,075	100.0
b	b	569	18.8	b	b	1,864	26.3
b	b	2,061	68.0	b	b	4,763	67.3
b	b	332	10.9	b	b	1,016	14.4
b	b	971	32.0	b	b	2,312	32.7
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.

^aPercentages may not add to 100 because of rounding.

^bThe Department of Homeland Security did not exist before March 2003. Its creation united 22 agencies or parts of 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.

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Table 21: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Housing and Urban Development

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	9	12.3	12	13.5
African American women	11	15.1	18	20.2
American Indian/Alaska Native men	1	1.4	1	1.1
American Indian/Alaska Native women	1	1.4	0	0.0
Asian/Pacific Islander men	0	0.0	1	1.1
Asian/Pacific Islander women	0	0.0	2	2.2
Hispanic men	2	2.7	3	3.4
Hispanic women	2	2.7	2	2.2
White men	40	54.8	38	42.7
White women	7	9.6	12	13.5
Unspecified/other	0	0.0	0	0.0
Total^a	73	100.0	89	100.0
Minorities	26	35.6	39	43.8
Men	52	71.2	55	61.8
Minority men	12	16.4	17	19.1
Women	21	28.8	34	38.2
Minority women	14	19.2	22	24.7

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
100	11.7	111	12.0	134	10.1	140	10.0
112	13.1	177	19.1	221	16.7	315	22.5
7	0.8	9	1.0	9	0.7	5	0.4
0	0.0	1	0.1	2	0.2	5	0.4
12	1.4	22	2.4	26	2.0	36	2.6
9	1.1	11	1.2	18	1.4	35	2.5
21	2.5	28	3.0	47	3.5	47	3.3
22	2.6	20	2.2	22	1.7	39	2.8
398	46.5	357	38.6	545	41.1	446	31.8
175	20.4	188	20.3	301	22.7	335	23.9
0	0.0	2	0.2	0	0.0	0	0.0
856	100.0	926	100.0	1,325	100.0	1,403	100.0
283	33.1	379	40.9	479	36.2	622	44.3
538	62.9	528	57.0	761	57.4	674	48.0
140	16.4	170	18.4	216	16.3	228	16.3
318	37.1	398	43.0	564	42.6	729	52.0
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.

^aPercentages may not add to 100 because of rounding.

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Table 22: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of the Interior

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	4	2.1	8	3.6
African American women	4	2.1	8	3.6
American Indian/Alaska Native men	18	9.4	20	9.0
American Indian/Alaska Native women	7	3.7	7	3.2
Asian/Pacific Islander men	1	0.5	4	1.8
Asian/Pacific Islander women	0	0.0	0	0.0
Hispanic men	4	2.1	5	2.3
Hispanic women	4	2.1	5	2.3
White men	103	53.9	112	50.7
White women	46	24.1	50	22.6
Unspecified/other	0	0.0	2	0.9
Total^a	191	100.0	221	100.0
Minorities	42	22.0	57	25.8
Men	130	68.1	151	68.3
Minority men	27	14.1	37	16.7
Women	61	31.9	70	31.7
Minority women	15	7.9	20	9.0

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
32	2.5	28	1.8	54	1.9	68	2.0
18	1.4	28	1.8	70	2.4	95	2.8
65	5.0	85	5.4	145	5.0	167	4.9
25	1.9	52	3.3	79	2.7	119	3.5
16	1.2	17	1.1	38	1.3	44	1.3
4	0.3	11	0.7	16	0.6	33	1.0
14	1.1	24	1.5	61	2.1	82	2.4
3	0.2	6	0.4	24	0.8	49	1.4
928	71.2	986	62.7	1,859	63.9	1,936	56.4
198	15.2	332	21.1	561	19.3	818	23.8
1	0.1	4	0.3	1	0.0	23	0.7
1,304	100.0	1,573	100.0	2,908	100.0	3,434	100.0
177	13.6	251	16.0	487	16.7	657	19.1
1,055	80.9	1,143	72.7	2,157	74.2	2,314	67.4
127	9.7	154	9.8	298	10.2	361	10.5
248	19.0	430	27.3	750	25.8	1,120	32.6
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.

^aPercentages may not add to 100 because of rounding.

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Table 23: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Justice

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	39	6.6	50	7.8
African American women	14	2.4	21	3.3
American Indian/Alaska Native men	3	0.5	5	0.8
American Indian/Alaska Native women	0	0.0	1	0.2
Asian/Pacific Islander men	3	0.5	3	0.5
Asian/Pacific Islander women	2	0.3	1	0.2
Hispanic men	27	4.5	31	4.8
Hispanic women	2	0.3	3	0.5
White men	413	69.5	412	63.9
White women	91	15.3	117	18.1
Unspecified/other	0	0.0	1	0.2
Total^a	594	100.0	645	100.0
Minorities	90	15.2	115	17.8
Men	485	81.6	502	77.8
Minority men	72	12.1	89	13.8
Women	109	18.4	143	22.2
Minority women	18	3.0	26	4.0

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
154	3.6	214	4.2	341	5.2	450	6.0
155	3.6	223	4.3	320	4.9	529	7.0
11	0.3	11	0.2	28	0.4	36	0.5
6	0.1	10	0.2	8	0.1	11	0.1
67	1.5	119	2.3	102	1.6	192	2.5
48	1.1	79	1.5	58	0.9	66	0.9
160	3.7	184	3.6	367	5.6	381	5.1
63	1.5	78	1.5	90	1.4	107	1.4
2,478	57.3	2,793	54.3	3,799	58.0	4,118	54.7
1,179	27.3	1,425	27.7	1,423	21.7	1,619	21.5
3	0.1	6	0.1	10	0.2	22	0.3
4,324	100.0	5,142	100.0	6,546	100.0	7,531	100.0
664	15.4	918	17.9	1,314	20.1	1,772	23.5
2,872	66.4	3,325	64.7	4,646	71.0	5,198	69.0
392	9.1	528	10.3	838	12.8	1,059	14.1
1,452	33.6	1,817	35.3	1,900	29.0	2,333	31.0
272	6.3	390	7.6	476	7.3	713	9.5

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 data on Justice for 2000 in this report differ from such data in prior GAO products. We first identified Justice SES and GS-15 and GS-14 data for 2000 in our 2003 report ([GAO-03-34](#)), in which we excluded the FBI from Justice data because that report contained projected SES and SES developmental pool levels for the end of fiscal year 2007 based on separation and appointment data, and the FBI did not submit separation and appointment data to the CPDF for 2000. We subsequently cited 2000 data from that report in four additional products ([GAO-04-123T](#), [GAO-07-838T](#), [GAO-08-609T](#), [GAO-08-725T](#)).

The data on Justice for 2007 include the FBI.

^aPercentages may not add to 100 because of rounding.

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Table 24: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Labor

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	13	9.8	8	6.0
African American women	8	6.1	7	5.3
American Indian/Alaska Native men	0	0.0	1	0.8
American Indian/Alaska Native women	1	0.8	0	0.0
Asian/Pacific Islander men	0	0.0	1	0.8
Asian/Pacific Islander women	0	0.0	2	1.5
Hispanic men	6	4.5	5	3.8
Hispanic women	0	0.0	4	3.0
White men	76	57.6	74	55.6
White women	28	21.2	31	23.3
Unspecified/other	0	0.0	0	0.0
Total^a	132	100.0	133	100.0
Minorities	28	21.2	28	21.1
Men	95	72.0	89	66.9
Minority men	19	14.4	15	11.3
Women	37	28.0	44	33.1
Minority women	9	6.8	13	9.8

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
31	5.0	45	5.7	87	6.1	86	5.7
33	5.3	52	6.6	128	8.9	173	11.5
2	0.3	2	0.3	9	0.6	10	0.7
2	0.3	0	0.0	4	0.3	3	0.2
2	0.3	9	1.1	25	1.7	43	2.8
8	1.3	10	1.3	7	0.5	33	2.2
14	2.2	16	2.0	46	3.2	45	3.0
8	1.3	12	1.5	22	1.5	28	1.9
378	60.4	406	51.3	728	50.7	677	44.9
148	23.6	239	30.2	381	26.5	411	27.2
0	0.0	0	0.0	0	0.0	0	0.0
626	100.0	791	100.0	1,437	100.0	1,509	100.0
100	16.0	146	18.5	328	22.8	421	27.9
427	68.2	478	60.4	895	62.3	861	57.1
49	7.8	72	9.1	167	11.6	184	12.2
199	31.8	313	39.6	542	37.7	648	42.9
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.

^aPercentages may not add to 100 because of rounding.

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Table 25: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the National Aeronautics and Space Administration

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	18	4.6	13	3.0
African American women	11	2.8	13	3.0
American Indian/Alaska Native men	3	0.8	0	0.0
American Indian/Alaska Native women	1	0.3	1	0.2
Asian/Pacific Islander men	9	2.3	13	3.0
Asian/Pacific Islander women	1	0.3	4	0.9
Hispanic men	7	1.8	14	3.2
Hispanic women	2	0.5	5	1.2
White men	280	71.1	290	67.3
White women	62	15.7	77	17.9
Unspecified/other	0	0.0	1	0.2
Total^a	394	100.0	431	100.0
Minorities	52	13.2	63	14.6
Men	317	80.5	330	76.6
Minority men	37	9.4	40	9.3
Women	77	19.5	101	23.4
Minority women	15	3.8	23	5.3

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
63	2.5	119	3.2	123	3.3	161	3.8
23	0.9	88	2.4	80	2.1	178	4.2
13	0.5	14	0.4	21	0.6	28	0.7
1	0.0	6	0.2	8	0.2	8	0.2
124	4.9	199	5.3	160	4.3	217	5.1
26	1.0	49	1.3	37	1.0	57	1.3
61	2.4	135	3.6	125	3.3	145	3.4
19	0.7	33	0.9	34	0.9	50	1.2
1,890	74.4	2,441	65.4	2,588	69.0	2,519	59.6
318	12.5	641	17.2	574	15.3	853	20.2
3	0.1	6	0.2	0	0.0	9	0.2
2,541	100.0	3,731	100.0	3,750	100.0	4,225	100.0
330	13.0	643	17.2	588	15.7	844	20.0
2,151	84.7	2,914	78.1	3,017	80.5	3,073	72.7
261	10.3	467	12.5	429	11.4	551	13.0
387	15.2	817	21.9	733	19.5	1,152	27.3
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.

^aPercentages may not add to 100 because of rounding.

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Table 26: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Nuclear Regulatory Commission

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	7	5.0	7	4.8
African American women	2	1.4	3	2.1
American Indian/Alaska Native men	0	0.0	1	0.7
American Indian/Alaska Native women	0	0.0	0	0.0
Asian/Pacific Islander men	4	2.9	5	3.4
Asian/Pacific Islander women	1	0.7	2	1.4
Hispanic men	2	1.4	1	0.7
Hispanic women	0	0.0	1	0.7
White men	107	77.0	103	70.5
White women	16	11.5	23	15.8
Unspecified/other	0	0.0	0	0.0
Total^a	139	100.0	146	100.0
Minorities	16	11.5	20	13.7
Men	120	86.3	117	80.1
Minority men	13	9.4	14	9.6
Women	19	13.7	29	19.9
Minority women	3	2.2	6	4.1

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
18	2.8	37	4.1	27	3.8	38	4.5
16	2.5	24	2.6	21	2.9	56	6.6
3	0.5	5	0.5	0	0.0	2	0.2
0	0.0	1	0.1	0	0.0	0	0.0
56	8.7	85	9.3	52	7.2	68	8.0
8	1.2	19	2.1	8	1.1	15	1.8
4	0.6	17	1.9	14	1.9	22	2.6
2	0.3	3	0.3	2	0.3	8	0.9
453	70.7	553	60.6	467	65.0	500	58.9
81	12.6	169	18.5	128	17.8	138	16.3
0	0.0	0	0.0	0	0.0	2	0.2
641	100.0	913	100.0	719	100.0	849	100.0
107	16.7	191	20.9	124	17.2	209	24.6
534	83.3	697	76.3	560	77.9	631	74.3
81	12.6	144	15.8	93	12.9	130	15.3
107	16.7	216	23.7	159	22.1	218	25.7
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.

^aPercentages may not add to 100 because of rounding.

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Table 27: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the National Science Foundation

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	5	6.3	2	2.5
African American women	1	1.3	2	2.5
American Indian/Alaska Native men	0	0.0	0	0.0
American Indian/Alaska Native women	0	0.0	0	0.0
Asian/Pacific Islander men	3	3.8	4	5.1
Asian/Pacific Islander women	1	1.3	2	2.5
Hispanic men	1	1.3	3	3.8
Hispanic women	0	0.0	0	0.0
White men	46	58.2	35	44.3
White women	22	27.8	31	39.2
Unspecified/other	0	0.0	0	0.0
Total^a	79	100.0	79	100.0
Minorities	11	13.9	13	16.5
Men	55	69.6	44	55.7
Minority men	9	11.4	9	11.4
Women	24	30.4	35	44.3
Minority women	2	2.5	4	5.1

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
4	4.9	4	4.9	3	3.8	6	5.2
4	4.9	6	7.3	10	12.5	15	13.0
1	1.2	0	0.0	0	0.0	0	0.0
0	0.0	0	0.0	0	0.0	1	0.9
1	1.2	1	1.2	0	0.0	3	2.6
2	2.4	4	4.9	3	3.8	1	0.9
0	0.0	0	0.0	1	1.3	3	2.6
1	1.2	0	0.0	1	1.3	0	0.0
36	43.9	33	40.2	31	38.8	35	30.4
33	40.2	34	41.5	31	38.8	51	44.3
0	0.0	0	0.0	0	0.0	0	0.0
82	100.0	82	100.0	80	100.0	115	100.0
13	15.9	15	18.3	18	22.5	29	25.2
42	51.2	38	46.3	35	43.8	47	40.9
6	7.3	5	6.1	4	5.0	12	10.4
40	48.8	44	53.7	45	56.3	68	59.1
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.

^aPercentages may not add to 100 because of rounding.

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Table 28: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Office of Personnel Management

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	2	5.6	1	2.4
African American women	1	2.8	2	4.8
American Indian/Alaska Native men	0	0.0	0	0.0
American Indian/Alaska Native women	1	2.8	0	0.0
Asian/Pacific Islander men	0	0.0	1	2.4
Asian/Pacific Islander women	0	0.0	0	0.0
Hispanic men	2	5.6	2	4.8
Hispanic women	1	2.8	1	2.4
White men	17	47.2	22	52.4
White women	12	33.3	13	31.0
Unspecified/other	0	0.0	0	0.0
Total^a	36	100.0	42	100.0
Minorities	7	19.4	7	16.7
Men	21	58.3	26	61.9
Minority men	4	11.1	4	9.5
Women	15	41.7	16	38.1
Minority women	3	8.3	3	7.1

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
7	6.6	13	8.6	14	6.3	19	5.1
5	4.7	14	9.2	22	9.9	74	19.9
0	0.0	0	0.0	0	0.0	0	0.0
0	0.0	0	0.0	0	0.0	2	0.5
0	0.0	1	0.7	4	1.8	5	1.3
0	0.0	0	0.0	2	0.9	12	3.2
3	2.8	4	2.6	7	3.2	4	1.1
3	2.8	3	2.0	4	1.8	8	2.2
62	58.5	72	47.4	96	43.2	127	34.2
26	24.5	45	29.6	73	32.9	120	32.3
0	0.0	0	0.0	0	0.0	0	0.0
106	100.0	152	100.0	222	100.0	371	100.0
18	17.0	35	23.0	53	23.9	124	33.4
72	67.9	90	59.2	121	54.5	155	41.8
10	9.4	18	11.8	25	11.3	28	7.5
34	32.1	62	40.8	101	45.5	216	58.2
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.

^aPercentages may not add to 100 because of rounding.

**Appendix I: Demographic Profiles of Career
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Table 29: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Small Business Administration

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	6	15.4	6	16.7
African American women	4	10.3	2	5.6
American Indian/Alaska Native men	0	0.0	0	0.0
American Indian/Alaska Native women	0	0.0	0	0.0
Asian/Pacific Islander men	0	0.0	0	0.0
Asian/Pacific Islander women	0	0.0	1	2.8
Hispanic men	2	5.1	4	11.1
Hispanic women	1	2.6	1	2.8
White men	18	46.2	16	44.4
White women	8	20.5	6	16.7
Unspecified/other	0	0.0	0	0.0
Total^a	39	100.0	36	100.0
Minorities	13	33.3	14	38.9
Men	26	66.7	26	72.2
Minority men	8	20.5	10	27.8
Women	13	33.3	10	27.8
Minority women	5	12.8	4	11.1

**Appendix I: Demographic Profiles of Career
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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
13	7.3	14	7.3	26	7.0	24	6.9
11	6.1	21	10.9	27	7.3	45	12.9
3	1.7	2	1.0	0	0.0	1	0.3
0	0.0	0	0.0	0	0.0	0	0.0
2	1.1	5	2.6	8	2.2	7	2.0
0	0.0	3	1.6	7	1.9	14	4.0
11	6.1	11	5.7	13	3.5	6	1.7
4	2.2	6	3.1	10	2.7	13	3.7
99	55.3	96	49.7	186	50.4	155	44.5
36	20.1	35	18.1	92	24.9	83	23.9
0	0.0	0	0.0	0	0.0	0	0.0
179	100.0	193	100.0	369	100.0	348	100.0
44	24.6	62	32.1	91	24.7	110	31.6
128	71.5	128	66.3	233	63.1	193	55.5
29	16.2	32	16.6	47	12.7	38	10.9
51	28.5	65	33.7	136	36.9	155	44.5
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.

^aPercentages may not add to 100 because of rounding.

**Appendix I: Demographic Profiles of Career
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Table 30: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Social Security Administration

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	13	11.0	13	9.7
African American women	12	10.2	12	9.0
American Indian/Alaska Native men	0	0.0	0	0.0
American Indian/Alaska Native women	0	0.0	1	0.7
Asian/Pacific Islander men	0	0.0	0	0.0
Asian/Pacific Islander women	2	1.7	0	0.0
Hispanic men	7	5.9	6	4.5
Hispanic women	5	4.2	5	3.7
White men	56	47.5	59	44.0
White women	23	19.5	38	28.4
Unspecified/other	0	0.0	0	0.0
Total^a	118	100.0	134	100.0
Minorities	39	33.1	37	27.6
Men	76	64.4	78	58.2
Minority men	20	16.9	19	14.2
Women	42	35.6	56	41.8
Minority women	19	16.1	18	13.4

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
34	6.8	40	5.6	99	5.8	151	6.0
39	7.8	90	12.7	162	9.5	336	13.4
1	0.2	5	0.7	14	0.8	15	0.6
4	0.8	6	0.8	7	0.4	12	0.5
3	0.6	5	0.7	16	0.9	35	1.4
0	0.0	7	1.0	15	0.9	34	1.4
15	3.0	24	3.4	60	3.5	76	3.0
7	1.4	10	1.4	43	2.5	95	3.8
267	53.7	300	42.2	836	49.1	939	37.4
127	25.6	224	31.5	450	26.4	813	32.4
0	0.0	0	0.0	0	0.0	5	0.2
497	100.0	711	100.0	1,702	100.0	2,511	100.0
103	20.7	187	26.3	416	24.4	754	30.0
320	64.4	374	52.6	1,025	60.2	1,217	48.5
53	10.7	74	10.4	189	11.1	277	11.0
177	35.6	337	47.4	677	39.8	1,294	51.5
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.

^aPercentages may not add to 100 because of rounding.

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

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	0	0.0	2	1.8
African American women	1	1.0	1	0.9
American Indian/Alaska Native men	0	0.0	0	0.0
American Indian/Alaska Native women	0	0.0	0	0.0
Asian/Pacific Islander men	0	0.0	2	1.8
Asian/Pacific Islander women	0	0.0	0	0.0
Hispanic men	4	4.0	2	1.8
Hispanic women	0	0.0	0	0.0
White men	68	67.3	71	62.3
White women	28	27.7	36	31.6
Unspecified/other	0	0.0	0	0.0
Total^a	101	100.0	114	100.0
Minorities	5	5.0	7	6.1
Men	72	71.3	77	67.5
Minority men	4	4.0	6	5.3
Women	29	28.7	37	32.5
Minority women	1	1.0	1	0.9

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
58	3.7	20	2.9	74	2.9	61	5.3
52	3.3	36	5.2	88	3.5	96	8.3
6	0.4	3	0.4	5	0.2	0	0.0
1	0.1	0	0.0	4	0.2	1	0.1
25	1.6	10	1.5	66	2.6	39	3.4
15	0.9	14	2.0	30	1.2	22	1.9
46	2.9	7	1.0	67	2.6	21	1.8
22	1.4	8	1.2	28	1.1	14	1.2
972	61.3	360	52.3	1,584	62.3	530	45.8
387	24.4	224	32.6	598	23.5	357	30.8
2	0.1	6	0.9	0	0.0	17	1.5
1,586	100.0	688	100.0	2,544	100.0	1,158	100.0
225	14.2	98	14.2	362	14.2	254	21.9
1,107	69.8	404	58.7	1,796	70.6	663	57.3
135	8.5	40	5.8	212	8.3	121	10.4
477	30.1	284	41.3	748	29.4	495	42.7
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.

*Percentages may not add to 100 because of rounding.

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Table 32: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Transportation

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	14	7.9	11	5.9
African American women	7	3.9	10	5.3
American Indian/Alaska Native men	0	0.0	0	0.0
American Indian/Alaska Native women	0	0.0	0	0.0
Asian/Pacific Islander men	5	2.8	6	3.2
Asian/Pacific Islander women	0	0.0	1	0.5
Hispanic men	0	0.0	1	0.5
Hispanic women	0	0.0	1	0.5
White men	111	62.4	102	54.3
White women	41	23.0	56	29.8
Unspecified/other	0	0.0	0	0.0
Total^a	178	100.0	188	100.0
Minorities	26	14.6	30	16.0
Men	130	73.0	120	63.8
Minority men	19	10.7	18	9.6
Women	48	27.0	68	36.2
Minority women	7	3.9	12	6.4

**Appendix I: Demographic Profiles of Career
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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
60	5.1	55	5.5	221	4.5	239	5.6
41	3.5	54	5.4	202	4.1	213	4.9
11	0.9	3	0.3	52	1.0	39	0.9
2	0.2	1	0.1	15	0.3	6	0.1
26	2.2	29	2.9	150	3.0	147	3.4
8	0.7	15	1.5	29	0.6	46	1.1
29	2.5	29	2.9	181	3.6	174	4.0
5	0.4	11	1.1	51	1.0	39	0.9
789	67.6	609	60.5	3,289	66.3	2,754	64.0
196	16.8	197	19.6	768	15.5	642	14.9
0	0.0	3	0.3	4	0.1	5	0.1
1,167	100.0	1,006	100.0	4,962	100.0	4,304	100.0
182	15.6	197	19.6	901	18.2	903	21.0
915	78.4	726	72.2	3,893	78.5	3,357	78.0
126	10.8	116	11.5	604	12.2	599	13.9
252	21.6	280	27.8	1,065	21.5	947	22.0
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.

^aPercentages may not add to 100 because of rounding.

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Table 33: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of the Treasury

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	42	7.8	29	7.5
African American women	11	2.0	12	3.1
American Indian/Alaska Native men	1	0.2	0	0.0
American Indian/Alaska Native women	2	0.4	5	1.3
Asian/Pacific Islander men	4	0.7	9	2.3
Asian/Pacific Islander women	1	0.2	4	1.0
Hispanic men	6	1.1	8	2.1
Hispanic women	2	0.4	4	1.0
White men	359	66.9	198	51.3
White women	109	20.3	115	29.8
Unspecified/other	0	0.0	2	0.5
Total^a	537	100.0	386	100.0
Minorities	69	12.8	71	18.4
Men	412	76.7	244	63.2
Minority men	53	9.9	46	11.9
Women	125	23.3	142	36.8
Minority women	16	3.0	25	6.5

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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
148	4.8	73	4.0	417	4.7	284	4.7
148	4.8	136	7.5	583	6.6	774	12.7
12	0.4	5	0.3	46	0.5	20	0.3
6	0.2	3	0.2	16	0.2	20	0.3
46	1.5	42	2.3	149	1.7	151	2.5
18	0.6	35	1.9	95	1.1	191	3.1
85	2.8	36	2.0	286	3.2	117	1.9
27	0.9	19	1.1	114	1.3	114	1.9
1,844	59.8	887	49.1	4,902	55.5	2,555	41.9
746	24.2	564	31.2	2,219	25.1	1,848	30.3
3	0.1	5	0.3	5	0.1	17	0.3
3,083	100.0	1,805	100.0	8,832	100.0	6,091	100.0
490	15.9	349	19.3	1,706	19.3	1,671	27.4
2,135	69.3	1,045	57.9	5,800	65.7	3,135	51.5
291	9.4	156	8.6	898	10.2	572	9.4
945	30.7	760	42.1	3,027	34.3	2,956	48.5
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.

^aPercentages may not add to 100 because of rounding.

**Appendix I: Demographic Profiles of Career
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Table 34: Demographic Profiles of Career SES, GS-15, and GS-14 Employees at the Department of Veterans Affairs

EEO group	SES			
	October 1, 2000		September 2007	
	Number	Percent	Number	Percent
African American men	12	4.9	13	5.5
African American women	4	1.6	7	3.0
American Indian/Alaska Native men	3	1.2	5	2.1
American Indian/Alaska Native women	0	0.0	0	0.0
Asian/Pacific Islander men	1	0.4	2	0.8
Asian/Pacific Islander women	1	0.4	1	0.4
Hispanic men	3	1.2	6	2.5
Hispanic women	0	0.0	1	0.4
White men	190	76.9	136	57.6
White women	31	12.6	64	27.1
Unspecified/other	2	0.8	1	0.4
Total^a	247	100.0	236	100.0
Minorities	24	9.7	35	14.8
Men	209	84.6	163	69.1
Minority men	19	7.7	26	11.0
Women	36	14.6	73	30.9
Minority women	5	2.0	9	3.8

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SES, GS-15, and GS-14 Employees
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GS-15				GS-14			
October 1, 2000		September 2007		October 1, 2000		September 2007	
Number	Percent	Number	Percent	Number	Percent	Number	Percent
173	2.2	296	2.7	98	4.0	177	5.2
109	1.4	239	2.2	104	4.2	279	8.2
17	0.2	55	0.5	11	0.4	12	0.4
4	0.1	25	0.2	7	0.3	9	0.3
997	12.9	1,337	12.2	62	2.5	70	2.1
499	6.4	892	8.1	45	1.8	50	1.5
322	4.2	471	4.3	55	2.2	60	1.8
131	1.7	243	2.2	28	1.1	53	1.6
4,382	56.6	5,439	49.7	1,465	59.2	1,643	48.3
1,107	14.3	1,927	17.6	592	23.9	1,044	30.7
5	0.1	22	0.2	8	0.3	4	0.1
7,746	100.0	10,946	100.0	2,475	100.0	3,401	100.0
2,252	29.1	3,558	32.5	410	16.6	710	20.9
5,891	76.1	7,614	69.6	1,691	68.3	1,965	57.8
1,509	19.5	2,159	19.7	226	9.1	319	9.4
1,850	23.9	3,332	30.4	776	31.4	1,436	42.2
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.

^aPercentages may not add to 100 because of rounding.

Appendix II: GAO Contact and Staff Acknowledgments

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Acknowledgments

In addition to the individual named above, Kiki Theodoropoulos, Assistant Director; Clifton Douglas, Jr.; Jessica Drucker; Karin Fangman; Kirsten B. Lauber; Mary Martin; Michael R. Volpe; and Gregory H. Wilmoth made key contributions to this report.

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