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# Advisory Council On Civil Rights

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Combined 1983 And 1984  
Annual Report

**GAO**

United States General Accounting Office

March 1985

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**To All GAO Staff**

We, the Advisory Council on Civil Rights, hope you will find this report informative and interesting. If you have any questions about it, please contact your Advisory Council or Civil Rights 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.

Your Advisory Council on Civil Rights

*Fred Chasnov*

Fred Chasnov, Chairperson

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## INTRODUCTION

The General Accounting Office's Advisory Council on Civil Rights (originally established as the Equal Employment Opportunity Advisory Council) provides advice and guidance to GAO management on equal employment opportunity matters. Information about the Council's establishment, purpose, and accomplishments; the names and locations of its officers and other members; and a summary of recent changes to the Council's charter and bylaws are presented as a part of this introduction.

## WHAT IS THE ADVISORY COUNCIL ON CIVIL RIGHTS?

On September 23, 1971, the Comptroller General established the Equal Employment Opportunity Advisory Council to bridge the communication gap between management and employees. The name of the Council was recently changed to "The Advisory Council on Civil Rights." The Council's purpose is to

- o provide a medium for employees to participate with management in civil rights matters;
- o improve communication with management by providing a channel for expression of employee attitudes, aspirations, and problems in civil rights matters;
- 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; and
- 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 Council reviews a wide range of personnel issues affecting GAO employees. During this reporting period, the Council accomplished the following:

- o Proposed changes to the council charter and bylaws, which were approved by Comptroller General Bowsher.
- o Reviewed, commented on, and provided suggestions for GAO's proposed fiscal years 1983-84 and 1985 affirmative action plans.
- o Inquired about the upward mobility process in response to several applicants concerns and suggested changes for improvement.
- o Requested and received results on a review of the fiscal year 1983 performance appraisals for GS-12 evaluators and staff in evaluator-related positions.
- o Reviewed GAO's requirements for automated personnel data.
- o Established a general approach for identifying issues for further study.
- o Participated in Appeals Board member selections.
- o Analyzed and compared statistics on GAO employee profiles as of December 20, 1981 and June 30, 1984.

Also, the Council was briefed by GAO officials and other staff on several important areas of interest. These areas included the purpose of the Personnel Legal Services and Appeals Group, the number and nature of discrimination complaints, and the results of the 1983 annual assessment process.

**ADVISORY COUNCIL ON CIVIL RIGHTS**  
**OFFICERS AND OTHER MEMBERS**

OFFICERS

<u>OFFICE</u>	<u>NAME</u>	<u>TELEPHONE NUMBER</u>
Chairperson	Fred Chasnov	275-3509
Vice-Chairperson	Jane Trahan	275-4155
Administrative Officer	Pearl Brewer	275-1553
Information Officer	Linda Gainer	275-6388
Secretary	Brenda Anderson	275-3179

COUNCIL MEMBERS

<u>ORGANIZATION</u> <u>OLD/NEW-ROOM NUMBER</u>	<u>REPRESENTATIVE 1/</u> <u>ALTERNATE</u>	<u>TELEPHONE NUMBER</u>
ACG-Room 7800	Dominic DelGuidice	275-5495
AFMD-Room 6005	Yvonne Campbell Carrie Thomas	275-2794 275-4897
CRO-Room 4063 (Combined Small Offices)	Linda Gainer Lisa Cormier	275-6388 275-6191
GGD-Room 4037	Richard Morvillo Tyrone Mason	632-5517 557-7944
HRD-Reporters Bldg-625	Janet Goldman Mary Smith	523-9131 523-9009 Until 4/30/84
(NSIAD)-Room 4134	Norman Thorpe Jane Trahan Gerald Cory	275-5790 275-4155 275-8124
PEMD - Room 5866	Pearl Brewer Harry Weintrob	275-1553 275-1703
IMTEC - Room 6468	Brenda Anderson Janet Dunkelburger	275-3179 275-3514

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1/ Because the Council did not hold elections for fiscal year 1984, the representatives and alternates already on the Council retained their membership or alternate status. Therefore, due to several GAO reorganizations, some of the members and alternates may have been elected by their former organization and not by the one shown above.

<u>ORGANIZATION</u> <u>ODD/NEW-ROOM NUMBER</u>	<u>REPRESENTATIVE</u> <u>ALTERNATE</u>	<u>TELEPHONE NUMBER</u>
OGC-Room7510	Brenda Barnes	275-4527
RCED-Room 4903a	Gerald Tebeau Donna Lucus	275-4943 634-1913
WRO-Room 5077	Leon Langford	275-8904

**RECENT CHANGES TO THE COUNCIL'S  
CHARTER AND BYLAWS**

On August 29, 1984, the Comptroller General approved the Civil Rights Advisory Council's new charter and bylaws. Under the new charter and bylaws, the Council's name was changed to the Advisory Council on Civil Rights and its structure and operation were brought in line with other GAO special interest groups.

The Council will expand its membership to include representatives from both headquarters and regional units as well as non-voting associate members from other employee organizations--Blacks in Government, the Hispanic Employment Program Liaison Group, and the Women's Advisory Council. The new charter also provides for the establishment of a management committee, consisting of the Council's three officers, which will be responsible for implementing the Council's decisions, carrying out administrative functions, and coordinating Council activities. The accompanying bylaws establish a committee system for the Council, with three standing committees: (1) affirmative action, (2) discrimination complaint processing, and (3) general civil rights matters.

Under the new charter, the Advisory Council on Civil Rights will operate on a calendar year basis. Starting in 1984, elections will be held in November, with newly elected representatives taking office in January. Lots will be drawn at the January national meeting to establish staggered terms--half of the headquarters representatives and half of the regional members will serve for 1 year; the remaining representatives will serve 2 year terms. The Council will hold three national meetings each year.

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**MATTERS/ISSUES ADDRESSED**  
**BY THE COUNCIL**

During this reporting period, the Council addressed several matters/issues. These matters/issues included the following:

- o GAO's affirmative action plan for Fiscal year 1983-1984.
- o GAO's affirmative action plan for Fiscal year 1985.
- o The Upward Mobility Process.
- o GAO's Requirements for automated personnel data.
- o Performance appraisals for GS-12 evaluators and staff in evaluator-related positions.

A discussion of the above items follow.

**COUNCIL COMMENTED ON PROPOSED FY 1983-1984**  
**AFFIRMATIVE ACTION PLAN**

On June 2, 1983, the Advisory Council on Civil Rights sent its comments on GAO's draft Fiscal year 1983-1984 affirmative action plan to Alex Silva, Director, Civil Rights Office. The Council stated the following:

- o It agreed with the plan's premise that GAO's employees should reflect the country's diverse ethnic and racial composition.
- o Its belief is that the only method to fairly establish hiring goals for the evaluator's (and related) series is to base the need for goals on each group's representation in GAO's entire evaluator (and related) series.
- o The proposed plan gave an inappropriate appearance that GAO is not committed to affirmative action and may, in fact, adversely effect GAO's progress in hiring minorities since the plan established goals for white males, but not for black males and females.

- o GAO should not set arbitrary goals for any group. Rather, the goals and special initiatives should be applied in a systematic and consistent way so that the appearance of favoritism or discrimination is avoided.
- o While the Council believes that goals should ideally be established based on a comparison with the civilian labor force (CLF), it recognizes that the use of the civilian labor force/relevant labor force (CLF/RLF) midpoint is not inappropriate for an interim period (of no more than 5 years), after which only the CLF statistics should be used. 1/

Additional clarification on the plan was provided by the Assistant Comptroller General for Human Resources and the Director of the Civil Rights Office. However, in July 1983, the Council, in a joint memorandum with other GAO employee groups, stated that some primary areas of concern with the plan, such as goal-setting, implementation, and accountability were still outstanding. (See pp. 8 to 15 for the Council's comments and for responses from the Comptroller General and the Director of the Civil Rights Office.

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1/ In the proposed plan, GAO used the CLF/RLF midpoint for establishing hiring goals. The proposed plan contained the following definitions for CLF and RLF:

CLF - The number of persons 16 years of age and over (skilled and unskilled), except those in the armed forces, who are employed or who are seeking employment.

RLF - Those persons in the CLF who are qualified or can readily become qualified, to perform the task associated with a particular type and level of work (including different wage levels within the occupation) and who would reasonably be expected to seek employment when considering such factors as wage scales and geographic locations.

*Memorandum*

June 2, 1983

TO : Director, Civil Rights Office - Alex A. Silva

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

SUBJECT: Proposed U.S. General Accounting Office Fiscal Years 1983-1984  
Affirmative Action Plan

Thank you for the opportunity to comment on your proposed fiscal years 1983-1984 Affirmative Action Plan. The Council has reviewed the draft plan and strongly agrees with the plan's premise that GAO's employees should reflect the country's diverse ethnic and racial composition. However, we would like to make the following comments and suggestions.

HIRING

While the Council believes that goals should ideally be established based on a comparison with the Civilian Labor Force (CLF), we recognize the use of the Civilian Labor Force/Relevant Labor Force (CLF/RLF) midpoint is not inappropriate for an interim period (of no more than five years) after which only the CLF statistics should be used.

It is our belief that the only method to fairly establish hiring goals for evaluators (and related) series is to base the need for goals on each group's representation in GAO's entire evaluator (and related) series. Underrepresentation should automatically trigger a goal greater than the CLF/RLF midpoint for each severely underrepresented (10 percent or more negative variance) category of protected groups. In addition, GAO's goal for protected groups that are fully represented in GAO should be the CLF/RLF midpoint until conversion to the CLF statistics. At that time, goals should be established only for underrepresented groups. While the Council obviously recognizes the need to hire white males to obtain a diverse staff at the entry grade level, the Council also believes that the goal should not be the CLF/RLF midpoint for hiring white males as evaluators because they are overrepresented overall in GAO. Under any merit hiring system, the Council believes the minimum parameters (4/5 rule) of proportional representation should serve as underlying guidelines in hiring. This would establish a goal of 80 percent of the CLF/RLF midpoint for white males. The Council believes that this minimum parameter should continue as the goal for white males until white males are no longer overrepresented in GAO. Your proposed plan establishes goals for white males while not establishing goals for black males and black females. We believe this approach gives an inappropriate appearance that GAO is not committed to affirmative action and may, in fact, adversely effect GAO's progress in hiring minorities.

The system we propose for hiring evaluators (and related) series should also be used for other occupational series (except that CLF data should be used when no RLF data is available). The system

- will not need to be changed because it is self-correcting;
- will promote the understanding among staff that affirmative action will be even-handed and fair;
- ensures that equal employment opportunities are maintained consistently; and
- will allow GAO to hire the best qualified applicants from every category of employees every year.

The Council recognizes that labor market anomalies such as those for males in the technical and clerical series exist and that basic societal changes will probably have to be affected before hiring goals in this area can be met. The goals and associated extra recruitment efforts should be established in any event.

Using the Council's approach, GAO's affirmative action goals in recruitment for fiscal years 1983-1984 would be as follows:

White Males	41.9
White Females	35.1
Black Males	3.8
Black Females	4.4
Hispanic Males	2.8
Hispanic Females	1.7
Other Males	1.0
Other Females	.7
Residual Factor <sup>1/</sup>	8.6

We believe these goals should be met or exceeded. However, when the goals are exceeded, the various protected groups should be hired in a relative proportion to their CLF/RLF midpoint unless a special initiative is necessary. The Council believes that GAO should not set arbitrary goals for any group. Rather, the goals, and special initiatives, should be applied in a systematic and consistent way so that the appearance of favoritism or discrimination is avoided. A detailed discussion of the Council's methodology is attached.

#### PROMOTIONS

The Council agrees that promotions within the career ladder should be proportional to the representation of each category of employee at the grade level

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<sup>1/</sup> The goals presented in this plan represent minimum hiring levels and the residual factor allows the agency to hire above these goals but not beyond the total residual factor. The residual factor, over time, should distribute to various groups in proportion to their affirmative action goals.

from which promotions are made. We believe this same principle should apply for promotions beyond the career ladder. The parameters above or below that proportional representation should also be within EEOC Uniform Selection Guidelines, 43 C.F.R. 38296, Section 4D. We believe these guidelines, as a matter of policy, should be accepted in principle by GAO.

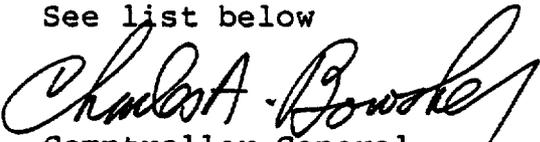
Attachment

cc: Mr. Bowsher  
Mr. Socolar  
Mr. Ahart  
Mr. Eschwege  
Mr. Fee  
Mr. Havens

*Memorandum*

July 21, 1983

TO : See list below

FROM :   
Comptroller General

SUBJECT: Affirmative Action Plan, FY 1983-1984

I wish to thank each of you and the groups with which you serve for participating through discussion and written comments in developing our new affirmative action plan. I was especially pleased with the opportunity provided by the meeting on July 11 to share our thoughts concerning various aspects of the plan and gain a better mutual understanding of the different perspectives concerning the very difficult and complex undertaking involved in securing equal employment opportunity through affirmative action.

It is clear to me from reading your comments and our discussion that we are all seeking the same end--a GAO fully reflective of the pluralistic society which we serve and from which we draw our personnel. The differences in perspectives which need to be shared and understood to help us arrive at the best course of action we can devise, need not and should not inhibit our working together to achieve the end to which we are all committed.

In this context, I ask for your full and whole-hearted support in successfully implementing the plan which I have today approved. I believe the plan as now structured, including revisions which were made in response to some of the concerns which you expressed, provides us with reasonable goals toward which we can channel our efforts and against which we can measure our progress. I and other members of the top management team will be working with the leaders of each of our organizational units to insure that we are all pulling together, and that each unit is committed to and contributing toward achieving the objectives of the plan in the best way possible given its particular opportunities and circumstances.

As I mentioned to you, I want at least once each year to assess progress we are making and consider how we might improve our plan and our efforts. We may well fall short of some of the goals and will need to consider whether new strategies are needed. We shall do this in the fall by examining what occurred during Fiscal Year 1983, giving consideration to our new personnel

processes and to the fact that the plan was not finalized until quite late in the year. When this is done, I would like to meet with you to review where we stand and to have the benefit of your thoughts.

Meanwhile, I hope you will feel free to share your thoughts with me and other members of the top management team. I am deeply committed to our common objective and welcome your help in achieving it.

Attached is a copy of the approved plan. I have asked Mr. Silva to respond to each of your memoranda commenting on the earlier draft plan so that you may be as fully informed as possible of how your views were considered.

Again, thank you for your help.

Attachment

TO: Chair, Civil Rights Advisory Council  
Chair, Women's Advisory Council  
President, Blacks in Government  
Rep. HEP Liaison Group - Mario Artesiano

*Memorandum*

JUL 25 1983

TO : Chairman, Civil Rights Advisory Council

FROM : Director, Civil Rights Office



SUBJECT: FY 1983-84 Affirmative Action Plan

I appreciate the time and care taken by the Council in reviewing and commenting on the agency's proposed Affirmative Action Plan (AAP) and the earlier discussions in meetings with Mr. Ahart, Mr. Yuille, and me centering on the goal-setting methodology and other aspects of the AAP. The comments and discussions were beneficial and I commend the cooperative spirit and deliberative approach displayed by the Council in contributing to improvement of the plan.

Because the comments show that some differences remain on certain issues Mr. Bowsher has asked me to respond to your June 2 memorandum in the hope that the Council will better understand why we developed the AAP as we did.

The Council has suggested moving to the use of Civilian Labor Force (CLF) statistics only at the end of 5 years rather than using the midpoint between CLF and Relevant Labor Force (RLF) measures as is now done in the plan in setting goals for entry-level evaluator and related positions.

We believe that goal-setting must consider the availability of persons in the national work force who have the requisite skills for GAO employment. In formulating the goals included in the plan, we have considered the availability factor (the RLF) as best we could measure it, but considered the CLF as well, to be sure that we have compensated for any imperfections which may be contained in the RLF data and, more importantly, have goals that significantly "lead" the RLF.

Although it may be possible to move to goal-setting methodology which places even more weight on the CLF after a few years, I don't think that we can be assured at this time that the use of the CLF only beginning 5 years from now will be appropriate.

In this regard, 2 years ago the Equal Employment Opportunity Commission apparently recognized that using a CLF standard for all occupations was not appropriate and authorized agencies to develop

availability (RLF) figures relevant to their particular work force for determining underrepresentation and setting goals. To reflect our strong commitment to affirmative action we have adopted the CLF/RLF midpoint as the goal-setting yardstick, recognizing that this would result in challenging goals. The goals will be revised periodically as more current CLF and RLF data are available.

I should also point out that we are setting goals, not quotas. The distinction between the two is extremely important. Our goals are ones which we think can be achieved with carefully focused recruitment, and which, within the constraints on the number of people we can hire and advance will help us manage so that over time we achieve a work force that reflects an equitable distribution of qualified men and women of all races and ethnic groups, not only in the Evaluator and related occupations as a whole but at the various grade levels as well.

To achieve a balanced work force over time, we believe it is necessary to carefully manage the representation of various groups in the career ladder because, as a practical matter, it forms our available labor force for achieving and maintaining diversity at GS-13 and above. We will not be able to do this effectively--and avoid new imbalance problems over the long run--if we set goals only according to present imbalances in the overall occupation. The approach we have adopted therefore considers the state of balance within the occupation both overall and at the various grade levels, taking into account the overall CLF and the RLF associated with the various grade levels.

In this context, the entry-level hiring goal which has been set for white men is intended to keep an imbalance which exists within the career ladder from getting worse. The goal is set at 85 percent of the RLF/CLF midpoint, substantially below either the RLF or the CLF, and well below current white male representation in the career ladder. Lowering the goal further, as the Council suggests, could allow the imbalance to increase even more sharply, making the task of eventually achieving correction more difficult. It is our judgment that the goal should not be lowered further.

As you pointed out in discussions and in your memorandum, the draft AAP did not have goals for blacks and the absence of such goals might adversely affect GAO's progress in hiring minorities. We agree with the Council's concern and the AAP which has been approved sets such goals and should guard against the potential problem the Council identified.

Noting the goals which the Council proposed for Hispanics and Asians, I want to comment on the reasons underlying the 10 percent and 5 percent goals which were announced last September.

In grade GS 13-15 Hispanics are below the CLF/RLF standard by 59 persons and Asians by 27. In the career ladder Hispanics are below by 12 and Asians over by 10. Clearly, if we are to overcome the imbalances of these two groups at GS 13-15 we must have a much larger pool to draw from in the career ladder. Contrast these figures with those for blacks: 51 persons below the standard at GS 13-15 and 153 over in the career ladder.

Given this record, I thought and Mr. Bowsher agreed that undertaking a special effort during Fiscal Years 1983 and 1984 to make up for our past shortcomings was warranted. It was a carefully considered decision aimed at achieving the corrective action believed needed. We will of course, based on our experience through 1984, carefully consider at what level goals should be set for 1985 and beyond.

Again, I appreciate the Council's diligent work and I look forward to its continuing advice and cooperation.



*Memorandum*

August 28, 1984

TO Director, Civil Rights Office

FROM President, Blacks in Government--*Aletha Brown*  
 Chair, Civil Rights Advisory Council--*Fred Chasnoy*  
 Chair, Hispanic Liaison Group--*Mario Artesiano*  
 President, Women's Advisory Council--*Jan Ward*

SUBJECT: Proposed FY 85 Affirmative Action Plan

The employee groups support GAO's proposed FY 85 Affirmative Action Plan subject to the reservations detailed in this memorandum. A consensus of opinion exists among the groups on two points--the need for improved management accountability in executing the plan and the need for timely feedback from the promotion and hiring cycles into the affirmative action planning process. In addition, all of the employee groups believe that our current criterion for measuring EEO progress should be changed. However, no consensus exists on what the specific change should be. We do agree that either of the proposed changes is an improvement over the status quo.

Use of RLF data is inappropriate

GAO could use various indices, each with its own strengths and weaknesses, to establish affirmative action goals. However, the weaknesses of the RLF seem to outweigh its strengths. The RLF data are about 5 years old, consist of a skills mix not tested within GAO, and are not pertinent to current recruiting and promoting strategies. Therefore, its applicability to GAO is questionable. While we understand management's objective that the goals be relevant to the workforce it seeks, the CLF alone does not differ too greatly from the present CLF/RLF midpoint. In the absence of an accurate and objective index we recommend that GAO use the CLF data as the sole criterion.

<sup>1</sup>While the Civil Rights Advisory Council believes that the achievement of the CLF profile for our evaluator staff will be realized when social and occupational barriers to women and minorities are eliminated, we would like to propose a change in the current use of the CLF/RLF midpoint as a criterion. Since GAO will have based hiring goals on the CLF/RLF midpoint for 3 straight years if current practices are continued, it makes sense to use the GS-7/9 entry level as the criterion for all levels. GAO already meets or exceeds this criterion for the GS-11/12 level for Black males, Black females, Hispanic males, other males, and other females. With such a good profile in our pipeline at this level, it makes sense to extend the GS-7/9 CLF/RLF midpoint as a criterion for all levels.

## Improved management accountability is needed

More than general statements and a good faith effort by management are needed to reach EEO objectives. Results have to follow. GAO's managers have cited their efforts to monitor and promote corrective actions among units. While this approach has produced some good results, they have not been uniform. There is no strict accountability at the level at which hiring, promotion, and other EEO-related decisions are made.

We recommend that through SES contracts, unit heads with hiring and promotion authority have specific, measurable EEO goals passed on to them. In addition, SES contracts should include staff developmental goals to insure that all employees have equal opportunity to develop the skills needed to progress within the organization. These goals should be tailored to a unit's individual situation and together should meet GAO's overall affirmative action goals. Greater management accountability would insure that EEO goals are in fact implemented.

## Timeliness

The affirmative action planning process should coincide with the annual promotion and recruiting cycles so that those results can be used. At this point, we can not judge the degree to which the FY 83/84 plan was met since the FY 84 results are not yet available. The affirmative action planning process must include feedback on results; without these results we are missing some very important elements in deciding the reasonableness of the FY 85 plan. We recommend that in future years the affirmative action planning process be done in concert with the recruiting and promoting cycles that impact so much on it. Another alternative, if legal requirements do not allow such timely input, is to revise the FY 85 Affirmative Action Plan and future plans after promotion and hiring results are available.

cc: Mr. Socolar  
Mr. Ahart  
Mr. Fee

*Memorandum*

SEP 25 1984

TO : Director, Civil Rights Office

FROM : President, Blacks in Government - Aletha Brown *Aletha Brown*  
 Chair, Advisory Council on Civil Rights - Fred Chasnov *Fred Chasnov*  
 Chair, Hispanic Liaison Group - Mario Artesiano *Mario Artesiano*  
 President, Women's Advisory Council - Jan Ward *Jan Ward*

SUBJECT: Proposed FY 85 Affirmative Action Plan

We appreciate the consideration given our comments which was evidenced in our September 18 meeting with you. Management's proposals for future actions seem responsive to our comments on the FY 85 AAP. But these actions must be properly executed to be truly responsive.

One of the proposals made by management during the meeting was to extend the CLF/RLF midpoint for the GS-7/9 entry level to the GS-11/12 level as a criterion for setting hiring goals. This proposal is a modification of the Advisory Council on Civil Rights' recommendation (footnoted in our August 28 memorandum) to extend the CLF/RLF midpoint for the GS-7/9 entry level as the hiring criterion for all levels. With one exception, the councils support the hiring goals resulting from the management compromise proposed for the the FY 85 AAP.<sup>1</sup>

Also at the meeting the councils were briefed on the EEO/AA objective in current SES contracts. In the contracts, individuals are now responsible for reporting on the results of their hiring, developing, and promoting efforts. This change appears responsive to our stated concerns. We request a briefing from the Executive Resources Board after it completes its review of the upcoming SES ratings. This briefing should contain comments on the success of attaining the required reporting information and the usefulness of the information in the rating process.

Concerning the need to include results from the current merit selection and recruitment process in the FY 85 AAP, you proposed examining the profile of our evaluator staff at

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<sup>1</sup>In the August 28, 1984 memo, WAC had recommended that the CLF be used as the sole criterion for establishing affirmative action goals. Because of management's willingness to consider the councils' comments, WAC would like to amend its previous recommendation by proposing that the CLF/RLF midpoint for the GS-7/9 level be used for all grades.

the end of October. Based on this examination, you told us that management would update and revise the FY 85 AAP if changes in the evaluator staff profile would generate significant changes in either hiring or promotion goals (more than 1 or 2 percent). This update would satisfy our concerns in this area. We would appreciate, however, being provided the data used to update the profile.

Again, we thank you for the opportunity to participate in the affirmative action planning process. We would like to request an opportunity to review and amend, in advance of publication, any positions ascribed to our groups in the subsequent Management News article.

cc: Mr. Bowsher  
Mr. Socolar  
Mr. Ahart  
Mr. Fee

## **SEVERAL APPLICANTS' CONCERNS PROMPTED THE COUNCIL TO INQUIRE ABOUT THE UPWARD MOBILITY PROCESS**

The GAO Management News, dated May 17, 1983 carried an article "Ten Upward Mobility Slots to be Filled This Summer." This announcement, the first in several years, generated lots of interest among GAO employees who were looking for an opportunity to change careers. Out of the 91 applicants judged as 'eligible,' ten were chosen to enter the Upward Mobility Program (UMP). The remaining applicants were very disappointed and several complained to their Advisory Council on Civil Rights representatives. Most complaints heard were about a perceived notion that the selection process was unfair. Other complaints included: not enough information available before and after the selection, no assistance in filling out the forms, some supervisors consistently rated employees low, some applicants received extensive help from favorable supervisors, and not enough vacancy positions to make a dent in the number of applicants who did make the "best qualified" certificate.

The Advisory Council on Civil Rights formed a committee to conduct inquiries into the UMP process. The committee met with Mr. Dick Erbal, Director of the UMP, and voiced the Council's concern. Mr. Erbal arranged for the Committee to meet with Mr. Larry Crowder and Mrs. Barbara Armstrong, who had worked with the UMP panel. The Committee focused on three areas of concern: (1) assistance in preparing paperwork, (2) a requirement that supervisor ratings include a narrative, and (3) a request that GAO management offer more positions in future years. Mr. Crowder and Mrs. Armstrong were open and very helpful. They answered the council members' questions and informed the Committee that the UMP staff was working on ideas of how to improve the information available and how to get this information to potential staff.

The Committee informed the Advisory Council on Civil Rights of its findings and the council decided to send a memorandum to Mr. Ahart, Assistant Comptroller General for Human Resources, stating that the Council had found that GAO's management, through the revised UMP, had put forth a "good faith effort" in carrying out the program objectives. A copy of the memorandum, dated December 5, 1983, and Mr. Ahart's December 21, 1983, response follows on pp. 22 and 23.

## **COUNCIL REVIEWED GAO's REQUIREMENTS FOR AUTOMATED PERSONNEL DATA**

In December 1983, the Advisory Council on Civil Rights sent a memorandum to Mr. Ahart, the GAO Assistant Comptroller General for Human Resources, regarding personnel data in CAMIS (The Consolidated Administrative Management Information System). (See p. 24). Recognizing that recent public attention has focused on the inadequacies of computer security for government systems, the Council stated in its memorandum that it would like to review GAO's requirements for automated personnel data and, if necessary, receive a briefing on security of that part of the system. Such a review was completed in February 1984 and no problem was found at that time.

*Memorandum*

December 5, 1983

TO : Assistant Comptroller General for Human Resources

  
for

FROM : Chairman, Civil Rights Advisory Council - Frederick Chasnov

SUBJECT: Upward Mobility Selection Process

We believe the 1983 Upward Mobility Program shows a good faith effort on the part of GAO's management to develop its human resources. We encourage management to continue and to expand its efforts to provide opportunities to deserving individuals.

The council made inquiries into the selection process after members received several complaints concerning the fairness of the system on how highly qualified applicants were selected. We discussed the process with responsible representatives in the Office of Organization and Human Development (OOHD) and reviewed statistical results of the selection process. We believe the complaints identified were not the direct result of the process implementation but may stem from the greater need to improve the "up-front" communication process and to formalize information feedback procedures.

To improve the "up-front" communication process, OOHD representatives informed us that they are presently working on a communication package for the 1984 Upward Mobility program selections. We encourage OOHD to include in this package examples of what individuals should do to improve their long term competitiveness and the need to adequately document pertinent experiences.

We also believe that all applicants should be provided written feedback in those areas where they were not competitive. A form could be used for this purpose which identifies areas of weakness. Applicants should be encouraged to contact appropriate officials for additional information on how to improve these areas.

We appreciate any comments or questions you may have concerning our suggestions and we look forward to discussing these matters with you in the future.

*Memorandum*

December 21, 1983

TO : Chairman, Civil Rights Advisory Council -  
Frederick Chasnov

FROM : Assistant Comptroller General for Human Resources -  
Gregory J. Ahart

SUBJECT: Upward Mobility Selection Process - CRAC

Thank you for the comments and suggestions proposed by your December 5 memorandum regarding the Upward Mobility selection process. We are continually encouraged by the interest and support given to the program by individual employees and their representatives. While our initial effort has met with major success, we recognize that as our experience with the project increase, modification and improvements will be needed.

Representatives from the Office of Organization and Human Development (OOHD) and the Office of Personnel recently met to discuss communication and post-counseling issues. OOHD staff is currently developing an informational workshop for individuals interested in applying the UMP. This workshop will provide applicants with assistance in identifying experiences and education related to UM target positions, as well as provide information on evaluation procedures.

The following guidelines will be established to ensure that non-selected applicants receive feedback in those areas where they are not competitive. 1. The UMP job opportunity announcements will provide information as to where an applicant may receive his/her scores and other pertinent information. 2. Personnel specialists will be available to discuss an individual's strengths and weaknesses in relation to the target position. 3. More in-depth counseling will be made available by the Counseling and Career Development branch for those requesting additional assistance.

Again, thank you for your suggestions. We would be happy to meet with you if you have any questions or comments.

cc: Mr. Franklin  
Ms. Garcia  
Mr. Johnson  
Mr. Schwandt

*Memorandum*

December 9, 1983

**TO** : Assistant Comptroller General for Human Resources  
**THRU** : Director, Civil Rights Office *big for*  
**FROM** : Chair, Civil Rights Advisory Council - Fred Chasnov *Alet A. Silva*  
*big for*

**SUBJECT:** Personnel Data in CAMIS

Recently, public attention has focused on the inadequacies of computer security for government systems. The Council is aware that CAMIS will include additional personnel data on GAO employees not previously automated. The Council would like to review GAO's requirements for automated personnel data and if necessary, receive a briefing on security of this part of the system. The Council has appointed Donna Lucas, (Ph. 634-1913), to represent us in this effort.

**THE COUNCIL REQUESTED A STUDY OF PERFORMANCE APPRAISALS FOR GS-12 EVALUATORS AND STAFF IN EVALUATOR-RELATED POSITIONS**

The Civil Rights Advisory Council was concerned with the preception of widespread variances in performance appraisals among different race, sex, and ethnic categories in GAO evaluator and evaluator-related positions. At the Council's request GAO performed an analysis of data drawn from 1983 performance appraisals for GS-12 evaluator and evaluator-related staff. The analysis inquired into whether there were differences associated with gender or with minority and non-minority classifications in the frequency of ratings at the several levels (Exceptional, Superior, Fully Successful, etc.) in each of the performance dimensions used in the performance appraisal system.

The analysis indicated the following:

- o Female evaluators received disproportionately higher ratings than male evaluators in Administration and Oral Communications. No differences were observed between these groups in the remaining six job dimensions.
- o There are observed differences in the ratings of evaluators based on ethnic/racial group membership. Differences between the groups were observed in Job Planning, Data Analysis, Data Gathering, Written Communications, Oral Communications, and Supervision. Nonminority evaluators received disproportionately more Superior and Exceptional ratings than minority evaluators in these job dimensions.
- o When supervisory experience was considered, differences in the ratings between minority and nonminority evaluators would still be observed.
- o Within unit differences in ratings were difficult to decipher because of the small representation of minority evaluators.

The above findings indicate that differences do exist, but they do not explain or identify the factors which may be influencing these differences.

At the time this annual report was being prepared, GAO was performing a similar study for 1984 performance appraisals. Based on the results of that study, GAO will decide if further analysis (i.e., to identify causes) will be performed.

*Memorandum*

AUG 19 1983

TO : Assistant Comptroller General for Human Resources

THRU: Director, Civil Rights Office

FROM : Chair, Civil Rights Advisory Council - Fred Chasnov *F Chasnov*

SUBJECT: Data Collection on New Appraisal System

As you are aware, we are concerned about the perception of widespread variances in performance appraisals among different race, sex, and ethnic categories in GAO evaluator and evaluator-related positions. Although we believe data should be collected for all grade levels to study this concern, we appreciate your willingness to collect and analyze performance data at the GS-12 level to determine if large differences exist. We also believe this study could be useful to help develop policies to improve job performance if large disparities are found.

At your request, we have identified what we firmly believe to be the minimum set of data elements necessary to accomplish this task. We also suggest that additional elements for promotions, award nominations, and selections (which you are collecting separately) would be useful as part of this analysis. These data elements, in a computer-oriented format, are attached. If you would like to discuss this matter further or if we can be of any assistance please contact Fred Chasnov on 275-8554.

This memorandum replaces our earlier memorandums to you on July 21 and to the Comptroller General on August 5.

cc: Mr. Bowshe

## ISSUES FOR FURTHER STUDY

In January 1984, the Advisory Council on Civil Rights established a committee to outline problems of discrimination encountered or perceived by minorities in GAO and develop corresponding ideas for alleviating the problems. Through numerous brainstorming sessions, the Committee determined that the development of an outline of actual or perceived discrimination issues would require preliminary research. Rather than develop this outline, the Committee designed an approach for performing the research.

The Committee designed a general approach for addressing the actual or perceived discrimination issues of three target populations: (1) support staff, not limited to secretaries; (2) career level staff; and (3) supervisory staff. The approach entails examining a variety of work experiences with potential for discrimination: hiring, training, promotions, and work environment. The Committee more specifically addressed potential issue areas for the support staff: lateral job mobility into other support staff positions; vertical job mobility into career ladder positions; and training courses, selection, and attendance.

In addition to proposing issue areas, the Committee proposed preliminary steps for investigating the issue areas:

- o Arrange meetings with relevant employee groups to prevent duplication of effort.
- o Interview appropriate management officials.
- o Gather relevant statistics from such resources as the Civil Rights Office.
- o Distribute and analyze questionnaires.

Through these steps, the Committee suggested that the Advisory Council on Civil Rights could better understand the facts, the concerns, and corrective action by management and employee groups and thus be better able to address problems encountered and perceived by minorities in GAO.

## COUNCIL BRIEFED BY GAO OFFICIALS AND STAFF ON OTHER COUNCIL CONCERNS

Several GAO officials and other staff briefed the Council on various matters/issues of concern to the Council. The subjects of these briefings were (1) the purpose of the Personnel Legal Services and Appeals Group, and the status of complaints filed with this group; (2) the number and nature of discrimination complaints that were being processed by the Civil Rights Office; and (3) the results of the 1983 annual assessment process. A summary of these briefings follow.

### PERSONNEL LEGAL SERVICES AND APPEAL GROUP

In April 1984, the Council was briefed by Mr. Dean Mosher of the Personnel Legal Services and Appeals Group, Office of the General Counsel, GAO. Mr. Mosher addressed the purpose of that group and the current status of GAO case being processed at that time. The primary purpose of the group is to be GAO's legal counsel for cases brought against the agency that involve complaints related to equal employment opportunity (EEO), age discrimination, and prohibited personnel practices. This group also provides legal advice, when requested, to GAO division management and to individual employees. Mr. Mosher provided the status and information on the 25 active cases. Of these cases, 5 were in district courts, 17 were under review by the Personnel Appeals Board, 1 had completed hearings by the Equal Employment Opportunity Commission (EEOC), and 2 were having private hearings. Mr. Mosher noted that the case being heard by EEOC had been filed before GAO established its own appeals board.

### DISCRIMINATION COMPLAINTS

Mr. Ryan Yuille and Mrs. Patricia McLoughlin, representatives from the Civil Rights Office, described information on cases being processed by this office. Based on this briefing and subsequent followup, the Council found that during fiscal years 1982 and 1983, 27 discrimination complaints were filed. Twenty-four were based on race (including two class complaints), 2 were based on sex, and the other was based on age. Eight of the complaints were rejected for processing (including one class complaint), three were decided on their merits (no discrimination found), two were resolved informally, and the others were in various stages of processing. As of April 1984, the basis and major issue of complaints were as follows:

Total cases in process: 11  
Basis:

Race	8
National Origin	1
Age	1
Reprisal	1

Major issue:

Lack of promotion	3
Termination	3
Performance Appraisal	2
Hiring	2
Denial of Within-Grade Increase	1

Subsequent to the above briefings, GAO accepted the EEOC complaints examiner's recommended finding of discrimination in the class action suit filed in 1980 by Julian Fogle of the San Francisco Regional Office. (See p. 30)

GAO Accepts Recommendations In  
Promotion Discrimination Class Action 2/

GAO has accepted an EEOC complaints examiner's recommended finding that the agency's Competitive Selection Process, used from 1976 to 1982 for evaluator promotions, unlawfully discriminated against black applicants for promotion to the GS-13 and GS-14 levels. Comptroller General Bowsher announced the final agency decision last week in a memo to all employees.

The class action discrimination case was filed in 1980 by Julian Fogle of the San Francisco Regional Office on behalf of some 250 individuals at the GS-12, GS-13, and GS-14 levels. Initially the case involved claims of discrimination in every aspect of GAO's employment system, but was narrowed through the proceedings to a claim relating only to promotions.

Based on an extensive record developed in the proceedings, which included 27 days of hearings, the examiner, Charles F. Relyea, concluded that blacks had been significantly disadvantaged in the promotion process with respect to the length of time required for promotion out of GS-12, the opportunity to become certified for selection at the GS-13 and GS-14 levels, and the opportunity to be promoted to GS-13.

The Comptroller General stated in his final decision that he could not agree with a great many of the examiner's findings and conclusions, but had decided to accept the examiner's recommendations. Noting that the case involved a promotion system no longer in use in GAO, Mr. Bowsher said, "It is in the best interest of GAO to settle this case as equitably as possible and concentrate our efforts on the future. The work of GAO and our positive equal opportunity and affirmative action programs are too important for us to be continually engaged in adversarial processes."

Mr. Bowsher said that GAO would promptly bring in a panel of outside experts (to be selected in consultation with the complainants' representatives) to evaluate GAO's current promotion system against the EEO Uniform Guidelines. GAO will be working with the complainants' representatives to reach equitable settlements with members of the class (which could include back pay, front pay, and promotions) and regarding attorneys' fees.

"I'm elated that the Comptroller General has decided to accept Mr. Relyea's decision and that he has expressed his desire to correct any problems there may be in the current promotion system as soon as possible," Fogle, who initiated the claim, said in a statement released by the Washington Lawyers' Committee for Civil Rights Under Law. "The agency's action is a major step toward making GAO a leader in equal opportunity just as it is in many other areas." he added.

Copies of the examiner's 152-page report are available in the GAO library and in each division and office.

2/ Source: GAO Management News, October 23, 1984.

## RESULTS OF THE 1983 ANNUAL ASSESSMENT PROCESS

During fiscal year 1983, GAO began a merit selection process that assesses evaluators and staff members in evaluator-related positions at GS grades 12, 13, and 14 for their potential to perform at the next higher grade level. Employees who have at least 1 year in their current grade by October 1 of the next fiscal year are compared against candidates in their respective group to determine if they are best qualified to apply for promotions offered at the next higher grade.

Gregory Ahart, Assistant Comptroller General for Human Resources, provided the Advisory Council on Civil Rights with the following results of the fiscal year 1983 Annual Assessment. (See p. 32) (Also see Appendix III for more detailed schedules of the 1983 annual assessment results).

Merit System Promotions - FY'83 (Promoted in FY'84)

	<u>GS-15</u>	<u>%</u>	<u>GS-14</u>	<u>%</u>	<u>GS-13</u>	<u>%</u>	<u>Totals</u>	<u>%</u>
White Males	15	83.3	52	76.5	78	60.9	145	67.8
White Females	1	5.6	10	14.7	33	25.8	44	20.6
Black Males	1	5.6	2	2.9	6	4.7	9	4.2
Black Females	0	0.0	1	1.5	6	4.7	7	3.3
Hispanic Males	0	0.0	0	0.0	4	3.1	4	1.9
Hispanic Females	0	0.0	0	0.0	1	0.8	1	0.4
Other Males	1	5.5	2	2.9	0	0.0	3	1.4
Other Females	<u>0</u>	<u>0.0</u>	<u>1</u>	<u>1.5</u>	<u>0</u>	<u>0.0</u>	<u>1</u>	<u>0.4</u>
<b>Totals</b>	<b>18</b>	<b>100.0</b>	<b>68</b>	<b>100.0</b>	<b>128</b>	<b>100.0</b>	<b>214</b>	<b>100.0</b>
All White	16	88.9	62	91.2	111	86.7	189	88.3
All Minorities	<u>2</u>	<u>11.1</u>	<u>6</u>	<u>8.8</u>	<u>17</u>	<u>13.3</u>	<u>25</u>	<u>11.7</u>
All Employees	18	100.0	68	100.0	128	100.0	214	100.0

Note: Excluded from the above are one GS-15 position and two GS-13 positions that were filled by white males through lateral transfers.

**THE COUNCIL PARTICIPATED IN APPEALS BOARD MEMBER  
SELECTION**

The Personnel Appeals Board (PAB) adjudicates a variety of employee appeals involving labor and employee relations and equal employment opportunity. PAB members are selected by a formal process: organizations external to GAO nominate candidates and the Comptroller General appoints the Board members from the nominees, but only after consulting with employee representatives.

In June 1983, the PAB Screening Panel, internal to GAO, requested the Advisory Council on Civil Rights to review 17 nominees' application packages; resumes, samples of decision/published articles, and answers to questions concerning the nature and extent of their experience; and select the 5 best candidates to serve 3-year terms beginning in October. A subcommittee of the Council reviewed the application packages according to relevant education and experience, and finding none to be objectionable, recommended the 5 best candidates, including 1 alternate. After approving the recommendations, the Council provided them to the Committee of Combined Employee Groups. The two nominees approved by the Comptroller General included one of the Council's recommendations.

**FY 1983 Recruitment Results  
Evaluator & Related Positions  
GS-7/9**

<u>Category</u>	<u>No. Hired</u>	<u>% Hired</u>	<u>% Goal</u>	<u>± Goal</u>
Men	102	46.8		
Women	116	53.2		
Black	20	9.2	7.0	+2.2
Hispanic	20	9.2	10.0	-0.8
Other*	16	7.3	5.0	+2.3
Total Minority	56	25.7	22.0	+3.7
White Women	83	38.1	33.0	+5.1
Total Min. & WW <u>a/</u>	139	63.8	55.0	+8.8
White Men	79	36.2	45.0	-8.8
Grand Total	218	100.0	100.0	

a/ Minority and White Women

\*Includes Asians/Pacific Islanders and Native Americans

APPENDIX II

FY 1984 Entry Level Evaluator and  
Evaluator-Related Hiring (GS 7-9)

<u>Race/Sex</u>	<u>FY 1984 Hires</u>		<u>Goal(%)</u>	<u>Differences</u>
	<u>No.</u>	<u>%</u>		<u>(+)</u> <u>(-)%</u>
WM	70	40.5	45	-4.5
WF	77	44.5	33	+11.5
BM	9	5.2	7	-0.7
BF	2	1.1		
HM	6	3.5	10	-4.8
HF	3	1.7		
OM	1	0.6	5	-1.5
OF	<u>5</u>	<u>2.9</u>	<u>—</u>	
<b>Totals</b>	173	100.0	100	

Source: GAO Civil Rights Office's 1984 Statistics

Merit System Promotions - FY'83  
(Promoted in FY'84) GS-13 and GS-14<sup>1/</sup>  
FY 83 Generalist Evaluator Promotions to GS-13

<u>GAO-Wide</u>	<u>Eligibles</u>		<u>Best Qualified</u>		<u>Selections</u>		<u>Promotions</u>		<u>Group Ratio Selections/Eligibles</u>	<u>Group Ratio Promotions/Eligibles</u>
	<u>No.</u>	<u>% Total</u>	<u>No.</u>	<u>% Eligibles</u>	<u>No.</u>	<u>% Best Qualified</u>	<u>No.</u>	<u>% Best Qualified</u>		
White Males	590	62.6	170	28.8	67	39.4	65	38.2	11.4	11.0
White Females	168	17.8	46	27.4	25	54.3	23	50.0	14.9	13.7
Blacks	135	14.3	17	12.6	14	82.4	11	64.7	10.4	8.1
Hispanics	27	2.9	7	25.9	4	57.1	4	57.1	14.8	14.8
Others	<u>23</u>	<u>2.4</u>	<u>3</u>	<u>13.0</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>
<b>Totals</b>	<b>943</b>	<b>100.0</b>	<b>243</b>	<b>25.8</b>	<b>110*</b>	<b>45.3</b>	<b>103</b>	<b>42.4</b>	<b>11.7</b>	<b>10.9</b>

\*Note: Includes two White Male, two White Female, and three Black Female declinations.

<sup>1/</sup>Due to the small number of GS-15 promotions (See page 26) further details on those promotions are not included.

FY'83 Generalist Evaluator Promotions to GS-13

Divisions/ Offices	Eligibles		Best Qualified		Selections		Promotions		Group Ratio Selections/Eligibles	Group Ratio Promotions/Eligibles
	No	% Total	No	% Eligibles	No	% Best Qualified	No	% Best Qualified		
White Males	186	52.7	57	30.6	27	47.4	26	45.6	14.5	14.0
White Females	82	23.2	24	29.3	13	54.2	12	50.0	15.9	14.6
Blacks	69	19.5	10	14.5	6	60.0	5	50.0	8.7	7.2
Hispanics	8	2.3	2	25.0	1	50.0	1	50.0	12.5	12.5
Others	8	2.3	1	12.5	--	--	--	--	--	--
<b>Totals</b>	<b>353</b>	<b>100.0</b>	<b>94</b>	<b>26.6</b>	<b>47*</b>	<b>50.0</b>	<b>44</b>	<b>46.8</b>	<b>13.3</b>	<b>12.5</b>

\*Note: Includes one White Male, one White Female, and one Black Female declination.

FY '83 Generalist Evaluator Promotions to GS-13

<u>Regions</u>	<u>Eligibles</u>		<u>Best Qualified</u>		<u>Selections</u>		<u>Promotions</u>		<u>Group Ratio Selections/Eligibles</u>	<u>Group Ratio Promotions/Eligibles</u>
	<u>No.</u>	<u>% Total</u>	<u>No.</u>	<u>% Eligibles</u>	<u>No.</u>	<u>% Best Qualified</u>	<u>No.</u>	<u>% Best Qualified</u>		
White Males	404	68.5	113	28.0	40	35.4	39	34.5	9.9	9.7
White Females	86	14.6	22	25.6	12	54.5	11	50.0	14.0	12.8
Blacks	66	11.2	7	10.6	8**	114.3	6	85.7	12.1	9.1
Hispanics	19	3.2	5	26.3	3	60.0	3	60.0	15.8	15.8
Others	<u>15</u>	<u>2.5</u>	<u>2</u>	<u>13.3</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>
<b>Totals</b>	<b>590</b>	<b>100.0</b>	<b>149</b>	<b>25.3</b>	<b>63*</b>	<b>42.3</b>	<b>59</b>	<b>39.6</b>	<b>10.7</b>	<b>10.0</b>

Note: \*Includes: a) One Black Female selection from outside the regions and two Black Female declinations.  
b) One White Male selections from outside the regions and one White Male declination.  
c) One White Female declination.

\*\*Figure exceeds the number of best qualified because of a selection noted above from outside the regions.

FY '83 Evaluator (with Special Factors) Promotions to GS-13

<u>GAO-Wide</u>	<u>Applicants</u>		<u>Best Qualified</u>		<u>Selections</u>		<u>Promotions</u>		<u>Group Ratio Selections/Applicants</u>	<u>Group Ratio Promotions/Applicants</u>
	<u>No.</u>	<u>% Total</u>	<u>No.</u>	<u>% Applicants</u>	<u>No.</u>	<u>% Best Qualified</u>	<u>No.</u>	<u>% Best Qualified</u>		
White Males	33	55.9	16	48.5	5	31.2	4	25.0	15.2	12.1
White Females	9	15.3	5	55.6	4	80.0	4	80.0	44.4	44.4
Blacks	14	23.7	3	21.4	1	33.3	1	33.3	7.1	7.1
Hispanics	--	--	--	--	--	--	--	--	--	--
Others	3	5.1	--	--	--	--	--	--	--	--
<b>Totals</b>	<b>59</b>	<b>100.0</b>	<b>24</b>	<b>40.7</b>	<b>10*</b>	<b>41.7</b>	<b>9</b>	<b>37.5</b>	<b>16.9</b>	<b>15.3</b>

\*Note: Includes one White Male declination.

FY '83 Specialist Promotions to GS-13

<u>GAO-Wide</u>	<u>Applicants</u>		<u>Best Qualified</u>		<u>Selections</u>		<u>Promotions</u>		<u>Group Ratio</u> <u>Selections/Applicants</u>
	<u>No.</u>	<u>% Total</u>	<u>No.</u>	<u>% Applicants</u>	<u>No.</u>	<u>% Best Qualified</u>	<u>No.</u>	<u>% Best Qualified</u>	
White Males	28	47.5	10	35.7	4	40.0	4	40.0	14.3
White Females	19	32.2	13	68.4	6	46.2	6	46.2	31.6
Blacks	10	16.9	1	10.0	--	--	--	--	--
Hispanics	1	1.7	--	--	--	--	--	--	--
Others	<u>1</u>	<u>1.7</u>	<u>1</u>	<u>100.0</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>
<b>Totals</b>	<b>59</b>	<b>100.0</b>	<b>25</b>	<b>42.4</b>	<b>10</b>	<b>40.0</b>	<b>10</b>	<b>40.0</b>	<b>16.9</b>

FY '83 Generalist Evaluator Promotions to GS-14

CAO-Wide	Eligibles		Best Qualified		Selections		Promotions		Group Ratio	
	No.	% Total	No.	% Eligibles	No.	% Best Qualified	No.	% Best Qualified	Selections/Eligibles	Promotions/Eligibles
White Males	672	82.3	139	20.7	42	30.2	40	28.8	6.2	6.0
White Females	70	8.6	17	24.3	8	47.1	8	47.1	11.4	11.4
Blacks	51	6.2	8	15.7	3	37.5	2	25.0	5.9	3.9
Hispanics	11	1.3	2	18.2	--	--	--	--	--	--
Others	<u>13</u>	<u>1.6</u>	<u>3</u>	<u>23.1</u>	<u>3</u>	<u>100.0</u>	<u>3</u>	<u>100.0</u>	<u>23.1</u>	<u>23.1</u>
<b>Totals</b>	<b>817</b>	<b>100.0</b>	<b>169</b>	<b>20.7</b>	<b>56*</b>	<b>33.1</b>	<b>53</b>	<b>31.4</b>	<b>6.9</b>	<b>6.5</b>

\*Note: Includes two White Male and one Black Male declination.

FY '83 Generalist Evaluator Promotions to GS-14

<u>Divisions/ Offices</u>	<u>Eligibles</u>		<u>Best Qualified</u>		<u>Selections</u>		<u>Promotions</u>		<u>Group Ratio Selections/Eligibles</u>	<u>Group Ratio Promotions/Eligibles</u>
	<u>No.</u>	<u>% Total</u>	<u>No.</u>	<u>% Eligibles</u>	<u>No.</u>	<u>% Best Qualified</u>	<u>No.</u>	<u>% Best Qualified</u>		
White Males	306	75.7	68	22.2	24	35.3	23	33.8	7.8	7.5
White Females	51	12.6	14	27.5	5	35.7	5	35.7	9.8	9.8
Blacks	33	8.2	2	6.1	--	--	--	--	--	--
Hispanics	6	1.5	1	16.7	--	--	--	--	--	--
Others	8	2.0	--	--	--	--	--	--	--	--
<b>Totals</b>	<b>404</b>	<b>100.0</b>	<b>85</b>	<b>21.0</b>	<b>29*</b>	<b>34.1</b>	<b>28</b>	<b>32.9</b>	<b>7.2</b>	<b>6.9</b>

\*Note: Includes one White Male selection from the regions and one White Male declination.

FY '83 Generalist Evaluator Promotions to GS-14

<u>Regions</u>	<u>Eligibles</u>		<u>Best Qualified</u>		<u>Selections</u>		<u>Promotions</u>		<u>Group Ratio Selections/Eligibles</u>	<u>Group Ratio Promotions/Eligibles</u>
	<u>No.</u>	<u>% Total</u>	<u>No.</u>	<u>% Eligibles</u>	<u>No.</u>	<u>% Best Qualified</u>	<u>No.</u>	<u>% Best Qualified</u>		
White Males	366	88.6	71	19.4	18	25.3	17	23.9	4.9	4.6
White Females	19	4.6	3	15.8	3	100.0	3	100.0	15.8	15.8
Blacks	18	4.4	6	33.3	3	50.0	2	33.3	16.7	11.1
Hispanics	5	1.2	1	20.0	--	--	--	--	--	--
Others	<u>5</u>	<u>1.2</u>	<u>3</u>	<u>60.0</u>	<u>3</u>	<u>100.0</u>	<u>3</u>	<u>100.0</u>	<u>60.0</u>	<u>60.0</u>
<b>Totals</b>	<b>413</b>	<b>100.0</b>	<b>84</b>	<b>20.3</b>	<b>27*</b>	<b>32.1</b>	<b>25</b>	<b>29.8</b>	<b>6.5</b>	<b>6.1</b>

\*Note: Includes one White Male and one Black Male declination.

FY '83 Evaluator (with Special Factors) Promotions to GS-14

<u>GAO-Wide</u>	<u>Applicants</u>		<u>Best Qualified</u>		<u>Selections</u>		<u>Promotions</u>		<u>Group Ratio Selections/Applicants</u>	<u>Group Ratio Promotions/Applicants</u>
	<u>No.</u>	<u>% Total</u>	<u>No.</u>	<u>% Applicants</u>	<u>No.</u>	<u>% Best Qualified</u>	<u>No.</u>	<u>% Best Qualified</u>		
White Males	42	76.4	20	47.6	9	45.0	9	45.0	21.4	21.4
White Females	9	16.4	1	11.1	--	--	--	--	--	--
Blacks	3	5.4	1	33.3	1	100.0	--	--	33.3	--
Hispanics	1	1.8	--	--	--	--	--	--	--	--
Others	--	--	--	--	--	--	--	--	--	--
<b>Totals</b>	<b>55</b>	<b>100.0</b>	<b>22</b>	<b>40.0</b>	<b>10*</b>	<b>45.5</b>	<b>9</b>	<b>40.9</b>	<b>18.2</b>	<b>16.4</b>

\*Note: Includes one Black Male declination.

FY '83 Specialist Promotions to GS-14

<u>GAO-Wide</u>	<u>Applicants</u>		<u>Best Qualified</u>		<u>Selections</u>		<u>Promotions</u>		<u>Group Ratio</u> <u>Selections/Applicants</u>
	<u>No.</u>	<u>% Total</u>	<u>No.</u>	<u>% Applicants</u>	<u>No.</u>	<u>% Best Qualified</u>	<u>No.</u>	<u>% Best Qualified</u>	
White Males	23	65.7	7	30.4	2	28.6	2	28.6	8.7
White Females	10	28.6	3	30.0	2	66.7	2	66.7	20.0
Blacks	2	5.7	2	100.0	1	50.0	1	50.0	50.0
Hispanics	--	--	--	--	--	--	--	--	--
Others	--	--	--	--	--	--	--	--	--
<b>Totals</b>	<b>35</b>	<b>100.0</b>	<b>12</b>	<b>34.3</b>	<b>5</b>	<b>41.7</b>	<b>5</b>	<b>41.7</b>	<b>14.3</b>

## FY '83 GAO-Wide Non-Competitive Promotions to GS-13 and GS-14

	GS-13		GS-14	
	<u>No.</u>	<u>% Total</u>	<u>No.</u>	<u>% Total</u>
White Males	4	66.7	1	100.0
White Females	1	16.7	--	--
Blacks	--	--	--	--
Hispanics	1	16.6	--	--
Others	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>
<b>Totals</b>	<b>6</b>	<b>100.0</b>	<b>1</b>	<b>100.0</b>

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

	<u>December 1981</u>		<u>July 1984</u>		<u>Difference</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>
White Males	2775	70.0	2718	65.9	- 57	- 04.1
White Females	632	16.0	772	18.7	140	02.7
Minority Males	301	7.6	332	08.1	31	00.5
Minority Females	<u>253</u>	<u>6.4</u>	<u>299</u>	<u>07.3</u>	<u>46</u>	<u>00.9</u>
<b>Total</b>	<u>3961</u>	<u>100.0</u>	<u>4121</u>	<u>100.0</u>	<u>160</u>	

Source: Data supplied by Civil Rights Office.

APPENDIX VI

Summary Chart on the Advisory Council on Civil Rights' Comparison of GAO's Employee Profiles at December 21, 1981, and June 30, 1984

Increase (+) or Decrease (-) in Percentage of Representation In GAO Workforce at June 30, 1984, as compared to December 21, 1981

<u>GS-Grade</u>	<u>Minority Women</u>	<u>Minority Men</u>	<u>Non-Minority Women</u>	<u>Non-Minority Men</u>
1-4	+10.8	-4.2	- 5.4	-1.2
5	+12.1	-4.3	- 0.3	-7.3
6	+ 6.5	+1.0	- 7.0	-0.5
7	+ 5.9	+1.7	- 4.5	-3.2
8	+19.3	+4.2	-12.9	-0.9
9	+ 2.7	-1.5	+ 5.7	-7.0
10	+14.3	0.0	-14.3	-0.0
11	+ 3.7	+0.1	+ 2.8	+6.6
12	+ 2.5	+0.2	+ 6.7	-9.4
13	+ 1.6	+2.8	+ 3.7	-8.1
14	+ 0.9	-0.4	+ 2.6	-3.1
15	- 0.3	+0.8	+ 2.0	-2.5

Source: See pp. 49 and 59.

U.S. GENERAL ACCOUNTING OFFICE  
 Analysis of General Schedule Employees  
 by Grade, Sex and Racial Category as of June 1984

<u>GS-Grade</u>	<u>Minority Women</u>	<u>Minority Men</u>	<u>Non- Minority Women</u>	<u>Non- Minority Men</u>	<u>Total Women</u>	<u>Total Men</u>	<u>Total</u>
1-4 % of Total	110 57.6	11 5.8	62 32.5	8 4.1	172 90.1	19 9.9	191 100.0
5 % of Total	108 60.0	6 3.4	63 35.0	3 1.7	171 95.0	9 5.0	180 100.0
6 % of Total	162 63.6	8 3.1	81 31.8	4 1.6	243 95.3	12 4.7	255 100.0
7 % of Total	105 35.8	24 8.1	121 41.3	43 14.7	226 77.1	67 22.9	293 100.0
8 % of Total	29 49.2	4 6.8	25 42.4	1 1.7	54 91.5	5 8.5	59 100.0
9 % of Total	47 19.9	27 11.5	98 41.7	63 26.8	145 61.7	90 38.3	235 100.0
10 % of Total	2 28.6	- -	4 57.1	1 14.3	6 85.7	1 14.3	7 100.0
11 % of Total	57 19.2	27 9.1	120 40.4	93 31.3	120 40.4	177 59.6	297 100.0
12 % of Total	114 9.8	136 11.6	268 22.9	650 55.7	382 32.7	786 67.3	1168 100.0
13 % of Total	42 4.1	76 7.5	135 13.3	765 75.1	177 17.4	841 82.6	1018 100.0
14 % of Total	10 1.3	26 3.4	54 7.2	665 88.1	64 8.5	691 91.5	755 100.0
15 % of Total	1 .3	14 3.6	24 6.3	345 89.8	25 6.5	359 93.5	384 100.0
17 % of Total	- -	- -	- -	1 100.0	- -	1 100.0	1 100.0
SES % of Total	2 1.8	5 4.5	7 6.3	97 87.4	9 8.1	102 91.9	111 100.0
SR % of Total	- -	- -	- -	7 100.0	- -	7 100.0	7 100.0
Total % of Total	789 15.9	365 7.4	1062 21.4	2745 55.3	1851 37.3	3110 62.7	4961 100.0

Source: Q200 Report, 6/30/84

PROFILE OF GAO DIVISIONS  
JUNE 30, 1984

	<u>Number</u> GS-13	<u>Percent</u>	<u>Number</u> GS-14	<u>Percent</u>	<u>Number</u> GS-15	<u>Percent</u>	<u>Total</u>
<u>Accounting and Financial Management Division (AFMD)</u>							
White Males	34	60.7	39	75.0	30	90.0	103
White Females	13	23.2	9	17.4	2	6.1	24
Minority Males	6	10.7	3	5.7	1	3	10
Minority Females	3	5.4	1	1.9	-	-	4
Total	56	100	52	100	33	100	141
<u>General Government Division (GCD)</u>							
White Males	52	74.3	63	91.3	36	97.3	151
White Females	8	11.4	4	5.8	-	-	12
Minority Males	2	2.9	-	-	1	2.7	3
Minority Females	8	11.4	2	2.9	-	-	10
Total	70	100	69	100	37	100	176
<u>Human Resources Division (HRD)</u>							
White Males	41	67.2	45	90	24	92.3	110
White Females	11	18.1	5	10	2	7.7	18
Minority Males	8	13.1	-	-	-	-	8
Minority Females	1	1.6	-	-	-	-	1
Total	61	100	50	100	26	100	137

Source: Q308 Report, 6/30/84

PROFILE OF GAO DIVISIONS  
JUNE 30, 1984

	Number GS-13		Percent GS-13		Number GS-14		Percent GS-14		Number GS-15		Percent GS-15		Total	
<u>Information Management and Technology Division (IMTEC)</u>	White Males	14	56		30	93.8		16	88.9		60			
	White Females	8	32		2	6.2		-	-		10			
	Minority Males	1	4		-	-		2	11.1		3			
Minority Females	2	8		-	-		-	-		2				
Total	25	100		32	100		18	100		75				
<u>National Security and International Affairs Division (NSIAD)</u>	White Males	76	76.8		102	96.2		59	95.2		237			
	White Females	9	9.1		3	2.8		1	1.6		13			
	Minority Males	10	10.1		-	-		2	3.2		12			
Minority Females	4	4.0		1	1.0		-	-		5				
Total	99	100		106	100		62	100		267				
<u>Office of the General Counsel (OGC)</u>	White Males	10	47.6		28	77.8		45	86.5		83			
	White Females	6	28.6		8	22.2		5	9.7		19			
	Minority Males	3	14.2		-	-		2	3.8		5			
Minority Females	2	9.6		-	-		-	-		2				
Total	21	100		36	100		52	100		109				

Information Management and  
Technology Division (IMTEC)

White Males  
White Females

Minority Males  
Minority Females  
Total

National Security and  
International Affairs  
Division (NSIAD)

White Males  
White Females

Minority Males  
Minority Females  
Total

Office of the General  
Counsel (OGC)

White Males  
White Females

Minority Males  
Minority Females  
Total

PROFILE OF GAO DIVISIONS  
JUNE 30, 1984

	<u>Number</u> <u>Percent</u> GS-13		<u>Number</u> <u>Percent</u> GS-14		<u>Number</u> <u>Percent</u> GS-15		<u>Total</u>
<u>Personnel (PERS)</u>							
White Males	4	28.7	5	62.5	2	100	11
White Females	6	42.9	2	25	-	-	8
Minority Males	2	14.2	1	12.5	-	-	3
Minority Females	2	14.2	-	-	-	-	2
Total	14	100	8	100	2	100	24
<u>Program Evaluation and Methodology Division (PEMD)</u>							
White Males	4	36.4	13	72.2	10	76.9	27
White Females	5	45.4	5	27.8	2	15.4	12
Minority Males	2	18.2	-	-	1	7.7	3
Minority Females	-	-	-	-	-	-	-
Total	11	100	18	100	13	100	42
<u>Resources Community and Economic Development Division (RCED)</u>							
White Males	79	73.2	77	90.6	43	95.6	199
White Females	17	15.7	3	3.5	1	2.2	21
Minority Males	7	6.5	4	4.7	1	2.2	12
Minority Females	5	4.6	1	1.2	-	-	6
Total	108	100	85	100	45	100	238
<u>Division/Office Total</u>							
White Males	314	67.5	402	88.2	265	92.0	981
White Females	83	17.9	41	9.0	13	4.5	137
Minority Males	41	8.8	8	1.7	110	3.5	59
Minority Females	27	5.8	5	1.1	-	-	32
Total	465	100	456	100	288	100	1209

PROFILE OF GAO REGIONAL OFFICES

June 30, 1984

Atlanta

White Males  
White Females  
  
Minority Males  
Minority Females  
Total

	Number GS-13	Percent	Number GS-14	Percent	Number GS-15	Percent
<u>Atlanta</u>						
White Males	37	92.5	18	90	4	100
White Females	-	-	1	5	-	-
Minority Males	3	7.5	1	5	-	-
Minority Females	-	-	-	-	-	-
Total	<u>40</u>	<u>100</u>	<u>20</u>	<u>100</u>	<u>4</u>	<u>100</u>
<u>Boston</u>						
White Males	24	88.9	13	92.9	4	100
White Females	2	7.4	1	7.1	-	-
Minority Males	-	-	-	-	-	-
Minority Females	<u>1</u>	<u>3.7</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>27</u>	<u>100</u>	<u>14</u>	<u>100</u>	<u>4</u>	<u>100</u>
<u>Chicago</u>						
White Males	23	85.2	13	92.9	3	100
White Females	1	3.7	1	7.1	-	-
Minority Males	-	-	-	-	-	-
Minority Females	<u>3</u>	<u>11.1</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>27</u>	<u>100</u>	<u>14</u>	<u>100</u>	<u>3</u>	<u>100</u>

PROFILE OF GAO REGIONAL OFFICES

June 30, 1984

	Number GS-13	Percent	Number	Percent	Number	Percent
			GS-14		GS-15	
<u>Cincinnati</u>						
White Males	26	92.9	15	100	3	100
White Females	-	-	-	-	-	-
Minority Males	2	7.1	-	-	-	-
Minority Females	-	-	-	-	-	-
Total	<u>28</u>	<u>100</u>	<u>15</u>	<u>100</u>	<u>3</u>	<u>100</u>
<u>Dallas</u>						
White Males	30	76.9	14	82.4	5	100
White Females	4	10.3	-	-	-	-
Minority Males	5	12.8	3	17.6	-	-
Minority Females	-	-	-	-	-	-
Total	<u>39</u>	<u>100</u>	<u>17</u>	<u>100</u>	<u>5</u>	<u>100</u>
<u>Denver</u>						
White Males	22	81.5	13	92.9	2	66.7
White Females	1	3.7	-	-	1	33.3
Minority Males	4	14.8	1	7.1	-	-
Minority Females	-	-	-	-	-	-
Total	<u>27</u>	<u>100</u>	<u>14</u>	<u>100</u>	<u>3</u>	<u>100</u>

PROFILE OF GAO REGIONAL OFFICES

June 30, 1984

Detroit

White Males  
White Females  
  
Minority Males  
Minority Females  
Total

	Number GS-13	Percent	Number GS-14	Percent	Number GS-15	Percent
White Males	24	92.4	12	100	3	100
White Females	1	3.8	-	-	-	-
Minority Males	1	3.8	-	-	-	-
Minority Females	-	-	-	-	-	-
Total	<u>26</u>	<u>100</u>	<u>12</u>	<u>100</u>	<u>3</u>	<u>100</u>
<u>Kansas City</u>						
White Males	29	96.7	15	100	4	100
White Females	-	-	-	-	-	-
Minority Males	1	3.3	-	-	-	-
Minority Females	-	-	-	-	-	-
Total	<u>30</u>	<u>100</u>	<u>15</u>	<u>100</u>	<u>4</u>	<u>100</u>
<u>Los Angeles</u>						
White Males	26	83.9	11	68.8	2	100
White Females	3	9.7	-	-	-	-
Minority Males	2	6.4	5	31.2	-	-
Minority Females	-	-	-	-	-	-
Total	<u>31</u>	<u>100</u>	<u>16</u>	<u>100</u>	<u>2</u>	<u>100</u>

PROFILE OF GAO REGIONAL OFFICES

June 30, 1984

	Number GS-13	Percent	Number GS-14	Percent	Number GS-15	Percent
<u>New York</u>						
White Males	20	80	15	88.2	3	75
White Females	2	8	1	5.9	1	25
Minority Males	2	8	1	5.9	-	-
Minority Females	<u>1</u>	<u>4</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>25</u>	<u>100</u>	<u>17</u>	<u>100</u>	<u>4</u>	<u>100</u>
<u>Norfolk</u>						
White Males	26	96.3	10	90.9	3	100
White Females	1	3.7	1	9.1	-	-
Minority Males	-	-	-	-	-	-
Minority Females	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>27</u>	<u>100</u>	<u>11</u>	<u>100</u>	<u>3</u>	<u>100</u>
<u>Philadelphia</u>						
White Males	32	100	17	100	1	50
White Females	-	-	-	-	-	-
Minority Males	-	-	-	-	1	50
Minority Females	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>32</u>	<u>100</u>	<u>17</u>	<u>100</u>	<u>2</u>	<u>100</u>

PROFILE OF GAO REGIONAL OFFICES

June 30, 1984

San Francisco

White Males  
White Females  
  
Minority Males  
Minority Females  
Total

	Number GS-13	Percent	Number GS-14	Percent	Number GS-15	Percent
White Males	29	82.9	16	84.2	4	100
White Females	2	5.7	1	5.3	-	-
Minority Males	3	8.5	2	10.5	-	-
Minority Females	1	2.9	-	-	-	-
Total	<u>35</u>	<u>100</u>	<u>19</u>	<u>100</u>	<u>4</u>	<u>100</u>
<u>Seattle</u>						
White Males	23	92	12	85.7	3	100
White Females	2	8	-	-	-	-
Minority Males	-	-	2	14.3	-	-
Minority Females	-	-	-	-	-	-
Total	<u>25</u>	<u>100</u>	<u>14</u>	<u>100</u>	<u>3</u>	<u>100</u>
<u>Washington</u>						
White Males	31	67.4	25	86.2	4	80
White Females	8	17.5	3	10.4	1	20
Minority Males	5	10.8	-	-	-	-
Minority Females	2	4.3	1	3.4	-	-
Total	<u>46</u>	<u>100</u>	<u>29</u>	<u>100</u>	<u>5</u>	<u>100</u>

PROFILE OF GAO REGIONAL OFFICES

June 30, 1984

Regional Office

15 Regional Offices

White Males

White Females

Minority Males

Minority Females

Total

	Number GS-13	Percent	Number GS-14	Percent	Number GS-15	Percent
	402	86.3	219	89.8	48	92.3
	27	5.8	9	3.7	3	5.8
	29	6.2	15	6.1	1	1.9
	8	1.7	1	0.4	-	-
	<u>466</u>	<u>100</u>	<u>244</u>	<u>100</u>	<u>52</u>	<u>100</u>

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 Women</u>	<u>Minority Men</u>	<u>Non- Minority Women</u>	<u>Non- Minority Men</u>	<u>Total Women</u>	<u>Total Men</u>	<u>Total</u>
1-4	178	38	144	20	222	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	3.3	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

Source: The source for pp. 59 to 70 is the Civil Rights Advisory Council's 1981 Annual Report.

PROFILE OF GAO DIVISIONS

December 21, 1981

	<u>Number</u> GS-13	<u>Percent</u>	<u>Number</u> GS-14	<u>Percent</u>	<u>Number</u> 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> GS-13	<u>Percent</u>	<u>Number</u> GS-14	<u>Percent</u>	<u>Number</u> 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> GS-13	<u>Percent</u>	<u>Number</u> GS-14	<u>Percent</u>	<u>Number</u> GS-15	<u>Percent</u>	<u>Total</u>
<u>International Division (ID)</u>							
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 Evaluation (IPE)</u>							
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 Systems Acquisition Division (MASAD)</u>							
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> GS-13	<u>Percent</u>	<u>Number</u> GS-14	<u>Percent</u>	<u>Number</u> 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

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>GS-13</u>		<u>GS-14</u>		<u>GS-15</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<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	0	-	0	-	0	-
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	0	-	0	-	0	-
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	1	4.0	0	-	0	-
Total	25	100.0	12	100.0	3	100

PROFILE OF GAO FIELD OPERATIONS DIVISION REGIONAL OFFICES

December 21, 1981

	<u>Number</u> GS-13	<u>Percent</u>	<u>Number</u> GS-14	<u>Percent</u>	<u>Number</u> 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 CAO FIELD OPERATIONS DIVISION REGIONAL OFFICESDecember 21, 1981

	<u>Number</u> GS-13	<u>Percent</u>	<u>Number</u> GS-14	<u>Percent</u>	<u>Number</u> GS-15	<u>Percent</u>
<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	0	-	0	-	0	-
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	0	-	0	-	0	-
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	0	-	0	-	0	-
Total	30	100.0	12	100.0	4	100

PROFILE OF GAO FIELD OPERATIONS DIVISION REGIONAL OFFICES

December 21, 1981

	<u>GS-13</u>		<u>GS-14</u>		<u>GS-15</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<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	0	-	0	-	0	-
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	0	-	0	-	0	-
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	0	-	0	-	0	-
Total	31	100.0	14	100.0	3	100

PROFILE OF GAO FIELD OPERATIONS DIVISION REGIONAL OFFICES

December 21, 1981

	<u>GS-13</u>		<u>GS-14</u>		<u>GS-15</u>	
	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<u>Percent</u>	<u>Number</u>	<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	0	-	0	-	0	-
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	0	-	0	-	0	-
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	4	9.1	0	-	0	-
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> GS-13	<u>Percent</u>	<u>Number</u> GS-14	<u>Percent</u>	<u>Number</u> 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