

Z3941

# Civil Rights Advisory Council 1981 Annual Report



**GAO**

United States General Accounting Office

024304

December 1982

C O N T E N T S

|  |    |
|--|----|
| WHAT IS THE CIVIL RIGHTS ADVISORY COUNCIL?   | 1  |
| ACHIEVING BALANCED REPRESENTATION IN GAO:<br>PROGRESS AND PROBLEMS                                       | 3  |
| Recommendation   | 4  |
| UPWARD MOBILITY PROGRAM  | 5  |
| Summary of Civil Rights Advisory Council Review  | 5  |
| Background   | 6  |
| Summary of Interviews with Division Directors  | 7  |
| Conclusion/Recommendation  | 8  |
| NUMBER OF PROFESSIONALS IN GAO (GS-7 through SES)  | 9  |
| ANALYSIS OF GS EMPLOYEES BY GRADE, SEX, AND RACIAL<br>CATEGORY--June 1977 Through December 1981          | 10 |
| PROFILE OF GAO DIVISIONS--December 1981  | 15 |
| PROFILE OF GAO FIELD OPERATIONS DIVISION REGIONAL<br>OFFICES--December 1981                              | 20 |
| COMPTROLLER GENERAL'S RESPONSE TO CONCERNS   | 26 |
| Employment Profile and Multiyear Goals   | 27 |
| Upward Mobility Program  | 29 |
| CIVIL RIGHTS ADVISORY COUNCIL COMMENTS TO THE<br>COMPTROLLER GENERAL'S MEMORANDUM OF NOVEMBER 1,<br>1982 | 32 |

## WHAT IS THE CIVIL RIGHTS ADVISORY COUNCIL?

On September 23, 1971, the Comptroller General established the Civil Rights Advisory the Council to bridge the communication gap between management and employees. The purpose of the Council has been to

- o provide a medium for employees to participate with management in civil rights matters;
- o improve communication by providing a channel for employee attitudes, aspirations, and problems in civil rights matters to surface and be made known to management;
- o comment on proposed changes to Office-wide policies and practices which affect the treatment of GAO employees;
- o make recommendations to the Comptroller General and top-level management on office policies, practices, and procedures as they affect equal employment opportunity;
- o help develop civil rights action plans by providing substantive and precise recommendations for plan content, with an opportunity for comment on final proposals before submitting them to the Comptroller General.

The General Accounting Office's Civil Rights Advisory Council has 19 members, including

- o 16 division and office representatives,
- o a representative from the National Federation of Federal Employees, GAO Lodge No. 1822,
- o an advisor for handicapped employees,
- o a liaison from the Field Operations Division, and
- o the Chair, who is an at-large member.

We hope you will find this report informative and interesting. If you have any questions about it, please contact your EEO (now Civil Rights) Advisory Council representative. Should you have

any ideas on how hiring, career development, training, performance appraisals, promotions, discrimination complaints, and other personnel policies and practices can better contribute to equal opportunity for all employees, please let us know. The Council will help you make your views known to top management.

  
R. Rochelle Burns  
Chairman, Civil Rights  
Advisory Council

## ACHIEVING BALANCED REPRESENTATION IN GAO

### PROGRESS AND PROBLEMS

It is the Civil Rights Advisory Council's position that GAO should have as a goal that minorities and white females each achieve a proportionate share of GAO's management structure. With this thought in mind, we reviewed promotion and profile statistics provided by GAO's Civil Rights Office. We found that GAO has had success over the past 5 years in attracting minorities and white females to its professional work force. GAO has also increased the number of minorities and white females in management positions (GS-13 through SES). Even with these gains, however, minorities and white females are still inadequately represented in GAO's management structure. White females in 1981 represented 16 percent of the professional work force but only 6.8 percent of the management structure. Similarly, minorities represented 14 percent of GAO's work force and only 5.5 percent of the management structure (see App. I). In reviewing each division profile, we found that, while some of the divisions have made more progress than others, not one of them had a balanced management structure. The reasons for the lack of progress by the various divisions is not readily discernible from the statistics.

Many seem to view the problem as a long-term one, where a great number of years must pass before GAO achieves a balanced management structure. The Council, however, believes that GAO could double its number of minorities and white females in management positions in the next 5-year period by more energetic action by each division director.

The specifics of what we found follow.

For fiscal years 1977 to 1981, we analyzed the number of employees by grade, race, and sex and the number of promotions to GS-13, GS-14, and GS-15 positions.

--We found that GAO has had success in attracting minorities. The number of minority professionals increased from 10.2 percent of the professional work force in 1977 to 14.0 percent in 1981.

--Minority representation in GAO's management positions (GS-13 through SES) also increased--from 3.3 percent in 1977 to 5.5 percent in 1981.

--A more balanced profile is needed in GAO's line divisions, which include the 15 regional offices. As the reader will note in Appendix II, these units will require different levels of effort to achieve the goals suggested.

--White females have made faster progress into higher grade levels than minorities.

RECOMMENDATION

The Civil Rights Council recommends that the Comptroller General develop an energetic plan to double the number of minorities and white females in the management structure over the next 5-year period. The Council stands ready to assist the Comptroller General and his management team in achieving this goal.

## UPWARD MOBILITY PROGRAM

The Upward Mobility Program is a project of reassignment, on-the-job training, classroom training, and career progression for nonprofessional GAO employees. According to the Program Manual, employees are competitively selected to enter specially designed trainee positions that create career mobility for employees whose jobs have either limited or no promotion potential. The success of this program results in more effective use of current staff and in new promotional opportunities for these employees. The commitment of GAO is to provide

- effective on-the-job training,
- appropriate formal training,
- individual counseling,
- educational opportunities to include payment of tuition, fees, and books and release time based on the needs, interest, and background of the individual,
- diversified experience and work assignments,
- maximum exposure to work in the chosen career field, and
- target positions for those who successfully complete the program's training requirements.

The objectives of training are to provide participants with (1) skills, knowledge, and abilities necessary to function effectively in the target position and (2) a broad understanding of the Federal Government, GAO's operational mission, and the activities and functions of all GAO divisions and offices.

Upon successfully completing the program, Upward Mobility participants are reassigned to target positions in different occupational series, usually with career-ladder opportunities.

### SUMMARY OF CIVIL RIGHTS ADVISORY COUNCIL REVIEW

GAO began its Upward Mobility Program in 1974. Since then, 86 participants have graduated, 62 of whom are now in the evaluator series. Although the program has been highly competitive in the past, both the number of participants and the number of those completing the program has declined in recent years. If the trends of the past year continue, the program is likely to disappear. The Civil Rights Advisory Council

strongly supports the program because of the job opportunities it has given women and minorities in the support staff and because those who have completed the program have proved to be valuable employees to the agency in higher grades.

Interviews with managers in various divisions indicate that two influences have led to the present lack of emphasis on the Upward Mobility Program. First, budget constraints have reduced all promotion and hiring opportunities. Second, because co-op students can be hired and not charged against a division's ceiling while in the co-op program, they have provided division management with a very attractive alternative to Upward Mobility Program participants.

We recommend that there be a return to the strong GAO commitment to the Upward Mobility Program and that the staff time used during the training program be charged to a central GAO account.

#### BACKGROUND

GAO's Upward Mobility Program was begun with some vigor in 1974 and had about 45 participants in each of the first 3 or 4 years. In 1980, the number declined to 30, and beginning in 1982 declined to only 16 participants. Now that the number of graduates outnumber the new entrants, the program is fading. The following table details enrollment information for the last 4 years as supplied by the Civil Rights Office.

| <u>Fiscal year</u> | <u>Number entering</u> | <u>Number in program any time during the year</u> | <u>Number graduated</u> | <u>Dropouts</u> |
|--------------------|------------------------|---|-------------------------|-----------------|
| 1979               | 0                      | 31  | 21                      | 0               |
| 1980               | 20                     | 30  | 10                      | 2               |
| 1981               | 7                      | 25  | 8                       | 1               |
| 1982<br>(to date)  | 0                      | 16  | 0                       | 1               |
|                    | —                      | —   | —                       | —               |
| Totals             | 27                     | NA  | 39                      | 4               |

The Council has been raising the issue of the reduction in the program since 1977. When asked, management has always denied that its commitment to Upward Mobility has lessened; the numbers above, however, reflect the problems the program is having.

In response to our concerns about the Upward Mobility Program in the 1980 report, we were told that "having a decentralized approach to the Upward Mobility Program will in no way detract from our commitment to meet our agency's affirmative action goals."

This year we have gone beyond noting the decrease and have tried to find out why the divisions--the relevant units in this issue--have not continued their use of the program. These responses are summarized later in the report.

An interesting facet of GAO's recruitment process came up during our interviews and talks with personnel staff. The Upward Mobility Program is indeed a means of internal recruiting, since graduates become entry-level staff. Therefore, the graduates compete with other, external sources for recruitment. It became apparent, as we gathered our information, that the primary source for entry-level staff in GAO over the last few years has been the student co-op program. This work-study approach brings college students into GAO for 3-to 6-month work periods alternating with semesters of school. Upon graduation, co-ops are almost automatically converted to permanent employee status.

Co-op students are attractive to management. The time they spend with GAO before graduation is not charged against the divisions' all-important staff ceilings. This works to the detriment of the Upward Mobility Program, since program participants' learning/training time is charged against divisions' staff ceilings.

#### SUMMARY OF INTERVIEWS WITH DIVISION DIRECTORS

Although the level of involvement in the Upward Mobility Program has been decreasing, the divisions interviewed--AFMD, CED, EMD, FPCD, FOD, HRD, and PLRD--generally favored the program, and their directors have high regard for it. They felt that it is a good investment and that the program graduates in their divisions are doing quite well. However, decreases in the budgeted staff years have forced them to limit their involvement in the program; some divisions and offices have had to cut back tremendously. The directors felt that use of the program can be controlled within the context of SES contracts and suggested that allowances be made in staff year allocations to provide for greater use.

According to the division directors interviewed, the Upward Mobility Program can be and is sometimes used to meet EEO hiring goals, but they noted that most of their EEO emphasis is now at the GS-13/14/15 levels, since staffing at the entry-levels has a good distribution of women and minorities.

## CONCLUSION/RECOMMENDATION

The Upward Mobility Program is an effective equal opportunity tool. Its present utilization is poor. GAO management can do two things to help the program compete more equally with other sources of entry-level employees. First, there should be a strong reaffirmation of GAO's commitment to keeping a pipeline full of upward mobility applicants and participants. That commitment should be reflected in SES contracts. Second, GAO should not charge the divisions for the time spent by program participants during their training period.

We believe that implementing these recommendations will allow GAO to continue to create opportunities for underutilized employees and to provide avenues of advancement for those who might not otherwise increase their contribution to the mission of the agency.

NUMBER OF PROFESSIONALS IN GAO  
(GS-7 through SES)

|                  | <u>December 1977</u> |                | <u>December 1981</u> |                |
|------------------|----------------------|----------------|----------------------|----------------|
|                  | <u>Number</u>        | <u>Percent</u> | <u>Number</u>        | <u>Percent</u> |
| White Males      | 3,192                | 79.3           | 2,775                | 70.0           |
| White Females    | 423                  | 10.5           | 632                  | 16.0           |
| Minority Males   | 263                  | 6.6            | 301                  | 7.6            |
| Minority Females | <u>146</u>           | <u>3.6</u>     | <u>253</u>           | <u>6.4</u>     |
| Total            | <u>4,024</u>         | <u>100.0</u>   | <u>3,961</u>         | <u>100.0</u>   |

Source: Data supplied by Civil Rights Office.

GENERAL ACCOUNTING OFFICE  
ANALYSIS OF GS EMPLOYEES BY GRADE, SEX,  
AND RACIAL CATEGORY AS OF JUNE 30, 1977

| <u>GS grade</u> | <u>Minority women</u> | <u>Minority men</u> | <u>White women</u> | <u>White men</u> | <u>Total women</u> | <u>Total men</u> | <u>Grand total</u> |
|-----------------|-----------------------|---------------------|--------------------|------------------|--------------------|------------------|--------------------|
| 1 to 4          | 149                   | 44                  | 196                | 56               | 345                | 100              | 445                |
| % of total      | 33.5                  | 9.9                 | 44.0               | 12.6             | 77.5               | 22.5             |                    |
| 5               | 122                   | 12                  | 154                | 19               | 276                | 31               | 307                |
| % of total      | 39.7                  | 3.9                 | 50.2               | 6.2              | 89.9               | 10.1             |                    |
| 6               | 118                   | 5                   | 142                | 5                | 260                | 10               | 270                |
| % of total      | 43.7                  | 1.9                 | 52.6               | 1.9              | 96.3               | 3.7              |                    |
| 7               | 61                    | 18                  | 110                | 116              | 171                | 134              | 305                |
| % of total      | 20.0                  | 5.9                 | 36.1               | 38.0             | 56.1               | 43.9             |                    |
| 8               | 10                    | 1                   | 35                 | 1                | 45                 | 2                | 47                 |
| % of total      | 21.3                  | 2.1                 | 74.5               | 2.1              | 95.7               | 4.3              |                    |
| 9               | 29                    | 50                  | 112                | 247              | 141                | 297              | 438                |
| % of total      | 6.6                   | 11.4                | 25.6               | 56.4             | 32.2               | 67.8             |                    |
| 10              | —                     | —                   | 4                  | 2                | 4                  | 2                | 6                  |
| % of total      | 0.0                   | 0.0                 | 66.7               | 33.3             | 66.7               | 33.3             |                    |
| 11              | 45                    | 84                  | 127                | 360              | 172                | 444              | 616                |
| % of total      | 7.3                   | 13.6                | 20.6               | 54.4             | 27.9               | 72.1             |                    |
| 12              | 26                    | 66                  | 92                 | 842              | 118                | 908              | 1026               |
| % of total      | 2.5                   | 6.4                 | 9.0                | 82.1             | 11.5               | 88.5             |                    |
| 13              | 6                     | 32                  | 48                 | 748              | 54                 | 780              | 834                |
| % of total      | 0.7                   | 3.8                 | 5.8                | 89.7             | 6.5                | 93.5             |                    |
| 14              | 3                     | 13                  | 18                 | 599              | 21                 | 612              | 633                |
| % of total      | 0.5                   | 2.1                 | 2.8                | 94.6             | 3.3                | 96.7             |                    |
| 15              | —                     | 6                   | 5                  | 306              | 5                  | 312              | 317                |
| % of total      | 0.0                   | 1.9                 | 1.6                | 98.1             | 1.6                | 98.4             |                    |
| 16 to 18        | —                     | 2                   | 1                  | 84               | 1                  | 86               | 87                 |
| % of total      | <u>0.0</u>            | <u>2.3</u>          | <u>1.1</u>         | <u>96.6</u>      | <u>1.1</u>         | <u>98.9</u>      | <u>—</u>           |
| Total           | 569                   | 333                 | 1044               | 3385             | 1613               | 3718             | 5331               |
| % of total      | <u>10.7</u>           | <u>6.2</u>          | <u>19.6</u>        | <u>63.5</u>      | <u>30.3</u>        | <u>69.7</u>      | <u>—</u>           |

## GENERAL ACCOUNTING OFFICE

### Analysis of General Schedule Employees by Grade, Sex, and Racial Category as of May 20, 1978

| GS Grade     | Minority<br>Women | Minority<br>Men | White<br>Women | White<br>Men | Total<br>Women | Total<br>Men | Grand<br>Total |
|--------------|-------------------|-----------------|----------------|--------------|----------------|--------------|----------------|
| 1-4          | 222               | 50              | 205            | 51           | 427            | 101          | 528            |
| % of total   | 42                | 9.4             | 38             | 9.6          | 80.8           | 19.1         |                |
| 5            | 137               | 13              | 158            | 28           | 295            | 41           | 336            |
| % of total   | 40.7              | 3.8             | 47             | 8.3          | 87.7           | 12.2         |                |
| 6            | 110               | 5               | 130            | 4            | 240            | 9            | 249            |
| % of total   | 44.1              | 2               | 52.2           | 1.6          | 96.3           | 3.6          |                |
| 7            | 62                | 18              | 112            | 66           | 174            | 84           | 258            |
| % of total   | 24                | 6.9             | 43.4           | 25.5         | 67.4           | 32.5         |                |
| 8            | 1                 | 8               | 26             | 1            | 27             | 9            | 36             |
| % of total   | 2.7               | 22.2            | 72.2           | 2.7          | 75             | 25           |                |
| 9            | 33                | 46              | 91             | 162          | 124            | 208          | 332            |
| % of total   | 9.9               | 13.8            | 27.4           | 48.7         | 37.3           | 62.6         |                |
| 10           | 1                 | 0               | 2              | 2            | 3              | 2            | 5              |
| % of total   | 20                | 0               | 40             | 40           | 60             | 40           |                |
| 11           | 34                | 58              | 116            | 315          | 150            | 373          | 523            |
| % of total   | 6.5               | 11              | 22.1           | 60.2         | 28.6           | 71.3         |                |
| 12           | 45                | 107             | 128            | 868          | 173            | 975          | 1,148          |
| % of total   | 3.9               | 9.3             | 11.1           | 75.6         | 15             | 84.9         |                |
| 13           | 8                 | 31              | 50             | 804          | 58             | 835          | 893            |
| % of total   | .8                | 3.4             | 5.5            | 90           | 6.4            | 93.5         |                |
| 14           | 3                 | 20              | 23             | 598          | 26             | 618          | 644            |
| % of total   | .4                | 3.1             | 3.5            | 92.8         | 4              | 95.9         |                |
| 15           | 0                 | 5               | 6              | 308          | 6              | 313          | 319            |
| % of total   | 0                 | 1.5             | 1.8            | 96.5         | 1.8            | 98.1         |                |
| 16-18        | 0                 | 3               | 1              | 84           | 1              | 87           | 88             |
| % of total   | 0                 | 3.4             | 1.1            | 95.4         | 1.1            | 98.8         |                |
| <b>TOTAL</b> | <b>656</b>        | <b>364</b>      | <b>1,048</b>   | <b>3,291</b> | <b>1,704</b>   | <b>3,655</b> | <b>5,359</b>   |

## GENERAL ACCOUNTING OFFICE

Analysis of General Schedule Employees by Grade, Sex,  
and Racial Category as of June 1979

| GS Grade     | Minority<br>Women | Minority<br>Men | Non-<br>minority<br>Women | Non-<br>minority<br>Men | Total<br>Women | Total<br>Men | Total |
|--------------|-------------------|-----------------|---------------------------|-------------------------|----------------|--------------|-------|
| 1-4          | 184               | 34              | 201                       | 45                      | 385            | 79           | 464   |
| % of total   | 39.7              | 7.3             | 43.3                      | 9.7                     | 83.0           | 17.0         |       |
| 5            | 128               | 10              | 149                       | 33                      | 277            | 43           | 320   |
| % of total   | 40.0              | 3.1             | 46.6                      | 10.3                    | 86.6           | 13.4         |       |
| 6            | 122               | 4               | 114                       | 5                       | 236            | 9            | 245   |
| % of total   | 49.8              | 1.6             | 46.5                      | 2.0                     | 96.3           | 3.7          |       |
| 7            | 70                | 23              | 166                       | 104                     | 236            | 127          | 363   |
| % of total   | 19.3              | 6.3             | 45.7                      | 28.7                    | 65.0           | 35.0         |       |
| 8            | 9                 | 1               | 20                        | 2                       | 29             | 3            | 32    |
| % of total   | 28.1              | 3.1             | 62.5                      | 6.3                     | 90.6           | 9.4          |       |
| 9            | 34                | 31              | 83                        | 102                     | 117            | 133          | 250   |
| % of total   | 13.6              | 12.4            | 33.2                      | 40.8                    | 46.8           | 53.2         |       |
| 10           | 1                 | 0               | 4                         | 2                       | 5              | 2            | 7     |
| % of total   | 14.3              | 0               | 57.1                      | 28.6                    | 71.4           | 28.6         |       |
| 11           | 41                | 44              | 101                       | 224                     | 142            | 268          | 410   |
| % of total   | 10.0              | 10.7            | 24.6                      | 54.6                    | 34.6           | 65.4         |       |
| 12           | 57                | 123             | 163                       | 879                     | 220            | 1,002        | 1,222 |
| % of total   | 4.7               | 10.1            | 13.3                      | 71.9                    | 18.0           | 82.0         |       |
| 13           | 13                | 38              | 70                        | 844                     | 83             | 882          | 965   |
| % of total   | 1.3               | 3.9             | 7.3                       | 87.5                    | 8.6            | 91.4         |       |
| 14           | 2                 | 22              | 22                        | 606                     | 24             | 628          | 652   |
| % of total   | 0.3               | 3.5             | 3.5                       | 92.9                    | 3.7            | 96.3         |       |
| 15           | 1                 | 7               | 8                         | 312                     | 9              | 319          | 328   |
| % of total   | 0.3               | 2.1             | 2.4                       | 35.1                    | 2.7            | 97.3         |       |
| 16           | 0                 | 3               | 1                         | 39                      | 1              | 42           | 43    |
| % of total   | 0                 | 7.0             | 2.3                       | 90.7                    | 2.3            | 97.7         |       |
| 17-18        | 0                 | 0               | 0                         | 45                      | 0              | 45           | 45    |
| % of total   | 0                 | 0               | 0                         | 100                     | 0              | 100          |       |
| <b>TOTAL</b> | 662               | 340             | 1,102                     | 3,242                   | 1,764          | 3,582        | 5,346 |
|              | 12.4              | 6.4             | 20.6                      | 60.6                    | 33.0           | 67.0         |       |

## GENERAL ACCOUNTING OFFICE

Analysis of General Schedule Employees by Grade,  
Sex, and Racial Category as of July 1980

| <u>GS Grade</u> | <u>Minority<br/>Women</u> | <u>Minority<br/>Men</u> | <u>Non-<br/>Minority<br/>Women</u> | <u>Non-<br/>Minority<br/>Men</u> | <u>Total<br/>Women</u> | <u>Total<br/>Men</u> | <u>Total</u> |
|-----------------|---------------------------|-------------------------|------------------------------------|----------------------------------|------------------------|----------------------|--------------|
| 1-4             | 229                       | 49                      | 263                                | 67                               | 492                    | 116                  | 608          |
| % of total      | 37.7                      | 8.1                     | 43.3                               | 11.0                             | 81.0                   | 19.1                 |              |
| 5               | 138                       | 17                      | 138                                | 37                               | 276                    | 34                   | 330          |
| % of total      | 41.8                      | 5.2                     | 41.8                               | 11.2                             | 83.6                   | 16.4                 |              |
| 6               | 107                       | 3                       | 101                                | 6                                | 208                    | 9                    | 217          |
| % of total      | 49.3                      | 1.4                     | 46.5                               | 2.8                              | 95.9                   | 4.1                  |              |
| 7               | 99                        | 56                      | 191                                | 141                              | 290                    | 197                  | 487          |
| % of total      | 20.3                      | 11.5                    | 39.2                               | 29.0                             | 59.5                   | 40.5                 |              |
| 8               | 11                        | 1                       | 29                                 | 1                                | 40                     | 2                    | 42           |
| % of total      | 26.2                      | 2.4                     | 69.0                               | 2.4                              | 95.2                   | 4.8                  |              |
| 9               | 60                        | 37                      | 131                                | 142                              | 191                    | 179                  | 370          |
| % of total      | 16.2                      | 10.0                    | 35.4                               | 38.4                             | 51.6                   | 48.4                 |              |
| 10              | 2                         | 0                       | 5                                  | 1                                | 7                      | 1                    | 8            |
| % of total      | 25.0                      | 0                       | 62.5                               | 12.5                             | 87.5                   | 12.5                 |              |
| 11              | 42                        | 37                      | 114                                | 156                              | 156                    | 193                  | 349          |
| % of total      | 12.0                      | 10.6                    | 32.7                               | 44.7                             | 44.7                   | 55.3                 |              |
| 12              | 65                        | 142                     | 172                                | 832                              | 237                    | 974                  | 1,211        |
| % of total      | 5.4                       | 11.7                    | 14.2                               | 68.7                             | 19.6                   | 80.4                 |              |
| 13              | 17                        | 36                      | 83                                 | 835                              | 100                    | 871                  | 971          |
| % of total      | 1.8                       | 3.7                     | 8.5                                | 86.0                             | 10.3                   | 89.7                 |              |
| 14              | 3                         | 25                      | 28                                 | 612                              | 31                     | 637                  | 668          |
| % of total      | .4                        | 3.7                     | 4.2                                | 91.6                             | 4.6                    | 95.4                 |              |
| 15              | 2                         | 8                       | 13                                 | 318                              | 15                     | 326                  | 341          |
| % of total      | .6                        | 2.3                     | 3.8                                | 93.3                             | 4.4                    | 95.6                 |              |
| 16-18           | 0                         | 4                       | 2                                  | 78                               | 2                      | 82                   | 84           |
| % of total      | 0                         | 4.8                     | 2.4                                | 92.8                             | 2.4                    | 97.6                 |              |
| Total           | 775                       | 415                     | 1,269                              | 3,226                            | 2,004                  | 3,641                |              |
| % OF TOTAL      | 13.6                      | 7.3                     | 22.3                               | 56.7                             | 36.0                   | 64.0                 |              |

## APPENDIX I

U.S. GENERAL ACCOUNTING OFFICE  
 Analysis of General Schedule Employees  
 by Grade, Sex and Racial Category as of December 1981

| <u>GS-Grade</u> | <u>Minority<br/>Women</u> | <u>Minority<br/>Men</u> | <u>Non-<br/>Minority<br/>Women</u> | <u>Non-<br/>Minority<br/>Men</u> | <u>Total<br/>Women</u> | <u>Total<br/>Men</u> | <u>Total</u> |
|-----------------|---------------------------|-------------------------|------------------------------------|----------------------------------|------------------------|----------------------|--------------|
| 1-4             | 178                       | 38                      | 144                                | 20                               | 322                    | 58                   | 380          |
| % of total      | 46.8                      | 10.0                    | 37.9                               | 5.3                              | 84.7                   | 15.3                 |              |
| 5               | 137                       | 22                      | 101                                | 26                               | 238                    | 48                   | 286          |
| % of total      | 47.9                      | 7.7                     | 35.3                               | 9.0                              | 83.2                   | 16.8                 |              |
| 6               | 137                       | 5                       | 93                                 | 5                                | 230                    | 10                   | 240          |
| % of total      | 57.1                      | 2.1                     | 38.8                               | 2.1                              | 95.8                   | 4.2                  |              |
| 7               | 75                        | 16                      | 115                                | 45                               | 190                    | 61                   | 251          |
| % of total      | 29.9                      | 6.4                     | 45.8                               | 17.9                             | 75.7                   | 24.3                 |              |
| 8               | 15                        | 1                       | 21                                 | 1                                | 36                     | 2                    | 38           |
| % of total      | 29.9                      | 2.6                     | 55.3                               | 2.6                              | 94.7                   | 5.3                  |              |
| 9               | 53                        | 40                      | 111                                | 104                              | 164                    | 144                  | 308          |
| % of total      | 17.2                      | 13.0                    | 36.0                               | 33.8                             | 53.2                   | 46.8                 |              |
| 10              | 1                         | 0                       | 5                                  | 1                                | 6                      | 1                    | 7            |
| % of total      | 14.3                      | 0                       | 71.4                               | 14.3                             | 85.7                   | 14.3                 |              |
| 11              | 65                        | 38                      | 158                                | 159                              | 223                    | 197                  | 420          |
| % of total      | 15.5                      | 9.0                     | 37.6                               | 37.9                             | 53.1                   | 46.9                 |              |
| 12              | 86                        | 135                     | 192                                | 771                              | 278                    | 906                  | 1184         |
| % of total      | 7.3                       | 11.4                    | 16.2                               | 65.1                             | 23.5                   | 76.5                 |              |
| 13              | 24                        | 45                      | 93                                 | 803                              | 117                    | 848                  | 965          |
| % of total      | 2.5                       | 4.7                     | 9.6                                | 83.2                             | 12.1                   | 87.9                 |              |
| 14              | 3                         | 26                      | 31                                 | 619                              | 34                     | 645                  | 679          |
| % of total      | .4                        | 3.8                     | 4.6                                | 91.2                             | 5.0                    | 95.0                 |              |
| 15              | 2                         | 10                      | 15                                 | 324                              | 17                     | 334                  | 351          |
| % of total      | .6                        | 2.8                     | 4.3                                | 92.3                             | 4.8                    | 95.2                 |              |
| SES             | 2                         | 4                       | 4                                  | 95                               | 6                      | 99                   | 105          |
| % of total      | 1.9                       | 3.8                     | 3.8                                | 90.5                             | 5.7                    | 94.3                 |              |
| Total           | 778                       | 380                     | 1083                               | 2973                             | 1861                   | 3353                 | 5214         |
| % of TOTAL      | 14.9                      | 7.3                     | 20.8                               | 57.0                             | 35.7                   | 64.3                 | 100          |

PROFILE OF GAO DIVISIONS

December 21, 1981

|  | <u>Number</u><br>GS-13 | <u>Percent</u> | <u>Number</u><br>GS-14 | <u>Percent</u> | <u>Number</u><br>GS-15 | <u>Percent</u> | <u>Total</u> |
|--|------------------------|----------------|------------------------|----------------|------------------------|----------------|--------------|
| <u>Accounting and Financial Management Division (AFMD)</u> |                        |                |                        |                |                        |                |              |
| White Males  | 53                     | 82.8           | 53                     | 89.8           | 35                     | 94.6           | 141          |
| White Females  | 6                      | 9.4            | 3                      | 5.1            | 0                      | -              | 9            |
| Minority Males   | 2                      | 3.1            | 3                      | 5.1            | 2                      | 5.4            | 7            |
| Minority Females   | <u>3</u>               | <u>4.7</u>     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>3</u>     |
| Total  | 64                     | 100.0          | 59                     | 100.0          | 37                     | 100.0          | 160          |
| <u>Community and Economic Development Division (CED)</u>   |                        |                |                        |                |                        |                |              |
| White Males  | 53                     | 89.8           | 41                     | 95.3           | 24                     | 96.0           | 118          |
| White Females  | 3                      | 5.1            | 1                      | 2.3            | 0                      | -              | 4            |
| Minority Males   | 1                      | 1.7            | 1                      | 2.3            | 1                      | 4.0            | 3            |
| Minority Females   | <u>2</u>               | <u>3.4</u>     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>2</u>     |
| Total  | 59                     | 100.0          | 43                     | 100.0          | 25                     | 100.0          | 127          |
| <u>Energy and Minerals Division (EMD)</u>                  |                        |                |                        |                |                        |                |              |
| White Males  | 42                     | 80.8           | 25                     | 92.6           | 15                     | 88.2           | 82           |
| White Females  | 7                      | 13.5           | 0                      | -              | 2                      | 11.8           | 9            |
| Minority Males   | 2                      | 3.8            | 2                      | 7.4            | 0                      | -              | 4            |
| Minority Females   | <u>1</u>               | <u>1.9</u>     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>1</u>     |
| Total  | 52                     | 100.0          | 27                     | 100.0          | 17                     | 100.0          | 96           |

PROFILE OF GAO DIVISIONS

December 21, 1981

|   | <u>Number</u><br>GS-13 | <u>Percent</u> | <u>Number</u><br>GS-14 | <u>Percent</u> | <u>Number</u><br>GS-15 | <u>Percent</u> | <u>Total</u> |
|---|------------------------|----------------|------------------------|----------------|------------------------|----------------|--------------|
| <u>Federal Personnel and Compensation Division (FPCD)</u> |                        |                |                        |                |                        |                |              |
| White Males   | 20                     | 71.4           | 18                     | 94.7           | 14                     | 100.0          | 52           |
| White Females   | 4                      | 14.3           | 0                      | -              | 0                      | -              | 4            |
| Minority Males  | 0                      | -              | 1                      | 5.3            | 0                      | -              | 1            |
| Minority Females  | <u>4</u>               | <u>14.3</u>    | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>4</u>     |
| Total   | 28                     | 100.0          | 19                     | 100.0          | 14                     | 100.0          | 61           |
| <u>General Government Division (GGD)</u>                  |                        |                |                        |                |                        |                |              |
| White Males   | 32                     | 84.2           | 37                     | 97.4           | 22                     | 95.7           | 91           |
| White Females   | 3                      | 7.9            | 1                      | 2.6            | 0                      | -              | 4            |
| Minority Males  | 2                      | 5.3            | 0                      | -              | 1                      | 4.3            | 3            |
| Minority Females  | <u>1</u>               | <u>2.6</u>     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>1</u>     |
| Total   | 38                     | 100.0          | 38                     | 100.0          | 23                     | 100.0          | 99           |
| <u>Human Resources Division (HRD)</u>                     |                        |                |                        |                |                        |                |              |
| White Males   | 47                     | 78.3           | 42                     | 93.3           | 23                     | 92.0           | 112          |
| White Females   | 6                      | 10.0           | 2                      | 4.4            | 1                      | 4.0            | 9            |
| Minority Males  | 6                      | 10.0           | 0                      | -              | 1                      | 4.0            | 7            |
| Minority Females  | <u>1</u>               | <u>1.7</u>     | <u>1</u>               | <u>2.2</u>     | <u>0</u>               | <u>-</u>       | <u>2</u>     |
| Total   | 60                     | 100.0          | 45                     | 100.0          | 25                     | 100.0          | 130          |

PROFILE OF GAO DIVISIONS

December 21, 1981

|                              | <u>Number</u><br>GS-13 | <u>Percent</u> | <u>Number</u><br>GS-14 | <u>Percent</u> | <u>Number</u><br>GS-15 | <u>Percent</u> | <u>Total</u> |
|------------------------------|------------------------|----------------|------------------------|----------------|------------------------|----------------|--------------|
| <u>International</u>         |                        |                |                        |                |                        |                |              |
| <u>Division</u> (ID)         |                        |                |                        |                |                        |                |              |
| White Males                  | 24                     | 80.0           | 27                     | 96.4           | 16                     | 100.0          | 67           |
| White Females                | 4                      | 13.3           | 1                      | 3.6            | 0                      | -              | 5            |
| Minority Males               | 1                      | 3.3            | 0                      | -              | 0                      | -              | 1            |
| Minority Females             | <u>1</u>               | <u>3.3</u>     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>1</u>     |
| Total                        | 30                     | 100.0          | 28                     | 100.0          | 16                     | 100.0          | 74           |
| <u>Institute for Program</u> |                        |                |                        |                |                        |                |              |
| <u>Evaluation</u> (IPE)      |                        |                |                        |                |                        |                |              |
| White Males                  | 7                      | 36.8           | 15                     | 83.3           | 17                     | 89.5           | 39           |
| White Females                | 9                      | 47.4           | 3                      | 16.7           | 1                      | 5.3            | 13           |
| Minority Males               | 3                      | 15.8           | 0                      | -              | 1                      | 5.3            | 4            |
| Minority Females             | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>-</u>     |
| Total                        | 19                     | 100.0          | 18                     | 100.0          | 19                     | 100.0          | 56           |
| <u>Mission Analysis and</u>  |                        |                |                        |                |                        |                |              |
| <u>Systems Acquisition</u>   |                        |                |                        |                |                        |                |              |
| <u>Division</u> (MASAD)      |                        |                |                        |                |                        |                |              |
| White Males                  | 24                     | 96.0           | 24                     | 88.9           | 12                     | 100.0          | 60           |
| White Females                | 1                      | 4.0            | 0                      | -              | 0                      | -              | 1            |
| Minority Males               | 0                      | -              | 3                      | 11.1           | 0                      | -              | 3            |
| Minority Females             | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>     |
| Total                        | 25                     | 100.0          | 27                     | 100.0          | 12                     | 100.0          | 64           |

PROFILE OF GAO DIVISIONS

December 21, 1981

|  | <u>Number</u><br>GS-13 | <u>Percent</u> | <u>Number</u><br>GS-14 | <u>Percent</u> | <u>Number</u><br>GS-15 | <u>Percent</u> | <u>Total</u> |
|--|------------------------|----------------|------------------------|----------------|------------------------|----------------|--------------|
| <u>Office of the General Counsel (OGC)</u> |                        |                |                        |                |                        |                |              |
| White Males                                | 13                     | 68.4           | 29                     | 80.6           | 36                     | 90.0           | 78           |
| White Females                              | 6                      | 31.6           | 6                      | 16.7           | 3                      | 7.5            | 15           |
| Minority Males                             | 0                      | -              | 1                      | 2.8            | 1                      | 2.5            | 2            |
| Minority Females                           | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>     |
| Total                                      | 19                     | 100.0          | 36                     | 100.0          | 40                     | 100.0          | 95           |
| <u>Program Analysis Division (PAD)</u>     |                        |                |                        |                |                        |                |              |
| White Males                                | 19                     | 76.0           | 15                     | 78.9           | 8                      | 66.7           | 42           |
| White Females                              | 3                      | 12.0           | 1                      | 5.3            | 3                      | 25.0           | 7            |
| Minority Males                             | 1                      | 4.0            | 3                      | 15.8           | 1                      | 8.3            | 5            |
| Minority Females                           | <u>2</u>               | <u>8.0</u>     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>2</u>     |
| Total                                      | 25                     | 100.0          | 19                     | 100.0          | 12                     | 100.0          | 56           |
| <u>Personnel (PERS)</u>                    |                        |                |                        |                |                        |                |              |
| White Males                                | 5                      | 35.7           | 6                      | 75.0           | 2                      | 100.0          | 13           |
| White Females                              | 6                      | 42.9           | 2                      | 25.0           | 0                      | -              | 8            |
| Minority Males                             | 1                      | 7.1            | 0                      | -              | 0                      | -              | 1            |
| Minority Females                           | <u>2</u>               | <u>14.3</u>    | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>2</u>     |
| Total                                      | 14                     | 100.0          | 8                      | 100.0          | 2                      | 100.0          | 24           |

18

PROFILE OF GAO DIVISIONS

December 21, 1981

| Division/Office   | <u>Number</u> | <u>Percent</u> | <u>Number</u> | <u>Percent</u> | <u>Number</u> | <u>Percent</u> | <u>Total</u> |
|---|---------------|----------------|---------------|----------------|---------------|----------------|--------------|
|   | GS-13         |                | GS-14         |                | GS-15         |                |              |
| <u>Procurement, Logistics and Readiness Division (PLRD)</u> |               |                |               |                |               |                |              |
| White Males   | 33            | 91.7           | 41            | 93.2           | 24            | 100.0          | 98           |
| White Females   | 1             | 2.8            | 1             | 2.3            | 0             | -              | 2            |
| Minority Males  | 2             | 5.6            | 2             | 4.5            | 0             | -              | 4            |
| Minority Females  | <u>0</u>      | <u>-</u>       | <u>0</u>      | <u>-</u>       | <u>-</u>      | <u>-</u>       | <u>0</u>     |
| Total   | 36            | 100.0          | 44            | 100.0          | 24            | 100.0          | 104          |

Division/Office Total

|                  | <u>Number</u> | <u>Percent</u> | <u>Number</u> | <u>Percent</u> | <u>Number</u> | <u>Percent</u> | <u>Total</u> | <u>Percent</u> |
|------------------|---------------|----------------|---------------|----------------|---------------|----------------|--------------|----------------|
|                  | GS-13         |                | GS-14         |                | GS-15         |                |              |                |
| White Males      | 372           | 79.0           | 373           | 90.7           | 248           | 93.2           | 993          | 86.7           |
| White Females    | 59            | 13.0           | 21            | 5.1            | 10            | 3.8            | 90           | 7.8            |
| Minority Males   | 21            | 4.0            | 16            | 3.8            | 8             | 3.0            | 45           | 3.9            |
| Minority Females | <u>17</u>     | <u>4.0</u>     | <u>1</u>      | <u>2.4</u>     | <u>0</u>      | <u>-</u>       | <u>18</u>    | <u>1.6</u>     |
| Total            | 469           | 100.0          | 411           | 100.0          | 266           | 100.0          | 1,146        | 100.0          |

PROFILE OF GAO FIELD OPERATIONS DIVISION REGIONAL OFFICES

December 21, 1981

|                  | <u>Number</u><br>GS-13 | <u>Percent</u> | <u>Number</u><br>GS-14 | <u>Percent</u> | <u>Number</u><br>GS-15 | <u>Percent</u> |
|------------------|------------------------|----------------|------------------------|----------------|------------------------|----------------|
| <u>Atlanta</u>   |                        |                |                        |                |                        |                |
| White Males      | 35                     | 92.1           | 17                     | 100.0          | 5                      | 100            |
| White Females    | 1                      | 2.6            | 0                      | -              | 0                      | -              |
| Minority Males   | 2                      | 5.3            | 0                      | -              | 0                      | -              |
| Minority Females | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total            | 38                     | 100.0          | 17                     | 100.0          | 5                      | 100            |
| <u>Boston</u>    |                        |                |                        |                |                        |                |
| White Males      | 25                     | 92.0           | 12                     | 100.0          | 3                      | 75             |
| White Females    | 2                      | 8.0            | 0                      | -              | 1                      | 25             |
| Minority Males   | 0                      | -              | 0                      | -              | 0                      | -              |
| Minority Females | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total            | 27                     | 100.0          | 12                     | 100.0          | 4                      | 100            |
| <u>Chicago</u>   |                        |                |                        |                |                        |                |
| White Males      | 21                     | 84.0           | 12                     | 100.0          | 3                      | 100            |
| White Females    | 2                      | 8.0            | 0                      | -              | 0                      | -              |
| Minority Males   | 1                      | 4.0            | 0                      | -              | 0                      | -              |
| Minority Females | <u>1</u>               | <u>4.0</u>     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total            | 25                     | 100.0          | 12                     | 100.0          | 3                      | 100            |

PROFILE OF GAO FIELD OPERATIONS DIVISION REGIONAL OFFICES

December 21, 1981

|                   | <u>Number</u><br>GS-13 | <u>Percent</u> | <u>Number</u><br>GS-14 | <u>Percent</u> | <u>Number</u><br>GS-15 | <u>Percent</u> |
|-------------------|------------------------|----------------|------------------------|----------------|------------------------|----------------|
| <u>Cincinnati</u> |                        |                |                        |                |                        |                |
| White Males       | 23                     | 92.0           | 14                     | 100.0          | 3                      | 100.0          |
| White Females     | 0                      | -              | 0                      | -              | 0                      | -              |
| Minority Males    | 2                      | 8.0            | 0                      | -              | 0                      | -              |
| Minority Females  | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total             | 25                     | 100.0          | 14                     | 100.0          | 3                      | 100.0          |
| <u>Dallas</u>     |                        |                |                        |                |                        |                |
| White Males       | 30                     | 85.6           | 15                     | 83.3           | 4                      | 100.0          |
| White Females     | 1                      | 2.9            | 0                      | -              | 0                      | -              |
| Minority Males    | 3                      | 8.6            | 3                      | 16.7           | 0                      | -              |
| Minority Females  | <u>1</u>               | <u>2.9</u>     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total             | 35                     | 100.0          | 18                     | 100.0          | 4                      | 100.0          |
| <u>Denver</u>     |                        |                |                        |                |                        |                |
| White Males       | 25                     | 96.2           | 13                     | 92.9           | 2                      | 66.7           |
| White Females     | 1                      | 3.8            | 0                      | -              | 1                      | 33.3           |
| Minority Males    | 0                      | -              | 1                      | 7.1            | 0                      | -              |
| Minority Females  | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total             | 26                     | 100.0          | 14                     | 100.0          | 3                      | 100.0          |

PROFILE OF GAO FIELD OPERATIONS DIVISION REGIONAL OFFICES

December 21, 1981

|                    | <u>Number</u> | <u>Percent</u> | <u>Number</u> | <u>Percent</u> | <u>Number</u> | <u>Percent</u> |
|--------------------|---------------|----------------|---------------|----------------|---------------|----------------|
|                    | GS-13         |                | GS-14         |                | GS-15         |                |
| <u>Detroit</u>     |               |                |               |                |               |                |
| White Males        | 23            | 95.8           | 12            | 100.0          | 3             | 100            |
| White Females      | 0             |                | 0             | -              | 0             | -              |
| Minority Males     | 1             | 4.2            | 0             | -              | 0             | -              |
| Minority Females   | <u>0</u>      | <u>-</u>       | <u>0</u>      | <u>-</u>       | <u>0</u>      | <u>-</u>       |
| Total              | 24            | 100.0          | 12            | 100.0          | 3             | 100            |
| <u>Kansas City</u> |               |                |               |                |               |                |
| White Males        | 28            | 100.0          | 14            | 100.0          | 3             | 100            |
| White Females      | 0             | -              | 0             | -              | 0             | -              |
| Minority Males     | 0             | -              | 0             | -              | 0             | -              |
| Minority Females   | <u>0</u>      | <u>-</u>       | <u>0</u>      | <u>-</u>       | <u>0</u>      | <u>-</u>       |
| Total              | 28            | 100.0          | 14            | 100.0          | 3             | 100            |
| <u>Los Angeles</u> |               |                |               |                |               |                |
| White Males        | 25            | 83.3           | 10            | 83.3           | 4             | 100            |
| White Females      | 0             | -              | 0             | -              | 0             | -              |
| Minority Males     | 5             | 16.7           | 2             | 16.7           | 0             | -              |
| Minority Females   | <u>0</u>      | <u>-</u>       | <u>0</u>      | <u>-</u>       | <u>0</u>      | <u>-</u>       |
| Total              | 30            | 100.0          | 12            | 100.0          | 4             | 100            |

PROFILE OF GAO FIELD OPERATIONS DIVISION REGIONAL OFFICES

December 21, 1981

|                     | <u>Number</u><br>GS-13 | <u>Percent</u> | <u>Number</u><br>GS-14 | <u>Percent</u> | <u>Number</u><br>GS-15 | <u>Percent</u> |
|---------------------|------------------------|----------------|------------------------|----------------|------------------------|----------------|
| <u>New York</u>     |                        |                |                        |                |                        |                |
| White Males         | 23                     | 85.2           | 14                     | 93.3           | 4                      | 100            |
| White Females       | 3                      | 11.1           | 1                      | 6.7            | 0                      | -              |
| Minority Males      | 1                      | 3.7            | 0                      | -              | 0                      | -              |
| Minority Females    | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total               | 27                     | 100.0          | 15                     | 100.0          | 4                      | 100            |
| <u>Norfolk</u>      |                        |                |                        |                |                        |                |
| White Males         | 22                     | 91.3           | 11                     | 91.7           | 3                      | 100            |
| White Females       | 2                      | 8.3            | 1                      | 8.3            | 0                      | -              |
| Minority Males      | 0                      | -              | 0                      | -              | 0                      | -              |
| Minority Females    | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total               | 24                     | 100.0          | 12                     | 100.0          | 3                      | 100            |
| <u>Philadelphia</u> |                        |                |                        |                |                        |                |
| White Males         | 30                     | 96.8           | 14                     | 100.0          | 3                      | 100            |
| White Females       | 1                      | 3.2            | 0                      | -              | 0                      | -              |
| Minority Males      | 0                      | -              | 0                      | -              | 0                      | -              |
| Minority Females    | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total               | 31                     | 100.0          | 14                     | 100.0          | 3                      | 100            |

PROFILE OF GAO FIELD OPERATIONS DIVISION REGIONAL OFFICES

December 21, 1981

|                      | <u>Number</u><br>GS-13 | <u>Percent</u> | <u>Number</u><br>GS-14 | <u>Percent</u> | <u>Number</u><br>GS-15 | <u>Percent</u> |
|----------------------|------------------------|----------------|------------------------|----------------|------------------------|----------------|
| <u>San Francisco</u> |                        |                |                        |                |                        |                |
| White Males          | 26                     | 78.8           | 15                     | 100.0          | 5                      | 100.0          |
| White Females        | 1                      | 3.0            | 0                      | -              | 0                      | -              |
| Minority Males       | 6                      | 18.2           | 0                      | -              | 0                      | -              |
| Minority Females     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total                | 33                     | 100.0          | 15                     | 100.0          | 5                      | 100.0          |
| <u>Seattle</u>       |                        |                |                        |                |                        |                |
| White Males          | 23                     | 92.0           | 11                     | 84.6           | 4                      | 100.0          |
| White Females        | 2                      | 8.0            | 0                      | -              | 0                      | -              |
| Minority Males       | 0                      | -              | 2                      | 15.4           | 0                      | -              |
| Minority Females     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total                | 25                     | 100.0          | 13                     | 100.0          | 4                      | 100.0          |
| <u>Washington</u>    |                        |                |                        |                |                        |                |
| White Males          | 32                     | 72.7           | 23                     | 85.2           | 4                      | 80.0           |
| White Females        | 7                      | 15.9           | 4                      | 14.8           | 1                      | 20.0           |
| Minority Males       | 1                      | 2.3            | 0                      | -              | 0                      | -              |
| Minority Females     | <u>4</u>               | <u>9.1</u>     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total                | 44                     | 100.0          | 27                     | 100.0          | 5                      | 100.0          |

PROFILE OF GAO FIELD OPERATIONS DIVISION REGIONAL OFFICES

December 21, 1981

| Regional Office            | <u>Number</u><br>GS-13 | <u>Percent</u> | <u>Number</u><br>GS-14 | <u>Percent</u> | <u>Number</u><br>GS-15 | <u>Percent</u> |
|----------------------------|------------------------|----------------|------------------------|----------------|------------------------|----------------|
| <u>15 Regional Offices</u> |                        |                |                        |                |                        |                |
| White Males                | 391                    | 88.5           | 207                    | 93.7           | 53                     | 94.6           |
| White Females              | 23                     | 5.2            | 6                      | 2.7            | 3                      | 5.4            |
| Minority Males             | 22                     | 5.0            | 8                      | 3.6            | 0                      | -              |
| Minority Females           | <u>6</u>               | <u>1.4</u>     | <u>0</u>               | <u>-</u>       | <u>0</u>               | <u>-</u>       |
| Total                      | 442                    | 100.0          | 221                    | 100.0          | 56                     | 100.0          |

*Memorandum*

NOV 1 1982

TO : Chairman, Civil Rights Advisory Council - R. Rochelle Burns

FROM :   
Comptroller General

SUBJECT: Civil Rights Advisory Council Annual Report

Attached is my response to the two issues presented in the Council's Annual Report. I regret the delay in providing a reply, but I wanted to be sure that all facets of the goal-setting issue were carefully examined before reaching any conclusions.

I applaud the Council for its work in FY 1982 and I look forward to receiving its counsel and support during the year ahead.

Attachment

EMPLOYMENT PROFILE  
AND MULTI-YEAR GOALS

I understand and appreciate the Council's concern about improving GAO's employment profile at the higher grades. I am committed to the principles and objectives of equal employment opportunity and to the use of affirmative action to achieve a fully representative workforce in GAO. However, the Council's recommendation that by FY 1987 we double the number of minorities and women in the "management structure" poses several particular problems.

First, with promotions to GS 13-15 in the Evaluator series being, for the most part, frozen in FY 1983 while we prepare to bring a new merit selection system on line, doubling the number of women and minorities at GS 13 and above would have to occur mostly over a four-year not a five-year period.

Second, it is a pretty well-established principle in affirmative action planning that goals should be set as a percentage of available opportunities to effect improvements in minority and female representation. A distinction between percentages and numbers is important because a goal is intended to guide an employer toward seeking for underrepresented groups a proportionate share of predicted placement opportunities based on their presumed availability in the applicant pool.

For example, as of September 30, 1982, there were 787 GAO Evaluators at GS 14 and 15. Assuming that this total will remain constant over the next five years, and assuming a 6 percent annual attrition rate at these grade levels, there would be 235 positions to fill in these grades between FY 1983-87. Doubling the number of minorities and women presently in these grades therefore translates into a goal of 53 positions, or 22.5 percent of the anticipated vacancies. Considering that minority and female representation at GS 13 is now about 17 percent, 22.5 percent of GS 14 and 15 promotions might well be a reasonable goal in the context of affirmative action.

However, if instead of 6 percent the annual attrition rate proved to be 3 percent there would be only about 120 promotion opportunities. A goal of 53 positions then translates into 44 percent of all promotions, a disproportionate share by any standard.

In affirmative action program planning we must be mindful of the Uniform Guidelines on Employee Selection Procedures (UGESP). They were established to help employers avoid the possible legal consequences of personnel actions that adversely impact on any

race, ethnic or gender group. Numerous court decisions have held that actions designed to improve the employment status of minorities and women must not unnecessarily trammel the interests of white men.

Table A below illustrates how UGESP affects the speed at which GAO can affect change in minority and female representation at the higher Evaluator grade levels. The table assumes (1) no increase over five years in the number of people presently employed at GS 12 and at GS 13-15; (2) no job performance or competitiveness distinctions among employees; (3) maintaining present minority and female representation ratios at GS 12; (4) a 6 percent annual attrition rate, evenly distributed among all grades and employee groups, over five years; and (5) a goal of doubling the number of minorities and women now at GS 13-15.

The selection rate column (far right) shows a "bottom line" of 63.5 percent for minorities compared with 43.8 percent for whites. This disparity violates UGESP because the white figure is less than four-fifths or 80 percent of the minority rate. An even greater disparity exists between the rates for white men and women.

Table B illustrates how the goals for minorities and women would have to be adjusted in order to eliminate impermissible adverse impact. The right column shows a minority selection rate of 55.8 and a white rate of 45.6. The latter is 82 percent of the former, right on the edge of impermissible disparity. The same is true for the rates between white men and women.

Third, as you know, we are in the process of developing a new personnel system for evaluators and evaluator-related occupations in GAO. This system will involve a new process for determining GAO's needs for staff at the various levels and revised merit selection processes to meet those needs. It is likely also that the system will include a broad-band grade and pay structure in lieu of the present GS structure. The uncertainties inherent in the development process in its present stage make it extremely difficult to set goals for a 5-year future period.

Because of this circumstance, and until a much clearer picture emerges, I am not inclined to develop a multi-year affirmative action plan. We are presently preparing a goal-oriented affirmative action plan just for FY 1983, and we might well have to settle for one or more single-year plans beyond that year.

As stated at the outset, I am committed to the objectives of EEO. I mean to see that these objectives are served well as we move forward.

## UPWARD MOBILITY PROGRAM

There is no question that for the past couple of years the Upward Mobility Program (UMP) has gotten little attention from managers for the very practical reason cited by the Council: UMP positions count against unit personnel ceilings. I believe the Council also knows that I share its concern over the program's decline.

(Because the Council's report presents figures for only part of FY 1982, it should be noted here that the year ended with 8 participants being converted to Evaluator positions. There were three dropouts).

At my request, Personnel several weeks ago submitted recommendations for revitalizing UMP and I recently gave approval to begin actual work on the effort. We are currently in the early stages of designing a new program. A key element in our thinking is a return to a centrally administered operation which gives the program its own staff-year allocation and training budget. This should do much to make UMP more attractive to the divisions and regional offices.

Before recommending detailed revisions on specific elements of the program (i.e., selection criteria, curriculum development, completion and conversion criteria, etc.), Personnel is assessing existing procedures to identify their strengths and weaknesses. We shall then move forward in a systematic fashion to develop and implement what I think will be an effective program.

TABLE A

|             | Present Pool<br>of GS 12s |             | Present<br>GS 13-15s |            | GS 13-15<br>Projected<br>5-Year<br>Attrition | GS 13-15<br>5-Year Goal |             | Selections<br>Needed to<br>Reach Goal |             | Selection Rate<br>(Selects Needed<br>÷ GS 12 Pool) |
|-------------|---------------------------|-------------|----------------------|------------|--|-------------------------|-------------|---------------------------------------|-------------|--|
|             | <u>No.</u>                | <u>%</u>    | <u>No.</u>           | <u>%</u>   |  | <u>No.</u>              | <u>%</u>    | <u>No.</u>                            | <u>%</u>    |  |
| WHITE MEN   | 649                       | 63.4        | 1430                 | 88.1       | 429  | 1237                    | 76.2        | 237                                   | 48.6        | 36.5   |
| WHITE WOMEN | 178                       | 17.4        | 96                   | 5.9        | 29   | 192                     | 11.8        | 125                                   | 25.7        | 70.2   |
| MINORITIES  | <u>197</u>                | <u>19.2</u> | <u>97</u>            | <u>6.0</u> | <u>29</u>                                    | <u>194</u>              | <u>12.0</u> | <u>125</u>                            | <u>25.7</u> | <u>63.5</u>  |
| TOTAL       | 1024                      | 100.0       | 1623                 | 100.0      | 487  | 1623                    | 100.0       | 487                                   | 100.0       | 47.6   |
| WHITE       | 827                       | 80.8        | 1526                 | 94.0       | 458  | 1429                    | 88.0        | 362                                   | 74.3        | 43.8   |
| MINORITY    | <u>197</u>                | <u>19.2</u> | <u>97</u>            | <u>6.0</u> | <u>29</u>                                    | <u>194</u>              | <u>12.0</u> | <u>125</u>                            | <u>25.7</u> | <u>63.5</u>  |
| TOTAL       | 1024                      | 100.0       | 1623                 | 100.0      | 487  | 1623                    | 100.0       | 487                                   | 100.0       | 47.6   |

Note: Figures in "present" columns are based on GAO Evaluator profile, September 30, 1982.

TABLE B

|             | GS 13-15<br>5-Yr. Goal |             | <u>Selections<br/>Needed</u> | <u>% Selects<br/>Needed</u> | <u>Selection<br/>Rate</u> |
|-------------|------------------------|-------------|------------------------------|-----------------------------|---------------------------|
|             | <u>No.</u>             | <u>%</u>    |                              |                             |                           |
| WHITE MEN   | 1282                   | 79.0        | 281                          | 57.7                        | 43.3                      |
| WHITE WOMEN | 163                    | 10.0        | 96                           | 19.7                        | 52.2                      |
| MINORITIES  | <u>178</u>             | <u>11.0</u> | <u>110</u>                   | <u>22.6</u>                 | <u>55.8</u>               |
| TOTAL       | 1623                   | 100.0       | 487                          | 100.0                       | 47.6                      |
| WHITE       | 1445                   | 89.0        | 377                          | 77.4                        | 45.6                      |
| MINORITY    | <u>178</u>             | <u>11.0</u> | <u>110</u>                   | <u>22.6</u>                 | <u>55.8</u>               |
| TOTAL       | 1623                   | 100.0       | 487                          | 100.0                       | 47.6                      |

CIVIL RIGHTS ADVISORY COUNCIL COMMENTS  
TO THE COMPTROLLER GENERAL'S MEMORANDUM  
OF NOVEMBER 1, 1982

The Civil Rights Advisory Council appreciates your response and agrees that it is difficult to establish long-range numerical goals for minorities and women in light of changing attrition rates, minority profiles, and promotion opportunities. However, since 1980, the U.S. General Accounting Office has not had a new Affirmative Action Plan which establishes employment goals for minorities and women as required in executive agencies.

The Council believes the establishment of goals is essential to further demonstrate GAO's commitment to continuing progress in achieving equal employment for minorities and women and should be done at least annually.

The Council looks forward to reviewing the fiscal year 1983 Affirmative Action Plan proposed in your November 1, 1982, response to this report.

# Civil Rights Advisory Council

Contact your representative if you have a civil rights concern



Patricia McMillan  
OGC 55028



Rochelle Burns  
GAO (Chairman) 55890



Yvonne Campbell  
AFMD 56106



Leon Langford  
FO—Wash 633-0131



Glenda Wilson  
GS&C 56416



James A. Bell  
PAD 53195



Tyrone Mason  
PLRD 54794



Dave Shumate  
AFMD 55198



Teresa Moton  
PAD 53166



Everette Orr  
PLRD 56547



Robert Levin  
CED 426-1645



Reba Carey  
OGC 54703



Linda Morra  
IPE 53597



Linda Gainer  
COMB. 56388



Lisa Cormier  
COMB. 56191



Jim Wright  
IPE 55108



Deborah Eisenberg  
HRD 245-9623



Jerry Tebeau  
EMD 54939



Mike Avenick  
MASAD 53944



Norman Thorpe  
ID 55337



Eugene Mavritte, Jr.  
HAND. ADV. 53147



Harry Wolfe  
EMD 254-6937



Donald E. Day  
MASAD 53468



Joan Scott  
Union Rep. 53175



Brenda Anderson  
FO—Wash 633-0131



Mary A. Smith  
HRD 523-9009



Dominic DelGuidice  
FOD-OD 55495



Richard Morvillo  
GGD 447-1570



Deborah Curtis  
Personnel 53117

Not Pictured:

Tissia Caldwell  
FPCD 53998

Alice London  
CED 523-8701

Linda Elmore  
FPCD 55245