United States General Accounting Office

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Report to the Ranking Minority Member, Subcommittee on the Postal Service, Committee on Government Reform, House of Representatives

March 2000

U.S. POSTAL SERVICE

Diversity in the Postal Career Executive Service

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United States General Accounting Office
Washington, D.C. 20548

General Government Division

B-283761

March 30, 2000

The Honorable Chaka Fattah
Ranking Minority Member
Subcommittee on the Postal Service
Committee on Government Reform
House of Representatives

Dear Mr. Fattah:

This report is a continuation of our work on diversity issues in the U.S. Postal Service (the Service) and responds to your August 4, 1999, request for information on the representation of women and minorities in the Postal Career Executive Service (PCES), which includes officers and executives.[1] Because officers, the most senior level of the PCES, are appointees serving at the pleasure of the Postmaster General,[2] for the purposes of this review, we include separate analyses for the 42 occupied officer positions[3] and approximately 800 executive positions in the PCES workforce. Specifically, this report provides information on (1) the overall extent that women and minorities have been represented in the PCES, fiscal years 1995 through 1999, and have been selected for positions in the PCES, particularly executive positions, in fiscal year 1999 and (2) efforts under way by the Service to promote diversity within the PCES.[4]

To provide context for the results of our analysis of women and minority representation within the PCES, we gathered information from the Office of Personnel Management's (OPM) Central Personnel Data File (CPDF) on women and minority representation in the career Senior Executive Service (SES) in (1) the federal government, excluding the Department of Defense (DOD), and (2) the civilian workforce of DOD, whose numbers of executives are reasonably close to those in the Service's PCES.

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[1] See U.S. Postal Service: Information About Selected Promotions of Women and Minorities to EAS Management-Level Positions (GAO/GGD-98-200R, Sept. 21, 1998) and U.S. Postal Service: Diversity in High-Level EAS Positions (GAO/GGD-99-26, Feb. 26, 1999).

[2] 39 C.F.R § 4.5.

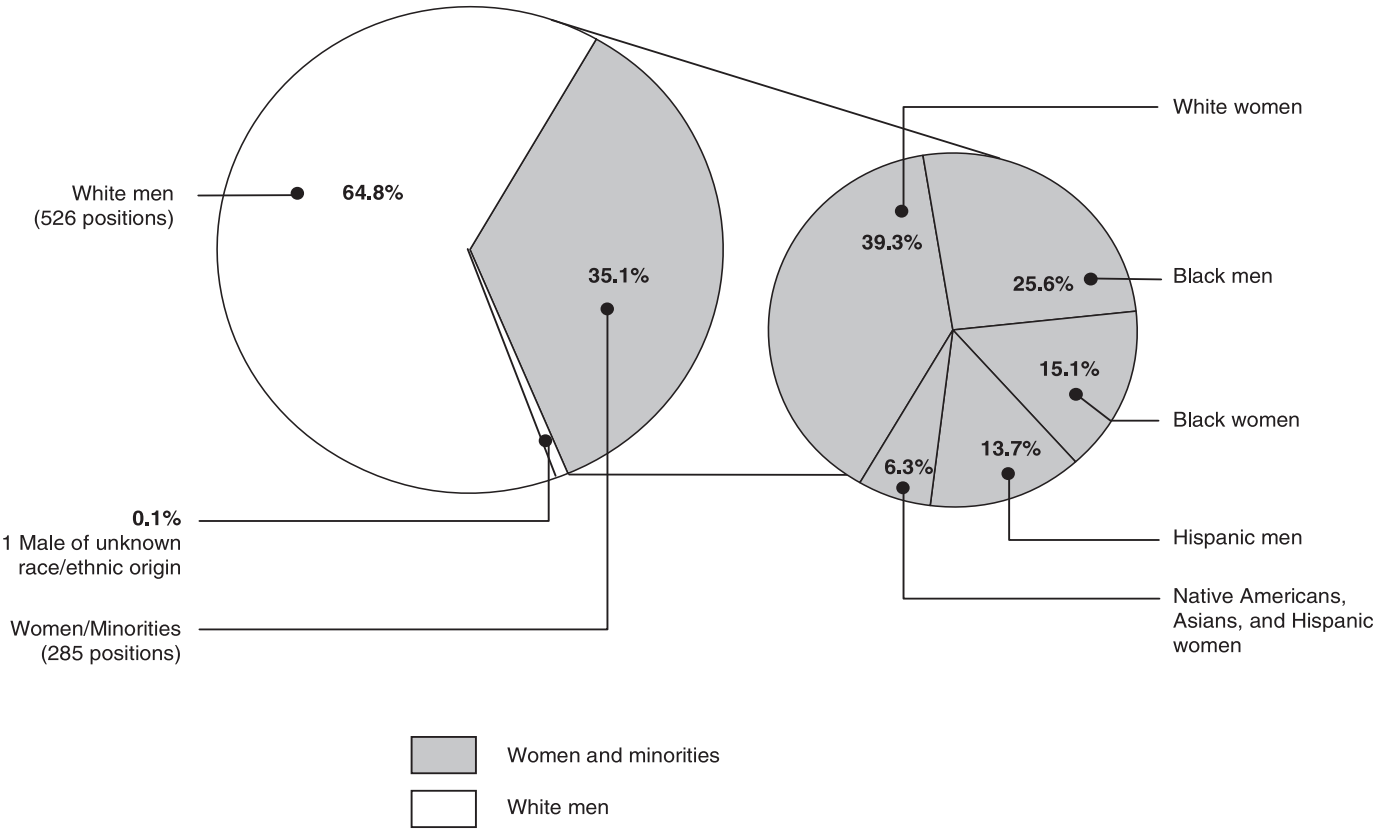
[3] As of November 1999, there were 47 approved officer positions, of which 3 were vacant, resulting in 42 occupied officer positions (plus the Postmaster General and the Deputy Postmaster General).

[4] The dates that Service fiscal years end vary by year and conform to the Service's 13-period accounting year. Its fiscal year 1999 ended on September 10, 1999. Our use of the term "fiscal year" in this report refers to the appropriate Service fiscal year.

Results in Brief

At the end of fiscal year 1999, women and minorities represented about 35 percent of the PCES executive workforce compared to their representation of about 58 percent in the Service's overall workforce. Similarly, their representation among PCES executives for each specific women and minority EEO category was lower than their representation in the corresponding EEO categories in the Service's overall workforce. With respect to the 42 occupied officer positions below the Deputy Postmaster General, women and minorities held 13, or about 31 percent, as of the end of fiscal year 1999.

Figure 1: PCES Executive Workforce, Fiscal Year 1999



Source: GAO analysis of Service workforce data as of the end of fiscal year 1999.

Over the last 5 fiscal years—September 1995 through September 1999—women and minority representation among PCES executives has generally increased by about 4 percentage points while white men's representation has correspondingly decreased. Most of this change occurred during the

last 2 years of the period and was primarily accounted for by the increase in the representation of white women. Over the 5-year period, white women's representation has consistently increased while that of Hispanic, Asian, and American Indian women also generally increased after fiscal year 1997. Representation among minority men decreased for the 5-year period. With respect to officers, over the 5-year period, women and minority representation increased by 6 percentage points, with most of this change occurring during the last year of the period.

Regarding the career SES, women and minority representation among the PCES executive workforce—about 35 percent—was somewhat higher than that in the career SES in the federal workforce (excluding DOD)—about 32 percent—and much higher when compared to the civilian career SES workforce at DOD—about 18 percent.

Finally, with respect to selections[5] for PCES executive positions, in fiscal year 1999, women and minorities represented about 33 percent of PCES executives before the selections, and they were selected for 25, or about 42 percent, of the 59 selections for executive positions. Also, women and minority representation as a group among the selections was the same as their representation in the PCES potential successor pool for all the positions—about 42 percent.[6] Outside hires accounted for 17 percent of all of the executive selections and 24 percent of the 25 women and minority selections.

The Service has various efforts under way or planned that relate to increasing diversity among its PCES executives. For example, in November 1998, the Service required that its PCES merit performance evaluation process address diversity-related activities in individual executive performance objectives and that executives be accountable for the accomplishment of those objectives. Objectives could include, for example, providing training opportunities to diverse groups of employees to enhance their career development. The Service also developed management training programs to help employees better manage their careers. For example, one such recently developed program targets Executive and Administrative Schedule (EAS) levels 15 through 22 employees and links with training programs for EAS levels 22 through 26 employees—thus closing a training gap. According to the Service, potential

[5] For the purposes of this report, selection is defined as advancement from an EAS position to a PCES executive position or as entry into either a PCES executive or officer position from another organization outside of the Service, that is, an outside hire.

[6] The pool includes potential successors for executive and officer positions.

successors to PCES executive positions are generally selected from EAS levels 22 through 26. Another Service effort includes the establishment of a diversity oversight group, which is to oversee corporate diversity initiatives.

Background

The Postal Service had 796,535 career employees[7] at the end of fiscal year 1999. Service employees include craft employees, the largest group; the EAS employees; the PCES; and others, such as inspectors for the Postal Inspection Service. The Postal Inspection Service workforce includes two types of executive positions: Inspector-in-Charge and Deputy Chief Inspector. The EAS workforce consists primarily of employees in EAS 11 through 26 positions and includes management-level positions, such as postmaster, manager of customer services, and manager of postal operations.

The PCES, established in 1979, is made up of two levels—PCES 01, which comprises executives, and PCES 02, which comprises senior-level officers who are appointees serving at the pleasure of the Postmaster General. PCES executives include, among others, district managers and bulk-mail center managers. PCES officers include, among others, area vice presidents and the Deputy Postmaster General. At the end of fiscal year 1999, 854 employees (including 42 officers, but excluding the Postmaster General and Deputy Postmaster General) were in PCES positions.

Vacant PCES executive positions are generally filled either by (1) selection of an individual who has been identified as a potential successor for the position through the Service's succession planning program or (2) outside recruitment. Each PCES executive position has a corresponding potential successor pool. Potential successors are individuals who may be considered, along with others (e.g., from outside of the Service), for an executive position as vacancies occur. Generally, the process for selecting a candidate for a PCES executive position involves the selecting officer's, usually the area vice president, reviewing and then narrowing down those potential successors for the position to those who are considered to have the necessary leadership skills, expertise, and track record to succeed in the vacant position; otherwise, the official may seek approval for outside recruitment. The selection of an individual to an executive position is not made final until the selecting officer submits the rationale for the selection and the selection is approved by a higher level officer.

[7] Statistics cited in this report include the 4,470 employees in the Postal Inspection Service but not the approximately 375 employees in the Service's Office of the Inspector General because these employees' selection to executive positions in the Inspector General's office are based on different policies and procedures from those of the Service and the Inspection Service.

The SES in the federal government has both career and noncareer positions. According to data collected by OPM, 6,160 employees were in the career SES across the government, and 858 employees were in the noncareer SES, as of March 30, 1999. In one agency, DOD, the career SES in the civilian workforce included 1,102 SES employees, which is closer in size to the PCES in the Postal Service, which had 854 employees at the end of fiscal year 1999. With respect to appointments to the SES, initial career appointments must be based on merit competition. By statute,[8] agencies are required to establish an Executive Resources Board to conduct the process.

Generally this process includes preliminary review of applications by an agency personnel specialist; rating and ranking of applicants by an agency panel with in-depth knowledge of the job's requirements; and evaluation of each candidate's qualifications by the agency's Executive Resources Board, which is to recommend the best candidates to the selecting official, who is then to make a choice and certify that the candidate meets the qualifications for the position. The agency is to submit the candidate's application to an OPM-administered Qualifications Review Board for certification of executive qualifications, after which the agency can appoint the candidate to the position.[9]

The Postal Service Board of Governors commissioned Aguirre International, a contractor, to undertake a 6-month study, beginning in May 1997, of overall workforce diversity at the Service.[10] The study addressed personnel and supplier (contractor) diversity, and Aguirre issued its report in October 1997. The report stated that the Service was a leader in meeting affirmative action goals as well as in striving for parity between its workforce and the Civilian Labor Force. However, it contained a number of recommendations to the Service for increasing its diversity. In response to these recommendations, the Service developed 23 initiatives in the following six areas: (1) policy, structure, and staffing; (2) goal-setting and accountability; (3) recruitment and outreach; (4) promotion and outreach; (5) education and communications; and (6) supplier diversity.

For this report, we obtained and analyzed Service data that were related primarily to the PCES workforce, PCES executive selections and potential

[8] 5 U.S.C. 3393.

[9] OPM Guide to SES Qualifications, OPM, January 1998.

[10] It's Good Business—A Study of Diversity in the United States Postal Service, Aguirre International, October 27, 1997.

successors, certain EAS levels, and overall Service workforce characteristics—that is, employees' PCES positions and 10 equal employment opportunity (EEO) groups identified on the basis of gender and race/ethnic origin. We obtained selected employee data for all Service employees from the Service's Master File database for the last pay period of each fiscal year between 1995 and 1999 to have stability and comparability between fiscal years 1995 and 1999 data. Before fiscal year 1995, the Service was undergoing a reorganization at the area level that involved the creation of new PCES positions. We did not verify the accuracy of workforce data provided by the Service. However, we did have the Service confirm the PCES selection data that we extracted from the Service's workforce data. To better understand the Service's PCES corporate succession planning process, through which the Service seeks to develop individuals for higher level positions, we selected and obtained information on seven individuals who had advanced to PCES executive positions during fiscal year 1999. We judgmentally chose these seven executives for variety on the basis of gender and race/ethnic origin, previous position and the position for which they were selected; and type of selection, that is, selected from within or outside the Service.

We performed our work from August 1999 through February 2000 in accordance with generally accepted government auditing standards. We obtained oral comments on a draft of this report from the Postal Service, which are discussed near the end of this letter. (For further details on our scope and methodology, see app. I.)

Representation in and Selection of Women and Minorities for the PCES

In the following analyses, we show the representation of women and minorities among PCES executives (1) over the 5-fiscal-year period of 1995 through 1999 and (2) compared with their representation in

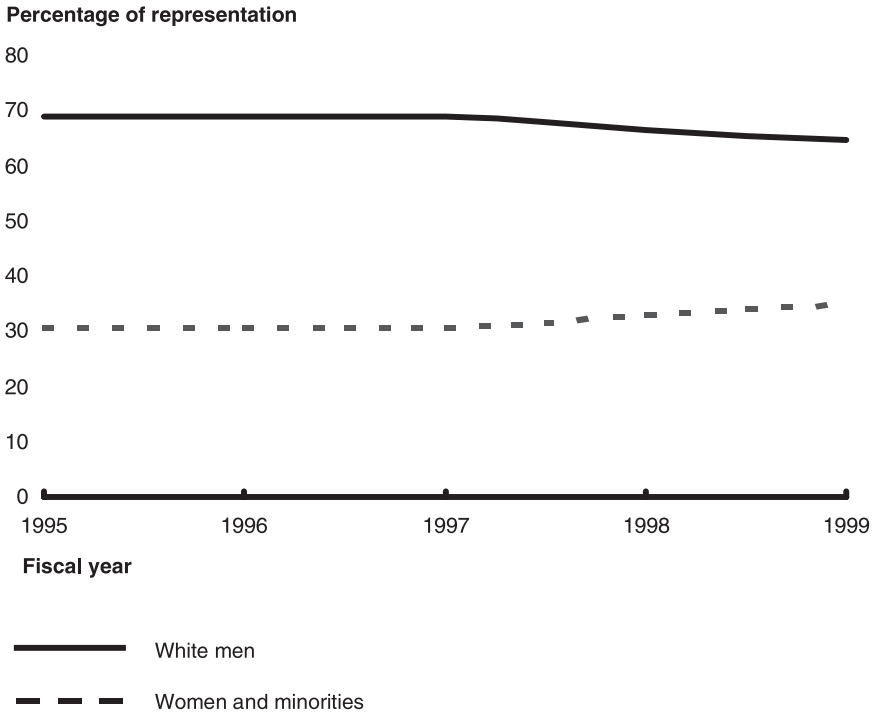
- the Service workforce overall, fiscal year 1999;
- the federal government career SES (excluding DOD) and DOD's career SES, separately, fiscal year 1999;
- EAS levels 17 through 26, fiscal year 1999;
- PCES executive selections, fiscal year 1999; and
- components associated with succession planning (e.g., the pool of potential successors for executive positions in fiscal year 1999).

In addition, we provide selected information on women and minority representation among PCES officers.

Representation of Women and Minorities in the PCES, Fiscal Years 1995 through 1999

Figure 2 shows the representation of women and minorities among PCES executives at the end of fiscal years 1995 through 1999. The representation of women and minorities as a group generally increased by about 4 percentage points to about 35 percent while that of white men correspondingly decreased over this 5-year period to about 65 percent. However, during the first 3 years of this period, women and minority representation remained at about 31 percent. Most of the change over the 5-year period occurred during the last 2 years of the period.

Figure 2: Women and Minority PCES Executive Representation, Fiscal Years 1995 Through 1999



Source: GAO analysis of Service PCES workforce data at the end of fiscal years 1995 through 1999.

Table 1 gives a detailed breakdown of the percentage of representation for each of the 10 EEO groups over the 5-year period. As shown, the increase in women and minority representation among PCES executives was primarily from gains among white women, whose representation increased 4.4 percentage points (from 9.4 percent in fiscal year 1995 to 13.8 percent in fiscal year 1999). Representation of women in other EEO groups also increased over this 5-year period. For example, the representation of black women increased by 0.8 percentage points, while that of Asian women increased by 0.2 percentage points. Representation among minority men for the 5-year period decreased. For example, black men's representation

was 9.5 percent in fiscal year 1995 and 9.0 percent in fiscal year 1999, while Asian men's representation was 1.1 percent at the beginning of the period and 1.0 percent at the end of the period. The representation of white PCES executives remained largely unchanged during this period because the decrease in the representation of white men was offset by a corresponding increase in the representation of white females (see table 1).

Table 1: PCES Executive Representation, Fiscal Years 1995 Through 1999

	EEO group										
Fiscal year	White men	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women	Total percentage of women/ minorities
1999	64.8%	13.8%	9.0%	5.3%	4.8%	0.5%	1.0%	0.5%	0.1%	0.1%	**35.1%**[a]
1998	66.7	12.5	9.6	4.2	5.0	0.4	0.9	0.4	0.1	0.1	**33.2**[a]
1997	69.0	10.8	9.1	4.4	4.9	0.4	0.8	0.3	0.1	0.0	**30.9**[a]
1996	69.1	9.7	9.8	4.7	4.8	0.5	1.1	0.3	0.2	0.0	**30.9**
1995	68.9	9.4	9.5	4.5	5.5	0.5	1.1	0.3	0.2	0.0	**30.9**[b]

Note: Percentages may not add to 100 due to rounding.

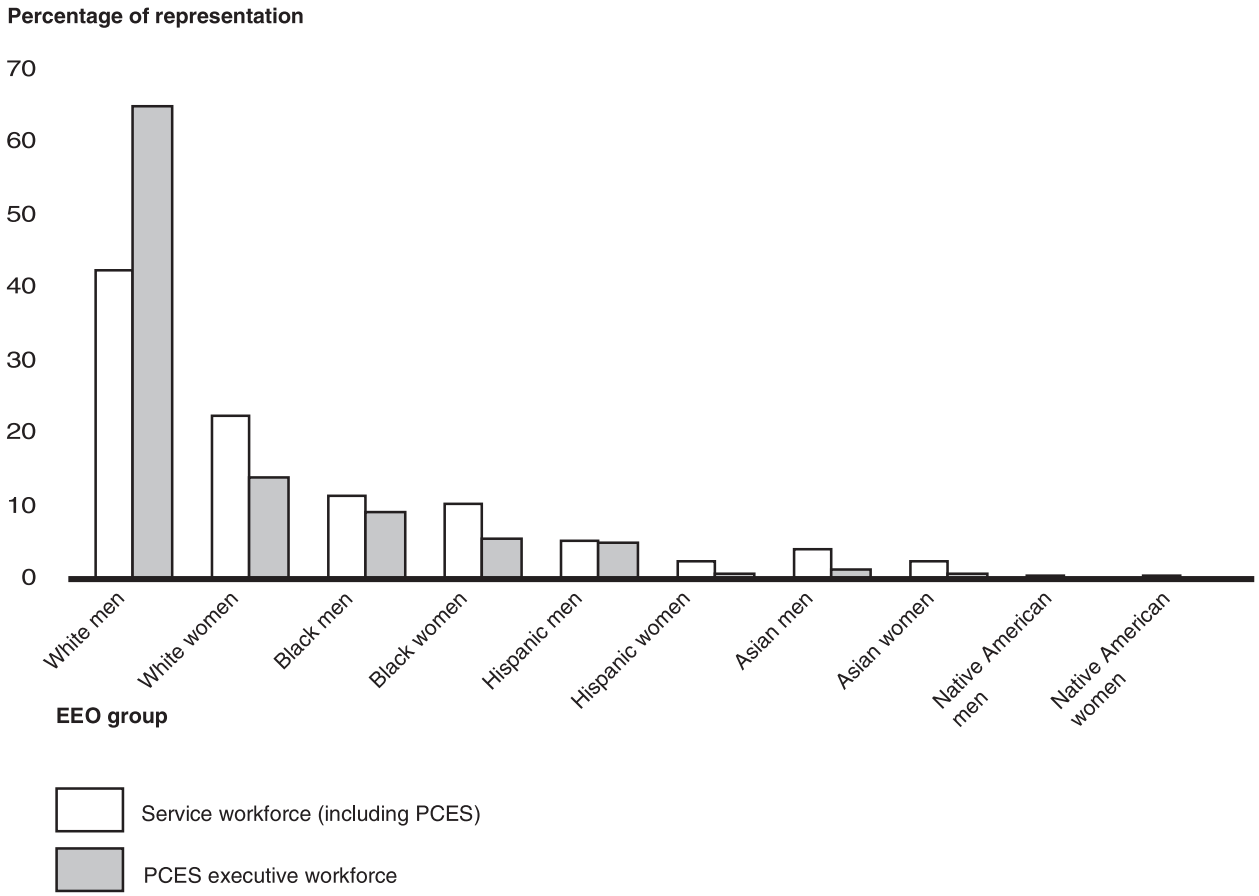
[a]Total does not include one male (0.1%) of unknown race/ethnic origin.

[b]Total does not include one male (0.2%) of unknown race/ethnic origin.

Source: GAO analysis of Service workforce data, end of fiscal years 1995 through 1999.

In addition, as shown in figure 3, we compared the representation of women and minorities among PCES executives with their representation in the Service's workforce overall at the end of fiscal year 1999. Their representation as a group among PCES executives—about 35 percent—was lower than their representation as a group in the Service's overall workforce—about 58 percent (see table 2). Further, our analysis showed that the representation of each women and minority EEO group among PCES executives was lower than it was in the Service's workforce. For example, white women represented 13.8 percent of the PCES executives compared with their 22.2 percent representation in the Service's overall workforce; black women represented 5.3 percent of executives compared with their 10.2 percent workforce representation; and Hispanic women represented 0.5 percent of executives compared with their 2.2 percent workforce representation. Black men represented 9.0 percent of the executives compared with their 11.4 percent representation in the workforce; Hispanic men represented 4.8 percent of executives compared with their 5.0 percent workforce representation.

Figure 3: Women and Minority PCES Executive and Service Workforce Representation, Fiscal Year 1999



Note: See table 2 for more details.

Source: GAO analysis of Service workforce data, end of fiscal year 1999.

Although we focused mainly on PCES executive positions, we also looked at the 42 occupied PCES officer positions below the Deputy Postmaster General. As shown in table 2, as of the end of fiscal year 1999, women and minorities held 13, or 31 percent, of the PCES officer positions, although their representation varied among individual EEO groups. This level of representation is 4.1 percentage points lower than that of PCES executives. Of the 13 officer positions, white women held 8 of the positions; black men, 3; and Hispanic men, 2. Our analysis showed that the representation of each women and minority EEO group among PCES officers was also lower than it was in the Service's workforce. Also, some EEO groups were not represented among officers.

Table 2: Representation of PCES Executive and Officer Levels, Fiscal Year 1999

	EEO group										
Level	**White men**	**White women**	**Black men**	**Black women**	**Hispanic men**	**Hispanic women**	**Asian men**	**Asian women**	**Native American men**	**Native American women**	**Total percentage/ number of women/ minorities**
PCES officer											
Percentage	69.0%	19.0%	7.1%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	**31.0%**
Number	29	8	3	0	2	0	0	0	0	0	**13**
(N=42)											
PCES executive											
Percentage	64.8%	13.8%	9.0%	5.3%	4.8%	0.5%	1.0%	0.5%	0.1%	0.1%	**35.1%**[a]
Number	526	112	73	43	39	4	8	4	1	1	**285**[a]
(N=812)											
Total Service workforce											
Percentage	42.2%	22.2%	11.4%	10.2%	5.0%	2.2%	3.9%	2.3%	0.3%	0.2%	**57.6%**[b]
Number	335,943	176,698	90,747	80,873	39,443	17,587	30,936	17,933	2,302	1,952	**459,191**[b]
(N=796,535)											

Note: Percentages may not add to 100 due to rounding.

[a]Total does not include one male (0.1%) of unknown race/ethnic origin.

[b]Total does not include 1,401 males (0.2%) of unknown race/ethnic origin, but does include 719 females (0.1%) of unknown race/ethnic origin and one black (0.0%) of unknown gender.

Source: GAO analysis of Service workforce data, end of fiscal year 1999.

Over the 5-year period reviewed, the representation of women and minorities among the small number of PCES officers relative to those of executives increased by more percentage points than did the executive component of the PCES. Over the period, women and minority executive representation increased by 4.2 percentage points whereas officer representation increased by 6 percentage points, with most of this change occurring during the last year of the period (see app. II). For example, women and minority representation among officers increased from 24.4 percent at the end of fiscal year 1998 to 31.0 percent at the end of fiscal year 1999. Women and minorities held 13 of the 42 occupied officer positions below the Deputy Postmaster General at the end of fiscal year 1999. This was an increase of 3 officer positions held by women and minorities when compared to the previous year, fiscal year 1998, when women and minorities held 10 (about 24 percent) of the 41 occupied officer positions (see app. II for more details).

Comparison of PCES Women and Minority Representation With the Career SES in the Federal Sector

We believe that a comparison with women and minority representation within the federal executive ranks provides a context in which to consider the results of our analysis. Therefore, we compared the representation of women and minorities in the Service's executive workforce with executives in the career SES in the federal government (excluding DOD) as well as with executives in the career SES in the civilian workforce of DOD, an agency whose number of executives is reasonably close to those in the Service's PCES.

As shown in table 3, when comparing the representation of women and minorities as a group among the Service's PCES executives, our analysis showed that it is higher than their representation in the comparison groups we selected. The representation among the PCES executive workforce—about 35 percent—was somewhat higher than the career SES within the federal workforce (excluding the civilian DOD)—about 32 percent—and much higher than the career SES within the civilian component of DOD—about 18 percent—on the basis of CPDF data as of March 1999.

When comparing the representation of specific EEO groups, as shown in table 3, the representation of black men, black women, and Hispanic men among the Service's executives was higher than was their representation in the career SES within the federal workforce, excluding DOD. The representation of white women, Hispanic women, Asian men, and Native American men and women was lower in the Service's executive ranks than it was in the career SES, excluding DOD. Differences were also apparent when comparing the representation of specific EEO groups among the Service's executives to those in the career SES within the civilian component of DOD.

Table 3: Comparison of Representation of Women and Minorities in the PCES With the Career SES in the Federal Government and in the Civilian DOD, Fiscal Year 1999

	EEO group										
Organization	White men	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women	Total percentage of women/ minorities
Service											
PCES executives	64.8%	13.8%	9.0%	5.3%	4.8%	0.5%	1.0%	0.5%	0.1%	0.1%	**35.1%**[a]
Federal government (excluding civilian DOD)											
Career SES	67.5	18.0	6.0	3.0	2.0	0.7	1.1	0.5	0.8	0.3	**32.4**[b]
Civilian DOD											
Career SES	81.8	12.3	1.7	1.0	0.5	0.5	1.0	0.5	0.5	0.1	**18.1**[c]

Note: Percentages may not add to 100 due to rounding.

[a]Total does not include one male (0.1%) of unknown race/ethnic origin.

[b]Total does not include five individuals (0.1%) of unknown gender and race/ethnic origin. The total of 32.4 percent would be decreased to 29.8 percent if the civilian DOD were included.

[c]Total does not include one person (0.1%) of unknown gender and race/ethnic origin.

Source: GAO analysis of (1) Service workforce data, as of the end of fiscal year 1999, and (2) OPM's CPDF data, as of March 30, 1999.

Representation of Women and Minorities in EAS and PCES Positions

To fill a vacant executive position, the Service generally selects an individual who has been identified by Service officials as a potential successor for the position through the Service's Corporate Succession Planning Program, or it fills the position by outside recruitment. Our analysis showed that women and minorities represented about 35 percent of the PCES executives at the end of fiscal year 1999, although representation varied among individual EEO groups. However, women and minority representation as a group was lower at each successively higher EAS level up to the PCES.

Service Uses Succession Planning to Fill Executive Positions

The Service defines its Corporate Succession Planning Program as a deliberate and systematic effort to build talent from within the Service to ensure that leadership meets corporate goals. Each PCES executive position has a corresponding potential successor pool.[11] According to the Service, potential successors are individuals who may be considered along with others for an executive position as vacancies occur. However, being a potential successor, according to the Service, carries no guarantee of selection for an executive position. A review of all potential successors' performance, leadership effectiveness, interest, willingness, availability,

[11] The Service develops potential successors for both executive and officer positions. The number of potential successors in the pool varies by position. For example, the potential successor pool for a nationwide plant manager position may consist of 150 individuals whereas the pool for a Manager of a Bulk Mail Center may consist of 39 individuals.

and flexibility is to be conducted annually, when each potential successor may be redesignated as such.

Generally the process for selecting a candidate for a PCES executive position involves the selecting officer's, usually the area vice president, reviewing and then narrowing down those potential successors for the position who are considered qualified to succeed in the vacant position. Otherwise, the official may seek approval for outside recruitment. The officer has the option of interviewing any and/or all of the individuals being considered for the position. The selection of an individual to an executive position is not made final until the selecting officer submits the rationale for the selection to Corporate Personnel Management, which reviews the information for accuracy, ensures the selectee is a potential successor and has been assessed, and then forwards the package to the appropriate higher level officer for final approval.

Service officers are to identify and develop potential successors for executive positions within their functional or geographic area throughout the organization. When identifying potential successors, the Service is to seek individuals who have effective leadership skills, technical or functional expertise, and a demonstrated track record and who are interested in promotions/lateral reassignments and are willing, available, and flexible, according to the Service. Potential successors for executive positions may be executives or nonexecutives (such as EAS employees), and they are usually drawn from EAS management levels 22 through 26, according to a Service Human Resources Manager.

According to the Service, developmental opportunities planned for potential successors should be based on the results of an executive assessment,[12] personal knowledge of the individual, and the targeted executive position. In addition, to develop potential successors for executive positions, the Service uses individual development plans (IDP) that, according to the Service, target specific strengths or needs of the individual and outline specific activities—such as training—to optimize the individual's current or future performance within the organization.[13]

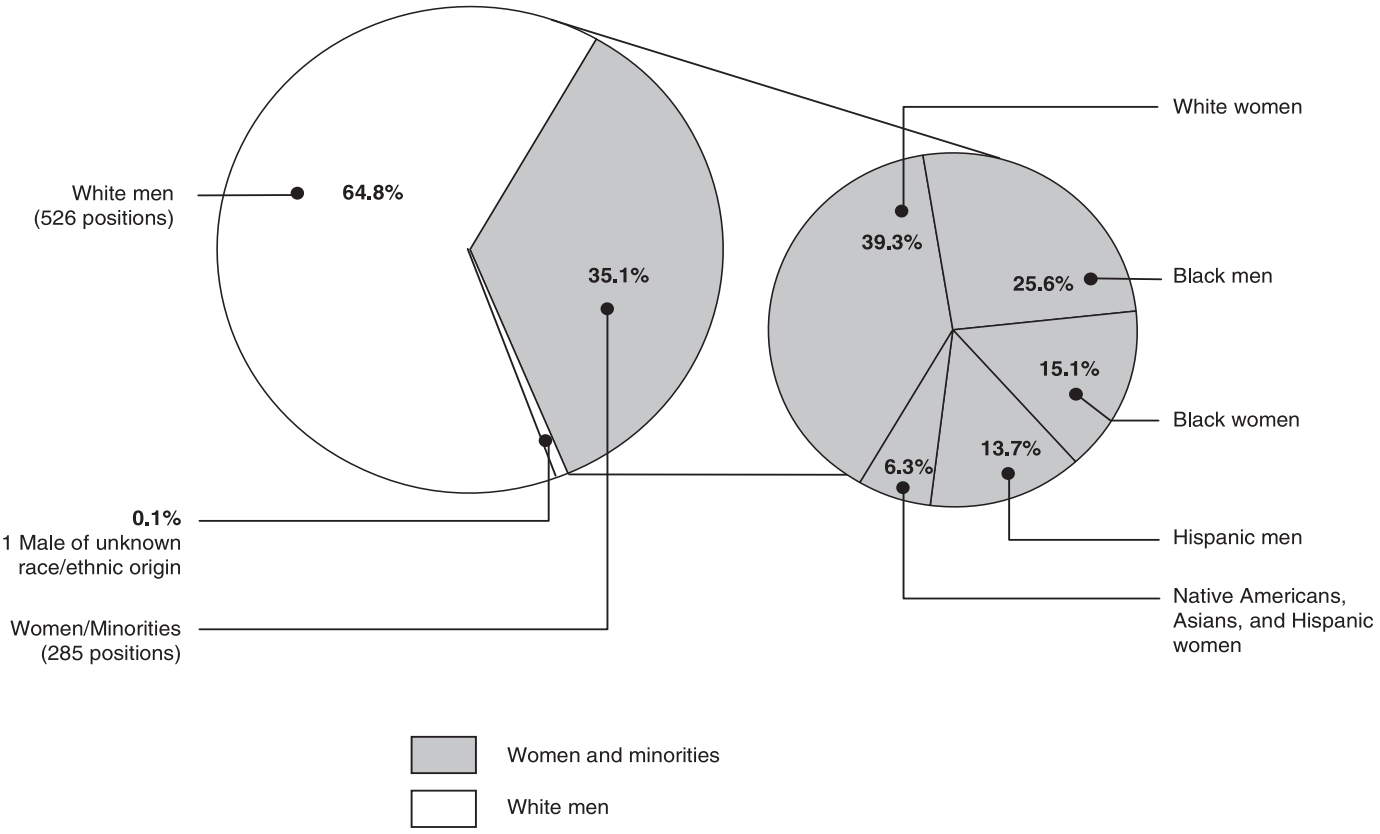
[12] According to a Service official, an executive assessment is a 1-day exercise that involves such things as team exercises, simulated situations, and a presentation, and that focuses on determining an individual's strengths and areas needing development. It is based on a management competency model. The assessment is one component to be considered against other deciding factors, such as experience, when considering the selection of a potential successor for a position.

[13] See section in this report entitled "Service Efforts to Improve PCES Diversity" for a discussion of developmental opportunities for potential successors and other Service employees.

Representation at EAS Management and PCES Executive Levels Varies

Our analysis showed that women and minorities represented about 35 percent of the 812 PCES executives, although their representation varied among individual EEO groups. For example, as shown in figure 4, among the 285 women and minority executives, 39.3 percent were white women; black men, black women, and Hispanic men comprised 25.6, 15.1, and 13.7 percent, respectively. The remainder—Native Americans, Asians, and Hispanic Women—collectively comprised 6.3 percent of executives.

Figure 4: Women and Minorities Represent About 35 Percent of PCES Executives, Fiscal Year 1999



Source: GAO analysis of Service workforce data, end of fiscal year 1999.

As shown in table 4, we compared the representation of women and minorities at the PCES executive level to their representation in EAS levels 17 through 21 and EAS levels 22 through 26. We also included information on the PCES officers. Generally, women and minority representation as a group is lower at each successively higher EAS management level up to the PCES executive level. Women and minorities' representation as a

group was about 46 percent at the EAS 17 through 21 level; about 40 percent at the EAS 22 through 26 level (the group from which PCES executives are usually selected); and about 35 percent at the PCES executive level.

Table 4: Representation by PCES Officer, Executive, and EAS Management Levels, End of Fiscal Year 1999

	EEO group										
Level	**White men**	**White women**	**Black men**	**Black women**	**Hispanic men**	**Hispanic women**	**Asian men**	**Asian women**	**Native American men**	**Native American women**	**Total percentage/ number of women/ minorities**
PCES officer											
Percentage	69.0%	19.0%	7.1%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	**31.0%**
Number	29	8	3	0	2	0	0	0	0	0	**13**
(N=42)											
PCES executive											
Percentage	64.8%	13.8%	9.0%	5.3%	4.8%	0.5%	1.0%	0.5%	0.1%	0.1%	**35.1%**[a]
Number	526	112	73	43	39	4	8	4	1	1	**285**[a]
(N=812)											
EAS 22-26											
Percentage	60.3%	14.2%	9.7%	6.4%	4.2%	1.0%	2.4%	1.0%	0.5%	0.2%	**39.5%**[b]
Number	5,398	1,270	866	576	375	86	215	86	49	16	**3,541**[b]
(N=8,955)											
EAS 17-21											
Percentage	53.9%	21.3%	7.6%	8.6%	4.0%	1.6%	1.2%	0.7%	0.5%	0.2%	**45.9%**[c]
Number	11,012	4,358	1,564	1,755	823	336	242	143	100	41	**9,380**[c]
(N=20,447)											

Note 1: Percentages may not add to 100 due to rounding.

Note 2: An earlier GAO report (GAO/GGD-99-26) focused on EAS management levels 17 to 26. The balance of this group is separated from the EAS 22-26 for comparative purposes.

[a]Total does not include one male (0.1%) of unknown race/ethnic origin.

[b]Total does not include 16 males (0.2%) of unknown race/ethnic origin, but does include 2 females (0.0%) of unknown race/ethnic origin.

[c]Total does not include 55 males (0.3%) of unknown race/ethnic origin, but does include 18 females (0.1%) of unknown race/ethnic origin.

Source: GAO analysis of Service workforce data, end of fiscal year 1999.

Our analysis of specific EEO groups, as shown in table 4, shows that white, black, and Hispanic women all had lower representation at both the PCES executive and EAS 22 through 26 levels when compared to the EAS 17 through 21 level. Among all groups of women and minorities, only Hispanic men showed an increase in representation at the PCES executive level when compared to their representation at both EAS 17 through 21 and EAS 22 through 26 levels. Other groups varied in their representation, depending upon the level. For example, Asian men and women had greater

representation in the EAS 22 through 26 levels when compared to their representation in the EAS 17 through 21 and PCES executive levels. With respect to white men, their representation increased progressively from the lower EAS management levels up to the PCES executive ranks. When comparing the representation of women and minorities at the officer level with that in the executive level, white women's representation was higher, black men's was lower, and Hispanic men's was the same. Also, some EEO groups were not represented among officers.

Selections of Women and Minorities Into the PCES, Fiscal Year 1999

We compared the representation of women and minorities among PCES executives at the beginning of fiscal year 1999 to their representation among those selected for executive positions during fiscal year 1999.[14] We also compared their representation among those selected for the 5-year period we reviewed. Further, we compared their representation among components associated with succession planning (e.g., potential successor pools). In addition, of the 59 selections to PCES positions during fiscal year 1999, we selected for further analysis 7 individuals who were selected for PCES executive positions to better understand movement from management levels in the EAS through selection to the PCES, via the Service's succession planning program.[15] We judgmentally chose these seven executives for variety on the basis of gender and race/ethnic origin, previous position, and the position for which they were selected and type of selection, that is, selected from within or outside the Service.

Our analysis shows that women and minorities comprised about 42 percent (25 positions) of the 59 selections for PCES executive positions during fiscal year 1999 (see table 5), whereas at the beginning of fiscal year 1999, they represented about 33 percent of the PCES executive workforce. Of the 25 women and minorities selected for PCES positions in fiscal year 1999, 8 were white women, 8 were black women, 3 were black men, 4 were Hispanic men, and the remaining 2 selections were an Asian man and woman. Ten outside hires accounted for 17 percent of the 59 selections in fiscal year 1999, and 6 of the 10 outside hires, or 60 percent, were women and minorities.

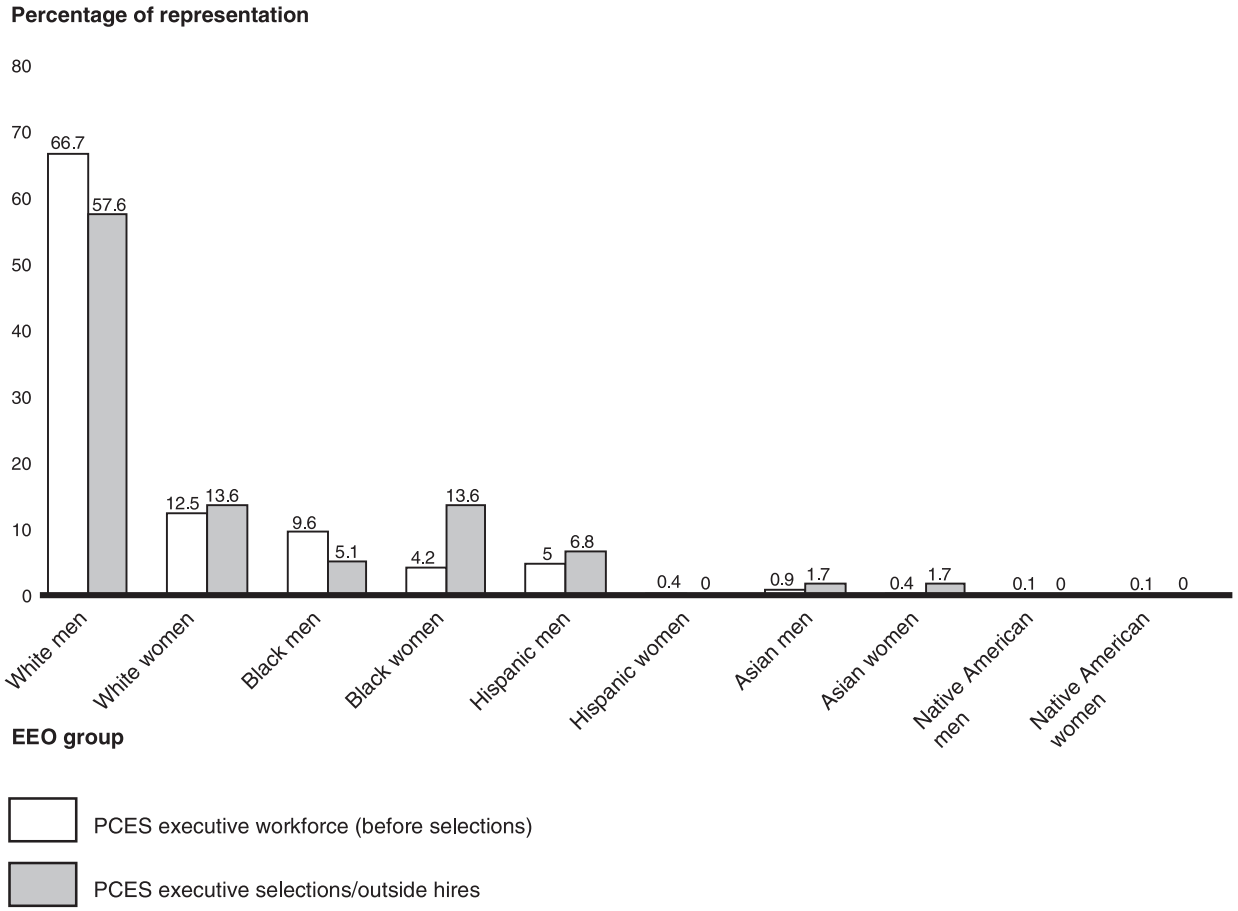
As shown in figure 5, for individual EEO groups, when compared to their level of representation in the PCES before the selections, white and black women and Hispanic men had higher representation among those selected, whereas black men had a lower representation. Other EEO groups varied

[14] PCES executive workforce (before the selections) is based on the last pay period of fiscal year 1998.

[15] The seven individuals included two outside hires.

in their level of representation. For example, at the beginning of fiscal year 1999, black women comprised 4.2 percent of the executives in PCES and received about 13.6 percent of the executive selections, while white women comprised 12.5 percent of the executives and received 13.6 percent of the executive selections; black men comprised 9.6 percent of the executives and received 5.1 percent of the executive selections.

Figure 5: Comparison of Women and Minority Representation in Fiscal Year 1999 PCES Executive Positions (Before the Selections) and Among Executive Selections, Fiscal Year 1999



Note 1: PCES executive workforce "before selections" is based on the last pay period of fiscal year 1998.

Note 2: PCES executive workforce includes one male (0.1%) of unknown race/ethnic origin.

Source: GAO analysis of Service workforce data, fiscal year 1998, and PCES executive selection data, fiscal year 1999.

Over the 5-year period, as shown in table 5, we found that generally the representation of women and minorities among those selected for PCES executive positions has been increasing. For example, in fiscal year 1995, women and minorities accounted for 18.2 percent of the 33 selections; whereas in fiscal year 1999, they accounted for 42.4 percent of the 59 selections.

Table 5: Selections for PCES Executive Positions, Fiscal Years 1995 Through 1999

	EEO group										
Fiscal year	White men	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women	Total percentage/ number of women/ minorities
1999											
Percentage	57.6%	13.6%	5.1%	13.6%	6.8%	0.0%	1.7%	1.7%	0.0%	0.0%	**42.4%**
Number (N=59)	34	8	3	8	4	0	1	1	0	0	**25**
1998											
Percentage	54.2%	20.3%	11.9%	5.1%	5.1%	0.0%	0.0%	1.7%	0.0%	1.7%	**45.8%**
Number (N=59)	32	12	7	3	3	0	0	1	0	1	**27**
1997											
Percentage	65.5%	16.4%	5.5%	1.8%	10.9%	0.0%	0.0%	0.0%	0.0%	0.0%	**34.5%**
Number (N=55)	36	9	3	1	6	0	0	0	0	0	**19**
1996											
Percentage	64.3%	16.7%	11.9%	4.8%	2.4%	0.0%	0.0%	0.0%	0.0%	0.0%	**35.7%**
Number (N=42)	27	7	5	2	1	0	0	0	0	0	**15**
1995											
Percentage	81.8%	3.0%	9.1%	0.0%	3.0%	3.0%	0.0%	0.0%	0.0%	0.0%	**18.2%**
Number (N=33)	27	1	3	0	1	1	0	0	0	0	**6**

Note: Percentages may not add to 100 due to rounding.

Source: GAO analysis of Service workforce data, end of fiscal years 1995 through 1999.

Women and Minority Representation in Components Associated With Succession Planning

We also analyzed the representation of women and minorities in several components associated with succession planning for PCES executive and officer positions. For example, as shown in table 6, we looked at women and minority representation among (1) PCES executives, at the end of fiscal year 1999; (2) selections for executive positions in fiscal year 1999; and (3) the fiscal year 1999 pool of potential successors for PCES positions.

An important component for career progression by women and minorities into the executive ranks is the composition of the pool of potential successors. As shown in table 6, as of fiscal year 1999, women and minorities comprised about 42 percent of the potential successor pool for all PCES positions, and during the same fiscal year, about 42 percent of the

selections for PCES executive positions.[16] As of the end of fiscal year 1999, after taking these executive selections into account, women and minorities comprised 35 percent of the PCES executive ranks in the Service, while they comprised about 58 percent of the Service's overall workforce. (Also see fig. 3 and table 2.)

Table 6: Comparison of Representation by PCES Executives, Selections for Executive Positions, and Potential Successors to PCES Positions, Fiscal Year 1999

	EEO group										
Group	**White men**	**White women**	**Black men**	**Black women**	**Hispanic men**	**Hispanic women**	**Asian men**	**Asian women**	**Native American men**	**Native American women**	**Total percentage/ number of women/ minorities**
PCES executive workforce											
Percentage	64.8%	13.8%	9.0%	5.3%	4.8%	0.5%	1.0%	0.5%	0.1%	0.1%	**35.1%**[a]
Number (N=812)	526	112	73	43	39	4	8	4	1	1	**285**[a]
Selections for PCES executive positions											
Percentage	56.7%	13.6%	5.1%	13.6%	6.8%	0.0%	1.7%	1.7%	0.0%	0.0%	**42.4%**
Number (N=59)	34	8	3	8	4	0	1	1	0	0	**25**
FY 1999 potential successors (to PCES executive/officer positions)[b]											
Percentage	57.7%	19.4%	8.3%	6.0%	4.5%	1.0%	1.8%	0.6%	0.3%	0.3%	**42.2%**[a]
Number (N=1,343)	775	260	112	81	61	13	24	8	4	4	**567**

Note: Numbers may not add to 100 percent due to rounding.

[a]Total does not include one male (0.1%) of unknown race/ethnic origin.

[b]The potential successor pool includes every individual who has been placed in at least one of the pools associated with a specific officer or executive position. Potential successors include 25 officers (1.9%), of which 7 are women and minorities.

Source: GAO analysis of Service workforce and potential successor data, fiscal year 1999.

Seven Fiscal Year 1999 PCES Executive Selections

To better understand the Service's succession planning program, we obtained information on seven individuals we judgmentally selected who were chosen for PCES executive positions during fiscal year 1999, including two outside hires. These included one white male, one white female, one black male, two black females, one Hispanic male, and one Asian male. For the seven individuals, we asked the Service to provide information on (1) whether they were in an associated potential successor pool for the position and the total number of potential successors in the pool; (2) whether they were an outside hire; (3) the process followed by

[16] The potential successor pool includes potential successors for executive positions and for officer positions.

the Service in selecting them for the positions; (4) the rationale for the selection of these individuals; and (5) their previous positions (e.g., their EAS level in the case of Service employees) before they were selected for the PCES executive positions and (if Service employees) their length of service.

According to information provided by the Service, four of the five individuals who were selected from within the Service for the PCES executive positions had been in an associated Service potential successor pool for the positions for about 2 years, on average. Some of these individuals were in more than one pool, that is, they had been nominated as potential successors for other executive positions as well. The fifth individual had been selected for a new position within the PCES, for which there was no potential successor pool. These five individuals had advanced from positions in the Service during fiscal year 1999 that ranged from EAS levels 22 through 25 and had been employed with the Service ranging from 25 to 40 years. The remaining two individuals had been hired from outside of the Service. The rationale for the selections, according to the Service, including those hired from the outside, was generally that the selected individuals had the required experience and skill levels necessary for the vacant positions.

Service Efforts to Improve PCES Diversity

The Service has various efforts under way or planned related to improving diversity among its PCES executives, many of which were developed in response to the 1997 Aguirre report on diversity at the Postal Service. These efforts included holding executives accountable for diversity-related activities in individual executive merit performance evaluations; providing training and career development programs that target employees at various EAS levels to help prepare them for potential advancement to higher level management and executive positions; and requiring the use of review committees in the selection of candidates for EAS positions when there were five or more applicants. The Service also established a diversity oversight group and diversity development liaisons to promote diversity.

The Aguirre report recommended that the Service establish accountability for diversity and diversity-related activities in the merit performance evaluations of postal career executives in fiscal year 1999. In response, the Service introduced individual performance evaluation for PCES executives in November 1998 that requires all executives to set indicators for the activities they undertake to promote diversity. According to Service guidance, executives, in consultation with their supervisors, are to set measurable goals that reflect their individual challenges, including those related to diversity. In addition, the official said, monitoring of the

executive's progress in meeting the goals is to be carried out via quarterly business reviews held by the area and headquarters' vice presidents, and the goals could be modified.

According to Service guidance, goals must be developed in light of the particular diversity challenges that the assessed executive's organization faces. Executives' responsibilities include, among other things, (1) developing and implementing recruiting and hiring strategies for increasing the employability of certain groups, including women, minorities, and people with disabilities; (2) ensuring that developmental assignments (such as details, officer-in-charge assignments, and task force members) and training opportunities are provided to diverse groups of employees to enhance their career development; and (3) ensuring that the succession plans for PCES and EAS 19 and above positions include candidates that represent the Service's diverse workforce.

At the close of the evaluation period, according to a Service official, the accountable executive—the individual reviewing the assessed executive's performance—is to discuss with the executive his or her performance, including the achievement of the goals and reasons for any shortfalls in such achievement. The official explained that the assessed executive's achievement of diversity goals, along with other goals, such as training; safety; financial; and service goals (e.g., on-time delivery), are factors to be considered collectively by the accountable executive in determining the executive's overall performance during the period. The accountable executive then determines whether, on the basis of the overall performance, the assessed executive is to receive a salary increase. Although no weighting (e.g., percentage) is assigned to the individually set goals, according to a Service official, because diversity-related goals are one of the factors considered in the evaluation process, failure in this area could have an effect on the executives' overall performance and, thus, on whether or not they are awarded salary increases. The accountable executive, on the basis of the review of the assessed executive's overall performance, would make such a determination. According to the Service, because this initiative was only recently introduced, it is too early to determine the results.

To assist employees with reaching their individual goals for PCES positions, several training and career development programs have been implemented, according to a Service official. In this area, the Aguirre report recommended that the Service create a development program for employees at EAS levels 19 and above that was similar to the succession planning process for postal career executives. It also recommended that

the Service design a career management program to provide advancement opportunities from initial-level to mid-level management positions. The Service determined that there was a gap in management training between the Associate Supervisor Program and the Advanced Leadership Program (ALP). Therefore, it developed the Career Management Program (CMP) in 1999, which links with ALP. CMP targets EAS 15 through 22 employees, while ALP targets EAS 22 and above employees, thus filling the training gap that had previously existed. According to Postal officials, the pool for potential successors to PCES executives is drawn from EAS levels 22 through 26. CMP course curricula include training in competencies identified as critical for successful supervisor and manager performance, such as supervisory and managerial skills training.

ALP, established in June 1998, seeks to develop a highly competent managerial base from which future organizational leaders will emerge, according to the Service. Executive sponsors nominate participants into the program who have exceeded performance expectations, seek self-development, and demonstrate leadership capabilities. Using an IDP, participants work with their sponsor to complete ALP, which involves training in business performance and the changing competitive environment. According to a Service official, the Service's Hispanic Program also implemented an executive/managerial development program in January 1998. It developed individual learning plans for high potential Hispanics to increase the number of Hispanics being developed for higher level assignments, including PCES ranks. The program also developed academic, skills-based programs for high-potential EAS 22 and above managers to increase the number of Hispanics being developed for higher level positions.[17]

Finally, to create a greater diversity focus in the selection process for promotions to EAS positions, the Service now requires the mandatory use of review committees in the selection of candidates for EAS positions when there are five or more applicants as well as training in personnel selection methods for committee members.[18] Review committees assist the selecting officer to determine which applicant is best qualified for the position. They review applications, interview applicants, and develop a recommended list of candidates who best meet the job requirements.

[17] According to the Service, 11 qualified managers were placed on succession planning lists by an area vice president or headquarters officer; which means that, along with others, they will be considered for future PCES appointments. Also, using an IDP, 43 Hispanic managers are being developed over the next 2 to 5 years for PCES succession planning.

[18] After the Service's reorganization in 1992, the use of review committees when there were five or more applicants was made optional.

According to Service officials, other efforts under way that are related to increasing diversity in the PCES include the establishment of the diversity oversight group and diversity development liaisons, as well a self-development training program for EAS 18 and above employees, which is to be piloted in early 2000. According to a Service official, these efforts enable individuals to get the experience, education, and training needed to qualify for advancement to executive positions. In early 2000, according to the Service, it plans to introduce "Career Development Tracks (CDT)," a program aimed at developing EAS 18 and above employees for management jobs, which began as a pilot in June 1999. The program is to be all-inclusive (with individuals being assessed and a multiyear IDP created) and established districtwide. According to the Service, CDT seeks to build a cadre of well-prepared individuals with leadership and functional skills to successfully compete for management vacancies under the EAS selection process, and expand the applicant pool into PCES positions. A Service Human Resource manager explained to us that the program was needed because 50 percent of Service executives were eligible to retire in 3 to 5 years, and that this type of program would reach a greater proportion of minorities and females and thus increase diversity.

The diversity oversight group is to oversee corporate initiatives related to diversity, such as CMP and CDT, and track them for effectiveness. For example, according to the Service, as of December 6, 1999, 81 percent of the sponsored participants in CMP were women and minorities. In addition, diversity development liaisons—executives appointed by each headquarters officer—serve as a link to the Diversity Department. Currently, there are 32 diversity development liaisons. The liaisons are to help their vice presidents develop strategies that are in line with the affirmative employment plan to address the underrepresentation of certain employee groups.

In addition, in its Annual Performance Plan for fiscal year 2000, published under the mandate of the Government Performance and Results Act of 1993, the Service included the following employee performance goal:

> "Foster an inclusive and welcoming workplace consistent with Postal Service values of fairness, opportunity, safety and security: where everyone is given the knowledge, tools, training and encouragement to be successful; and where everyone is recognized for and takes pride in their participation in customers' and the Postal Service's success."

Two associated subgoals include (1) ensure that each and every employee is given the knowledge, tools, training, and encouragement to successfully meet the expectations for their positions and (2) ensure an inclusive and

fair environment with opportunities for all employees.[19] The Service has developed indicators for the first subgoal and is in the process of developing indicators for the second.

Agency Comments

On March 21, 2000, the Postal Service provided us with oral comments on a draft of this report. The Service's Vice President of Diversity Development commented that the report reflected the commitment of the Service to foster diversity at all levels of the organization, and that the Service was aware that it could make continuing progress in the representation of women and minorities among its officers and executives.

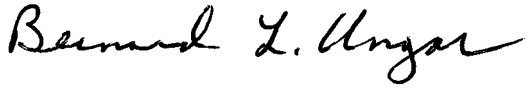
He also pointed out a number of actions that the Service had taken to promote and improve diversity within the Service over the last few years. In addition, he stated that the Service was able to measure the success of its diversity initiatives by its having recently been awarded the National Partnership for Reinventing Government's Hammer Award. However, he said that the Service recognized that diversity was an area requiring continuous progress and that it still had much to accomplish.

Program officials also provided us with some technical comments separately, which we considered and incorporated in our report as appropriate.

We are sending copies of this report to Representative John McHugh, Chairman, Subcommittee on the Postal Service, House Committee on Government Reform; Mr. William J. Henderson, Postmaster General; and other interested parties. Copies will also be made available to others on request.

If you have any questions about this report, please contact me on (202) 512-8387. Key contributors to this assignment were Sherrill Johnson, Hazel Bailey, William Chatlos, and Douglas Sloan.

Sincerely yours,



Bernard L. Ungar
Director, Government Business
Operations Issues

[19] Annual Performance Plan 2000, Postal Service, pp. 12 and 13.

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Abbreviations

ALP	Advanced Leadership Program
CDT	Career Development Tracks
CMP	Career Management Program
CPDF	Central Personnel Data File
DOD	Department of Defense
EAS	Executive and Administrative Schedule
EEO	equal employment opportunity
IDP	individual development plan
OPM	Office of Personnel Management
PCES	Postal Career Executive Service
SES	Senior Executive Service

Objectives, Scope, and Methodology

This report, which follows our previous work on diversity in the Postal Service's high-level Executive and Administrative Schedule (EAS) management positions,[1] provides information on the overall extent that women and minorities are represented in and have been promoted to the Postal Career Executive Service (PCES), particularly to PCES executive positions, as well as efforts under way by the Service to promote diversity within the PCES. The PCES, which was established in 1979, is made up of two levels—the executives (PCES 01) and officers (PCES 02). However, because officers are appointed and serve at the pleasure of the Postmaster General, for the purposes of this review, we prepared separate analyses for the PCES officer and executive workforces.

With respect to the first objective, to determine women and minority representation in and selection to PCES positions, we obtained from the Service personnel and accounting data from the Diversity Reporting System and the Personnel Master Files from the Diversity Development Department and the Minneapolis data center. We obtained selected employee data for all Service employees from the Master File database for the last pay period of each fiscal year between 1995 and 1999 to have stability and comparability between fiscal years 1995 and 1999 data. Before fiscal year 1995, the Service was undergoing a reorganization at the area level that involved the creation of new PCES positions. We did not verify these data. However, in 1996, Aguirre International, as part of a contracted study of diversity at the Service, estimated a 97-percent accuracy rate on minority codes in the Diversity Reporting System.

As of the end of fiscal year 1999,[2] the Service had 854 employees in PCES positions. However, an additional 169 employees held EAS positions under the PCES pay scale. Because these employees were working in nonexecutive positions, we included them in the EAS statistics cited in this report rather than in the PCES statistics, which is the manner in which the Service tracks these employees. We did include data on the 4,470 employees in the Postal Inspection Service, but not on the approximately 375 employees in the Service's Office of Inspector General.

We analyzed the data on employees' PCES positions and 10 equal employment opportunity (EEO) groups identified on the basis of gender

[1] U.S. Postal Service: Diversity in High-Level EAS Positions (GAO/GGD-99-26, Feb. 26, 1999) and U.S. Postal Service: Information About Selected Promotions of Women and Minorities to EAS Management-Level Positions (GAO/GGD-98-200R, Sept. 21, 1998).

[2] The Postal Service fiscal year 1999 ended on September 10, 1999, and conforms to the Service's 13-period accounting year. Our use of the term "fiscal year" in this report refers to the appropriate Service fiscal year.

and race/ethnic origin to show representation of women and minorities and trends in representation over the 5-year period. We also compared the representation among officers, executives, and the total Service workforce. The EEO groups include, for men and women, white, black, Hispanic, Asian, and Native American.

To provide context as well as to help us better understand representation within the Service's PCES, and because the Service is an independent agency in the executive branch, we gathered information from the Office of Personnel Management's Central Personnel Data File (CPDF) on the representation of women and minorities in comparable executive positions in the federal government's Senior Executive Service (SES), excluding the Department of Defense (DOD). The career SES includes the highest-ranking government executives within the federal service who are not in appointed positions. We also selected the career SES in the civilian workforce of DOD because it is somewhat closer in size (688,608 total employees) to the Postal Service workforce (796,535 employees). Furthermore, the number of executives in the career SES in DOD is also somewhat closer in size (1,102 SES) to the PCES in the Postal Service (854 PCES). We recently reviewed selected CPDF data elements and reported that most of these were 99 percent or more accurate in the aggregate.[3] Also, we did not compare the different EEO groups' representation in PCES positions with the overall civilian labor force. Since CLF data are not broken down into an appropriate pool for comparison (i.e., similar positions or levels of individuals with relevant qualifications), we do not believe such a comparison would be appropriate.

With regard to selections to PCES positions, we obtained data on the movement of EAS and PCES executives and officers as well as outside hires into and within the PCES using the Nature of Action code as found in the employee Master File provided by the Diversity Development Department. We did not verify the accuracy of PCES selection data provided by the Service, but we did have the Service confirm PCES selection data for fiscal years 1995 through 1999 that we extracted from the Service's workforce data. We spoke with Postal Inspection Service officials to confirm the coding and figures being provided on the Inspection Service workforce and its executives and officers.

We also gathered information about the Service's Corporate Succession Planning Program process for executives and officers. To better

[3] OPM's Central Personnel Data File: Data Appear Sufficiently Reliable to Meet Most Customer Needs (GAO/GGD-98-199, Sept. 30, 1998).

understand this process, we also interviewed Service officials in Headquarters in Washington, D.C. Each fiscal year a new list of potential successors is developed for each executive and officer position. A single employee may be nominated for more than one position and therefore may appear on more than one potential successor list. To avoid duplicate counting of individuals on more than one list for analysis, the Corporate Succession Planning Office provided us with a nationwide list of fiscal year 1999 potential successors who appeared at least once on any potential successor list. Therefore, any reference in this report to the potential successors, or the successor pool, for fiscal year 1999 includes 1,324 employees from the Service and 19 Inspection Service employees, for a total of 1,343 potential successors nationwide. For the purposes of our analysis, we consider this to be the "applicant or feeder pool" from which selections to executive and officer positions are made.

We also looked at information on seven individuals who were selected for PCES executive positions in fiscal year 1999, including two that were hired from organizations from outside the Service, to gain a better understanding of the process. We judgmentally chose these seven executives for variety on the basis of gender, race/ethnic origin, previous positions and the position for which they were selected, length of service, and type of selection (i.e., selected from within or outside the Service).

With respect to the second objective, to obtain information on the Service's efforts to promote diversity within the PCES, we interviewed human resource and diversity development officers at Service headquarters. We also obtained and reviewed related documents from the Service, including Service documents prepared in response to the Results Act, and researched information on the Service's Web site.

We performed our work from August 1999 through February 2000 in accordance with generally accepted government auditing standards.

Additional Information on Women and Minority Representation in the PCES

The following tables show (1) comparisons of the PCES executive/officer workforce with the overall Service workforce at the end of fiscal year 1999 by EEO group and (2) officer representation over the 5-year period reviewed.

Table II.1: Comparison of PCES Executive/Officer Workforce Representation With Overall Service Workforce, Fiscal Year 1999

	EEO group										
Workforce	**White men**	**White women**	**Black men**	**Black women**	**Hispanic men**	**Hispanic women**	**Asian men**	**Asian women**	**Native American men**	**Native American women**	**Total percentage/ number of women/ minorities**
PCES executives											
Percentage	64.8%	13.8%	9.0%	5.3%	4.8%	0.5%	1.0%	0.5%	0.1%	0.1%	**35.1%**[a]
Number	526	112	73	43	39	4	8	4	1	1	285[a]
(N= 812)											
PCES officers											
Percentage	69.0%	19.0%	7.1%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	**31.0%**
Number	29	8	3	0	2	0	0	0	0	0	13
(N=42)											
Total PCES (officers/executives)											
Percentage	65.0%	14.1%	8.9%	5.0%	4.8%	0.5%	0.9%	0.5%	0.1%	0.1%	**34.9%**[a]
Number	555	120	76	43	41	4	8	4	1	1	298[a]
(N=854)											
Total Service workforce											
Percentage	42.2%	22.2%	11.4%	10.2%	5.0%	2.2%	3.9%	2.3%	0.3%	0.2%	**57.6%**[b]
Number	335,943	176,698	90,747	80,873	39,443	17,587	30,936	17,933	2,302	1,952	**459,191**[b]
(N=796,535)											

Note: Percentages may not add to 100 due to rounding.

[a]Total does not include one male (0.1%) of unknown race/ethnic origin.

[b]Total does not include 1,401 males (0.2%) of unknown race/ethnic origin, but does include 719 females (0.1%) of unknown race/ethnic origin and 1 black (0.0%) of unknown gender.

Source: GAO analysis of Service workforce data, as of the end of fiscal year 1999.

Table II.2: Women and Minority PCES Officer Representation, Fiscal Years 1995 Through 1999

	EEO group										
Fiscal year/ Number	**White men**	**White women**	**Black men**	**Black women**	**Hispanic men**	**Hispanic women**	**Asian men**	**Asian women**	**Native American men**	**Native American women**	**Total percentage/ number of women/ minorities**
1999											
Percentage	69.0%	19.0%	7.1%	0.0%	4.8%	0.0%	0.0%	0.0%	0.0%	0.0%	**31.0%**
Number (N=42)	29	8	3	0	2	0	0	0	0	0	**13**
1998											
Percentage	75.6%	14.6%	4.9%	0.0%	4.9%	0.0%	0.0%	0.0%	0.0%	0.0%	**24.4%**
Number (N=41)	31	6	2	0	2	0	0	0	0	0	**10**
1997											
Percentage	76.3%	10.5%	10.5%	0.0%	2.6%	0.0%	0.0%	0.0%	0.0%	0.0%	**23.7%**
Number (N=38)	29	4	4	0	1	0	0	0	0	0	**9**
1996											
Percentage	78.4%	10.8%	8.1%	0.0%	2.7%	0.0%	0.0%	0.0%	0.0%	0.0%	**21.6%**
Number (N=37)	29	4	3	0	1	0	0	0	0	0	**8**
1995											
Percentage	75.0%	13.9%	8.3%	0.0%	2.8	0.0%	0.0%	0.0%	0.0%	0.0%	**25.0%**
Number (N=36)	27	5	3	0	1	0	0	0	0	0	**9**

Note: Percentages may not add to 100 due to rounding.

Source: GAO analysis of Service workforce data at the end of fiscal years 1995 through 1999.

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