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ABSTRACT

This fourth annual review of employee training activities throughout the Federal Service is derived from information provided by agencies in their annual training reports to the Civil Service Commission for fiscal year 1970. Major sections of the report are: (1) Progress Toward Significant Training Goals, (2) Agency Training Activities, (3) Accomplishments Through Training, (4) Activities of the Civil Service Commission, and (5) Statistical Review of Training. Summary data from previous reports are included to make comparisons and show trends. Statistical tables and figures present the data. (JS)

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MARCH 1971

EMPLOYEE TRAINING

ED052339

*in the
Federal Service*

FISCAL YEAR 1970

U.S. CIVIL SERVICE
COMMISSION



BUREAU OF
TRAINING

VT013987

ED052339

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EMPLOYEE TRAINING

*in the
Federal Service*

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INTRODUCTION

This report provides detailed information about training in the Federal service during fiscal year 1970. It supplements the general summary included as Appendix J, Report on Agency Training Activities, in the Commission's 1970 Annual Report to the President.

This is the fourth consecutive year the Civil Service Commission has prepared a comprehensive annual review of employee training activities throughout the Federal service. The report is derived from information provided by agencies in their annual training reports to the Commission for fiscal year 1970.

The report moves from general goals to specific agency training activity. Section I reports progress made toward some significant training goals that were identified in the fiscal 1969 "Employee Training in the Federal Service" report. Section II includes a review and summary analysis of agency training activities; covering topics such as participation in training, types of training received, man-hours of training provided and expenditures for training. Comparisons are made with previous years. Section III gives examples of training activities which demonstrate ingenuity and resourcefulness in meeting the training needs of agency employees. Section IV reports on training and special activities provided to agencies by the Commission's Bureau of Training and its Regional Training Centers during the past fiscal year. Section V provides a detailed statistical review of training, showing each agency's training activity for fiscal year 1970.

I. PROGRESS TOWARD SIGNIFICANT TRAINING GOALS

A. Opening New Opportunities

One of the keys that will open the doors of opportunity is education and training. The use of this avenue to increased opportunity is particularly important for underprivileged and underutilized employees, and since 1965, progress has been made toward this end. Nevertheless, a gap between promise and fulfillment exists. Therefore, President Nixon's Executive Order 11478 of August 1969 emphasized the need to intensify efforts to provide more developmental opportunities for employees in the lower grades.

The President's directive set in motion new efforts by the Civil Service Commission and agencies to achieve long sought after objectives. Initially, surveys were conducted to reveal where the greatest improvements needed to be made. The surveys showed that the largest percentage of non-professional, minority group members and women are in General Schedule grades one through seven or the equivalent. Programs, such as, "Upward Mobility of Lower Level Employees", "Public Service Careers", "Employment of Summer Aids", and "Project 250" have been developed to contribute to the goal of providing "opportunities for all persons with full recognition of their dignity as individuals, so to seek and to achieve their highest potential and productivity in employment situations." These programs are summarized below.

Public Service Careers Program

The administration has established under the direction of the Department of Labor a major new manpower program, the Public Service Careers Program (PSC) designed to significantly increase employment opportunities for disadvantaged persons in public jurisdictions—state and local, as well as Federal. The Federal component of the Public Services Careers Program is being promoted and coordinated by the Civil Service Commission and is being executed by many Federal agencies with their own resources augmented by funds provided by the Labor Department from manpower opportunities. The PSC program is designed to help disadvantaged persons compete on a more equitable basis with others for Federal employment, by providing them with special orientation, counseling, and training, as well as other kinds of services. The purposes of this program are: (1) development of prototype employment opportunities for mini-

mally skilled persons; (2) the upgrading of lower-level Federal employees already on duty; (3) the use of training programs to improve and develop the skills of lower-level employees; (4) an improvement of the personnel services provided for individuals in lower grade Federal positions and (5) restructuring and the development of more flexible career ladders for lower-level Federal employees. As an incentive for agency participation in the PSC program, ceiling exemption is applied to individuals hired through the worker-trainee examination. This exemption is retained by the individual worker-trainee for the twelve month period after his appointment or through the first two promotions, whichever is shorter. If a PSC trainee resigns or is released by his agency, his ceiling exemption reverts to the agency's pool to be applied to another individual hired. A second incentive for participating agencies is the provisions that PSC funds will match up to one-third of the total costs of training and supporting services for new or expanded activities related to entry or upgrading programs. The total program funding for the Federal component for FY 1971 is 8 million dollars. Program proposals are now being received from agencies by the Civil Service Commission. An agency program already approved is the one at the Department of Army's White Sands Missile Range that includes skills training for such positions as Environmental Test Operator Helper, Mechanic Helper, Electrician Helper, Clerk-Typist, Supply Clerk and Accounting Clerk. Also included will be orientation, counseling and advisory services, basic education and supervisory training.

Upward Mobility

As another step in meeting the President's objective that "Employees should have the opportunity to the fullest extent practicable to improve their skills so they may qualify for advancement," the Civil Service Commission developed and sent to agency heads on May 7, 1970 a comprehensive (Government-wide) upward mobility plan aimed at helping employees at the lower levels (non-professionals at GS-7 and below or equivalent pay levels) who have the potential and desire to move upward to the full extent of their capabilities. The plan suggests long-range goals for agencies to work toward improving personnel systems, suggests a series of actions for achieving goals, and indicates the support that will be provided by the Commission. The plan calls for agencies to:

- Establish career ladders and avenues for

those occupational fields that have movement.

- Assist employees in the development of career development plans
- Provide counseling and guidance services within and outside of supervisory channels.
- Make more training opportunities available to employees who want and can benefit from skills development training, basic remedial education, high school equivalency certification and college level courses.
- Develop utilization and placement procedures which assure full use of employee skills and abilities and development of potential.
- Establishing mechanisms for communicating meaningful and realistic information about programs and opportunities to employees.

In support of the upward mobility plan, the Commission will develop model career systems in selected occupations, review qualification standards to remove unnecessary barriers to upward mobility, carry out a series of on-site job restructuring demonstration projects to create "bridge" positions between jobs requiring minimal skills and skilled jobs, and prepare selected employees for the "bridge" and higher level jobs. Provide agencies with model education and training systems geared to the needs of lower level employees and provide interagency training courses for supervisors of low skilled employees, career counselors, training officers and employees in communication, clerical and ADP skills. The Commission will also evaluate program effectiveness and report progress and development to the President. Agencies have already begun to develop agency equal employment opportunity action plans which include upward mobility plans.

Summer Aids

In a further effort to assist disadvantaged persons of all ages, each summer Federal agencies are encouraged to employ as Summer Aids youths 16 through 21 years of age who meet the criteria for economic or educational need. Although the initial thrust of the program was to provide routine jobs requiring no specific skills, the 1969 campaign emphasized the need to provide productive work and training experiences for these young people. To assist agencies in meeting this expanded purpose, the Civil Service Commission developed and issued *Utilization of Summer Aids - Summary of the 1970 Program and Planning Guide for Summer 1970*. The bulletin was de-

signed to record agencies' past experiences and to provide information that would be useful in developing the 1970 program. Included in this bulletin was a bibliography of films and publications which agencies have used successfully in past years. For Washington area program coordinators, the Commission sponsored two workshops designed to assist them with specific information about jobs, awards, training activities, supervisory training and special activities. The Commission's Central Office developed a job kit which provided educational and vocational counselors with specific information about positions with the Federal Government in the Washington area, especially for youth.

Project 250

An experimental program, "Project 250" was a Federal interagency manpower program designed to provide gainful employment opportunities for 250 "hard core" disadvantaged young people in the Washington, D.C. area. It was funded by the U.S. Department of Labor and was developed and administered by the U.S. Civil Service Commission. Nineteen Federal agencies participated. The results of the program are now available. The program was successful in creating 250 job opportunities for disadvantaged youth in the Washington, D.C. area. Of the 250 trainees who entered Project 250, 130 became career conditional employees and were on the job as of June 30, 1970. Many of the trainees who dropped from the program were better prepared to fend for themselves in the job market than they were when they entered the project. A preliminary survey of Project 250 dropouts showed that approximately 55% were either back in school or employed in various occupations in the metropolitan area. Six percent of the dropouts were serving on active duty in the Armed Forces.

The Project 250 experience was documented in the Commission's Final Report published in October 1970. As a supplement to this report, the Bureau of Training has developed a slide sound presentation outlining the 250 story. These documents can be shared with others who may have an interest in manpower training programs.

B. Preparing New Supervisors for Their Responsibilities

It has long been an accepted fact that a knowledgeable and skillful supervisor is the hub of an effective and efficient organization. A great deal of attention has been given to establishing improved criteria for the selection of persons with

supervisory abilities and potential. The same concern is now being given to the preparation of new supervisors to assume their responsibilities by requiring that all new first-level supervisors be trained either before or soon after assuming their duties. Appendix A to Federal Personnel Manual Chapter 410, outlines the required training for supervisors appointed after June 30, 1969.

Since minimum standards for training have been set, agencies have been examining and revising their previously developed courses and programs to meet those standards.

Of the 18,125 first-line supervisors appointed after June 30, 1969 as reported by 48 agencies, 11,827 or about 67% received at least forty hours of training during fiscal year 1970. A detailed explanation is made in Section III of this report.

C. Developing Executive Skills

Present and past administrations have strongly endorsed training programs for the development of Federal Executives (GS 16 and above). In the words of Executive Order 11315, "The training program shall include the establishment of special training and educational facilities, and provide for the relevant use of outside training facilities." Since the issuance of this Executive Order, Federal agencies have developed and provided training programs for their executives, one of which is the Federal Executive Institute.

The Federal Executive Institute, which became operational October 1968 has completed its second full year of operation. The Institute is designed to serve the training and development requirements of employees in positions at grades GS-16 and above, or equivalent in other Federal pay systems.

The Chairman of the U.S. Civil Service Commission, Robert E. Hampton, commissioned the National Academy of Public Administration to prepare an evaluation of the Federal Executive Institute. The evaluation will be based on an investigation of the Institute's objectives, organization, and effectiveness. Academy members who are serving on the evaluation panel are:

Frederic N. Cleaveland, Director, Education Program, National Academy of Public Administration

Thomas W. Fletcher, City Manager, San Jose, California

Robert F. Froehlke, Assistant Secretary for Administration, Department of Defense

Bertrand Harding, Associate Administrator for Manpower, Federal Aviation Administration

Mark E. Keane, Executive Director, International City Management Association

Ronald B. Lee, Assistant Postmaster General, Bureau of Planning and Marketing

John D. Millett, Chancellor, Ohio Board of Regents

Elmer B. Staats, Comptroller General of the United States

George A. Graham, Executive Director, National Academy of Public Administration (ex officio panel member)

The Final report will be submitted by the Academy to the Commission in early 1971.

II. AGENCY TRAINING ACTIVITIES

Section II summarizes and analyzes statistical data reported by 58 Federal agencies on fiscal year 1970 training activities. It also includes summary data from previous reports to make comparisons and show trends.

The populations used in this report consist of full-time employees (including foreign nationals) on the rolls of each reporting agency as of October 31 for each fiscal year presented. As in the past annual training reports, each instance of training reported by agencies was counted separately; thus, the total number of instances of training is somewhat greater than the total number of employees trained.

A. SUMMARY OF FINDINGS

1. Highlights of 1970

Overall

Training data for fiscal year 1970 outwardly reflects a climate of stability in the Federal community. Instances of participation (and the Federal population) increased less than one percent between fiscal years 1969 and 1970. However, agencies reported a 4.7 percent decrease in participant man-hours between those years—a net difference of over 2.5 million man-hours.

Type of Training

Although participation data was almost the same overall for fiscal years 1969 and 1970, significant fluctuations did occur between those years in types of training, as can be seen from the following:

- Professional, Scientific, and Engineering training decreased by 10.6 percent.
- Supervisory and Management training increased 43.4 percent.
- All remaining training (except Technical training which experienced little change) decreased 17.7 percent.

Level of Employee

- Lower-level employees (GS 1-8 and Wage System) received less training than in fiscal 1969.
- Higher-level employees (GS 9-18) received more training than in fiscal 1969.

Sex

- Although only 25 percent of fiscal 1970 trainees were women, the training of men increased 7.4 percent over fiscal

1969 (while the training of male employees showed a slight decrease).

Supervisory Training

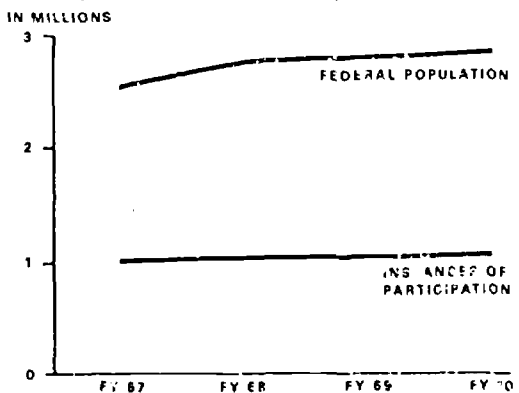
- Forty-seven agencies reported that over 65 percent of all new first-level supervisors received at least 40 hours of supervisory and management training in fiscal 1970.
- Forty-three agencies reported training 72 percent of their first-level supervisors appointed before fiscal 1969.

Costs

- The total costs of training (excluding trainee salaries) for fiscal year 1970 was over 187 million dollars.
- Non-Government training expenditures (for tuition and fees, transportation and per diem) decreased nearly 1.1 billion dollars between fiscal years 1969 and 1970.

2. Trends

Figure 1
TRAINING PARTICIPANTS COMPARED TO
FEDERAL POPULATION, FY 67-70



Statistical data shows that training participation has not kept pace with the Federal population growth between fiscal years 1967 and 1970. During this period, training participation in the Federal service grew by 6.8 percent (or 68,873 instances), while the Federal population increased by 246,013 employees (or 9.6 percent). The following changes in participation and population by pay systems between fiscal 1967 and 1970 were noted:

- General Schedule training participation grew by 21,925 instances (or 3.7 percent), while the population increased by 149,350 employees (or 4.6 percent);

- Wage Systems training participation decreased by 61,000 instances (or 30.4 percent), while the workforce increased by 15.7 percent (or 72,047 employees);
- Postal Field Service Training participation increased by 94,361 instances (or 126 percent), as compared with a 10.6 percent (or 62,952 employees) increase in population; and
- "Other" pay system training participation grew by 21.0 percent (or 13,293 instances), while the population increased by 154,263 employees (or 29.4 percent).

Because pay system breakouts were not made in fiscal 1967, the following analysis will be made between fiscal years 1968 and 1970:

- Although training participation by General Schedule employees grew 28,987 instances (or 4.4 percent) during this period, this growth did not occur equally among all employment groups. Training participation for employees within GS grades 1-4 fell by 12.7 percent, a net decrease of 16,580 instances of participation. For GS grades 5-8, training participation decreased by 2 percent (or 3,528 instances). On the other hand, participation increased by 13.5 percent (or 36,075 instances) for employees in GS grades 9-12, 15.3 percent (or 12,736 instances) for employees in GS grades 13-15, and 12.9 percent (or 281 instances) for employees within GS grades 16-18.
- The number of Wage System employees trained decreased by 18.9 percent, a net decrease of 32,510 instances of participation. Wage System non-supervisors accounted for 97 percent of the total decrease in participation.
- In general, training for lower-level employees is decreasing, while training for middle and upper-level employees is increasing. Army, Treasury and GSA were the only agencies who gave more training to their Wage System employees in fiscal 1970 than in fiscal 1968.

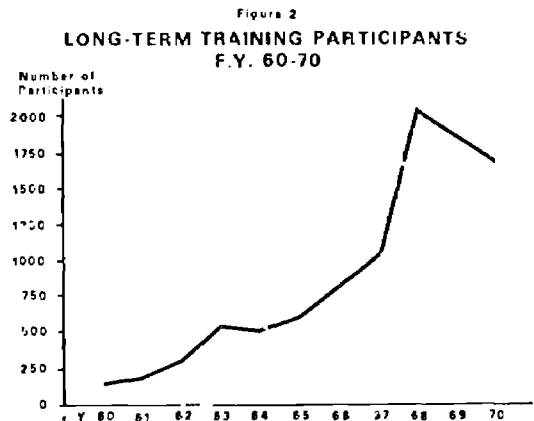
The following changes have occurred between fiscal years 1967 and 1970 in participation of training by *type* of course.

- Nearly eleven percent fewer employees at-

tended formal classroom training in the Professional, Scientific and Engineering training category than in fiscal 1969, but this category continues to show the greatest proportionate growth—nearly 52 percent—between fiscal years 1967 and 1970.

- Although Supervisory and Management training experienced a steady decline between fiscal years 1967 and 1969, summary data for fiscal year 1970 shows a 44 percent increase between fiscal years 1969 and 1970.

After growing steadily since 1960, the use of long-term training has begun to level off and even, perhaps, to decline. The following chart illustrates this fact:



While training for all grade groups has grown slightly during this period, this growth pattern has only occurred in a few individual agencies. Over the past three years, gross figures show considerable flux and shifting patterns, with a wide variety of trends.

3. Comparisons of Participation

This fiscal year, for the first time, agencies were requested to report participant man-hours by type of training, internal training costs (excluding participant salaries) and data about the training of first-level supervisors. This data along with agency populations permits a number of comparisons to be made. For example, the distribution of instances of participation among the four types of training occurred according to the following table:

Table 1

TRAINING BY TYPE--FY 70

<u>Type</u>	<u>Percentage of Total Training Participants</u>	<u>Percentage of Total Training Man-Hours</u>
Professional, Scientific, and Engineering	10	24
Technical	38	46
Supervisory and Management	23	15
Other	24	15
TOTALS	100	100

Compared to other groups, employees in general schedule grades nine through twelve spent more time attending training courses in proportion to the number of hours they worked during the year. Employees in grades one through four spent the least. Similarly, mid-level employees contributed

the greatest number of instances of training participation proportionate to their population compared to other grade groupings. Employees in grades one through four contributed the fewest number of instances of training participation, as the following table shows:

Table 2

TRAINING RATIOS BY GS GRADE LEVEL

<u>GS Grade Level</u>	<u>Training Man-Hour Ratio¹ (In Percents)</u>	<u>Training Participation Ratio² (In Percents)</u>
GS 1-4	0.6	35
GS 5-8	1.1	46
GS 9-12	1.3	69
GS 13-15	1.7	60
GS 16-18	0.8	51

¹ Training Man-Hours: Man-Hours Worked

² Training Participants: Grade Level Population

The amount of time which employees spent in training during the course of fiscal year 1970 varied widely among grade groups, although on the average, none spent more than a week:

Table 3

AVERAGE TIME SPENT BY GS EMPLOYEES IN TRAINING--FY 70

<u>GS Grade Group</u>	<u>Time Spent in Training</u>
GS 1-4	10 Hours (1 Day, 2 Hours)
GS 5-8	20 Hours (2 Days, 4 Hours)
GS 9-12	32½ Hours (4 Days, ½ Hour)
GS 13-15	31 Hours (3 Days, 7 Hours)
GS 16-18	14½ Hours (1 Day, 6½ Hours)

Comparing participation by agency and fiscal years shows some marked fluctuations among agencies and between years 1967 through 1970:

Table 4

PARTICIPATION BY AGENCY AND FISCAL YEAR

AGENCY	FY 1967	FY 1968	FY 1969	FY 1970	% CHANGE BETWEEN FY 69-70	% CHANGE BETWEEN FY 67-70
TOTAL.....	1008780	1034793	1076169	1077653	+ .1%	+ 6.8
DEFENSE.....	527304	521510	18451	460923	-11.1	- 12.58
ARMY.....	(204599)	(172773)	(192603)	(175164)	(- 9.1)	(- 14.4)
NAVY.....	(140876)	(172821)	(163372)	(136675)	(-16.3)	- 3.0)
A F.....	(145069)	(122688)	(122600)	(104059)	(- 7.7)	(- 28.3)
DSA.....	(25998)	(29495)	(29640)	(26994)	(- 8.9)	(+ 3.8)
OTHER DEFENSE..	(10762)	(23733)	(20036)	(18031)	(-10.0)	(+ 67.5)
POST OFFICE....	75323	92499	144198	169684	+17.7	+ 125.3
TREAS.....	66231	38813	73465	71291	- 3.0	+ 7.6
AGRIC.....	57996	62955	66730	83438	+25.0	+ 43.9
V A.....	40189	38605	45338	41785	- 7.8	+ 4.0
INTERIOR.....	48327	47168	43060	36142	-16.1	- 25.2
DHEW.....	37955	72553	35760	41456	+15.9	+ 9.2
TRANS.....	36053	33107	23931	32864	+37.3	- 8.8
NASA.....	32629	23192	21635	23217	+ 7.3	- 28.8
D C GOVT.....	8322	16807	16454	21493	+30.6	+ 158.3
JUSTICE.....	13327	15324	15914	21048	+32.3	+ 57.9
COMMERCE.....	9974	11277	14601	15680	+ 7.4	+ 57.2
GSA.....	8216	12409	11828	17848	+ 7.9	+ 117.2
PANAMA CANAL....	12112	7868	6472	5493	-15.0	- 54.6
LABOR.....	4590	8858	6006	6628	+10.4	+ 44.4
SEL SVC.....	1651	3977	5707	4461	-21.8	+ 170.2
STATE.....	2694	1566	5271	3296	-37.5	+ 22.3
HUD.....	4311	8311	3400	3629	+ 6.7	- 15.8
AEC.....	9485	3673	3387	2904	-14.3	- 69.4
SM BUS.....	4051	2970	2420	1816	-25.0	+ 55.2
GAO.....	1281	2374	2165	2031	- 6.2	+ 58.5
LIB OF CONGRESS..	504	756	935	1105	+18.2	+ 119.2
CSC.....	1352	987	1084	1770	+63.3	+ 30.9
ALL OTHER*.....	4135	6854	7618	7646	+ .4	+ 84.9

* 33 Other agencies, each reporting fewer than 1,000 participants in FY 70

B. Training by Type

In the subject matter categories, 15 percent took their classroom training in the *Medical, Scientific, Engineering, Legal and related fields*; 38

percent attended *Technical* programs; 23 percent were trained in *Administration, Management and Supervision* programs; and 24 percent took courses in the *Other* categories.

Table 5

PARTICIPATION BY TYPE AND SOURCE OF TRAINING

	<u>Total</u>	<u>Internal</u>	<u>Interagency</u>	<u>Non-Government</u>	
				<u>Short-Term</u>	<u>Long-Term</u>
TOTAL	1,077,653	828,289	79,944	167,755	1,665
Professional, Scientific and Engineering	164,451	96,663	7,959	58,506	1,323
Technical	468,460	330,729	23,348	54,296	87
Supervisory and Management	242,171	183,299	30,861	27,762	249
Other	262,571	217,598	17,776	27,191	6

Professional, Scientific and Engineering

Training for medical, scientific, engineering, legal and other professions includes courses designed to keep these personnel abreast of technological advances and to impart new knowledges in their specialized fields.

Summary data shows that nearly 11 percent fewer employees attended formal classroom training in this category than in fiscal 1969. This decrease could be attributed to changes in program emphasis by individual agencies in the scientific and engineering areas.

Although training decreased in this subject matter area, it still represents 15 percent of the total Federal participation and 24 percent of the total participant man-hours for fiscal 1970. This type of training continues to show the greatest proportionate growth—nearly 52 percent—between FY 67 and FY 70. Non-Government training was the most used source for this type of training, as over one-half of the total non-Government man-hours were devoted to this training category.

Of the 164,451 participants who received this type of training, 79 percent were men and 21 percent were women. A review of those positions that fall within the professional, scientific, and engineering occupational groupings show that 84 percent were men and 16 percent women. What to be a disproportionate ratio of men to

women was not a result of prejudicial selection process, but rather a reflection of the employment picture. Summary data shows that women spent proportionately more time in the classroom than did their male colleagues.

Technical Training

Technical training includes courses designed to enhance the skills required to perform the tasks or operations of a job. Into this training category falls specialized "how-to" courses in fields such as crafts and trades, position classification, procurement analysis, computer programming, claims examining, etc.

Technical training continues to be the most used type of training. Statistical data shows 468,460 instances of participation (or 38 percent of the total participants and 46 percent of the total participant man-hours) were spent in technical training in fiscal year 1970.

Federal employees spend more time in the formal classroom in technical training than the other three types. One-third of the female participants were given technical training, and on the average they spent 45 hours in the classroom. The percent of men (39%) and women (31%) trained in the technical training category remains relatively unchanged between fiscal years 1969 and 1970.

In fiscal year 1970, 7,676 or (49 percent) more participants received technical training

through interagency sources than in fiscal year 1969, while non-Government (long-term) training decreased 33.1 percent. Both internal and non-Government (short-term) training sources showed slight decreases during fiscal year 1970.

Supervisory and Management

Supervisory and management training includes courses designed to enhance supervisory, managerial, administrative or executive skills, knowledge and abilities. This type of training includes training in such fields as public administration, political science, and business administration.

The most dramatic increase in training for fiscal 1970 occurred in this type of training. The mandatory required minimum standards for new supervisors appointed after June 30, 1969 (as outlined in Appendix A to FPM Chapter 410) were responsible for the increases reported in this type of training. (First-line supervisors are discussed in more detail later in this section.)

Although, supervisory and management training experienced a steady decline between fiscal years 1967 and 1969, summary data for fiscal 1970 shows 73,595 more instances of participation or a 44 percent increase between fiscal years 1969 and 1970. The largest percentage of change between fiscal years 1969 and 1970 occurred in non-Government (long-term) training. However, internal training showed a net increase of 53,012 instances of participation over fiscal year 1969 and continues to be the most used source of training for satisfying agencies needs in this category.

Supervisory and management training accounts for 23 percent of the total participation, but only 15 percent of the total participant man-hours. For this type of training, agencies reported

70 percent and 40 percent increases in participation for women and men respectively between fiscal years 1969 and 1970. Both men and women received proportionately equal amounts of training relative to their populations.

Other Training

Other training includes programs not appropriately categorized in the preceding training categories, such as:

Apprentice Programs	Communication Skills
Clerical and Office Skills	Defensive Driving
Consumer Education	Firefighting
Fire Prevention	Food, Sanitation and Health
First Aid	Medical Self Help
Languages	Federal Summer Employment Program for Youth
Orientation	
Safety	
Civil Defense	

Agencies reported nearly 18 percent fewer instances of training for this type of training in fiscal year 1970. Interestingly enough, Postal Field Service participation increased nearly 18 percent during 1970, but their participation in the "Other" training category decreased by 4.6 percent.

Over one-half of all the females employed in the Federal service are found in the secretarial and clerical occupations, and they receive the bulk of their training in the "Other" training category. Thirty-six percent of all the females trained and 23 percent of the total female participant man-hours fall in this type of training. It appears that the clerical and secretarial employees received substantially less training in fiscal 1970 than in fiscal 1969. Both men and women received proportionately less training in this type of training as compared to the other three types of training.

Table 6

PARTICIPATION BY TYPE AND FISCAL YEAR

	<u>FY 1967</u>	<u>FY 1968</u>	<u>FY 1969</u>	<u>FY 1970</u>	<u>% Change FY 69-70</u>	<u>% Change FY 67-70</u>
TOTAL	1,008,780	1,031,793	1,076,169	1,077,653	+ .1%	+ 6.8%
Professional, Scientific and Engineering	108,307	97,773	183,891	161,451	+ 10.6%	+ 51.8%
Technical	442,075	511,173	404,329	408,460	+ 1.0%	+ 9.0%
Supervisory and Management	183,651	178,749	168,876	242,571	+ 43.6%	+ 32.1%
Other	263,744	247,098	219,073	262,571	+ 17.7%	+ 1.9%

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C. Participation and Man-Hours

In their FY 1970 annual reports on training, agencies reported the number of instances of participation and participant man-hours by grade groupings. This data by itself has little meaning unless the number of participants and participant man-hours for each of the five GS grade groups and Wage System groups are compared with the Federal population and total "available" man-hours respectively within an agency. The resulting ratios provide a more accurate measure of participation and time involvement in training activities and allows for comparisons among grade groups.

There were three separate and distinct analyses made with the data that warrant further explanation. For each of the five GS grade groups and the Wage System group, the instances of participation were divided by their populations giving the percentage of participation in relation to its workforce. The training participant ratios among the different grade groups were placed in numerical sequence, i.e., from the lowest to the highest numerical percentage. The difference between the highest and lowest numerical per-

tage was divided by three. This operation in effect, divides the range of numerical percentages into three equal parts or thirds. For simplicity, the lower, middle, and upper one-thirds have been translated into below average, average and above average. The same analysis was made in comparing participant man-hours to total available participant man-hours. (Agency by agency listing by population, participant man-hours among grade groups are found in Section V.)²

The first part of the analysis shows the proportion of participants within a grade group who receive training. It also shows what percentage of the total man-hours are devoted to training these employees. Each grade group can be compared with the other grade groups. In effect, this shows what grade groupings are receiving "more" or "less" training in comparison to other employees in an agency.

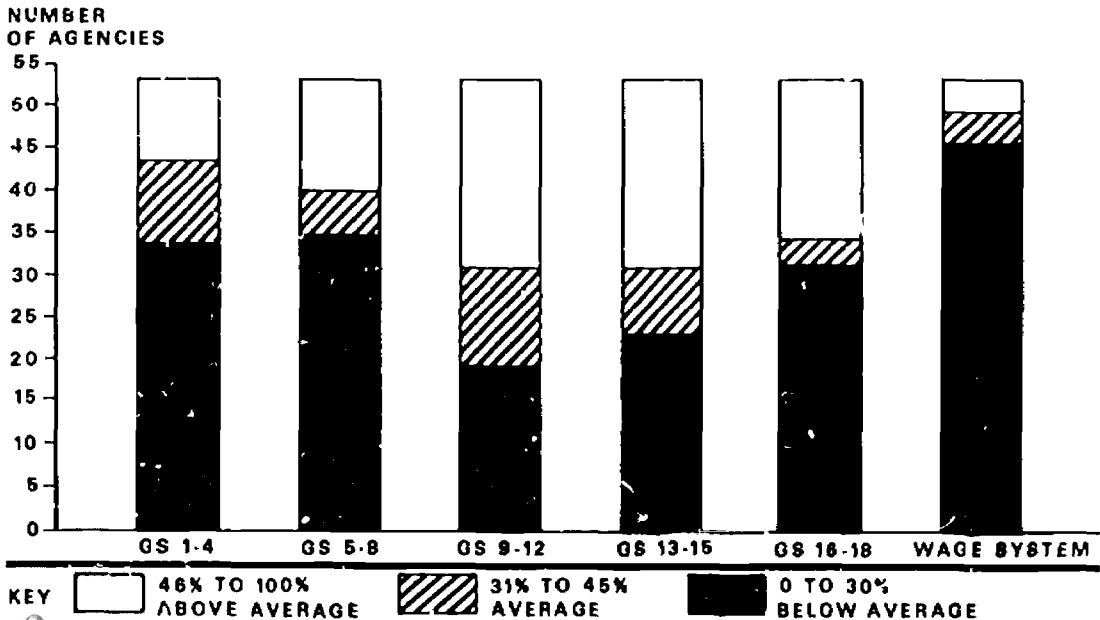
The second analysis uses the first analysis'

² The number of Federal man-hours was derived by using a 227 day man-year for each employee, (260 days less 8 paid holidays, 20 days annual leave and 5 days sick leave). The 227 day man-year times 8 hours equals total "available" Federal man-hours.

³ A summary of the comparisons are graphically depicted on Figure 4.

Figure 3

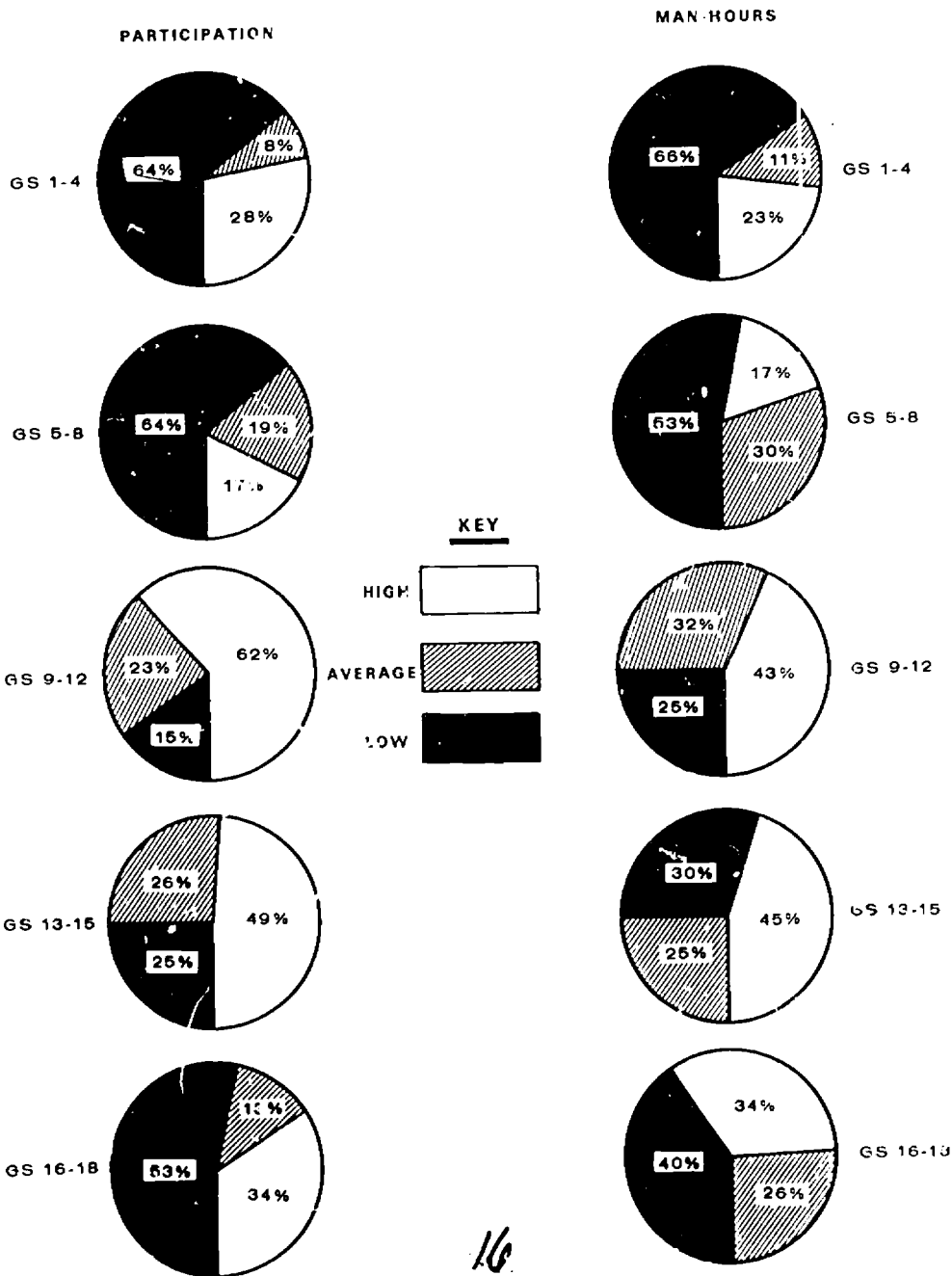
COMPARISON OF PARTICIPANT RATIOS WITHIN GRADE GROUPINGS (2nd. analysis)



75

Figure 4

COMPARISON OF PARTICIPANTS TO TOTAL POPULATION AND PARTICIPANT MAN-HOURS TO TOTAL MAN-HOURS AMONG GRADE GROUPINGS WITHIN AGENCIES



16

participation to population ratios to make linear comparisons within a grade group. The distribution of participant ratios were divided into thirds, and the system of ranking was set as follows: 0 to 30%—below average; 31% to 45%—average; 46% or above—above average.

This analysis shows how much training was received by employees in the various grade groupings Government-wide.

The third analysis placed each of the five GS grade groups and the Wage System group populations within an agency in numerical sequence. An arbitrary ranking of grade group populations was made; and in effect, divided the grade groups into three equal parts or thirds. Like the first analysis, the thirds were translated into below average, average, and above average. The third analysis compares grade group populations with their percentage of participation.

This analysis shows how large or small each grade grouping population was in comparison to other grade groupings. These grade group populations can be compared with the number of instances of training and man-hours of training.

Lower-Level Employees

The amount of training given to employees in the same grade groups differed widely among agencies for FY 70. After making the three analyses mentioned above, it showed conclusively that lower-level employees (GS 1-8 and Wage System) received proportionately less formal classroom training than did other level employees.

The first analysis showed that the ratio of participants to population for 31 out of the 53 (or 61 percent) of agencies ranked below average for GS grades 1-8. This analysis also showed that 91 percent of the agencies wage system employees when compared to GS grade groupings ranked in the lower one third when participant ratios and participant man-hours ratios were made. For GS 1-4 employees, 66 percent of the agencies participant man-hour ratios were below average when compared with other grade groupings. The results of the 2d and 3d analyses corroborate the findings of the first analysis.

Among employees in GS grades 1-4, four agencies had very low training participation ratios and three agencies had extremely high ratios. Nine agencies had ratios below 15 percent among their Wage Board employees, while Treasury and Justice had ratios above 70 percent.

A detailed discussion of lower-level employees is located on page 15 of this section.

Middle-Level Employees

Employees in GS grades 9-12 were trained in greater numbers relative to their population and spend more hours in the formal classroom relative to the total available man-hours than any other grade group. The largest General Schedule population is found in the 9-12 grade group. One reason this GS grade group receives more training is the current emphasis on developing and enhancing skills of young professionals—most of whom are in the 9-12 grade group. Another is that college graduates appointed through the Management Intern and Federal Service Entrance Examination undergo a period of training, both on-the-job and in-the-classroom, in preparation for their ultimate job assignments.

For grades 9-12, 81 percent of the agencies participation ratios were ranked from average to above average in relation to the number of employees in these grades. Sixty-two percent of these agencies were ranked in the above average category for participation. However, only 43 percent of these agencies were ranked above average for participant man-hours. This analysis shows these employees participate in more training than other groups, but the courses they attend require less formal classroom time.

For GS grades 13-15, 75 percent of the agencies participant ratios were ranked average to above average. Also, 70 percent of the agencies participant man-hours ratios for grades 13-15 were ranked average to above average when compared with the other grade groupings within their own agency.

The second analysis also showed that for GS grades 9-15 two-thirds of the agencies participation in relation to their population were ranked from average to above average. For employees in GS grades 9-12, only two agencies had participant ratios below 40 percent, while 13 agencies had participant ratios above 70 percent.

The third analysis shows that for GS grades 9-15, 9 out of 10 agencies were ranked as receiving equal or more training when compared with other grade groups.

Executive-Level Employees

At the executive level (GS 16-18), 53 percent of the agencies analyzed were ranked below average for participation in relation to the number of employees within these grades. However, summary data for GS grades 16-18 shows an 11 percent increase in participation as compared with a 1 percent decrease of population between fiscal

years 1969 and 1970. It appears that Federal executives are now participating in training experiences to a greater degree, but are still receiving proportionately less training than other professionals. Summary data shows that 658 or 26 percent of the total Federal executive instances of participation were received at the Federal Executive Institute, and accounted for 89.5 percent of their total participant man-hours. (The average supergrade spent approximately 199 hours or 5 working weeks at the Federal Executive Institute.) For each of the other, 1830 reported instances of participation, Federal executives on the average spent just slightly more than 8 hours in formal classroom training.

The second analysis shows that executive level employees received less training than middle-level employees, but received more than lower-grade employees. Among the executive-level employees, eight agencies had participant ratios below 30 percent, while four agencies had participant ratios above 70 percent.

The third analysis shows that 17 agencies have below average populations at the executive level, but ranked above average for participation. It should be noted that these 17 agencies only represent 20 percent of the total executive population.

The Federal executive has received more training in fiscal year 1970 than in previous years. Training for middle-level employees has increased considerably over the last three years. These trends are likely to continue, as more agen-

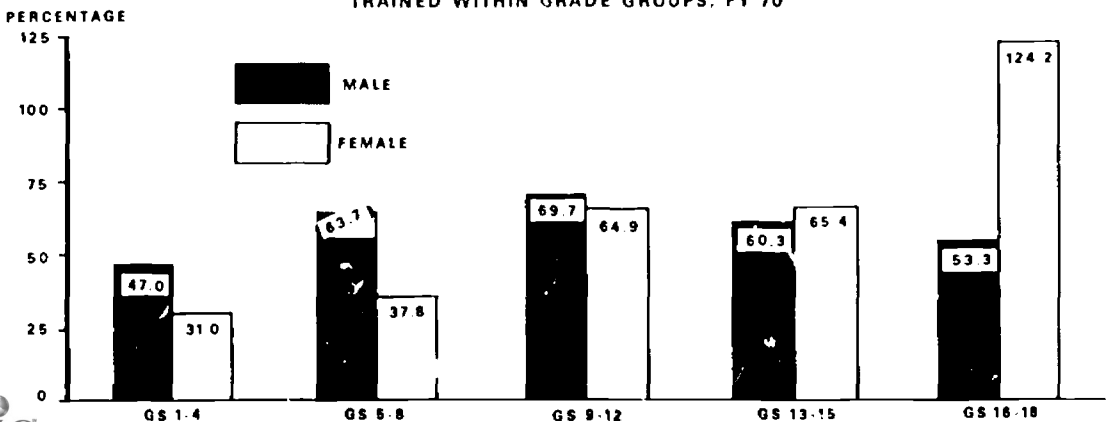
cies implement programs of supervisory training, as scientists at mid-level continue to require training for updating, and as the increasing complexity of Federal programs demands more specialization on the part of managers and their specialized staff. Law enforcement training and training in labor management relations will also affect the middle GS levels more than other employment groups. This trend may be modified, however, if scientific and professional training declines again this year as it did during fiscal 1970 and if supervisory training levels off.

While middle-level employees and executives have received appreciably more training over the past four years, lower-level GS employees and Wage System employees received appreciably less. This fact is somewhat disturbing in light of the current emphasis on establishing upgrading programs for lower-level employees. Given the training growth of 1 to 4 percent for all employees, it is unlikely that past trends for mid-level scientists, professionals, and supervisors can continue at the same rate while at the same time large-scale upgrading programs are instituted—unless agencies are willing to expand the quantity and variety of training resources.

Women

Summary data reflects a 7.1 percent increase in training participation for women between fiscal years 1969 and 1970, while the male employees received 2 percent less training. Thirty-five percent of the female population received training in

Figure 5
COMPARISON OF GS MALE AND FEMALE POPULATIONS
TRAINED WITHIN GRADE GROUPS, FY 70



fiscal 1970 as compared to 32 percent in fiscal 1969, while the number of males trained de-

creased from 41 percent to 39 percent of their population over the same period of time.

Table 7

PARTICIPATION BY SEX AND FISCAL YEAR

	<u>FY 67</u>	<u>FY 68</u>	<u>FY 69</u>	<u>FY 70</u>	<u>% Change FY 69 to FY 70</u>	<u>% Change FY 67 to FY 70</u>
TOTAL	1,008,780	1,034,793	1,076,169	1,077,653	+ .1%	+ 6.8%
Male	794,515	793,026	828,121	811,130	-2.1%	+ 2.1%
Female	214,265	241,767	248,048	266,523	+7.4%	+24.4%

In the past three years, Federal managers appear to have made a conscious effort to train their female employees. Between fiscal years 1967 and 1970, the training of Federal female employees has increased by 52,250 instances of participation (or 24.4 percent), while the training of male employees increased by only 16,515 instances of participation (or 2 percent) over the same time span.

In the discussion of Training by Type on page 9, it was noted that women in the professional, scientific, engineering, legal and medical professions received proportionately more training than did their male counterparts.

The training of Federal female executives (GS 16-18) increased over 300 percent between fiscal years 1969 and 1970, while their population declined 8 percent. There were 82 reported instances of participation for the 66 Federal female executives on the payroll. Over one-half of this activity occurred in the Department of Health, Education and Welfare, which reported 43 instances of training for their 13 female executives.

Sixty-five percent of the female population in grades 13-15 received training in fiscal 1970. Participation for grades GS 13-15 increased about 28 percent, a net increase of 811 instances; while the population grew 14 percent or a net increase of 717 employees.

Women employed at grades GS 5-8 accounted for 42 percent of the total GS female participation and 57 percent of the total GS 5-8 workforce. Summary data shows an 11 percent or a net increase of 7,220 instances of training compared to a 7 percent or a net increase of 14,758 employees within these grades between fiscal years 1969 and 1970.

Although, the Federal service has made solid gains in training its female employees in grades 5

1-4. The females within these grades received 5 percent less training than in fiscal 1969. However, it should be noted that their workforce decreased by 20,900 employees or 7.4 percent during fiscal year 1970. During fiscal year 1970, agencies reported that 40 percent of the total GS female participation and 37 percent of the total GS female participant man-hours occurred in grades GS 1-4. Women were trained proportionately less in grades GS 1-4 than were men, and both men and women in these grades received significantly less training than did employees in the other GS grade levels. An agency by agency review of summary data shows that 24 agencies trained less GS 1-4 female employees in FY 70 than in fiscal 1969. However, D.C. Government, Civil Service Commission, Department of State and Equal Employment Opportunity Commission reported sizable training increases for their low-level female employees between fiscal years 1969 and 1970.

The second exception was noted in non-Government (long-term) training. Only 5 percent of the 1,665 Federal employees participating in training of more than 120 days were women. Fifty-four of the 90 women were employed in GS grades 9-12. Sixty-seven percent of the women trained were employed in the Medical and Hospital Series (GS-600) and Social Science and Psychology Series (GS-100).

Lower-Grade Levels

Employees at GS grades 1-4 accounted for 25.0 percent of the total General Schedule workforce, 16.4 percent of the GS participation, and 12.3 percent of the total participant man-hours. The number of GS 1-4 participants decreased by 4,631 or 4 percent while their workforce decreased by 28,339 or 8 percent between fiscal years 1969 and 1970. The participant man-hours decreased by 18.5 percent over the same period, a

net decrease of nearly 1 million participant man-hours.

For GS grades 1-4, over one-half of the reporting agencies had large populations, but their percentage of participation was ranked below average. This analysis also shows that 81 percent of the total GS 1-4 population was employed by those 47 reporting agencies. Only 6 agencies had training participation ratios which ranked above average for these grades, but these 6 agencies represent less than 1 percent of the total GS 1-4 population.

For GS grades 1-4 and 5-8, thirty-four out of 53 agencies were ranked in the lower one-third for training in the formal classroom in relation to their population within their agency. Sixty-six percent of the agencies participant man-hours for GS 1-4 employees were ranked in the lower one-third relative to their total available man-hours among grade groups within their agency.

Thirty-six agencies have average to above average GS 5-8 population, while their participation was ranked below average. These 36 agencies represent 31 percent of the total GS 5-8 workforce.

Wage systems employees accounted for 13 percent of the total number trained in fiscal 1970 and 26 percent of the total Federal population.

Ninety-one percent of the agencies reported that Wage Systems employees were ranked in the lower one-third both in participation and participant man-hours when compared with the GS grade groupings. This is consistent with the summary data which shows a 13 percent or 21,416 decrease in instances of participation, while their population increased 12,519 employees or nearly 2 percent during fiscal 1970.

It was found that training participation for the Wage System employees of 14 agencies was ranked below average, while their population was ranked average to above. These 14 agencies represent 95 percent of the total Wage System population.

FY 1970 summary data unequivocally shows that with the exception of Postal Field Service, lower-grade employees received less training and spent fewer hours in the classroom proportional to their population and total man-hours than did any other grade grouping of Federal employees. The trend of decreasing instances of participation in the lower grades should be reversed in fiscal year 1971, when such special emphasis programs as "Upward Mobility" and "Public Service Careers" are implemented.

Table 8

PARTICIPATION AND PARTICIPANT MAN-HOURS BY PAY SYSTEMS

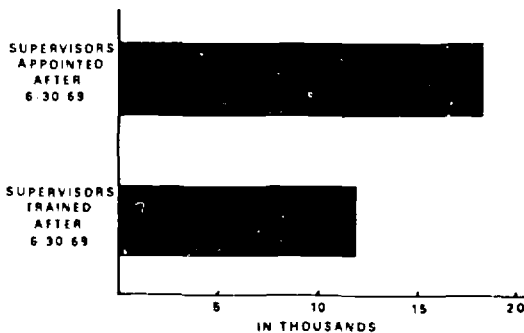
Pay System	Participants	% of Total Participants	Man-Hours	% of Total Participant Man-Hours
Total	1,077, 658	100.0	50,286,023	100.0
GS 01-04	113,447	10.5	4,045,022	8.0
GS 5-8	175,495	16.3	9,417,357	18.7
GS 9-12	304,063	28.2	14,754,608	29.3
GS 13-15	95,782	9.0	4,612,996	9.3
GS 16-18	2,488	.2	146,011	.3
Total	691,315	64.2	32,975,394	65.6
WS Supervisory	32,940	3.1	876,252	1.7
WS Non-Supervisory	106,370	9.9	7,209,652	14.3
Total	139,310	13.0	8,085,902	16.0
Postal	168,540	15.6	3,202,429	6.4
Other	78,440	7.2	6,022,298	12.0

First-Level Supervisors

The position of first-level supervisor has many unique characteristics. The person occupying this position is literally the middleman, with responsibilities to his employees as well as to management. He needs a well founded knowledge of his occupation and an equally solid understanding of the structure and operation of the organization. He must have administrative skill, analytic and conceptual ability, skill in human relations, leadership ability, capacity to get the job done and technical know-how. It is rare that a first-level supervisor enters into his position with the knowledge and skills necessary to cope with its many requirements. Therefore, the Commission requires that suitable initial training be provided all newly selected first-level supervisors either before they assume their new duties or as soon after as possible. As a general rule the required training for each new first-level supervisor should be no less than 80 hours of formal instruction or its equivalent (when formal instruction is not possible) within his first two years. However, each new supervisor is required to have at least 40 hours of training either before or within six months after entry on duty as a supervisor.) These requirements are in effect for all new supervisors appointed after June 30, 1969.

Figure 6

FIRST-LEVEL SUPERVISORY TRAINING, FY 70



Forty-seven agencies reported that 11,827 (or 65 percent) of the 18,125 new supervisors received at least 40 hours of supervisory training during fiscal year 1970. Six agencies reported having trained all their new supervisors and four reported no training during fiscal year 1970.

The training requirements were met through agency designed and conducted courses, inter-agency programs and non-Government facilities.

The largest number of agency employees (9,000) were reported trained in four interagency courses conducted nationwide by the Civil Service Commission. These four courses are: Introduction to Supervision; Supervision and Group Performance; Basic Management Techniques I and Basic Management Techniques II.

In addition to training newly appointed supervisors, 43 agencies reported training 110,687 or (72 percent) of their first-level supervisors appointed before June 30, 1969.

The response by agencies in meeting the needs of their new supervisors through the requirements of the Commission has been commendable during the past year.

D. Cost of Training by Source

This year's report moves one step closer to answering the frequently asked question, "How much did training cost?" Agencies for the first time were requested to report internal training costs and expenditure data on books and materials, contractors, and other related costs, in addition to reporting tuition and related fees, per diem, travel, and the salary costs of both full and part-time training personnel.

Summary data shows that over \$187 million were expended for training in fiscal year 1970. Of this total, 46 percent was expended for non-salary items and 54 percent was expended for salaries. Non-salary costs included such items as tuition and fees, per diem, books and materials, contractors, rental space, aids and equipment and other related costs. Salary cost included both full-time and part-time training staff salaries.

Non-Salary Costs

The total non-salary expenditures for internal, interagency and non-Government training for fiscal 1970 were nearly \$87 million. The largest non-salary expenditure was for internal training—\$44.5 million or 51 percent of the total. (This figure does not include \$42.1 million in salaries earned by both full-time and part-time instructors, which is considered a part of the total internal training costs.)

During fiscal year 1970, expenditures for interagency and non-Government training increased nearly 19 percent. Interagency training costs increased by \$1,893,313 or 24 percent while participation in this source increased by 9,578 instances or nearly 14 percent. The cost of non-Government (short-term) training increased by \$4.6 million (or 20 percent) while participation in this source

or training increased only 2 percent (or 3,379 instances). Non-Government (long-term) training costs edged forward by 3 percent (or \$122,932), while participation declined by 10 percent (or 190 instances). The cost increases shown for non-Government training was a result of additional reporting requirements. If these additional costs were subtracted from the total, non-Government training costs declined nearly 4.0 percent (or \$1.1 million) between fiscal years 1969 and 1970.

The non-salary expenditures and average participant costs for training by type during fiscal 1970 were:

- *Internal:* \$44.5 million was expended on

the training of 828,289 participants; or an average participant cost of \$54;

- *Interagency:* 79,944 participants were trained at a cost of \$9.8 million for an average cost of \$124 per instant of training;
- *Non-Government (short-term):* 165,755 participants received training at a cost of \$28.5 million for an average cost of \$170 per instant of training; and
- *Non-Government (long-term):* 1,665 participants were trained at a cost of \$3.9 million, or an average cost of \$2,363 per instant of participation.

Table 9

NON-SALARY EXPENDITURES FOR TRAINING

BY TYPE, FY 1970

TYPE OF EXPENSE	TOTAL	INTERNAL*	INTERAGENCY	NON-GOVERNMENT	
				120 Days or Less	In Excess of 120 Days
Totals	\$86,898,235	\$44,526,919	\$9,885,994	\$28,513,757	\$3,933,535
Tuition and Related Fees	23,260,631	None	5,830,226	15,299,264	2,131,111
Travel	16,483,399	1,114,765	1,152,682	3,052,109	546,837
Per Diem	30,980,891	22,960,094	2,155,209	4,561,929	1,000,149
Other Related Costs	16,163,314	10,131,580	115,871	5,627,155	255,408

*Internal training costs reported for first time.

During fiscal year 1969, the average participant cost for internal training was not known. The average cost per instant of participation for FY 1969 was: interagency—\$115; non-Government (short-term)—\$146; and non-Government (long-term)—\$2,054.

Salary Costs

The total training personnel expenditure (including full-time and part-time personnel) increased nearly 28 percent between fiscal years 1969 and 1970; a net increase of \$27 million. Nearly 90 percent of the training personnel increases for fiscal year 1970 were reported by three agencies. If these disproportionate increases are excluded, the increases in the percentages of full-time training personnel was, like the number of participants and Federal population increases, only 1 percent.

The three agencies were:

- the Department of Transportation whose training staff increased 43 percent as a re-

sult of Federal Aviation Agency completing its staffing program.

- the Treasury Department which increased its full-time training staff by 97 percent as a result of the Treasury Law Enforcement School completing its staffing program.
- the Department of Health, Education and Welfare which showed a training staff increase of 38 percent—principally as a result of their not reporting 81 Public Health Service Commission corps training personnel in fiscal 1969.

The reported \$22 million increase in full-time training staff salaries between FY 69 and FY 70 was affected by:

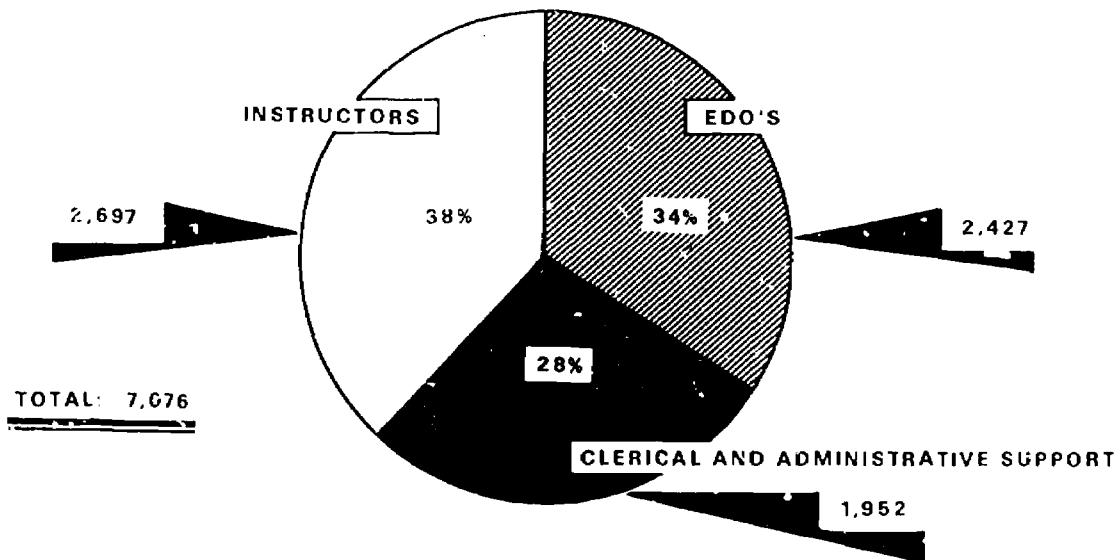
- The hiring of an additional 788 training personnel with an accompanying salary increase of \$9.7 million;
- Public Law 90-206, Federal Salary Act of 1967, which increased each individual training staff member's annual salary on

an average of nearly \$1,750; a net increase of 12.4 million.

To ascertain training staff investment during fiscal year 1970, the Commission asked agencies to

report the number of full-time training personnel by grade, position, and annual salary. The number of part-time training personnel was reported only by position, estimated man-years and salary.

Figure 7
DISTRIBUTION OF FULL-TIME TRAINING PERSONNEL FY 70



Fifty-two agencies reported expending over \$100 million in salaries on employee training personnel who devoted 8,516 man-years to the training of Federal employees.

- 2,472 Employee Development Officers earned \$31,777,978 in salaries.
- 3,421 Instructors received \$42,135,079 in salaries.
- 2,611 administrative and clerical support personnel received \$23,678,730.

In fiscal year 1970, 7,076 full-time training personnel received \$87.2 million in salaries. Full-time training staffs have grown 41 percent (or 2,047) between fiscal years 1967 and 1970 as compared with a 10 percent increase of Federal employment. The ratio of full-time clerical support personnel to full-time professional (EDO and Instructor) training personnel has shifted from 1:3.5 in FY 67 to 1:2.6 in FY 70.

Part-Time Training Personnel

Part-time training personnel are defined as those employees who spend at least 25 percent of

their time but less than full-time in activities related to training.

Forty agencies reported part-time training personnel worked an estimated 1,410 man-years and received \$13,336,288 in salaries. The part-time staff represents nearly 15 percent of the total training staff and 13 percent of the total training expenditures for fiscal year 1970. After remaining constant for fiscal years 1968 and 1969, the number of part-time training staff man-years increased by 434 or 30 percent during fiscal year 1970. These increases may be the result of improved methods of collecting and reporting data by the agencies.

III. ACCOMPLISHMENTS THROUGH TRAINING

The training courses and programs of Federal Agencies involve many employees and instances of training. The various methods and techniques used to satisfy the employee training needs often require imagination and ingenuity. The examples listed below have been selected for their representation of the multiple and various approaches that have accomplished and satisfied training needs during fiscal year 1970. The examples have been selected from agency reports to illustrate activities under the following categories:

- to improve the performance of current duties;
- to provide opportunities for employees to reach their full potential—as an investment for tomorrow;
- to keep abreast of the “state of the art” and maintain specialized proficiencies;
- to accommodate to changing equipment or mission assignments;
- to develop skills unavailable through existing recruitment sources.

What training was conducted to improve the performance of current duties?

Defense Contract Audit Agency

The Defense Contract Audit Agency placed major emphasis on more effective audit planning and performance at the operating level through use of Total Audit Concept Technique (TACT).

The headquarters office developed and presented formal instructions to several regional groups. Its use has benefited many field audit offices in their approach to overall accomplishment of audit requirements at major contractor locations. Increased efficiency and improved audit projects have already accrued to the Agency, and additional benefits are expected in the future.

Department of Health, Education and Welfare

Upward mobility training is receiving emphasis throughout the Department of Health, Education and Welfare. In many instances agencies are making plans for personal interviews with all non-professional employees to determine their needs and interests. Wherever possible, training will be implemented in order that these employees may improve their qualifications in their present jobs and/or prepare themselves for higher level positions in the Government. The program will aid the employees career development goals

and ambitions. Included in the program will be career development counseling with a specific goal of enabling each employee to develop an individually tailored training plan.

Department of the Air Force

The Department of Air Force conducted training at Offutt Air Force Base to improve the performance of supervisors. The supervisory course was conducted through local television resources. Through negotiations with the University of Nebraska at Omaha an arrangement was made to televise hour-long TV broadcasts, two days per week for 12 weeks. The interest and participation of the supervisors was outstanding.

Veterans Administration

Personnel at the Veterans Administration Hospital in Lexington, Kentucky learned a new technique in using planigrams. As a result of learning this technique, personnel can develop four pictures in place of only one on each sheet of film. Consequently, four times the normal use can now be made using the film with a corresponding savings in cost. The development of this technique has enabled physicians to have better quality films and to provide more accurate interpretations when examining for heart and artery catheterizations.

Internal Revenue Service

In July, 1969, service centers of the Internal Revenue Service began using a systems approach to training. Basically this process involves isolating specific skills required by a particular job and the strict limitation of training to these required skills. More time is required for developing the necessary training materials, but the process makes possible substantial reductions in the number of hours required for conducting training. The gain resulting from using this process was 60 man-years in FY 70, a savings of approximately \$312,000.

Department of the Navy

A naval weapons center reported an advanced study program in public administration for administrative and personnel employees. Through such courses as personnel resources and financial resources administration, organization and management theory, and administrative systems analysis these employees are able to maintain proficiency in their individual fields and improve performance of their duties at the same time. One-half of the program was composed of scientific and engineering management personnel.

Instruction was provided by a blend of academic and naval weapons center employees, several of whom were scientists or engineers. The blend of instructors contributed significantly to the program. A significant collateral benefit to the Center was the interface between technical and administrative personnel in this type of classroom situation, particularly with the subject matter of the program courses.

What training was conducted to provide opportunities for employees to reach their full potential—as an investment for tomorrow?

Department of Commerce

During FY 1970 the Bureau of the Census provided training programs for nineteen interns and placed them in organizational areas where managerial staffing needs were deemed to be most crucial in the next few years. Each intern was assigned to a field office to gain experience in operations during the Decennial Census. Several interns are still working in this capacity in areas where the Bureau is attempting to achieve maximum coverage of ghetto areas. The remainder have been assigned to areas where their experience and potential can be of most benefit to the Bureau.

This training has been an investment by the Bureau in anticipation of further operations, nationally and locally, that require skills and experience in statistics and correlation of data for accurate determination of our national needs and priorities.

Department of Interior

In anticipation of the rapidly growing demand for personnel in state and local air pollution control agencies, the Institute for Air Pollution Training, Office of Manpower Development, developed a summer program for college students. The first phase of this program involves six weeks of classroom instruction in basic concepts of air pollution control. The second phase includes six weeks of on-the-job training and work experience with a state or local control agency. The first of these programs was conducted June to August 1970 in Houston, Texas, with 35 trainees in attendance. Evaluation of the initial program is now being done prior to initiating six similar training work programs in the Summer of 1971.

As part of the battle against pollution, a course in water pollution was completed by ten

the Morgantown Energy Research Center, Morgantown, West Virginia. Research projects at the Center are vitally involved with problems of pollution resulting from mine drainage and the water used in mining processes. In an effort to meet future program and staffing needs, a considerable number of the Bureau's employees attended courses in subjects which would expand their ability to assume new roles in the work to be done. Such courses included "Gas Chromatography," "Atomic Absorption Spectroscopy," "Properties of Dusts," "Smokes and Mists," and "Industrial Noise and Engineering Control."

National Aeronautics and Space Administration

A number of Kennedy Space Center personnel attended several courses to prepare for future space programs. Examples of these courses reflect the planned programs: "Planetary Quarantine and Spacecraft Sterilization"; "Space Navigation and Star Identification"; and "Reusable Launch and Re-entry Vehicles."

Department of Treasury

The Internal Revenue Service has an Administrative Intern Program for preparing future managers in their careers with the Service. Two of the modifications introduced in this year's program have been (1) restructuring the initial orientation from a three-week lecture series to a one-week "simulation game" and (2) placing assembled classroom training on a daily basis for the first six months. The "simulation game" enables active participation in realistic exercises. The classroom training has been equally divided between the development of management techniques and communication skills.

A decision was made by the Director of the Mint to expand over-the-counter and mail order sales of commemorative medals and related numismatic items. To produce these items in quantity a large staff of employees with experience in the jewelry trade was required. Since the needed experience is usually acquired on a journeyman apprentice relationship in the private sector, the possibility of acquiring qualified medal makers from outside sources was considered remote. To overcome the shortage, a training program for medal makers was developed in cooperation with the Civil Service Commission. The training agreement provides for not only the acquisition of the mechanical techniques of the trade but also for the development of the artistic perception required to produce a fine product. The current program is expected to produce a staff sufficient to

provide for the expanded production and for the replacement of older workers leaving the service.

What training was conducted to keep employees abreast of the "state of the art" and to maintain specialized proficiencies?

Department of Agriculture

One-hundred eighteen employees of the Agriculture Research Service participated in a one-week Science and Education Conference. The purpose of the conference was to acquaint the employees with the opportunities available that are designed especially for their career development. For instance

—Frequent seminars are held at division laboratories at which experts in various research areas discuss the application of current developments in their particular field as it relates to the mission of the laboratories. This assists scientists in keeping informed of new techniques and technological advances.

—Seminars and workshops are conducted for personnel in radiological monitoring, computer science, photography, soil mechanics, tillage, routing, irrigation water management, and snow survey.

Department of Commerce

A scientist from the National Bureau of Standards spent ten weeks at the Joint Institute of Laboratory Physics in Boulder, Colorado to acquire training in solving coupled differential equations for application to scattering theory. The scientist was fortunate in being able to study with the outstanding authority in the field of close-coupling. Professor Philip K. Burke of Queens College at Belfast. He also spent time with other noted foreign experts in the field of scattering theory who were visiting the Laboratory en route to the VI International Conference on the Physics of Electronic and Atomic Collisions. This exchange of scientific information is of great value to the Bureau as well as establishing contacts for the Bureau with foreign scientists.

Department of the Air Force

Rapid advancement in application of the laser beam generated a priority request for training of a general engineer from the Deputy of Systems Engineering in Laser Fundamentals at the Aeronautical System Division, Air Force Systems Command. On the basis of his needs (as well as others in similar work) for engineering level orientation in lasers, a two-week on-base seminar

was developed and conducted. The employee was enrolled to keep him abreast of the technological advances in lasers and to maintain proficiency in his specialization. The employee is assigned to the Guided Bomb research program in which knowledge of laser beams is directly related to the analysis integration functions on the laser guided bomb. The knowledge gained will allow exploration potential for future system applications, a better understanding of laser designator pads for designating targets as well as development of laser guidance kits for such bombs.

Department of the Army

The national interest and emphasis on ecology in general and water pollution in particular prompted the Army Corps of Engineers to continue to keep pace with the latest trends and techniques in the field of water pollution. A biologist and a sanitary engineer from the Environmental Resources Section, New Orleans Engineering District completed a one-week course in Marine Pollution Ecology conducted by the Federal Water Pollution Control Agency in Orange, Texas. The course concentrated on the quality of estuarine waters and the effects of pollution on the inhabitants of the estuarine environment.

Department of State

As a result of several secretaries obtaining specialized training in the use of the complex Magnetic Tape Selectric Typewriter (MTST), the Department of State has been able to keep abreast of a technological advance in the secretarial field. As more of these machines are introduced, employees will have been trained in anticipation of the need for this talent. The use of the MTST will eventually save many secretarial hours spent in retyping long drafts, reports, briefing papers for the Secretary, Under-Secretary, and the White House.

Veterans Administration

The professional medical staff at the Veterans Administration Center, Fargo, North Dakota has been keeping current in their field through a program of video tape presentations. The program is sponsored weekly by the Veterans Administration and biweekly by a pharmaceutical house. The tapes supplement lectures which deal primarily with highly technical medical and nursing subjects that are undergoing rapid change and progress. In addition to providing the staff with this access to the latest advances in the field, outside community physicians are invited to attend. Thus

establishing rapport with them and the community.

What training was given to accommodate to changing technology, equipment, or mission assignment?

Department of Commerce

The Maritime Administration's involvement in the basic ocean environment through ship design is increasing. A number of employees attended a symposium which presented information concerning man's living and working in the sea. Subjects addressed by the symposium included deep submergence vessels, support facilities and accompanying engineering problems.

Department of the Interior

In 1970 two important new assignments were given to the Bureau of Mines through legislative action. The first was included in the Coal Mine Safety Act of 1969 which increased the number of inspection responsibilities. Two direct results of the legislation were, (1) Bureau-wide orientation courses for 379 inspectors to acquaint them with the new codes and coverage under the Public Law on coal mines, and (2) a special training program to give refresher training to qualified metal and non-metal mine inspectors. This training was completed for 22 inspectors at the University of West Virginia, Morgantown, West Virginia. This training was supplemented by on-the-job and special subject courses at Coal Mine Health and Safety District Offices located in the United States. Other groups will receive training in the forthcoming year.

Department of Justice

As a result of Operation Intercept, the Department of Justice implemented inspection procedures requiring training of Immigration and Naturalization Service inspection forces at ports of entry. This was accomplished by holding seminars at each port of entry where the procedures were reviewed before they were implemented. The program was designed to train customs personnel to intercept narcotics, to prevent surreptitious entry into the U.S., and to deter criminal elements involved in any similar type of activity.

Federal Trade Commission

During FY 1970 a new functional position was created in the Federal Trade Commission, Consumer Protection Specialist. A total of 117 of these specialists were needed by November 1970. The proper preparation of these employ-

ees a three stage training program was projected following their occupation of the new position. The program consisted of:

(1) An initial 2½ week "On-the-Job" orientation-training program (conducted in the field office);

(2) A six-day orientation-training session at headquarters; and

(3) Return to respective field offices for continuing on-the-job training by their immediate supervisors.

This early orientation-training has resulted in an observed rapid identification with the present mission of the agency. The training has also provided the specialists with a clearer awareness of the employee's own expected participation in the ultimate achievement of the agency's goals.

Department of Treasury

During fiscal 1970 the Secret Service received a new mission. The White House Police force was renamed the Executive Protective Service, and was authorized to protect foreign embassies in addition to the White House complex. More than double the number of White House policemen were authorized to perform this function. In order to meet this need as rapidly as possible, it was necessary to conduct an intensive recruiting program. Because the persons hired had little, if any, prior police experience, it was necessary to conduct training in basic police skills as well as the specialized knowledge necessary for duty with the Executive Protective Service.

What training was conducted to develop skills unavailable through existing recruitment sources?

Department of the Air Force

The Air Force is committed to the implementation of Advanced Logistics Systems utilizing third generation B-3500 computers. During FY 69 and FY 70, a requirement existed for large numbers of computer systems analysts at the Headquarters of the Air Force Logistics Command. A one-year specialized experience requirement prevented the recruitment of fully qualified personnel. Through agreement with the United States Civil Service Commission an approved training program was designed to train and qualify employees already available who met the general experience requirement, but lacked the one-year specialized experience. The training program has met the need, resulting in the filling of over 200 systems analyst positions at Wright-Patterson Air Force Base, Ohio.

Department of the Interior

The Bureau of Land Management's Land and Minerals Resource Management Training Program at Phoenix, Arizona, was established to provide skills required at Realty Specialists but not offered in any school or university. Classifying public land for a great many uses and purposes under the authority of a myriad of land laws and regulations is difficult work. It requires the ability to interpret land laws, regulations, legal decisions, and other written documents, exceptional writing skill, the ability to analyze complex land use and ownership situations, investigative persistence and the willingness to make independent conclusions concerning the proper use for public lands. The requisite background training for implementing these skills is taught only at the Phoenix Lands and Minerals Resource Training School.

During FY 70 the Bureau also made efforts to make other unique skills accessible to areas where they were in demand but unavailable. For instance, to avoid expensive repair as well as the

time consumption involved when such expertise is not available, training courses were held in pump repair and helicopter bucket maintenance and operation. A Special Survival Training Course was held last winter for 13 employees who found that man can exist in subzero weather if he knows what to do. This training is especially helpful when traveling in Alaska where there is always the grim possibility that travelers will find themselves in situations involving either a vehicle breakdown or the forced landing of a plane.

Department of Justice

Patrol Inspector Agents of the Justice Department enter duty at designated sectors and are soon thereafter detailed to the Border Patrol Academy. Coming from all walks of life these trainees are completely lacking in the specific knowledge and skills required by the job. The Academy course provides sufficient training to enable the new officer to take his place in the field and properly perform his duties.

IV. ACTIVITIES OF THE CIVIL SERVICE COMMISSION

The Bureau of Training of the Civil Service Commission directs the planning, coordination and assessment of a Government-wide training program designed to develop and retain a skilled and efficient workforce. This involves such functions as:

- providing consultation and guidance to Federal agencies on matters relating to all aspects of Federal employee training;
- coordinating Government and non-Government training resources for Federal employees;
- providing assessments of current Federal training programs and policies;
- providing guidance and leadership in the development, selection, evaluation and utilization of modern instructional methods and training techniques;
- obtaining, maintaining and disseminating information about Federal training needs, activities and results; and
- developing training courses responsive to Federal employee needs that are best met on an interagency basis through a system of residential and non-residential training centers.

To illustrate the performance of these functions, this section contains some selected examples of the activities that occurred during fiscal year 1970.

A. Publications

In coordinating Government and non-Government training resources for Federal employees, the Commission prepares the following resource publications: *Interagency Training Programs Catalogs* which are designed to provide agencies information on available training courses in the Washington, D.C. metropolitan area and in each of the Commissions 10 regions; *Agency Training Centers for Federal Employees*, i. compilation of separate facilities established by agencies to conduct special agency oriented training primarily for their own employees. Other agencies may participate in these programs on a special available basis; *Off-Campus Study Centers*, which lists facilities that have been established through cooperative arrangements between academic institutions and Federal agencies to sponsor continuing educational opportunities for Government employees.

In fiscal year 1970 all of these publications

were issued for the first time as planning documents rather than as year-end informational documents. They were distributed to agencies during the period when employees' training needs were being reviewed as well as the training resources required to meet the needs. Prior to 1970 only the Interagency Training Programs Bulletins were received by agencies during the training-planning cycle.

To assist agencies in the development and utilization of instructional methods and techniques, a series of technical publications were prepared. The first three of the series prepared in fiscal year 1970 are: *Instructional Systems and Technology: An Introduction to the Field and Its Uses in Federal Training*, which deals with the instructional systems approach to training and various aspects of training technology; *An Application of a Systems Approach to Training*, a case study which explains the steps followed in developing one particular curriculum, the problems encountered, and their solution. It provides a general guide for others who wish to use this approach; *Programmed Instruction: A Brief of Its Development and Current Status*, which is a concise, non-technical synthesis of the major developments in programmed instruction. It gives guidelines to trainers for the selection and use of programmed materials.

The developmental effort, *Training Management System*, which was started at the end of fiscal year 1970, is an example of the Commission's endeavors to assist agencies to improve the planning, operating and evaluation of the entire training process. The foundation of the system is based on management procedures and analytic tools which will identify the resource implications of both ongoing and projected training programs at all organizational levels of a department or agency. Efforts include development and test of a cost model for training which is comprised of worksheets and standard cost tables. This model will permit rapid calculation of the costs of existing and projected training activities. Also under development is a value analysis model designed to provide the dollar value or benefit of training programs. When the value model is used in conjunction with the cost model, it will be possible to estimate the cost-benefit relationship of a given level of resource input to the output or product of the training program. The system will be tested in several agencies during fiscal year 1971 and made available for agency use in early fiscal year 1972.

B. Training Centers

One of the functions of the Commission is to develop and administer an interagency training curriculum directed toward enhancing agency capability to accomplish current and future missions with economy and efficiency. This function is supported by a number of training centers located in the Commission's Regional and Central Offices in addition to one at Kings Point, New York, Berkeley, California and Charlottesville, Virginia. These centers develop and administer an interagency curriculum directed toward meeting the training needs of agencies with economy and efficiency. The regional centers support the employee needs of field offices and the central office centers meet the needs of the Washington, D.C. metropolitan area agency employees.

Continuing an upward trend, interagency courses given by the Civil Service Commission in 1970 totaled 61,730, an increase of 14 percent from fiscal year 1969.

In addition to the continuing courses conducted by the centers some very significant developments occurred during fiscal year 1970. For example, in support of the "Public Service Careers" and "Upward Mobility" programs the Department of Labor allocated funds to the Commission's training centers. *Automatic Data Processing Management Center* has purchased with its share a computer to provide "hands on" training for worker-trainees to help them qualify for positions as tape librarians, schedulers, technical assistant/computer operators, etc. The program plans will be implemented in fiscal year 1971.

Under the Public Service Careers grant a series of Basic Communications Skills courses were developed during fiscal year 1970 by the *Communications and Office Skills Center*. Each course is specifically designed to provide basic "how-to" skills to the disadvantaged and underutilized Government employee. "Basic Shorthand" and "Basic Typing" are designed to prepare the employee to meet minimum job qualification standards in shorthand and typing. "Basic Communication Skills" emphasizes grammar, reading, writing, listening and observing. To raise the low-skilled employee's reading ability from one to three levels is one of the objectives of "Reading Improvement," and the course, "Office Practices," uses a simulated office classroom to provide training experiences which will assist the clerical employee perform more effectively.

The *General Management Training Center*

not only develops and conducts training courses for Government employees, it also prepares courses for internal use of Federal, State and local governments. For example, "Introduction to Supervision" and "Supervision of Low-Skilled Employees" are two courses developed in fiscal year 1970 and made available for training of State and local government employees. The latter course is—Public Service Careers effort.

To assist agencies in meeting the post entry educational needs of attorneys, the center developed a "Management Institute for Attorneys," a course that focuses primarily on knowledges and skills important in achieving efficient and effective management in Government offices engaged in legal work.

In response to the Administration's aim to place responsibility for program operations at the level closest to the people, the center prepared a course titled "Federalism and Decentralization." The course is designed for executive level employees, and has as its goals: to provide an explanation of the President's decentralization program; to analyze some of its problems and suggest solutions; and to share agency experience of decentralization.

In support of administrative policy, the *Personnel Management Center* concentrated on three priority training areas during fiscal year 1970. Training of Federal managers to assist them in achieving and maintaining equal opportunity in the employment, promotion, and training of Federal employees received major emphasis. Two courses, "Training Trainers of Lower Level Employees" and "Counseling Lower Level Employees" were designed in support of the Public Service Careers Program to provide the continuing on-site counseling, training and career development necessary to assist disadvantaged employees in progressing upward through the organization.

In the implementation of the President's Executive Order 11491, "Labor Management Relation in the Federal Service" several new courses were developed and conducted. The training was designed to equip Federal executives, managers, and supervisors to work under a negotiated agreement to prepare personnel and labor relations specialists to advise management on the negotiation and implementation of agreements.

Another activity, the "Symposium of Young Personnel Professionals", brought together 69 personnel professionals in ages 23 to 33 with 2 to 6 years of personnel experience from 31 different Federal agencies from around the country for a

week of discussion, reflection and action on Federal personnel management.

Successful administration of grant-in-aid programs requires a cooperative and understanding relationship between Federal, State and local governments. In cooperation with the Brookings Institution the *Management Sciences Training Center* established and conducted the "Intergovernmental Affairs Fellowship Program" to help meet that requirement. This three-part program was designed to provide Federal officials who administer grant-in-aid programs in their agencies with first-hand knowledge of the problems of State and local officials who are concerned with grants-in-aid.

Phase one of the program provided academic instruction as well as orientation meetings with State and local representatives to structure and plan phase two. During the second stage Federal officials worked for nine weeks on-site in state and local government agencies which were recipients of Federal grants. Debriefing and distilling learned principles completed the program.

To provide basic information about government financial procedures another new course

"Governmental Bookkeeping and Accounting" was developed for lower grade level employees.

The Commission also provides executive development opportunities through two Executive Seminar Centers and the Federal Executive Institute.

The *Executive Seminar Centers* (at Berkeley, California and Kings Point, New York) provide residential seminars designed to broaden the conceptual understanding and enhance the administrative abilities of mid-level executives from all Federal agencies. During fiscal year 1970, 612 individuals attended programs at the Berkeley Center and 619 were in attendance at the Kings Point Center.

The *Federal Executive Institute*, often called a "University in Public Service" was established by the Commission at Charlottesville, Virginia in 1968. Its objectives are: to heighten responsiveness to national needs and goals; to improve knowledge of the managerial processes and to increase appreciation of the total governmental system. During fiscal year 1970, 658 career administrators from GS-16 to GS-18 (or equivalent) attended sessions at the institute.

V. STATISTICAL REVIEW OF TRAINING

INTRODUCTION

The statistical data contained in this section of the report was submitted to the Commission by agencies through the Annual Report of Training. The data is displayed in tabular form listing each agency's involvement. The tables are divided into four areas: participation, man-hours, expenditures and personnel engaged in training. The first table for each area (except personnel engaged in training) summarizes the total training activity

that occurred in all agencies during fiscal year 1970. The tables that follow reflect various aspects of this data broken down by agency. The tables show participation by pay system, man-hours of training, types and sources of training, first-level supervisory training, and personnel engaged in training. Also included is a summary of training expenditures and training expenditures compared to agency population and participation.

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AGENCY ABBREVIATIONS

<i>AGENCY</i>	<i>ABBREVIATION</i>
Agriculture, Department of	AGRIC
Air Force, Department of	A F
Arms Control and Disarmament Agency	ARMS CONT DISA
Army, Department of	ARMY
Atomic Energy Commission	A E C
Civil Aeronautics Board	C A B
Civil Service Commission	C S C
Commerce, Department of	COMMERCE
Defense, Department of	DEFENSE
Defense Supply Agency	D S A
Defense Agencies, Other	OTHER DEFENSE
District of Columbia Government	D C GOVT
D. C. Redevelopment Land Agency	D C REDV LAND AG
Emergency Preparations, Office of	O E P
Equal Employment Opportunity Commission	E E O C
Farm Credit Administration	FARM CREDIT
Federal Communications Commission	F C C
Federal Home Loan Bank Board	FHLBB
Federal Mediation and Conciliation Service	FED MED CON SVC
Federal Power Commission	F P C
Federal Trade Commission	F T C
General Accounting Office	G A O
General Services Administration	G S A
Government Printing Office	G P O
Health, Education and Welfare, Department of	D H E W
Housing and Urban Development, Department of	H U D
Information Agency, United States	U S I A
Interior, Department of the	INTERIOR
International Development, Agency for	A I D
Interstate Commerce Commission	I C C
Justice, Department of	JUSTICE
Labor, Department of	LABOR
Library of Congress	LIB CON
National Aeronautics and Space Administration	N A S A
National Capital Housing Authority	NAT CAP HOUSING
National Foundation on the Arts and Humanities	FOUND ART HUM
National Labor Relations Board	N L R B
National Science Foundation	N S F
Navy, Department of	NAVY
Office of Management and Budget	O M B
Panama Canal Company	PANAMA CANAL
Post Office, Department of	P O
Railroad Retirement Board	RR RET BD
Renegotiation Board	RENEGOT BD
Securities and Exchange Commission	S E C
Selective Service Commission	SEL SVC
Small Business Administration	S B A
Smithsonian Institution	SMITH INST
Soldiers Home, United States	SOLDIERS HOME
State, Department of	STATE
Tariff Commission, United States	TARIFF COMM
Transportation, Department of	TRANS
Treasury, Department of	TREAS
Veterans Administration	V A

PARTICIPATION BY AGE, SEX AND RACE

AGE	TOTAL		MARRIAGE		NON-POV LONG TERM		NON-POV SHORT TERM		ALL SOURCES	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE

18-24	3610	3124	768	771	360	265	1686	2001	13037	11716
25-34	3180	2720	670	620	300	280	370	333	11860	13657
35-44	2680	2350	520	480	255	230	265	240	8375	10479
45-54	2180	1900	420	380	180	160	240	210	6668	8694
55-64	1680	1480	320	300	140	130	180	160	5246	6694
65-74	1180	1080	220	200	100	90	120	110	3742	4203
75-84	680	620	120	110	60	50	80	70	2188	2668
85-94	180	160	30	20	10	10	20	10	525	608
95+	80	70	10	10	5	5	5	5	140	160
TOTAL	27210	23810	5000	4600	2100	1900	2800	2500	10000	11000
WHITE	18000	16000	3000	2800	1200	1100	1600	1500	6000	6500
BLACK	4000	3500	800	700	300	250	500	400	1500	1300
HISPANIC	2000	1800	400	350	150	130	300	250	900	800
OTHER	1200	1000	200	170	80	70	120	100	400	300

PARTICIPATION BY AGENCY AND COURSE

AGENCY	EXTENDED		INTERMEDIATE		NON-COURT LONG TERM		NON-COURT SHORT TERM		ALL COURSES		
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL
ADULT	10	200	60	169	1	1	127	90	803	967	1770
ADULTS	13	481	207	34			64	77	134	740	1183
ADULT WOMEN	309	117	40	33			100	60	486	620	1105
ADULTA	107	377	150	147			112	66	377	559	2966
ADULTS	300	200	100	80			15	3	177	331	212
ADULTS	567	61	170	21			130	14	740	130	872
ADULTS	147	2	100	0	2	2	81	11	172	55	627
ADULTS	74	155	220	28			87	27	259	106	365
ADULTS	120	20	157	10			129	23	368	71	439
ADULTS	274	11	317	11			50	11	343	70	413
ADULTS	94	100	200	30			11	17	122	251	363
ADULTS	10	160	100	10			60	30	130	223	358
ADULTS	100	60	200	10			1	19	200	94	297
ADULTS	107	21	100	120			11	6	274	37	311
ADULTS	10	20	60	12			10	12	175	64	241
ADULTS	21	100	100	10			7	2	100	57	237
ADULTS	14	1	14	10			130	23	162	36	233
ADULTS	30	30	20	7			150	22	174	58	232
ADULTS	29	100	11	45	4	1	10	18	100	102	231
ADULTS	90	90	6	0			7	1	103	10	112
ADULTS			17	10	3	3	17	10	67	23	90
ADULTS			1	5	1	1	96	20	11	24	55
ADULTS			20	7			15	15	38	7	45
ADULTS			11	1			13	11	21	11	31

PARTICIPANTS BY AGENCY AND SOURCE

AGENCY	INTERNAL		INTERAGENCY		NON-GOVT LONG TERM		NON-GOVT SHORT TERM		ALL SOURCES			
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL	
.....			1	10	13		14	2	17	18	12	30
.....			5	7	12		4	4	8	9	20	19
.....			3	5	8		3	6	12	6	13	19
.....			3	7	10					3	7	10
.....	80	1172	397	377	774	11	638	200	739	1994	1690	3684
.....	61,288	21,000	5,986	20,050	70,014	90	1,474	25,701	16,774.5	81,113.0	24,129	107,242.0

PARTICIPATION BY AGENCY AND TYPE

AGENCY	PROP. AND CON.		TECHNICAL		CIV. AND MGT.		ALL OTHER		ALL CATEGORIES			
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	TOTAL		
ADA	163	149	312	93	209	302	78	245	323	1378	438	1816
ADP	66	50	116	45	51	96	150	700	890	903	967	1770
AMERICA	146	11	157	38	182	220	17	581	598	434	749	1183
ARTS	130	138	268	17	313	330	125	234	309	496	619	1105
AVIA	63	21	84	27	123	150	119	358	477	397	659	956
BUSINESS	20	2	22	16	66	82	4	125	170	577	331	908
CIVIL	6	1	7	114	64	178	462	62	564	740	132	872
COMMERCE	16	4	20	55	74	129	105	35	150	572	51	623
CONSUMER	21	14	35	11	108	119	42	93	135	259	206	465
COOPERATION	9	9	18	9	103	112	62	58	120	368	71	439
CRIME	302	21	323	29	15	44	5	27	32	343	70	413
CULTURE	3	5	8	11	11	22	7	179	186	132	254	386
DEFENSE	10	9	19	25	59	84	90	207	297	132	223	348
DISABILITY	10	17	27	52	124	176	4	1	5	223	94	317
EDUCATION	11	1	12	5	265	270	37	28	75	274	37	311
ENERGY	74	9	83	12	32	44	19	31	50	175	66	241
ENVIRONMENT	20	1	21	40	110	150	57	197	257	180	57	237
FINANCE	20	1	21	67	53	120	63	18	81	107	36	143
FOOD	114	7	121	25	7	32	28	34	62	174	68	238
HEALTH	3	3	6	5	94	102	30	22	52	120	102	231
HOUSING	19	5	24	7	40	47	2	11	12	103	10	113
INDUSTRY	3	3	6	9	7	16	19	12	31	67	23	90
INTERNATIONAL	3	3	6	2	11	13	19	12	31	21	24	55
LABOR	3	3	6	2	37	39	1	3	4	30	7	45

PARTICIPATION BY AGENCY AND TYPE

AGENCY	PROP AND EXT		TECHNICAL		DEV AND MGT		ALL OTHER		ALL CATEGORIES			
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
TACTIC COMM	6	1	10	9	8	17	6	1	7	2	14	35
ARMY MEDCOM	7	2	9	7	7	14	5	10	15	18	12	30
ADMC COMB DIVISION	6	5	11	4	1	5	9	9	18	9	10	19
RESEARCH CO				3	12	15	3	1	4	6	10	19
ARMY AIRCRAFT				2	3	5	2	5	7	2	7	10
TOTAL	1,905	2,131	4,036	2,543	995	3,538	1,706	24,171	16,664	26,837	25,803	107,653

PARTICIPATION BY AGENCY AND PAY SYSTEMS

AGENCY	GENERAL SCHEDULE			MAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
ARMY	89604	35644	125248	21248	1592	22840	15535	7544	23079	130397	44767	175164
NAVY	60732	24924	85656	51207	1093	52300	5201	308	5509	118860	17815	136675
Air	13377	22077	35454	2128	2074	29533	13592	5609	19000	83376	20683	104059
MC	29467	4124	33591	2200	113	2313	82	105	187	21648	5346	26994
OTHER SERVICE	13444	4069	17513	108	70	538				13952	4079	18031
POST OFFICE	868	384	1252			2790	150	2	152	131388	38296	169684
AFRIC	70755	9303	80058	2973	20	2993	150			74113	9325	83438
POSTAL	37037	29275	66312	3139	1943	4982	93		93	40269	31022	71291
VA	10763	12307	23070	2779	823	3602	3385	7701	11086	20945	20840	41785
DEPT	19943	20755	40698	514	267	781				20455	21001	41456
POST OFF	21040	6007	27047	3446	149	3595	688	12	700	29174	6968	36142
TRANS	29045	2294	31339	1392		1380	120	31	151	30536	2328	32864
WASA	19904	2540	22444	1587	5	1592	181		181	20672	2545	23217
DC GOVT	5626	5970	11596	377	24	395	9346	936	9482	14559	6934	21493
STATE	12473	7473	19946	1079	7	1086	62		62	14564	6484	21048
COA	9705	3864	13569	3043	735	3778	617	94	711	13155	4683	17848
COMM. SER.	8382	6390	14772	169	2	171	463	15	578	9083	6597	15680
LABOR	4490	3128	7618				7	3	10	3487	3141	6628
PANAMA CANAL	900		900	3047	1	3048	993	46	1039	4990	508	5498
U.S. MAR	217	290	507	1		1	237	3737	3973	155	4006	4161
MT	1070	1700	2770				30		30	1939	1690	3629
ABC	2257	607	2864	7	1	8				2296	608	2904
ATL	704	471	1175				43	482	525	767	1346	2113
GAO	157	283	440	1		1				1776	242	2018

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PARTICIPATION BY AGENCY AND PAY SYSTEMS

AGENCY	GENERAL SCHEDULE			STATE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
AAA	1374	438	1812	3		3	1		1	1378	438	1816
AAA	800	966	1766	3	1	4				803	967	1770
AAA	432	749	1181	13		13				434	749	1183
AAA	340	619	1009					6	1	346	619	1105
AAA	348	511	860					49	8	397	559	956
AAA	577	335	912							577	335	912
AAA	107	76	208	2		2		546	36	740	132	872
AAA	140	44	188	94	1	95				572	55	627
AAA	263	206	465							259	206	465
AAA	467	71	537	7		7				368	71	439
AAA	420	70	492	1		1				343	70	413
AAA	131	204	338	1		1				132	204	336
AAA	137	223	365	3		3				135	223	358
AAA	134	80	216	14	1	15		8	19	223	94	317
AAA	274	76	350	1		1				274	37	311
AAA	170	77	241							175	66	241
AAA	14	57	100	136		136				180	57	237
AAA	104	36	140	2		2			1	197	36	233
AAA	170	68	238	1		1				174	58	232
AAA	109	100	209							120	102	222
AAA	103	10	113							103	10	113
AAA	67	23	90							67	23	90
AAA	31	24	55							31	24	55
AAA	38	7	45							38	7	45

PARTICIPATION BY AGENCY AND PAY SYSTEMS

AGENCY	GENERAL SCHEDULE			WAGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	TOTAL	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
TARPING COMPANY	20	14	34	1		1				21	14	35
FARM SERVICE	14	12	26							18	12	30
ARMY CORP OF ENGRS	8	10	18			1			1	9	10	19
RESEARCH	6	13	19							6	13	19
FOURTH ARM	3	7	10							3	7	10
TOTALS	407403	109660	517063	13168	9503	130210	180340	24679	207088	811130	266503	1077633

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
SRA	12	86	98	53	252	305	795	60	875	542	40	582	12		12
SW	20	570	590	111	201	311	140	199	339	210	13	223	8	1	9
STATE	18	283	301	52	338	390	168	41	209	155	47	202	38	38	76
TRC	20	76	96	164	251	415	218	244	462	72	16	118	5	1	6
UTIA	50	200	250	36	153	189	100	91	191	103	15	118	13		13
TRON	1	113	114	42	113	155	31	92	123	156	17	173	11		11
TRP	37	53	90	10	31	41	55	11	66	44	1	45	16		16
TRM	20	1	21	91	75	166	68	25	93	23	23	23	3		3
TRB	8	1	9	10	10	20	140	52	201	53	1	54	4		4
TRC	1		1	5	4	9	165	8	179	203	1	204	4		4
TRD				13	10	23	151	16	170	145	8	153	26		26
TRF				5	78	83	83	16	99	38	38	38	2		2
TRG				17	151	168	30	29	61	65	6	71	14		14
TRH	10	25	35	31	47	78	16	12	61	2	2	2			2
TRJ	2	11	13	27	20	47	173	2	176	60		60	11		11
TRK				15	10	25	90	9	101	59	1	60	8		8
TRL	11	17	28	8	7	15	6	13	19	12	1	13	1		1
TRM	3	3	6	28	11	39	10	19	69	107	1	108	9		9
TRN	15	15	30	10	10	20	80	2	82	44	1	45	10		10
TRP				17	55	72	100	37	137	83	5	88	8		8
TRQ	1	1	2	3	3	6	11	2	14	92		92	18		18
TRR	1	1	2	1	12	13	15	6	21	22	2	24	18		18
TRS	8	8	16	1	10	11	22	7	29	3	3	6	1		1
TRT	2	2	4	1	1	2	11	1	14	16	16	16	5		5

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GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	67-1-4		67-1-4		68-9-12		68-13-15		68-16-18			
	MALE	FEMALE	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	
CAPITOL COMM	3	3	0	0	0	7	1	8	23	14	37	
WASH CENTER	2	2	2	7	9	5	5	10	10	12	22	
APMC NORTH DISTRICT	5	5	2	2	4	3	3	6	7	7	14	
WATERWAY RD	0	0	0	0	0	5	2	7	1	1	2	
WATERWAY RD	0	0	0	0	0	2	2	4	1	5	6	
TOTALS	35407	37004	100316	71151	171467	265442	38621	305013	97019	3714	99782	2488

OTHER PAY SYSTEMS PARTICIPATION BY AGENCY

AGENCY	UNIVERSITY			NON-CURRICULAR			ALL WAGE		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
	ARMY	877	270	506	1748	133	1881	27258	1582
NAVY	1040	102	1040	4157	981	4258	21927	1083	5300
A.P.	5104	28	5132	2120	2007	2057	26458	2075	28533
NSA	97	2	99	1281	111	1392	2200	113	2313
COMPTON DISTRICT	97	2	99	415	18	433	508	20	528
NSA/T	1118	4	1122	1250	15	1265	2428	20	2448
NSA/C	517	23	540	567	1012	1581	2139	1243	3382
NSA	1284	12	1296	142	63	205	2770	833	3603
NAVY	200	5	205	234	19	253	514	24	538
NAVY/OP	975	47	1022	2681	103	2784	3486	149	3635
NAVY	281	1	282	1100	1	1101	1381	1	1382
NAVY	113	1	114	1274	5	1279	1487	5	1492
NAVY	144	11	155	223	17	240	267	22	289
NAVY	91	3	94	372	3	375	1009	6	1015
NSA	292	28	320	2947	707	3654	3043	735	3778
COMPTON	66	6	72	97	2	99	162	2	164
PATAMA CANAL	525	3	528	2522	3	2525	3017	3	3020
NAVY	1	1	2				1	1	2
NAVY	1	1	2	5	5	10	9	1	10
NSA	1	1	2				1	1	2
NSA	1	1	2	2	2	4	3	3	6
NSA	3	1	4				3	1	4
NSA	1	1	2	9	9	18	13	5	18
NSA	2	2	4				2	2	4

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OTHER PAY SYSTEMS PARTICIPATION BY AGENCY

AGENCY	CUMULATIVE		NON-CUMULATIVE		ALL AGES	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL
.....	14	14	80	80	94	95
.....			2	2	2	2
.....			1	1	1	1
.....			1	1	1	1
.....			2	2	3	2
.....	4	37	14	14	14	52
.....			1	1	1	2
.....			103	103	126	136
.....			1	1	2	2
.....			3	3	4	4
.....			1	1	1	1
TOTAL	31,077	30,910	97,721	71,149	121,158	139,110

FIRST-LEVEL SUPERVISORY TRAINING

AGENCY	APPOINTED AFTER 6-30-69			APPOINTED BEFORE 6-30-69		
	1st Line Supervisors Appointed After 6-30-69	1st Line Supervisors Trained After 6-30-69	% of Supervisors Trained	1st Line Supervisors Appointed Before 7-1-69	1st Line Supervisors Trained Before 7-1-69	% of Supervisors Trained
TOTALS	18,125	11,827	65%	154,605	110,687	72%
DEFENSE	9,549	6,319	66%	89,925	67,417	75%
ARMY	(4,423)	(2,781)	(62%)	(33,100)	(22,546)	(68%)
NAVY	(2,597)	(1,854)	(71%)	(25,152)	(19,691)	(78%)
A.F.	(1,874)	(1,351)	(72%)	(25,000)	(20,750)	(83%)
DSA	(363)	(254)	(69%)	(4,686)	(3,737)	(79%)
OTHER DEFENSE	(292)	(79)	(27%)	(1,987)	(693)	(35%)
DASA	(17)	(2)	(11%)	(128)	(111)	(86%)
DCAA	(21)	(21)	(100%)	(267)	(231)	(86%)
DIA	(15)	(6)	(40%)	(130)	(81)	(62%)
SECRETARY OF DEFENSE	(10)	(10)	(100%)	(462)	(12)	(2%)
NSA	(229)	(60)	(26%)	(1,000)	(258)	(26%)
AGRIC	1,191	760	63%	11,147	6,350	56%
TREAS	1,071	794	74%	8,093	7,093	87%
V.A.	956	606	63%	10,299	8,052	78%
H.E.W.	1,016	(28)	61%	5,957	3,925	65%
INTERIOR	952	578	60%	7,941	4,622	58%
TRANS	537	349	64%	7,290	5,210	71%
NASA	387	200	51%	2,980	1,981	66%
D.C. GOV'T	435	346	79%	1,528	863	56%
JUSTICE	251	153	60%	1,015	702	69%

FIRST-LEVEL SUPERVISORY TRAINING

AGENCY	APPOINTED AFTER 6-30-69			APPOINTED BEFORE 6-30-69		
	1st Line Supervisors Appointed After 6-30-69	1st Line Supervisors Trained After 6-30-69	% of Supervisors Trained	1st Line Supervisors Appointed Before 7-1-69	1st Line Supervisors Trained Before 7-1-69	% of Supervisors Trained
GSA	376	301	80%	1,974	Not Known	---
COMMERCE	410	208	50%	2,866	1,087	37%
LABOR	35	25	71%	175	125	71%
PANAMA CANAL	170	136	80%	1,387	1,248	89%
SEL. SVC. SYS.	147	124	84%	676	545	80%
H.U.D.	143	100	69%	904	346	38%
SMALL BUSINESS	51	26	50%	650	300	46%
CSC	85	51	60%	339	208	61%
SIATE	22	7	31%	288	150	52%
EECC	24	4	16%	52	2	3%
GPO	97	77	79%	Unknown	---	---
SMITHSONIAN	12	12	100%	Not Available	24	---
R.R. RET. BD.	24	8	33%	183	159	86%
FHLBB	5	3	60%	86	52	60%
SEC	11	11	100%	63	8	12%
FTC	16	9	56%	19	12	63%
NSF	1	1	100%	50	16	32%
SOLDIERS HOME	9	0	---	60	50	83%
ICC	11	6	54%	77	5	6%
FCC	14	4	28%	163	62	38%
NAT. CAP. HOUSING	11	2	18%	50	13	26%

FIRST-LEVEL SUPERVISORY TRAINING

AGENCY	APPOINTED AFTER 6-30-69			APPOINTED BEFORE 6-30-69		
	1st Line Supervisors Appointed After 6-30-69	1st Line Supervisors Trained After 6-30-69	% of Supervisors Trained	1st Line Supervisors Appointed Before 7-1-69	1st Line Supervisors Trained Before 7-1-69	% of Supervisors Trained
CAB	10	8	80%	26	15	57%
FPC	70	5	7%	80	5	6%
NLRP	4	4	100%	76	53	69%
OMB	12	5	41%	14	3	21%
TARIFF	1	0	---	20	0	---
FARM CREDIT	5	0	---	11	2	18%
ARMS CON DISARM AG	---	---	---	43	0	---
RENEG. BD.	4	2	50%	12	5	41%

EMPLOYEE MAN-ROLES SUMMARY

PARTICIPATE MAN-ROLES BY DAY POSITION	TOTALS		NON-COIT 100% TERM		NON-COIT SHOP TERM		TOTALS		
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	TOTAL	
01-01-01	1231149	2064320	314001	2100	2940	174097	1406490	2510032	4041002
01-01-02	4623970	2103393	107700	2000	14000	41000	6635514	2801813	9437387
01-01-03	4033011	0241111	07200	8100	20000	20000	1333300	1450000	3479400
01-01-04	1000000	530000	00000	0000	0000	0000	1000000	1297000	2297000
01-01-05	2000000	1000000	50000	0	10000	2000	1000000	45000	1050000
TOTAL	10000000	10000000	1000000	100000	1000000	1000000	10000000	10000000	20000000
02-01-01	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
02-01-02	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
02-01-03	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
02-01-04	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
02-01-05	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
TOTAL	5000000	5000000	5000000	5000000	5000000	5000000	5000000	5000000	5000000
03-01-01	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
03-01-02	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
03-01-03	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
03-01-04	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
03-01-05	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
TOTAL	5000000	5000000	5000000	5000000	5000000	5000000	5000000	5000000	5000000
04-01-01	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
04-01-02	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
04-01-03	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
04-01-04	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
04-01-05	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000	1000000
TOTAL	5000000	5000000	5000000	5000000	5000000	5000000	5000000	5000000	5000000



EMPLOYMENT MAINTAINED BY AGENCY AND SOURCE

AGENCY	TOTAL		TEMPERARLY		NON-CONT. ICM MEM		NON-CONT. SHORT TERM		ALL SOURCES		
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL
ADAMS	5,489	7,347	3,479	1,025	3,900	1,903	22,229	9,481	31,908	97,840	1,857,696
ADAMS	8,680	11,090	2,880	2,880	3,700	2,400	2,600	1,600	31,819	147,639	2,079,933
ADAMS	5,100	3,000	1,500	1,500	7,000	7,000	6,100	2,900	31,500	20,600	385,000
ADAMS	2,200	2,200	2,200	2,200	1,100	1,100	1,100	1,100	5,100	10,400	115,600
ADAMS	5,300	8,100	2,100	2,100	1,500	1,500	6,400	7,000	37,911	111,200	1,289,263
ADAMS	1,400	2,100	2,100	2,100	2,100	2,100	7,000	7,000	7,711	15,000	202,300
ADAMS	4,000	3,400	1,500	1,500	7,000	7,000	2,600	2,600	9,048	9,048	157,952
ADAMS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,321	1,321	27,325
ADAMS	5,400	7,300	3,300	2,300	1,400	2,300	58,000	2,400	61,500	91,100	985,200
ADAMS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	2,681	2,681	3,411
ADAMS	5,000	7,000	3,000	2,000	4,000	4,000	100,000	9,000	197,000	750,500	8,036,500
ADAMS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	4,361	4,361	11,868
ADAMS	1,200	1,200	1,200	1,200	1,200	1,200	4,000	3,000	7,000	4,900	7,300
ADAMS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	4,600	11,000	1,292
ADAMS	1,000	1,000	1,000	1,000	2,300	2,300	11,000	17,150	131,455	115,700	1,474,328
ADAMS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	17,200	244,700	275,300
ADAMS	2,000	3,000	1,000	1,000	5,000	5,000	3,000	3,000	37,000	25,900	300,400
ADAMS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	8,600	7,000	11,800
ADAMS	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	9,600	25,000	55,800
ADAMS	2,000	2,000	2,000	2,000	2,000	2,000	2,000	2,000	30,800	30,800	41,988
ADAMS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	4,400	8,900	11,100
ADAMS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	4,000	2,900	4,125
ADAMS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	18,100	18,100	14,600
ADAMS	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	2,000	9,980	61,600

EMPLOYMENT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL		INTERMEDIARY		NON-GOVT LONG TERM		NON-GOVT SHORT TERM		ALL SOURCES			
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL	
TOTAL	10,115	11,762	9,897	3,004	11,901			1,179	3,032	18,940	17,824	36,764
TOTAL GOVT	7,211	10,411	216	104	300			600	1,094	815	1,398	2,214
TOTAL NON-GOVT	2,904	1,351	9,681	7,998	7,994	61,360	61,360	1,973	934	1,043	1,068	2,111
TOTAL FEDERAL	2,904	1,351	9,681	7,998	7,994	16,960	16,960	1,973	934	1,043	1,068	2,111
VA	3,021	1,081	6,067	3,013	9,080	14,216	14,216	1,088	973	6,942	8,169	15,111
TOTAL STATE	2,111	2,111	1,440	2,374	2,374	21,998	13,142	63,381	1,019	1,027	1,000	2,027

MAN-HOURS MAINTAINED BY PAY SYSTEM

PAY SYSTEM	REGULAR PAY SYSTEM			OVERTIME PAY SYSTEM			ALL PAY SYSTEM		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
	1970	1971	1972	1970	1971	1972	1970	1971	1972
.....	26541	33302	59843	26541	33302	59843	26541	33302	59843
.....	19180	17984	37164	19180	17984	37164	19180	17984	37164
.....	12321	14004	26325	12321	14004	26325	12321	14004	26325
.....	20221	17984	38205	20221	17984	38205	20221	17984	38205
.....	17135	8488	25623	17135	8488	25623	17135	8488	25623
.....	33007	4032	37039	33007	4032	37039	33007	4032	37039
.....	10225	2221	12446	10225	2221	12446	10225	2221	12446
.....	26203	30487	56690	26203	30487	56690	26203	30487	56690
.....	12134	1812	13946	12134	1812	13946	12134	1812	13946
.....	8581	2067	10648	8581	2067	10648	8581	2067	10648
.....	10225	10221	20446	10225	10221	20446	10225	10221	20446
.....	6311	5557	11868	6311	5557	11868	6311	5557	11868
.....	20427	1228	21655	20427	1228	21655	20427	1228	21655
.....	10400	1077	11477	10400	1077	11477	10400	1077	11477
.....	2487	3253	5740	2487	3253	5740	2487	3253	5740
.....	2481	660	3141	2481	660	3141	2481	660	3141
.....	6970	1077	8047	6970	1077	8047	6970	1077	8047
.....	1782	1870	3652	1782	1870	3652	1782	1870	3652
.....	4827	2470	7297	4827	2470	7297	4827	2470	7297
.....	3027	332	3359	3027	332	3359	3027	332	3359
.....	8484	1008	9492	8484	1008	9492	8484	1008	9492
.....	3704	630	4334	3704	630	4334	3704	630	4334
.....	1200	100	1300	1200	100	1300	1200	100	1300
.....	807	1293	2100	807	1293	2100	807	1293	2100

MAN-HOURS OF TRAINING BY PAY SYSTEMS

AGENCY	GENERAL SCHEDULE			WAGE SYSTEMS			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
ARMY	54	203	857							464	393	857
ARMY CORP OF ENGRS	210	356	568				375		375	587	355	943
ARMY CORP OF ENGRS	703	496	1189							703	486	1189
ARMY CORP OF ENGRS	100	106	206							100	185	288
TOTALS	26067785	1905109	33077394	7908343	277157	8085500	6208702	2855006	9284727	140277049	10008974	50286023

GENERAL SCHEDULE PARTICIPANT MAN-HOURS BY AGENCY

	75 1-4		80 5-8		85 9-12		95 13-15		05 16-18		TOTAL
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	
ARIZ	11,170	10,921	21,074	3,770	1,984,324	31,306	2,029,429	78,311	1,783	1,009,817	1,028
ARK	229,228	14,309	3,704,18	1,02,206	1,233,573	32,119	1,423,499	5,844,02	16,382	5,929,13	2,625
CA	69,000	11,079	1,749,628	293,221	1,177,028	151,013	1,779,211	8,229,87	7,225	8,237,09	7,726
COA	51,82	2,710	31,792	6,575	5,217,03	6,074	5,782,345	1,951,2	1,142	8,095,6	1,142
CONNECTICUT	7,197	3,323	13,510	1,576,5	6,872,25	1,02,375	8,674,90	24,584,5	4,184	25,769,1	4,184
P. C.	97	2,645	27,40	4,526	11,105	1,129	1,26,94	1,229,5	4,000	1,234,5	4,704
ARIZ	67,24	7,771	1,361,1	55,107	1,073,483	30,212	1,23,521	22,23,9	741,3	22,97,96	7,772
TEXAS	97,13	107,272	49,275	11,579,5	92,298	107,377	92,87,35	1,767,77	13,124	18,192,5	13,244
VA	2,091,2	44,707	61,296	4,051,9	1,283,29	50,28	1,783,77	38,69,6	2,507	6,321,1	2,507
OREGON	3,650	13,979	1,429,16	3,979,1	11,19,3	7,771,0	1,000,3	3,12,77	5,893	23,79,40	8,933
UTAH	3,204	51,774	86,494	1,77,72	5,82,22	4,0740	1,23,000	1,59,30	1,154	1,57,195	1,154
TEXAS	95,000	19,133	104,183	1,02,296	1,017,17	20,379	1,07,681	3,87,307	9,335	9,88,355	8,936
MASS	6,340	1,793	2,4277	3,413	3,77,37	7,0229	3,77,31	12,764,3	12,004	12,87,57	12,254
D. C. DIST	22,721	24,932	11,149	11,984	5,480,5	65,313	11,3917	21,576	2,844	27,413	2,900
MISSISSIPPI	3,17,220	1,49,113	8,374,05	2,793,2	7,162,23	4,011	7,62,854	10,511	4,994	10,7284	4,958
NEB	3,829	3,707	7,894	4,313	1,52,89	17,429	1,37,718	4,8341	2,183	50,277	2,183
CONNECTICUT	19,371	1,02,932	12,282	6,971	24,795	32,577	25,7674	14,314,3	9,126	14,758,3	9,126
LABOR	1,557	1,967,2	202,19	1,28,80	33,189	21,071	5,46,60	4,13,60	972	5,330,3	1,134
PANAMA CANAL	74,49	1,00,27	1,748,5	12,785	1,33,51	3,112	1,61,02	5,440	5,520	1,072,4	1,960
GEN. CIV.	418	2,598	304,6	1,224	1,104	3,83	1,792	5,36	1,920	5,603	7,955
IND	1,7230	2,147	4,3794	3,9849	354,36	6,583	4,22,90	4,36,99	78,55	3,44,09	7,955
ALB	230	1,4870	51,00	8,329	35,105	3,004	8,700	1,32,45	591	14,902	591
ARK	800	1,770	5,670	13,949	1,36,78	1,1410	25,108	1,32,45	1,400	14,902	591
GAO	80	1,382	1,628	2,151	10,314	1,130	1,0944	4,52,19	1,04	4,53,29	1,660

GENERAL SCHEDULE PARTICIPANT HOURS BY AGENCY

AGENCY	CS 1-4			CS 5-8			CS 9-12			CS 13-15			CS 16-18		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
	ADA	236	1990	2226	1208	5806	7014	18243	1184	19467	12358	535	12343	200	
ACC	129	22020	23113	3532	6171	10003	13119	4673	17792	7124	345	7469	177	8	185
STATE	36	5965	6361	1814	6880	8694	6374	3042	9456	7740	1897	9637	1744		1744
LEO FOOT	77	1814	2581	4226	4970	9196	7526	6301	13827	1242	882	2425	143	8	151
TELEA	1042	6798	8048	1274	4348	5622	8740	4680	13340	6900	1994	8796	954		954
TRIP	40	2501	2541	1368	2798	4166	10702	2651	13163	5061	628	5689	264		264
OPD	552	929	1481	1990	1070	2660	2353	526	2879	1116	12	1128	290		290
TRUCKY UNIT	123	171	334	1198	860	2058	2090	1180	3260	3124	42	3124	42		42
BP RES RD	206	1342	1549	16988	26546	43534	6184	2558	8742	1715	40	1755	192		192
FIELDER	24	511	535	144	1065	1209	5150	212	5662	3781	24	5805	192		192
TRF	133	1310	1443	376	630	1006	3846	119	4265	3524	208	3732	668		668
TRC	130	6822	6956	274	2856	3130	3053	534	3597	1420		1420	48		48
TRF	129	687	816	480	2752	4230	2237	876	3113	2046	242	2288	1236		1236
WOLDFER HOME	112	77	184	370	607	977	857	395	1252	14		14			
TRC	61	297	356	232	530	762	5011	172	6183	4275		4275	870		870
TRC	688	571	1259	714	2791	3505	3066	993	3389	2398	12	2596	286		286
TRC CAP PROJECT	10	280	290	154	176	310	92	164	256	328	40	368	24		24
CAR	10	60	70	873	392	1265	1718	574	2292	3081	10	3121	744		744
TRC	10	780	790	1228	770	2098	2504	80	3684	2635	10	2676	554		554
TRP	10	270	280	100	1256	1356	142	772	1234	3938	152	4090	16		16
TRC MED COM	164	164	328	80	80	160	824	88	312	3002		3002			
TRC	16	112	128	28	830	858	607	148	755	1447	24	1470	3376	10	3416
TRC TRNS LAYD AG	134	134	268	176	202	378	1122	176	1298	2442		2442	24		24
TRC	80	80	160	24	24	48	398	98	394	616		616	176		176
TRC TRC COM	16	16	32	1244	1244	1260	24	40	304	428	24	512			

GENERAL SCHEDULE PARTICIPANT MAN HOURS BY AGENCY

AGENCY	60 1-4		60 5-8		75 9-12		85 13-15		85 16-18		
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE	TOTAL
SNOW BERRY	112	122	24	233	132	132	292	48	16	16	
ARMS CONT DISAL V	114	154	62	62	140	140	188		24	24	
PERFECT ED	284	289	150	150	481	481	222				
POWERS APT	96	96	60	60	60	60	92	92	40	40	
TOTAL	140 546	205 078	66 154	280 193	1333 302	1400 916	4484 278	128 718	142 641	43 70	146 011

OTHER PAY SYSTEMS BY MAN-HOURS

AGENCY	MS SUPERVISORY			MS NON-SUPERVISORY			OTHER PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL	MALE	FEMALE	TOTAL
ARMY	203064	7573	210637	1071359	23499	1104858	1348811	1331401	2680212
NAVY	288267	2045	290312	3048579	30966	3751825	308810	55234	364044
A F	176190	2355	178545	143324	115035	1571359	406001	234777	728792
SEA	15120	20	15140	26903	1623	28531	2037	2177	4214
OTHER DEFENSE	6402	64	6466	39332	1880	41202	530		530
P O	2559988	575885	3135873						
ARMY	16581	80	10661	22542	432	22974	8114	512	8626
AFAC	13140	6889	20039	77560	19930	97490	21952		21952
V A	26220	347	30687	22776	2113	31889	95560	224842	370402
DEFA	7601	388	10572	13367	4769	18136	36488	313	36811
INTERIOR	30774	1736	32512	10156	1220	102776	107406	644	5508
TRANS	10256	17	10272	107506		107506	107406		7291
NASA	2451		2451	54836	342	55168	7291		7291
D O COME	7444	56	7500	16506	508	17014	1263701	268971	1532672
JUSTICE	13000	64	13064	3154	120	3674	2043		2085
GA	14550	1243	15793	84083	26273	109356	15014	3084	19148
COMMERCE	2582		2582	3460	88	3548	50764	1760	52524
LAMP							100	30	130
PANAMA CANAL	10541		10541	104208	28	104236	88956	9941	98947
TEL CO	24		24				4952	47626	52577
AEC	80	20	100	326		326	47712		47712
ACD							4054		4054
WFO	40		40						
SBA	16		16	32		32			
CO	7	86	93				40		40

OTHER PAY SYSTEMS BY MAX-PCMC

AGENCY	MS SUPERVISORY		MS NON-SUPERVISORY				OTHER PAY SYSTEMS		
	MALE	FEMALE	TOTAL	MAIF	PMF/AP	NORMAL	MAIF	MAIF	NORMAL
STATE	264		264	648		648	186	19	186
LIR COM							1773	70	1840
UTSA							27348	2395	29743
GTO	48		48	2348	40	2388			
SMITH INST	480		480						
PIELER	102		102						
SEC				39		39			
PTC	40		40						
NSP	136		136	47		47			
SOLDERS HOME	628	44	672	814		814	152	60	212
ICC	40		40		78	78			
NAT CAP HOUSING	949		949	536		536			
CAB	40		40	80		80	24		24
FTC	40		40	120		120			
TARTER TOWN	24		24						
ARWG CONT DISABN							375		375
TOTALS	340835	62440	403275	696516	248034	720950	383873	2230121	6069954

COMPARISON OF PARTICIPANT MAN-HOURS TO

CODE: TOTAL MAN-HOURS AMONG GRADE GROUPINGS
 P-MH - Participant Man-Hours
 T-MH - Total Man-Hours Available
 AV - Average

WITHIN AGENCIES

AGENCY	CODE	GS 01-04	GS 05-08	GS 09-12	GS 13-15	GS 16-18	WAGE BOARD
ARMY	P-MH	310,666	1,147,665	2,299,499	800,987	12,288	1,315,295
	T-MH	132,591,608	149,609,344	151,160,208	42,503,480	417,680	385,578,568
	AV	.23	.76	1.52	1.88	2.94	.34
NAVY	P-MH	370,418	800,275	1,814,688	593,573	16,625	4,073,036
	T-MH	102,498,672	85,457,328	105,128,608	33,476,144	595,648	404,454,072
	AV	.36	.96	1.72	1.77	2.79	1.00
A.F.	P-MH	178,968	917,995	1,719,316	536,059	7,726	1,753,894
	T-MH	74,416,048	89,922,872	104,271,088	25,745,432	219,616	287,932,248
	AV	.24	1.02	1.64	2.08	2.41	.60
DSA	P-MH	31,786	133,474	578,345	80,906	1,142	43,671
	T-MH	14,090,344	14,409,960	26,885,880	5,413,496	85,352	21,844,664
	AV	.22	.92	2.15	1.49	1.33	.19
OTHER DEF.	P-MH	41,540	266,155	856,490	257,571	4,184	47,868
	T-MH	9,394,168	9,608,456	17,925,736	3,610,208	56,296	1,249,408
	AV	.44	2.77	4.77	7.13	7.43	3.83
TREAS	P-MH	594,726	1,602,391	925,735	181,915	13,244	117,928
	T-MH	36,719,520	35,313,936	51,378,272	16,598,240	525,008	9,530,608
	AV	1.61	4.53	1.80	1.09	2.53	1.26
JUSTICE	P-MH	836,405	300,497	760,254	107,124	4,958	16,938
	T-MH	17,477,184	20,893,080	15,214,448	10,414,760	466,712	2,411,648
	AV	4.78	1.43	4.99	1.02	1.06	.70
P.O.	P-MH	2,740	13,073	12,694	13,340	4,774	0
	T-MH	479,424	1,213,088	1,158,528	1,463,600	128,936	81,720
	AV	.57	1.07	1.09	.91	3.64	.99
INTERIOR	P-MH	88,678	246,735	623,002	157,195	1,554	155,288
	T-MH	16,089,760	25,164,312	38,043,384	12,163,568	357,760	26,993,124
	AV	.55	.98	1.63	1.29	.43	.59

AGENCY	CODE	GS 01-04	GS 05-08	GS 09-12	GS 13-15	GS 16-18	WAGE BOARD
AGRIC	P-MH	136,417	647,357	1,123,531	226,136	777	32,635
	T-MH	39,746,792	51,323,608	56,524,816	13,750,752	322,256	16,888,800
	AV	.34	1.26	1.98	1.64	1.08	.19
COMMERCE	P-MH	121,266	116,576	267,674	147,583	9,126	5,830
	T-MH	6,702,856	11,142,976	14,992,896	9,152,640	580,200	10,777,960
	AV	1.80	1.04	1.78	1.61	1.55	.05
DHEW	P-MH	176,816	786,656	619,003	237,540	8,933	28,708
	T-MH	48,561,656	59,806,928	41,560,976	15,345,200	532,080	11,954,728
	AV	.36	1.31	1.48	1.54	1.61	.24
TRANS	P-MH	104,783	1,557,498	1,966,981	388,355	8,536	118,378
	T-MH	7,997,664	15,701,136	51,111,320	23,493,592	463,080	11,922,040
	AV	1.31	9.91	3.84	1.65	1.84	.99
GSA	P-MH	75,896	92,837	132,718	50,127	2,183	129,149
	T-MH	11,789,472	9,864,512	8,217,400	3,455,848	128,936	34,863,592
	AV	.64	.94	1.61	1.45	1.69	.37
V. A.	P-MH	643,969	169,701	178,857	63,214	2,507	61,970
	T-MH	86,552,376	48,386,120	27,025,712	7,129,616	220,632	63,763,392
	AV	.74	.35	.66	.88	1.08	.09
NASA	P-MH	24,27	72,229	386,502	428,357	12,254	57,619
	T-MH	4,405,616	8,618,736	18,853,712	20,157,600	586,563	6,441,352
	AV	.55	.83	2.05	2.12	2.08	.85
D.C. GOVT	P-MH	141,543	251,564	119,945	27,753	2,999	24,604
	T-MH	13,765,280	32,119,592	18,354,312	11,469,856	764,536	15,018,320
	AV	1.02	.78	.65	.24	.39	.16
AID	P-MH	5,659	17,939	25,108	14,902	591	0
	T-MH	4,972,208	1,379,808	6,628,400	4,144,112	1,934,040	116,224
	AV	.11	1.30	.37	.35	.03	.00
LABOR	P-MH	20,219	38,506	54,660	53,303	1,134	0
	T-MH	2,923,576	5,108,408	5,745,774	4,329,344	157,992	187,048
	AV	.69	.75	.95	1.23	.71	.00
HUD	P-MH	43,694	63,956	42,290	56,053	1,960	0
	T-MH	4,376,560	39,276,448	41,560,976	5,710,632	161,624	435,840
	AV	.99	.16	.10	.98	1.21	.00

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AGENCY	CODE	GS 01-04	GS 05-08	GS 09-12	GS 13-15	GS 16-18	WAGE BOARD
PAN CANAL/CZ	P-MH	19,485	20,157	16,502	5,520	0	114,777
	T-MH	1,732,464	4,042,416	2,309,952	1,443,720	693,736	18,003,824
	AV	1.12	.49	.71	.38	.00	.63
AEC	P-MH	5,100	14,081	38,199	44,409	7,855	436
	T-MH	2,337,192	5,457,080	3,118,072	1,948,568	908,000	159,808
	AV	.21	.25	1.22	2.27	.86	.27
CFC	P-MH	23,313	12,003	17,792	7,463	185	181
	T-MH	3,196,160	1,855,952	2,682,232	1,223,984	1,223,984	85,352
	AV	.72	.53	.66	.61	.01	.21
USIA	P-MH	8,038	5,622	13,340	8,794	864	0
	T-MH	3,268,800	7,627,200	4,358,400	2,724,000	1,271,200	795,408
	AV	.24	.07	.50	.32	.06	.00
NLRB	P-MH	310	1,656	1,234	4,090	16	0
	T-MH	548,432	1,036,936	980,640	1,256,672	232,448	50,848
	AV	.05	.15	.12	.32	.00	.00
SEL SUC SY	P-MH	3,046	6,721	1,792	538	0	24
	T-MH	4,767,000	4,767,000	1,549,048	95,648	237,896	38,136
	AV	.05	.14	.11	.08	.00	.06
SBA	P-MH	2,226	7,014	19,893	12,893	200	48
	T-MH	1,549,048	1,863,216	2,551,480	1,460,064	67,192	34,504
	AV	.14	.37	.76	.88	.29	.13
SMITHS	P-MH	3,344	2,048	3,260	3,124	42	2,868
	T-MH	860,784	926,160	848,072	481,240	43,584	1,129,552
	AV	.38	.22	.38	.64	.09	.25
LIB. CON.	P-MH	2,591	5,196	12,827	2,415	152	0
	T-MH	1,578,104	2,613,224	2,193,728	655,576	79,904	346,856
	AV	.16	.35	.38	.36	.18	.00
STATE	P-MH	6,361	8,694	9,456	9,637	1,774	912
	T-MH	8,072,120	18,837,368	1,345,556	6,726,464	3,139,864	541,168
	AV	.07	.04	.70	.14	.05	.16
G P.O.	P-MH	1,481	2,660	2,879	1,128	290	48
	T-MH	2,453,416	5,725,848	3,272,432	2,044,814	116,224	11,014,040
		.06	.04	.08	.05	.24	.00

AGENCY	CODE	GS 01-04	GS 05-08	GS 09-12	GS 13-15	GS 16-18	WAGE BOARD
GAO	P-MH	1,462	18,305	50,944	45,379	1,660	40
	T-MH	1,160,424	33,241,880	3,132,600	1,919,512	116,224	74,456
	AV	.12	.05	1.62	2.36	1.42	.05
EEOC	P-MH	2,541	4,166	13,163	5,689	264	0
	T-MH	207,024	277,848	348,672	205,208	23,608	14,528
	AV	1.22	1.40	3.77	2.77	1.11	.00
FCC	P-MH	571	2,905	3,389	2,396	288	0
	T-MH	399,520	788,144	686,448	786,680	83,536	53,560
	AV	.14	.36	.49	.30	.34	.00
FHLBB	P-MH	535	1,209	5,662	5,805	192	102
	T-MH	395,888	744,560	528,456	512,112	154,360	34,500
	AV	.13	.16	1.07	1.13	.12	.29
FPC	P-MH	780	1,398	3,584	2,676	554	160
	T-MH	256,056	548,432	557,512	557,488	74,456	41,768
	AV	.30	.25	.64	.46	.74	.38
FTC	P-MH	6,956	3,130	3,597	1,420	48	40
	T-MH	455,816	490,320	410,416	655,576	59,928	36,320
	AV	1.52	.63	.87	.21	.08	.11
ICC	P-MH	356	760	5,153	4,276	870	118
	T-MH	586,568	836,304	1,047,832	523,008	236,080	58,112
	AV	.06	.09	.49	.81	.36	.20
NSF	P-MH	816	4,232	3,113	2,288		183
	T-MH	123,488	606,544	256,056	312,352		18,160
	AV	.66	.69	1.21	.73		1.00
RRRB	P-MH	1,549	43,524	8,742	1,755	0	0
	T-MH	855,336	966,112	1,022,408	163,440	16,344	52,664
	AV	.18	4.50	.85	1.07	.00	.00
SEC	P-MH	1,443	1,006	4,265	3,732	688	39
	T-MH	346,856	602,912	719,136	648,312	52,664	34,504
	AV	.41	.16	.59	.57	1.26	.11
SOLDIERS HOME	P-MH	184	977	1,252	14	0	212
	T-MH	846,256	399,520	127,120	7,264	0	802,672
	AV	.02	.24	.98	.19	.00	.00

AGENCY	CODE	GS 01-04	GS 05-08	GS 09-12	GS 13-15	GS 16-18	WAGE BOARD
FED MED CON SVC	P-MH T-MH AV	164 65,376 .25	80 159,808 .05	912 56,296 1.62	3,002 501,216 .59	0 16,344 .00	0 0 .00
NAT CAP HOUSING	P-MH T-MH AV	268 197,944 .43	340 464,896 .07	256 265,136 .09	368 145,256 .22	24 10,896 .22	1,485 735,480 .00
OMB	P-MH T-MH AV	56 63,560 .08	858 256,056 .33	755 176,152 .42	4,500 343,224 1.31	3,416 125,304 2.72	0 19,976 .00
CAB	P-MH T-MH AV	60 79,904 .07	1,265 325,064 .38	2,292 312,352 .73	3,121 323,248 .96	744 79,904 .93	120 29,056 .41
OEP	P-MH T-MH AV	80 47,216 .16	24 161,624 .01	396 130,752 .30	616 250,668 .24	176 49,032 .35	0 5,448 .00
D.C. REDV LAND AG	P-MH T-MH AV	134 132,568 .30	498 308,720 .16	1,298 176,152 .73	2,442 110,776 2.20	24 7,264 .33	0 101,001 .00
TARIFF COMM	P-MH T-MH AV	66 34,504 .19	1,268 141,648 .89	304 96,248 .31	552 159,808 .34	0 9,080 .00	24 16,344 .14
FARM CREDIT	P-MH T-MH AV	112 27,240 .41	257 107,144 .23	132 108,960 .12	340 118,040 .28	16 10,896 .14	0 5,446 .00
FOUND ART BGM	P-MH T-MH AV	96 10,896 .88	0 56,296 .00	0 23,608 .00	92 39,952 .23	0 7,264 .00	0 1,816 .00
RENECOT BR	P-MH T-MH AV	288 54,480 .52	150 85,352 .17	48 43,584 .11	222 159,808 .13	0 10,896 .00	0 0 .00
ARMS CONT DISARM	P-MH T-MH AV	154 29,056 .53	62 99,880 .06	140 58,112 .24	0 78,038 .00	0 10,896 .00	0 0 .00

TRAINING COST BY AGENCY

AGENCY	INTERMEDIARY	INTERAGENCY	LONG-TERM	SHORT-TERM	TOTAL	AGENCY POPULATION	EXPENDITURE PER EMPLOYEE	AGENCY PARTICIPATION	EXPENDITURE PER EMPLOYEE TRAINED
ARMY CORP DISARM		6105			6105	162	38	19	321
AF	7730	132670	106891	295843	522734	7155	73	2904	180
A F	4220879	446460	376943	3145498	8189759	320067	26	104059	79
AGRIC	401414	283774	274616	1397077	6669605	88570	75	83436	80
ARMY	4263953	1140481	755935	4361709	10525068	473780	22	175164	60
ARMY		12023	9406	11249	35908	519	69	90	399
CAR		7760		11746	21506	646	33	233	92
COMMERCE	119445	204484	145080	789607	1689338	30908	55	15680	108
CCC	4430	76044	6730	23054	110660	4914	22	1770	62
D C RECY LAND AC		1395	1461	15667	18724	105	46	55	340
D C RECY	316321	63044		338513	711878	42113	17	21493	33
AIT	50051	47911	6400	402273	1208635	15210	79	2113	572
JUDICIY	1800140	223065	7753	293401	2322450	37804	65	21048	110
LABOR	92842	87017	78712	427852	686823	10240	67	6628	103
NCA	445010	180319	50994	178796	1060116	56350	19	26094	40
NSOP	220700	19600		2700	142800	565	263	912	157
NSC	2119	15289		10120	27528	1700	18	242	114
NSLR		26315		43025	69340	1216	56	439	186
NSWM CREDIT		1167		2131	3298	212	16	30	110
NSD MED CON SVC	20500	4470		441	25251	434	52	113	201
NSC		6360		28384	34734	11002	3	232	150
NSC	5510	7401		3714	17034	1250	14	306	14
NSA	104705	84499	7354	144594	460714	36583	18	17848	37
NSFC	263946	574395	571450	1681082	6411665	96431	56	41456	122

TRAINING COST BY AGENCY

AGENCY	INTERNAL	EXTRAGENCY	LONG-TERM	SHORT-TERM	TOTAL	AGENCY POPULATION	EXPENDITURE PER EMPLOYEE	AGENCY PARTICIPATION	EXPENDITURE PER EMPLOYEE TRAINED
WV	108127	57730	103300	258455	614812	14370	43	3629	169
DELA	15066	48246		14576	57348	10473	6	956	61
DC	362	9440		1863	10745	1923	4	311	38
DELAWARE	102002	42246	140965	114034	397237	64588	54	36142	96
DELAWARE		3014		15198	18412	3778	5	1105	17
DC	99404	31702	22490	115007	272813	4510	60	2031	134
DC	410	6031		19741	25742	7508	3	872	30
DC	5410	19116		13498	38403	921	40	358	107
DC	300	1487		703	2490	205	12	237	31
DC	8538	14529	2666	3875	7021	2220	17	231	160
DC	37067	107473	140979	288976	637491	32421	86	29217	119
DC	2100389	71274	501216	580129	9605408	406152	24	135675	70
DC		5171		1994	8065	353	23	45	179
OTHER DISTRICT	51772	31070	220770	140498	1011568	27809	69	18031	106
PANAMA CANAL	30721	28514	2541	135509	197785	15208	13	5498	36
P O	148443	6215	1584	140717	630737	68938	10	169684	37
RENEZOT RD		735		2259	2994	214	14	19	188
RR RRW RD	15700	10721		87	26508	1707	16	465	57
TRA	13140	36461		28440	199002	4270	47	1815	110
TR	16798	1167		2318	20743	1344	19	413	62
TOT DISTRICT	1524	220		1151	2895	1107	3	317	9
TOTAL	200	1205	6600	17323	24348	2004	12	607	30
TR	10814	22281		2100	14296	6564	20	1161	30
STATE		22573		16703	39281	24790	2	1193	33

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TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	LONG-TERM	SHORT-TERM	TOTAL	AGENCY POPULATION	EXPENDITURE PER EMPLOYEE	AGENCY PARTICIPATION	EXPENDITURE PER EMPLOYEE TRAINED
TARGET COMM		14,18		4009	5427	235	23	35	155
TRANS	8832889	39985	185400	1726057	11134233	60722	183	32864	339
TRIALS	6131057	856578	87134	299799	7375478	85537	86	71292	103
V A	702701	414282	43972	1213226	2374180	151741	16	41785	57
TOTALS	14526564	9883994	3933535	28543757	86887850	2820133	31	1077633	82

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SALARIES OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	TOTAL	EMPLOYEE	INSTRUCTORS	CLERICAL AND
		DEVELOPMENT		SUPPORT
		OFFICERS		PERSONNEL
TOTAL	\$ 7,254,000	\$ 34,477,426	\$ 34,861,660	\$ 17,915,514
DEFENSE	28,331,761	14,072,006	10,120,880	5,138,875
NAVY	(11,130,906)	(4,378,404)	(5,474,982)	(1,277,520)
ARMY	(6,785,149)	(4,674,403)	(679,565)	(1,231,181)
A F	(5,588,941)	(3,681,815)	(1,347,835)	(559,290)
NSA	(985,709)	(825,469)	(16,178)	(144,062)
OTHER	(3,841,056)	(511,915)	(1,402,319)	(1,926,822)
TRANS	18,496,449	1,614,451	12,682,035	4,199,943
P O	7,769,507	4,829,393	1,594,006	1,346,110
DHEW	7,406,851	2,872,042	2,516,070	2,028,739
VA	6,532,014	2,478,432	3,471,483	562,099
TREAS	6,288,806	3,347,321	1,173,395	1,768,090
D C GOVT	2,533,030	616,232	1,329,016	547,782
JUSTICE	2,228,393	267,230	1,219,097	742,066
AGRIC	1,975,510	835,685	648,533	491,292
INTERIOR	1,395,074	702,050	415,904	277,120
NASA	885,586	817,543	40,013	28,030
COMMERCE	786,627	379,859	148,881	257,887
GSA	599,700	257,873	177,279	124,548
LABOR	480,181	394,464	22,115	63,602
HUD	352,455	300,087		52,368
PANAMA CANAL	194,284	30,096	127,157	37,031
AID	163,594	66,216		97,378
GPO	119,635	101,827		17,808
FR RET RD	112,556	23,747	83,287	5,522
ALL OTHERS*	642,587	430,872	92,489	119,226

* 30 Agencies reporting less than \$100,000

RATIO OF FULL-TIME TRAINING
PERSONNEL TO AGENCY EMPLOYMENT

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	CLERICAL AND SUPPORT	TOTAL TRAINING PERSONNEL	AGENCY POPULATION	NO. EMPLOYEES PER TRAINING PERSON
TOTAL	2,427	2,697	1,952	7,076	2,820,133	399
DEFENSE	1,077	913	610	2,600	1,283,958	493
NAVY ...	(327)	(555)	(181)	(1,063)	(406,152)	(382)
ARMY ...	(368)	(136)	(186)	(690)	(473,580)	(686)
A F	(294)	(131)	(89)	(514)	(320,067)	(622)
DSA	(55)	(2)	(22)	(79)	(56,350)	(713)
OTHER ..	(33)	(89)	(132)	(254)	(27,809)	(109)
TRANS	94	758	337	1,189	60,711	51
P O	347	156	152	655	658,938	1,006
DHEW	188	191	232	611	96,431	157
VA	164	265	78	507	151,741	299
TREAS.....	218	81	199	498	85,537	171
D C GOVT ...	43	117	70	230	42,113	183
JUSTICE	17	32	61	150	35,804	223
AGRIC	54	45	57	156	88,570	567
INTERIOR ...	48	27	35	110	64,588	587
COMMERCE ...	30	20	34	84	30,908	367
NASA	51	3	18	72	32,421	450
GSA	15	15	13	43	36,583	850
LABOR	21	2	9	32	10,240	320
HUD	19		8	27	14,370	532
AID	4		13	17	15,210	894
PANAMA CAN/L	2	9	6	17	15,208	894
GPO	7		3	10	7,508	750
RR RET ED ..	2	7	1	10	1,706	170
ALL OTHERS*	26	6	16	48	87,588	1,825

* 30 Agencies reporting fewer than ten full-time training personnel