

GAO

Fact Sheet for the Chairman,  
Committee on Governmental Affairs,  
U.S. Senate

April 1993

# POLITICAL APPOINTEES

## 10-Year Staffing Trends at 30 Federal Agencies



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General Accounting Office  
Washington, D.C. 20548

General Government Division

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April 30, 1993

The Honorable John H. Glenn  
Chairman, Committee on Governmental Affairs  
United State Senate

Dear Mr. Chairman:

This fact sheet responds to your request that we examine historical trends in the employment of noncareer Senior Executive Service (SES) and Schedule C appointees and full-time permanent (FTP) employees at the 30 federal agencies with the largest number of political appointees as of December 31, 1991. As agreed with the Committee, our objectives were to (1) identify the 30 federal agencies with the largest number of political appointees in December 1991, (2) compare staffing patterns of appointees at the 30 agencies with governmentwide patterns over the 10-year period, and (3) examine staffing patterns of appointees and FTP employees at these agencies over the 10-year period.<sup>1</sup>

#### RESULTS IN BRIEF

Political appointees at the 30 agencies accounted for 91 percent, or 2,211, of the total 2,436 appointees governmentwide as of December 31, 1991. Except for cyclical drops in the number of appointees during the first year of new administrations (1989 and 1981), there was little change in the total number of appointees at the 30 agencies and governmentwide over the 10-year period. These same agencies accounted for 59 percent of the FTP employment governmentwide in 1991 and 62 percent in 1981. They employed 1.546 million FTP employees in 1991 and 1.502 million in 1981.

Half of all appointees governmentwide in 1991 were employed at eight agencies--the departments of Commerce, Agriculture, Health and Human Services, Energy, Education, State, and Justice, and the office of the Secretary of Defense. These eight agencies accounted for 14 percent of the FTP employment governmentwide in 1991.

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<sup>1</sup>Information presented in this report does not include Senate-confirmed presidential appointees, generally referred to as PAS employees.

Governmentwide, about 29 percent of the political appointees were noncareer SES appointees in 1991, with about half of the 30 agencies exceeding this governmentwide average. At several smaller agencies, all appointees were Schedule C appointees. These agencies were the Tax Court of the United States, the Agency for International Development, and the U.S. International Trade Commission. The data also showed that smaller agencies tended to have a higher ratio of political appointees to FTP employees.

#### BACKGROUND

Political appointees include noncareer SES and Schedule C appointees who are appointed by an administration to support and advocate the President's political goals and policies. Noncareer SES appointees receive noncompetitive appointments to SES positions that normally involve advocating, formulating, and directing the programs and policies of the administration. Schedule C appointees receive noncompetitive appointments to excepted service positions graded GS/GM-15 and below that involve determining policy or that require a close, confidential relationship with the agency head or other key officials of the agency.

As we have previously reported, the appointments of political appointees tend to follow a cyclical pattern of increases and decreases.<sup>2</sup> Because of delays in designating individuals for appointments, there are smaller numbers of appointees at the beginning of a new administration. The number of appointees is likely to reach a high point during the second year of an administration. As the term of an administration ends, the numbers tend to decrease as appointees begin to leave their positions.

#### SCOPE AND METHODOLOGY

We obtained information from the Office of Personnel Management (OPM) on the total number of noncareer SES appointees, Schedule C employees, and FTP employees at 30 agencies we identified as having the largest number of political appointees as of December 31, 1991. We obtained this information for calendar years 1991, 1989, 1987, 1985, 1983, and 1981. We also obtained governmentwide information for these three types of employees for the same period.

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<sup>2</sup>Political Appointees: Number of Noncareer SES and Schedule C Employees in Federal Agencies (GAO/GGD-92-101FS, June 8, 1992).

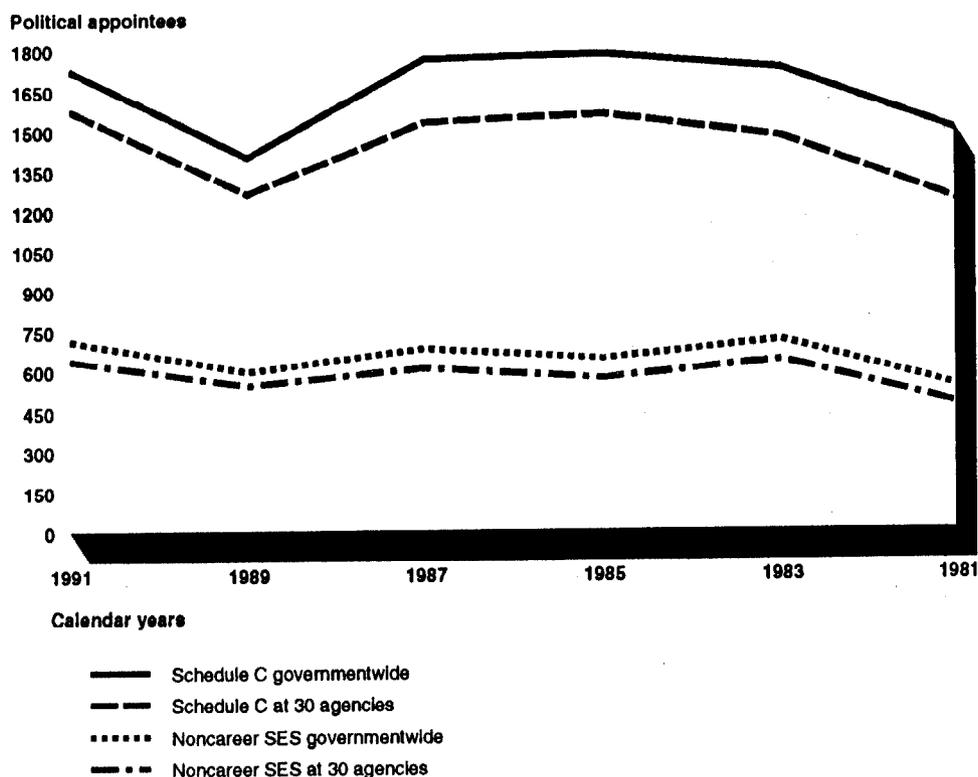
We compared and analyzed these data, which provided staffing information for a 10-year period. We compared the ratios of political appointees to FTP employees, and we compared the number of political appointees at the 30 agencies with the number of political appointees governmentwide. We examined changes in the numbers of noncareer SES appointees, Schedule C appointees, and the total number of appointees at each of the 30 agencies.

We did not independently verify the data OPM provided. We did our work during the period of August 1992 to February 1993 in accordance with generally accepted government auditing standards. We did not obtain agency comments. However, we did discuss the data with OPM officials when necessary for purposes of clarification.

30 AGENCIES EMPLOYED MOST OF  
THE APPOINTEES GOVERNMENTWIDE

As shown in figure 1, the 30 agencies we identified as having the most political appointees as of December 31, 1991, accounted for the vast majority of the governmentwide total of such appointees throughout the 10-year period. Appendix I provides the total number of political appointees governmentwide and for each of the 30 agencies for calendar years 1991, 1989, 1987, 1985, 1983 and 1981.

**Figure 1: Noncareer SES and Schedule C Appointees Governmentwide and at 30 Agencies, CY 1991-1981**



As shown in table 1, the 30 agencies accounted for 91 percent of the total 2,436 appointees governmentwide in calendar year 1991. These same agencies accounted for 84 percent of the 2,022 appointees governmentwide in December 1981. While these agencies employed most of the appointees governmentwide, they accounted for 59 percent of the FTP employment governmentwide in 1991. The percentage of FTP employees over the 10-year period decreased from 62 percent in 1981 to 59 percent in 1991. The 30 agencies accounted for 1.545 million FTP employees in 1991 and 1.502 million in 1981. Appendix VIII contains information on total FTP employment governmentwide and at the 30 agencies for the 10-year period.

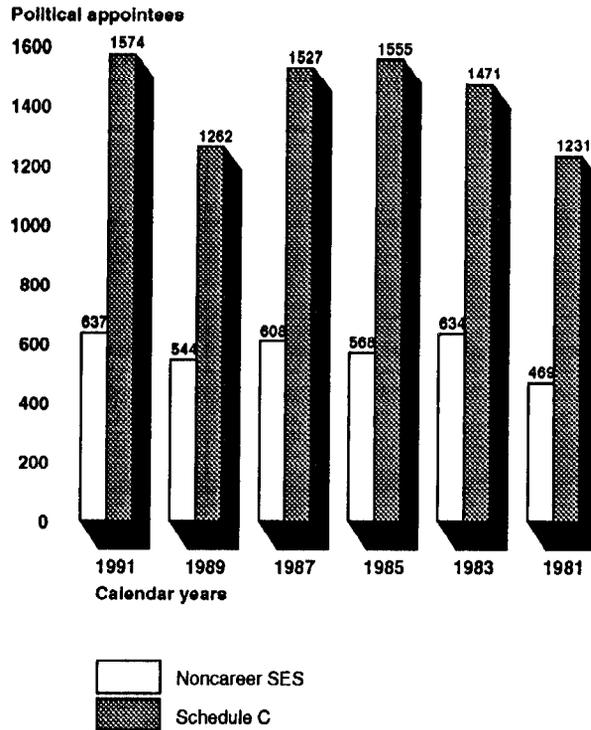
**Table 1: Political Appointees and FTP Employees at 30 Agencies and Governmentwide, CY 1991-1981**

	1991 total	1989 total	1987 total	1985 total	1983 total	1981 total
Governmentwide appointees	2,436	1,995	2,444	2,420	2,434	2,022
30 agencies' total appointees	2,211	1,806	2,145	2,123	2,077	1,704
30 agencies' percent of appointees governmentwide	90.8%	90.5%	87.8%	87.8%	85.3%	84.3%
Governmentwide total FTP	2,632,450	2,625,317	2,591,232	2,533,604	2,443,749	2,424,028
30 agencies' total FTP	1,545,795	1,568,371	1,550,443	1,546,019	1,510,253	1,501,992
30 agencies' percent of governmentwide FTP	58.7%	59.7%	59.8%	61.0%	61.8%	62.0%

**Cyclical Trend Noted More Changes  
Among Schedule C Appointees**

Historical information shows that there are more pronounced changes in the number of Schedule C employees than in the number of noncareer SES appointees. As shown in figure 2, the cyclical trend shows the fewest noncareer SES and Schedule C appointees were employed in 1989--the first year of the Bush administration and in 1981--the first year of the Reagan administration. The number of Schedule C employees between 1991 and 1981 fluctuated more than the number of noncareer SES appointees.

**Figure 2: Trend of Noncareer SES and Schedule C Appointees at 30 Agencies, CY 1991-1981**



**AGENCY STAFFING PATTERNS**

Comparisons of agency data showed that eight agencies employed half of the appointees governmentwide. Analysis of the data also showed that some agencies had a higher concentration of noncareer SES appointees than the governmentwide average of 29 percent.

**Eight Agencies Employed Half of All Appointees**

Eight of the 30 agencies accounted for 50 percent of the total number of political appointees employed governmentwide in December 1991, as shown in table 2. During the 10-year period, the eight agencies accounted for between 43 percent and

50 percent of all appointees governmentwide. The eight agencies accounted for 14 percent of the FTP employment in 1991.

Table 2: Historical Trends of Eight Agencies That Employed Half of the Appointees, CY 1991-1981

Agency	1991 total	1989 total	1987 total	1985 total	1983 total	1981 total
Governmentwide appointees	2,436	1,995	2,444	2,420	2,434	2,022
8 agencies' totals	1,225	980	1,159	1,119	1,084	874
8 agencies' percent of governmentwide total	50.3%	49.1%	47.4%	46.2%	44.5%	43.2%
Commerce	204	176	176	181	168	146
Agriculture	180	124	154	172	178	128
Health and Human Services	156	108	162	168	159	139
Secretary of Defense	151	96	135	133	141	118
Energy	145	147	96	112	98	99
Education	137	129	166	116	118	85
State	130	116	109	117	115	88
Justice	122	84	161	120	107	71

Agencies with a Higher Concentration of Noncareer SES Appointees

As shown in table 3, governmentwide, 29 percent of the political appointees were noncareer SES appointees in 1991. When we compared the percentage of noncareer SES appointees with the percentage of total political appointees at each of the 30 agencies, the data showed that the percentage of noncareer SES appointees exceeded the governmentwide average of 29 percent and ranged from 32 percent to 54 percent at 14 agencies.

The Federal Emergency Management Agency, a relatively small agency, had the highest percent of noncareer SES appointees. About 54 percent of its 26 political appointees were noncareer SES appointees. Some larger agencies, such as Justice, Health and Human Services, Interior, and the General Services Administration, also had a higher concentration of noncareer SES appointees than the governmentwide average of 29 percent.

**Table 3: Agencies With a Higher Concentration of Noncareer SES Appointees Than the Governmentwide Average as of December 1991**

Agency	Total political appointees	Noncareer SES appointees	Noncareer SES as a percent of total
Governmentwide	2,436	711	29.2
Federal Emergency Management Agency	26	14	53.9
Navy	16	8	50.0
Justice	122	58	47.5
Health and Human Services	156	67	43.0
Interior	92	38	41.3
General Services Administration	51	21	41.2
Air Force	25	10	40.0
Transportation	94	37	39.4
Small Business Administration	42	16	38.1
Army	19	7	36.8
Environmental Protection Agency	51	18	35.3
Office of Personnel Management	25	8	32.0
Secretary of Defense	151	48	31.8
Arms Control & Disarmament	19	6	31.6

Because the number of political appointees includes only noncareer SES and Schedule C appointees, agencies with less than 29 percent noncareer SES appointees have a higher percentage of Schedule C appointees than the governmentwide average (about 71 percent). In 1991 for example, Schedule C appointees accounted for over 71 percent of the appointees at the Office of National Drug Control Policy (92 percent), Labor (87 percent), Education (85 percent), the Securities and Exchange Commission

(80 percent), the Office of Management and Budget (78 percent), and Treasury (77 percent).

In 1991, all of the political appointees at the U.S. Tax Court, the Agency for International Development, and the U.S. International Trade Commission were Schedule C appointees.

Appendix VI shows the percentage of noncareer SES and Schedule C appointees compared with the percentage of political appointees governmentwide and at each of the 30 agencies in 1991.

APPOINTEES WERE MORE CONCENTRATED  
AT SOME SMALLER AGENCIES

Comparisons of the number of political appointees to FTP employees in 1991 showed that appointees were more concentrated at several of the smaller agencies with less than 6,000 FTP employees. As shown in table 4, political appointees accounted for between 2 and 58 percent of the FTP employees in 1991.

Table 4: Ratios of Political Appointees to Full-time Permanent Employees at Selected Agencies, CY 1991-1981

In percent

Selected agencies	1991	1989	1987	1985	1983	1981
Office of National Drug Control Policy	58.2	16.4	a	a	a	a
Tax Court of the United States	14.7	13.9	14.3	10.5	21.0	31.5
U.S. Arms Control and Disarmament Agency	11.8	8.5	0.01	12.5	11.8	8.6
Office of the Secretary of Defense	10.8	7.1	12.6	11.8	12.0	10.7
Office of Management Budget	4.7	4.6	7.3	6.4	7.1	6.6
U.S. International Trade Commission	3.5	4.5	0.01	4.1	3.6	5.7
Department of Education	3.0	3.0	3.9	2.7	2.6	1.7
Interstate Commerce Commission	2.0	1.4	4.4	1.5	1.4	0.8

<sup>a</sup>The Office of National Drug Control Policy was established in 1988.

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In 1991, the percentage of political appointees at 20 of the 22 remaining agencies accounted for a fraction of a percent of the FTP employees. Appendix VII shows the ratios of political appointees to FTP employees for each of the 30 agencies over the 10-year period.

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As arranged with the Committee, unless you publicly release the contents of this fact sheet earlier, we plan no further distribution until 30 days from its date. At that time we will send copies to OPM and other interested parties and make copies available to others upon request.

Major contributors to this fact sheet are listed in appendix IX. Please contact me at (202) 512-5074 if you or your staff have any questions concerning this report.

Sincerely yours,

  
Nancy Kingsbury  
Director  
Federal Human Resource Management  
Issues

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**ABBREVIATIONS**

FTP	full-time permanent
OPM	Office of Personnel Management
PAS	Senate-confirmed presidential appointees
SES	Senior Executive Service

POLITICAL APPOINTEES EMPLOYED AT 30  
FEDERAL AGENCIES, CY 1991-1981

Agency	1991 total	1989 total	1987 total	1985 total	1983 total	1981 total
Total governmentwide	2,436	1,995	2,444	2,420	2,434	2,022
Total 30 agencies	2,211	1,806	2,145	2,123	2,077	1,704
30 agencies' percent of governmentwide total	90.8%	90.5%	87.8%	87.8%	85.3%	84.3%
Department of Commerce	204	176	176	181	168	146
Department of Agriculture	180	124	154	172	178	128
Department of Health and Human Services	156	108	162	168	159	139
Office of the Secretary of Defense	151	96	135	133	141	118
Department of Energy	145	147	96	112	98	99
Department of Education	137	129	166	116	118	85
Department of State	130	116	109	117	115	88
Department of Justice	122	84	161	120	107	71
Department of Housing and Urban Development	109	92	130	154	145	137
Department of Labor	105	109	95	104	88	74
Department of the Treasury	97	80	75	65	61	48
Department of Transportation	94	85	106	144	116	93
Department of the Interior	92	90	97	88	106	77
General Services Administration	51	47	45	31	37	20
Environmental Protection Agency	51	39	37	35	46	30
Small Business Administration	42	29	60	70	56	48
U.S. Information Agency	40	38	46	43	55	24
Office of National Drug Control Policy	39	9	a	a	a	a
Tax Court of the United States	37	37	37	25	42	56
Office of Management and Budget	27	23	36	33	40	40
Federal Emergency Management Agency	26	13	18	18	24	22

## APPENDIX I

## APPENDIX I

Agency	1991 total	1989 total	1987 total	1985 total	1983 total	1981 total
Office of Personnel Management	25	15	31	22	33	18
Department of the Air Force	25	12	27	28	28	22
Agency for International Development	24	24	28	28	27	13
Securities and Exchange Commission	20	15	17	17	17	13
Department of the Army	19	11	22	24	28	25
U.S. Arms Control and Disarmament Agency	19	13	26	19	17	13
Department of Navy	16	15	22	25	24	21
U.S. International Trade Commission	16	21	20	19	15	23
Interstate Commerce Commission	12	9	11	12	16	13

\*The Office of National Drug Control Policy was established in 1988.

NONCAREER SES APPOINTEES EMPLOYED AT  
30 FEDERAL AGENCIES, CY 1991-1981

Agency	Noncareer SES 1981	Noncareer SES 1989	Noncareer SES 1987	Noncareer SES 1985	Noncareer SES 1983	Noncareer SES 1981
Total governmentwide	711	895	681	641	709	833
Total 30 agencies	637	344	208	268	234	489
30 agencies' percent of governmentwide total	89.5%	91.4%	89.3%	89.5%	89.4%	88.0%
Department of Commerce	52	64	56	48	52	39
Department of Agriculture	49	40	45	45	45	31
Department of Health and Human Services	67	46	59	51	51	47
Office of the Secretary of Defense	48	32	44	43	53	43
Department of Energy	38	29	23	20	24	21
Department of Education	21	13	19	13	17	12
Department of State	33	29	26	28	31	14
Department of Justice	58	46	61	49	50	20
Department of Housing and Urban Development	26	21	29	32	32	27
Department of Labor	14	16	15	16	11	10
Department of the Treasury	22	22	19	15	27	22
Department of Transportation	37	33	37	41	41	28
Department of the Interior	38	33	32	34	45	33
General Services Administration	21	24	18	15	14	9
Environmental Protection Agency	18	17	16	14	18	17
Small Business Administration	16	15	18	15	17	17
U.S. Information Agency	10	10	12	8	9	6
Office of National Drug Control Policy	3	1	n/a	n/a	n/a	n/a
Tax Court of the United States	0	0	0	0	0	0

Agency	Noncareer SES 1991	Noncareer SES 1989	Noncareer SES 1987	Noncareer SES 1985	Noncareer SES 1983	Noncareer SES 1981
Office of Management and Budget	6	6	12	12	14	12
Federal Emergency Management Agency	14	8	11	10	15	10
Office of Personnel Management	8	7	11	11	11	8
Department of the Air Force	10	4	10	12	14	9
Agency for International Development	0	10	7	7	10	9
Securities and Exchange Commission	4	2	2	3	3	2
Department of the Army	7	6	10	11	12	10
U.S. Arms Control and Disarmament Agency	6	4	3	4	4	3
Department of Navy	8	4	11	11	11	10
U.S. International Trade Commission	0	0	0	0	0	0
Interstate Commerce Commission	3	2	2	0	3	4

**SCHEDULE C APPOINTEES EMPLOYED AT  
30 FEDERAL AGENCIES, CY 1991-1981**

Agency	Schedule C 1991	Schedule C 1989	Schedule C 1987	Schedule C 1985	Schedule C 1983	Schedule C 1981
Total governmentwide	1,725	1,400	1,763	1,779	1,725	1,489
Total 30 agencies	1,574	1,262	1,527	1,555	1,471	1,231
30 agencies' percent of governmentwide total	91.3%	90.1%	86.6%	87.4%	85.3%	82.7%
Department of Commerce	152	112	120	133	116	107
Department of Agriculture	131	84	109	127	133	97
Department of Health and Human Services	89	62	103	117	108	92
Office of the Secretary of Defense	103	64	91	90	88	75
Department of Energy	107	118	73	92	74	78
Department of Education	116	116	147	103	101	73
Department of State	97	87	83	89	84	74
Department of Justice	64	38	100	71	57	51
Department of Housing and Urban Development	83	71	101	122	113	110
Department of Labor	91	93	80	88	77	64
Department of the Treasury	75	58	56	50	34	26
Department of Transportation	57	52	69	103	75	65
Department of the Interior	54	57	65	54	61	44
General Services Administration	30	23	27	16	23	11
Environmental Protection Agency	33	22	21	21	28	13
Small Business Administration	26	14	42	55	39	31

Agency	Schedule C 1991	Schedule C 1989	Schedule C 1987	Schedule C 1985	Schedule C 1983	Schedule C 1981
U.S. Information Agency	30	28	34	35	46	18
Office of National Drug Control Policy	36	8	a	a	a	a
Tax Court of the United States	37	37	37	25	42	56
Office of Management and Budget	21	17	24	21	26	28
Federal Emergency Management Agency	12	5	7	8	9	12
Office of Personnel Management	17	8	20	11	22	10
Department of the Air Force	15	8	17	16	14	13
Agency for International Development	24	14	21	21	17	4
Securities and Exchange Commission	16	13	15	14	14	11
Department of the Army	12	5	12	13	16	15
U.S. Arms Control and Disarmament Agency	13	9	13	15	13	10
Department of the Navy	8	11	11	14	13	11
U.S. International Trade Commission	16	21	20	19	15	23
Interstate Commerce Commission	9	7	9	12	13	9

\*The Office of National Drug Control Policy was established in 1988.

AGENCY NONCAREER SES APPOINTEES COMPARED TO TOTALS GOVERNMENTWIDE  
AND AT THE 30 FEDERAL AGENCIES AS OF DECEMBER 31, 1991

Agency	Noncareer SES members	Percent of total governmentwide	Percent of 30 agency total
Total governmentwide	711	100.0%	N/A
Total 30 agencies	637	89.6	100.0
Department of Commerce	52	7.3	8.2
Department of Agriculture	49	6.9	7.7
Department of Health and Human Services	67	9.4	10.5
Office of the Secretary of Defense	48	6.8	7.5
Department of Energy	38	5.3	6.0
Department of Education	21	3.0	3.3
Department of State	33	4.6	5.2
Department of Justice	58	8.2	9.1
Department of Housing and Urban Development	26	3.7	4.1
Department of Labor	14	2.0	2.2
Department of the Treasury	22	3.1	3.5
Department of Transportation	37	5.2	5.8
Department of the Interior	38	5.3	6.0
General Services Administration	21	3.0	3.3
Environmental Protection Agency	18	2.5	2.8
Small Business Administration	16	2.3	2.5
U.S. Information Agency	10	1.4	1.6
Office of National Drug Control Policy	3	0.4	0.5
Tax Court of the United States	0	0.0	0.0
Office of Management and Budget	6	0.8	0.9
Federal Emergency Management Agency	14	2.0	2.2
Office of Personnel Management	8	1.1	1.3
Department of the Air Force	10	1.4	1.6

<b>Agency</b>	<b>Noncareer SES members</b>	<b>Percent of total governmentwide</b>	<b>Percent of 30 agency total</b>
Agency for International Development	0	0.0	0.0
Securities and Exchange Commission	4	0.6	0.6
Department of the Army	7	1.0	1.1
U.S. Arms Control and Disarmament Agency	6	0.8	0.9
Department of the Navy	8	1.1	1.3
U.S. International Trade Commission	0	0.0	0.0
Interstate Commerce Commission	3	0.4	0.5

AGENCY SCHEDULE C APPOINTEES COMPARED TO TOTALS GOVERNMENTWIDE  
AND AT THE 30 FEDERAL AGENCIES AS OF DECEMBER 31, 1991

Agency	Schedule C appointees	Percent of total governmentwide	Percent of total at 30 agencies
Total governmentwide	1,725	100%	N/A
Total 30 agencies	1,574	91.3	100.0
Department of Commerce	152	8.8	9.7
Department of Agriculture	131	7.6	8.3
Department of Health and Human Services	89	5.2	5.7
Office of the Secretary of Defense	103	6.0	6.5
Department of Energy	107	6.2	6.8
Department of Education	116	6.7	7.4
Department of State	97	5.6	6.2
Department of Justice	64	3.7	4.1
Department of Housing and Urban Development	83	4.8	5.3
Department of Labor	91	5.3	5.8
Department of the Treasury	75	4.3	4.8
Department of Transportation	57	3.3	3.6
Department of the Interior	54	3.1	3.4
General Services Administration	30	1.7	1.9
Environmental Protection Agency	33	1.9	2.1
Small Business Administration	26	1.5	1.7
U.S. Information Agency	30	1.7	1.9
Office of National Drug Control Policy	36	2.1	2.3

Agency	Schedule C appointees	Percent of total governmentwide	Percent of total at 30 agencies
Tax Court of the United States	37	2.1	2.4
Office of Management and Budget	21	1.2	1.3
Federal Emergency Management Agency	12	0.7	0.8
Office of Personnel Management	17	1.0	1.1
Department of the Air Force	15	0.9	1.0
Agency for International Development	24	1.4	1.5
Securities and Exchange Commission	16	0.9	1.0
Department of the Army	12	0.7	0.8
U.S. Arms Control and Disarmament Agency	13	0.8	0.8
Department of the Navy	8	0.5	0.5
U.S. International Trade Commission	16	0.9	1.0
Interstate Commerce Commission	9	0.5	0.6

**PERCENTAGES OF NONCAREER SES AND SCHEDULE C APPOINTEES  
COMPARED TO TOTAL NUMBER OF POLITICAL APPOINTEES  
GOVERNMENTWIDE AND AT THE 30 FEDERAL AGENCIES AS OF DECEMBER 31, 1991**

Agency	Number of political appointees	Number of noncareer SES appointees	Percentage noncareer SES to political appointees	Number of Schedule C appointees	Percentage Schedule C to political appointees
Total governmentwide	2,436	711	29.2	1,725	70.8
Total 30 agencies	2,211	637	28.8	1,574	71.2
Department of Commerce	204	52	25.5	152	74.5
Department of Agriculture	180	49	27.2	131	72.8
Department of Health and Human Services	156	67	43.0	89	57.1
Office of the Secretary of Defense	151	48	31.8	103	68.2
Department of Energy	145	38	26.2	107	73.8
Department of Education	137	21	15.3	116	84.7
Department of State	130	33	25.4	97	74.6
Department of Justice	122	58	47.5	64	52.6
Department of Housing and Urban Development	109	26	23.9	83	76.1
Department of Labor	105	14	13.3	91	86.7
Department of the Treasury	97	22	22.7	75	77.3
Department of Transportation	94	37	39.4	57	60.6
Department of the Interior	92	38	41.3	54	58.7
General Services Administration	51	21	41.2	30	58.8
Environmental Protection Agency	51	18	35.3	33	64.7
Small Business Administration	42	16	38.1	26	61.9
U.S. Information Agency	40	10	25.0	30	75.0
Office of National Drug Control Policy	39	3	7.7	36	92.3
Tax Court of the United States	37	0	0.0	37	100.0
Office of Management and Budget	27	6	22.2	21	77.8

Agency	Number of political appointees	Number of noncareer SES appointees	Percentage noncareer SES to political appointees	Number of Schedule C appointees	Percentage Schedule C to political appointees
Federal Emergency Management Agency	26	14	53.9	12	46.2
Office of Personnel Management	25	8	32.0	17	68.0
Department of the Air Force	25	10	40.0	15	60.0
Agency for International Development	24	0	0.0	24	100.0
Securities and Exchange Commission	20	4	20.0	16	80.0
Department of the Army	19	7	36.8	12	63.2
U.S. Arms Control and Disarmament Agency	19	6	31.6	13	68.4
Department of the Navy	16	8	50.0	8	50.0
U.S. International Trade Commission	16	0	0.0	16	100.0
Interstate Commerce Commission	12	3	25.00	9	75.0

**RATIOS OF POLITICAL APPOINTEES TO GOVERNMENTWIDE  
FULL-TIME PERMANENT EMPLOYEES, CY 1991-1981**

Agency	Percent of FTP's 1991	Percent of FTP's 1989	Percent of FTP's 1987	Percent of FTP's 1985	Percent of FTP's 1983	Percent of FTP's 1981
Governmentwide FTP (total)	2,632,450	2,625,317	2,591,232	2,533,604	2,443,749	2,424,028
Governmentwide appointees	2,436	1,995	2,444	2,420	2,434	2,022
Governmentwide ratio	0.09	0.08	0.09	0.10	0.10	0.08
Department of Commerce	0.66	0.60	0.62	0.64	0.59	0.50
Department of Agriculture	0.19	0.13	0.18	0.19	0.19	0.15
Department of Health & Human Services	0.13	0.10	0.15	0.14	0.13	0.11
Office of the Secretary of Defense	10.75	7.13	12.55	11.78	11.95	10.71
Department of Energy	0.77	0.91	0.61	0.72	0.62	0.57
Department of Education	3.00	3.00	3.89	2.67	2.63	1.66
Department of State	0.55	0.51	0.47	0.51	0.51	0.42
Department of Justice	0.14	0.11	0.24	0.20	0.19	0.14
Department of Housing & Urban Development	0.80	0.73	1.06	1.35	1.19	0.93
Department of Labor	0.62	0.64	0.56	0.61	0.48	0.38
Department of the Treasury	0.06	0.06	0.05	0.05	0.06	0.04
Department of Transportation	0.14	0.14	0.18	0.24	0.20	0.16
Department of the Interior	0.15	0.15	0.17	0.15	0.18	0.13
General Services Administration	0.26	0.25	0.24	0.13	0.14	0.07
Environmental Protection Agency	0.3	0.28	0.28	0.30	0.49	0.31
Small Business Administration	1.05	0.77	1.54	1.84	1.45	1.12
U.S. Information Agency	0.53	0.48	0.56	0.50	0.71	0.42
Office of National Drug Control Policy	58.21	16.36	a	a	a	a
Tax Court of the United States	14.74	13.91	14.34	10.46	21.00	31.46
Office of Management & Budget	4.70	4.55	7.26	6.42	7.07	6.55
Federal Emergency Management Agency	1.05	0.54	0.85	0.77	1.07	1.03
Office of Personnel Management	0.46	0.29	0.66	0.45	0.66	0.33
Department of the Air Force	0.01	0.01	0.01	0.01	0.01	0.01

Agency	Percent of FTP's 1991	Percent of FTP's 1989	Percent of FTP's 1987	Percent of FTP's 1985	Percent of FTP's 1983	Percent of FTP's 1981
Agency for International Development	0.79	0.78	0.95	0.92	0.95	0.40
Securities & Exchange Commission	0.87	0.71	0.89	0.94	0.96	0.72
Department of the Army	0.01	0.00	0.01	0.01	0.01	0.01
Arms Control & Disarmament Agency	11.80	8.50	16.99	12.50	11.81	8.55
Department of the Navy	0.01	0.00	0.01	0.01	0.01	0.01
U.S. International Trade Commission	3.46	4.51	4.40	4.09	3.63	5.67
Interstate Commerce Commission	2.02	1.42	1.63	1.52	1.42	0.82

<sup>a</sup>The Office of National Drug Control Policy was established in 1988.

**TOTAL FULL-TIME PERMANENT EMPLOYMENT GOVERNMENTWIDE AND  
AT 30 SELECTED AGENCIES, CY 1991-1981**

Agency as of December <sup>a</sup>	1991	1989	1987	1985	1983	1981
<b>Governmentwide FTP (total)<sup>b</sup></b>	<b>2,632,450</b>	<b>2,625,317</b>	<b>2,591,232</b>	<b>2,523,604</b>	<b>2,443,749</b>	<b>2,424,028</b>
<b>Full-time permanent</b>						
Department of Commerce	30,830	29,511	28,414	28,235	28,594	29,205
Department of Agriculture	94,888	92,388	87,873	89,923	92,749	86,331
Department of Health and Human Services	116,757	107,862	109,249	119,707	125,325	127,546
Department of Energy	18,751	16,113	15,616	15,517	15,894	17,432
Department of Education	4,561	4,293	4,265	4,350	4,492	5,129
Department of State	23,661	22,962	23,113	22,876	22,673	20,913
Department of Justice	86,981	74,346	65,963	60,861	55,723	51,709
Department of Housing and Urban Development	13,610	12,655	12,253	11,371	12,197	14,738
Department of Labor	16,909	17,027	16,857	17,027	18,289	19,611
Department of the Treasury	157,353	145,003	142,170	122,632	110,852	110,388
Department of Transportation	67,057	62,917	59,593	59,574	59,268	57,505
Department of the Interior	61,521	58,430	56,817	59,214	58,483	60,986
General Services Administration	19,636	18,659	18,871	23,575	26,073	29,407
Environmental Protection Agency	16,370	14,131	13,223	11,733	9,442	9,627
Small Business Administration	4,019	3,786	3,895	3,794	3,873	4,292
U.S. Information Agency <sup>c</sup>	7,523	7,940	8,201	8,584	7,792	5,690
Tax Court of the United States	251	266	258	239	200	178
Office of Management and Budget	575	505	496	514	566	611
Federal Emergency Management Agency	2,488	2,398	2,130	2,328	2,242	2,127
Office of Personnel Management	5,436	5,176	4,722	4,848	5,014	5,514
Department of the Air Force	200,206	226,804	227,697	230,018	224,181	222,208
Securities and Exchange Commission	2,303	2,111	1,902	1,809	1,780	1,801
Department of the Army	297,031	323,875	331,216	333,912	320,861	322,165
U.S. Arms Control and Disarmament Agency	161	153	153	152	144	152
Department of the Navy	291,345	313,496	310,339	307,798	297,994	290,375
U.S. International Trade Commission	463	465	455	464	413	406
Interstate Commerce Commission	594	633	673	788	1,125	1,594
Office of National Drug Control Policy	67	55	e	e	e	e
<b>Subtotal</b>	<b>1,541,347</b>	<b>1,563,960</b>	<b>1,546,414</b>	<b>1,541,843</b>	<b>1,506,239</b>	<b>1,497,640</b>
<b>Agency as of September<sup>d</sup></b>						
Office of the Secretary of Defense	1,405	1,346	1,076	1,129	1,180	1,102
Agency for International Development	3,043	3,065	2,953	3,047	2,834	3,250
<b>Total</b>	<b>1,545,795</b>	<b>1,568,371</b>	<b>1,550,443</b>	<b>1,546,019</b>	<b>1,510,253</b>	<b>1,501,992</b>

<sup>a</sup>Source: Monthly Report Federal Civilian Employment (SF113-A).

<sup>b</sup>Note: Governmentwide FTP (total) excludes the legislative branch and U.S. Postal Service.

<sup>c</sup>Formerly International Communication Agency.

<sup>d</sup>Source: Central Personnel Data File (CPDF).

<sup>e</sup>The Office of National Drug Control Policy was established in 1988.

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