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ABSTRACT

The document responds to the recognized need for a central source of statistical and general information regarding Federal training activities. The report is divided into four major sections. Part one summarizes statistical data regarding the volume, types, sources, and costs of training provided to Federal employees during Fiscal Year 1973. The main emphasis is on broad trends in training activity and the changes that occurred in those trends. Part two provides narrative highlights of agency training activities that are behind the statistics and illustrate agency activities in support of congressional and executive mandates and important issues in the public sector. Part three presents the responsibilities of the Civil Service Commission in the area of training and the activities undertaken to carry out those responsibilities. Part four presents summary tables of statistical information received from Federal agencies, upon which much of the analysis in the report is based.

(Author)

EMPLOYEE TRAINING

IN THE

FEDERAL SERVICE

FISCAL YEAR 1973



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ERRATA

Employee Training in the
Federal Service
Fiscal Year 1973

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In the section entitled "Training by Source" the sentence reading "The average number of participant hours declined 4%, from 1423 in FY 72 to 1408 in FY 73" should follow the second sentence under the heading "Non-Government Long-Term" (page 10). Additionally, "1%" should be substituted for the "4%" cited in the above sentence.

(Page 9)

The section title "Training by Grade Group and Pay System" and the two paragraphs included in this section on page 9 should directly follow the material contained under the heading "Non-Government Long-Term" (page 10).

INTRODUCTION

Employee Training In The Federal Service is published annually by the United States Civil Service Commission in response to the recognized need for a central source of statistical and general information regarding Federal training activities, and supplements the general summary included in the Civil Service Commission's Annual Report to the President. The report is divided into four major sections. Part I summarizes statistical data regarding the volume, types, sources and costs of training provided Federal employees during FY 73. The main emphasis is on broad trends in training activity and the changes that occurred in those trends.

Part II provides narrative highlights of agency

training activities that are behind the statistics and illustrate agency activities in support of Congressional and Executive mandates and important issues in the public sector.

Part III presents the responsibilities of the Civil Service Commission in the area of training and the activities undertaken to carry out those responsibilities.

Part IV presents summary tables of statistical information received from Federal agencies upon which much of the analysis in this report is based.

The report is designed for use by officials of the Executive and Legislative Branches who have a need for data regarding Federal training activities and by agency training officials as a source of comparative data and sources of further information.

STATISTICAL SUMMARY OF AGENCY TRAINING ACTIVITIES

For FY 73, Federal agencies reported 958,617 instances of training, an increase of 1.4% over the FY 72 total of 945,730.¹

Summary data showed the following highlights:

- *Source of Training*

Interagency training continued to grow, increasing from 88,605 in FY 72 to 97,760 in FY 73, an increase of 10.3%. Training participation at non-Government sources increased by 12%, from 163,489 to 183,107 in FY 73, while internal training continued its downward trend, decreasing from 693,637 in FY 72 to 677,840, a decrease of 2.3%.

- *Type of Training*

Professional and "Other" training continued to decline while Technical and Administrative, Management and Supervisory training increased. Technical training comprised a plurality with 41% of all participants, followed by Administrative, Management and Supervisory training courses attended by 22% of all participants.

- *Length of Training*

The average length of a training program

continued to fall, decreasing from 49 hours in FY 72 to 46.8 hours in FY 73.

Taken as a group, Federal employees spent nearly 1.2% of their available working hours in training.

- *Training by Sex*

Training of women increased 13.5% over FY 72, while participation by men declined by 3.2%. Of all participants, women comprised 30.9%, up 2.8 percentage points, while comprising approximately 33% of the total employee population of reporting agencies.

- *Training by Pay Plan*

General Schedule employees accounted for 79% of all participants, up from 76% in FY 72. Participation increased in all GS grade groups with the largest percentage increase in the GS 5-8 grouping. Participation by Wage System employees and Other Pay Systems declined 11.7% and 14% respectively.

- *Expenditures for Training*

Reported training expenditures decreased by 1% from comparable data reported in FY 72—from \$217.6 million to \$215.8 million in FY 73. The average expenditure per employee trained was \$225, a decline of 4% from FY 72.

¹ Training participation comprises all instances of attendance at formal classroom training courses of eight hours duration or longer reported by agencies with 500 or more permanent employees.

I. AGENCY TRAINING ACTIVITIES AND ANALYSIS OF DATA

AGENCY PARTICIPATION

Table 1 shows the changes that have occurred in total training participation by agency and fiscal year. Since FY 67, total participation has increased by 2.7% with all of the increase occurring in the ci-

vilian agencies. With the exception of FY 72, training by Defense agencies has shown a steady decline. These trends are illustrated in Figures 1 through 3.

Figure 4 illustrates total participation by sex from FY 67 to FY 73 (excluding FY 71). Over this period, participation by women has increased 44.3%, from 203,741 in FY 67 to 293,954 in FY 73.

Table 1. PARTICIPATION BY AGENCY AND FISCAL YEAR

	FY 1967	FY 1972	FY 1973	% Change Between FY 72-73	% Change Between FY 67-73
TOTAL	933,457	945,730	958,617	1.36	2.70
TOTAL DEFENSE	527,304	441,230	425,783	- 3.50	- 19.25
Army	204,599	178,925	177,818	- 0.62	- 13.09
Navy	140,876	122,852	109,539	- 10.84	- 22.24
Air Force	145,069	98,669	89,373	- 9.42	- 38.39
Other Defense	36,760	40,784	49,053	20.28	33.44
TOTAL NON-DEFENSE	406,153	504,500	532,834	5.62	31.19
Agriculture	57,996	59,848	59,623	- 0.38	2.81
Commerce	9,974	14,349	15,258	6.33	52.98
HEW	37,955	54,783	68,225	24.54	79.75
HUD	4,311	8,850	6,947	- 21.50	61.15
Interior	48,327	35,526	34,990	- 1.51	- 27.60
Justice	13,327	25,596	28,170	10.06	111.38
Labor	4,590	9,895	8,336	- 15.76	81.61
State	1,601	2,176	2,260	3.86	41.16
Transportation	36,053	45,558	39,537	- 13.22	9.66
Treasury	66,231	79,532	97,386	22.45	47.04
AID	1,093	0	3,214	0.00	194.05
AEC	9,485	4,081	4,273	4.70	- 54.95
CSC	1,352	2,879	3,625	25.91	168.12
D.C. Govt.	8,322	31,674	28,353	- 10.48	240.70
EPA	0	3,462	4,163	20.25	0.00
EEOC	0	579	1,106	91.02	0.00
GAO	1,281	4,430	5,792	30.74	352.15
GSA	8,216	18,715	17,736	- 5.23	115.87
Lib. of Congress	504	1,477	3,133	112.12	521.63
NASA	32,629	17,507	19,014	8.61	- 41.73
Panama Canal	12,112	3,754	4,908	30.74	- 59.48
Selective Service	1,651	10,665	6,351	- 40.45	284.68
SBA	4,051	1,387	1,224	- 11.75	- 69.79
Smithsonian	541	489	1,500	206.75	177.26
VA	40,189	56,459	60,649	7.42	50.91
All Others*	4,362	8,022	7,061	- 11.98	96.74

* 16 other agencies, each reporting less than 1,000 participants in FY 73. Data for these agencies are included in the Summary Tables in Appendix C.

FIGURE 1: TOTAL PARTICIPATION (In Thousands)

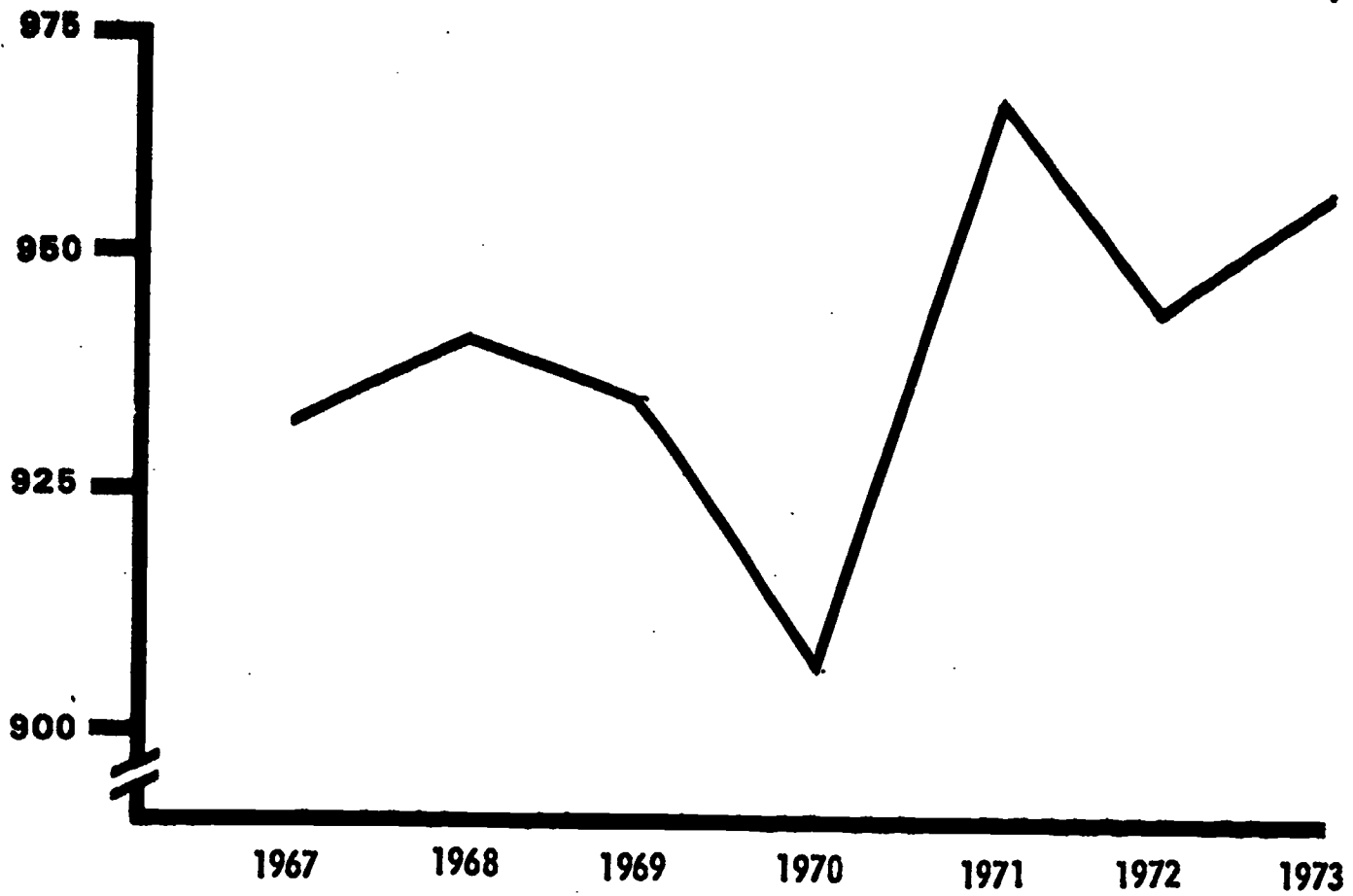


FIGURE 2: TRAINING PARTICIPATION (In Thousands)

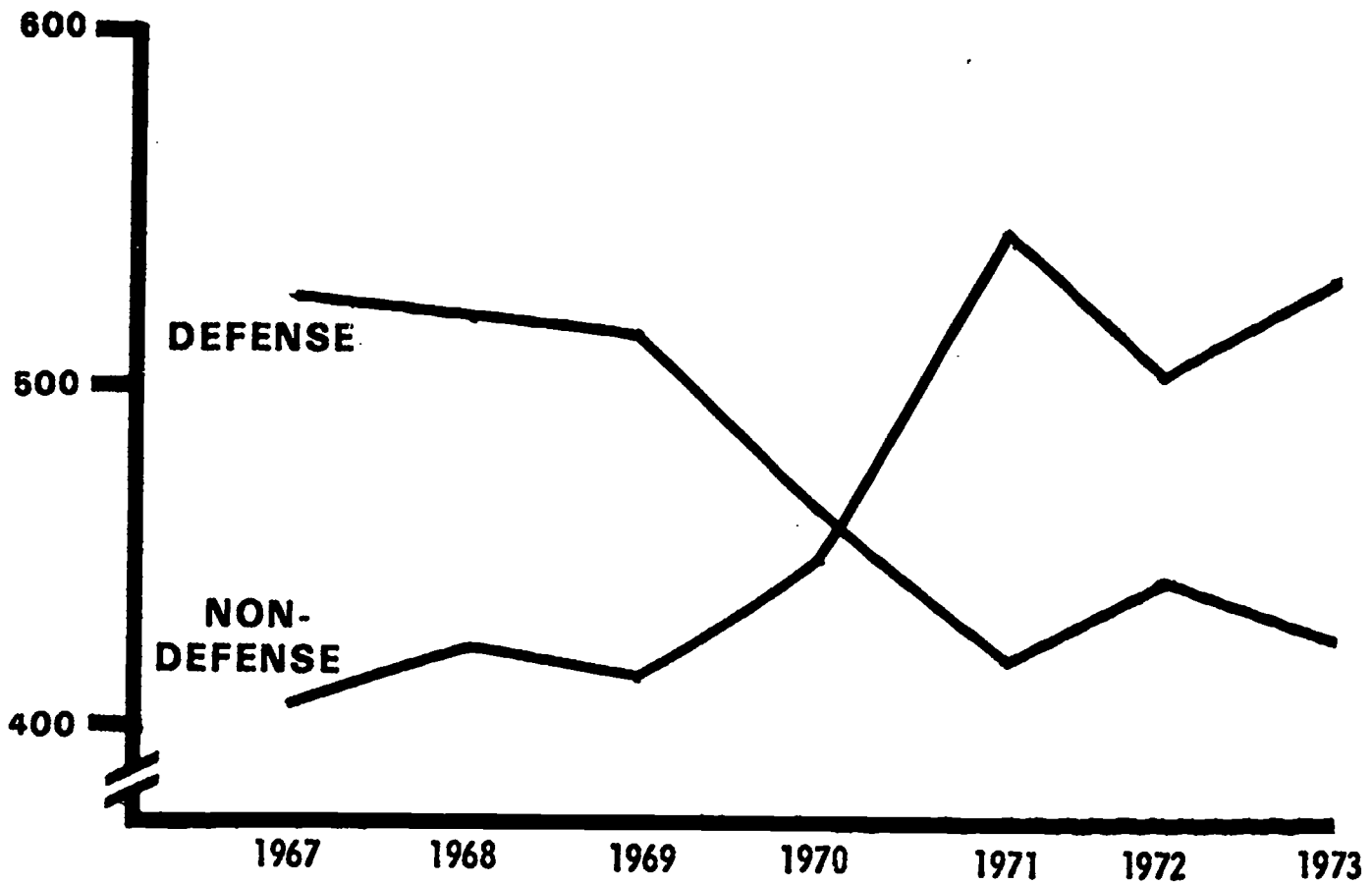


FIGURE 3: TRAINING PARTICIPATION (In Thousands)

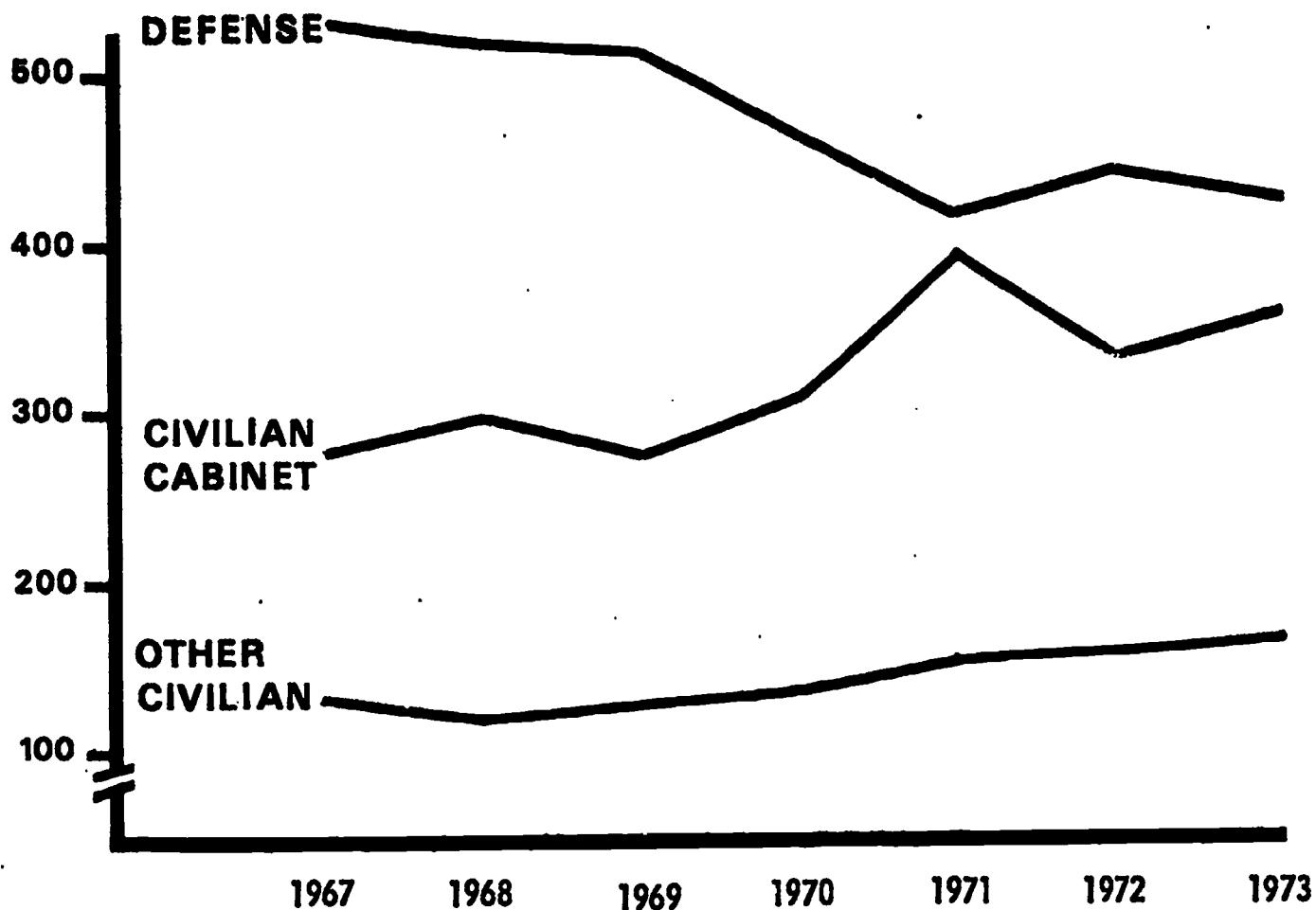
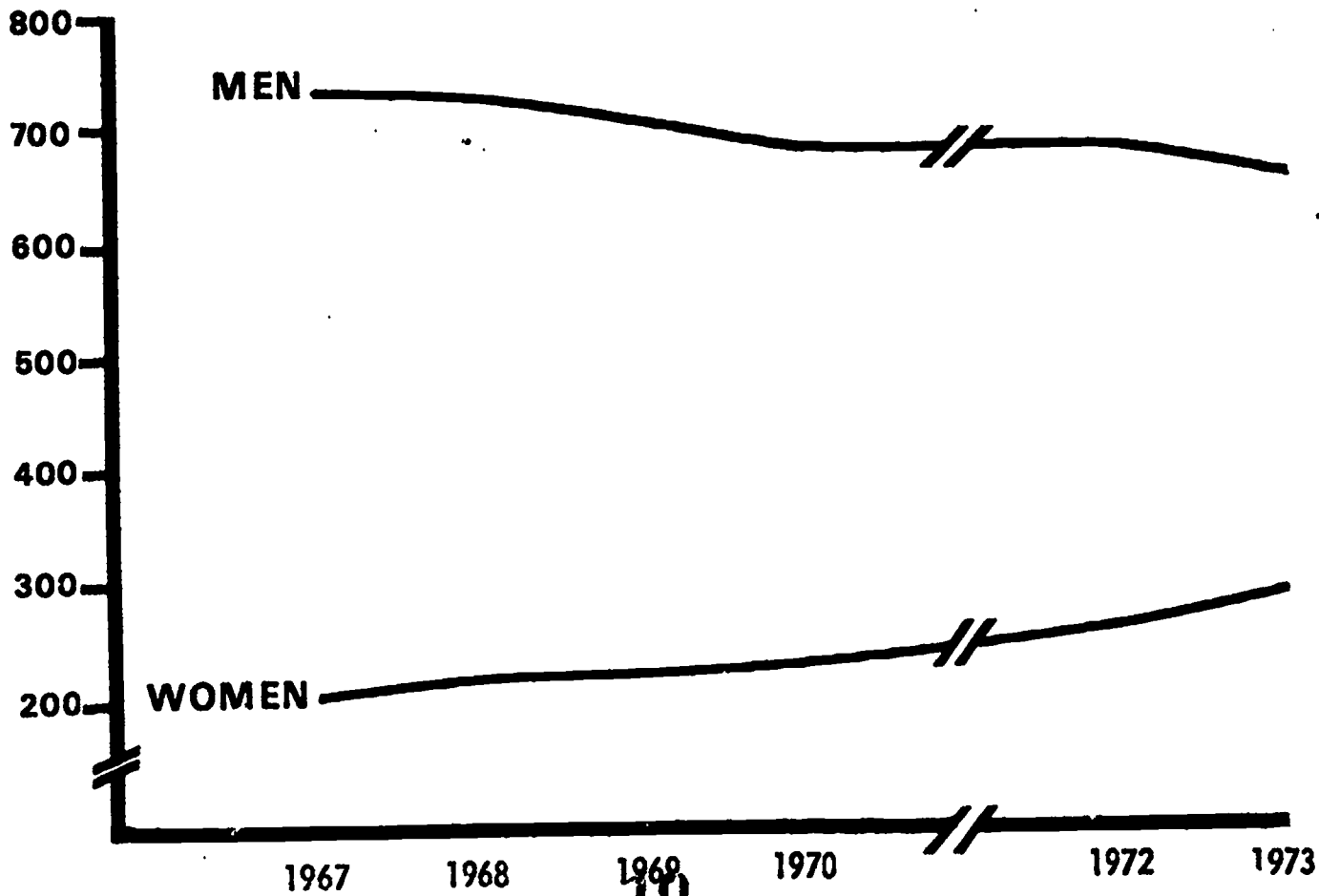


FIGURE 4: PARTICIPATION BY SEX (In Thousands)



TRAINING BY CATEGORY

Agencies report the training provided their employees under four general categories:

- Medical, Scientific, Legal, Engineering, and Related Fields (Professional).
- Technical: Trades and crafts, facilities and services, and "how to" courses in administrative techniques and skills.
- Administration, Management and Supervision (A/M/S).
- Other: Clerical and office services, orientation, safety and health and communications.

Table 2 shows the changes in participation by category of training that have occurred since FY 72. Table 3 gives the percentage of total participation by category and source for FY 73 and Figure 5 illustrates the changes in participation by category that have occurred since FY 67.

As can be seen from Figure 5, A/M/S training has been steadily increasing since FY 69 and, for the first time, has moved into second place in total participation behind Technical training.

Summary data by category show the following highlights:

Professional

- Participation declined to 150,093 in FY 73, down 2% from the FY 72 total of 152,231. This decrease was reflected in a decline of 4.8% in attendance by men, training of women in this category increased by 6.4%.
- The average course length decreased from 71 hours in FY 72 to 68 hours in FY 73.
- Professional training accounted for 15.7% of all training, down slightly from the FY 72 figure of 16.2%.

Technical

- Participation in Technical training increased 3.2% over FY 72. This increase

was reflected in the numbers of women receiving such training—up 28,129 to 112,387, an increase of 33.4% over the FY 72 total of 84,158 women participants.

- The average length of a Technical course was 52 hours, down from the FY 72 average of 54 hours.
- 40.8% of all participants attended courses in this category, up slightly from the FY 72 figure of 40.0%.

Administration, Management and Supervision

- Training in this category had the largest percentage increase in participation of all four categories—up 4.3% over FY 72, and comprised 22% of all participants in FY 73.
- This was the only category in which participant man-hours increased, up 10.8% over FY 72, resulting in an average course length of 39 hours, an increase of two hours over the FY 72 average of 37 hours.
- While most of the increase in participation was in the numbers of women trained, up 13.2% to 56,028 in FY 73 over the FY 72 total of 49,498, this was the only category of training in which participation by men also increased, up 1.5% to 155,199 over the FY 72 total of 152,880.

Other

- Both participants and participant man-hours declined in "Other" types of training, down 2.4% and 11.9% respectively and was the only category of training where participation by both men and women declined.
- The average course length decreased from 35 hours in FY 72 to 31 hours in FY 73.
- This category accounted for 21.5% of all training in FY 73, down one percentage point from FY 72.

Table 2: PARTICIPATION BY CATEGORY OF TRAINING, FY 1972-1973

Category	FY 1972	FY 1973	% Change
Professional, Medical, Scientific, and Engineering	153,231	150,093	-2.05
Technical	378,600	390,871	3.24
Administration, Management, and Supervision	202,378	211,147	4.33
Other	211,521	206,506	-2.37
ALL CATEGORIES	945,730	958,617	1.36

Table 3: PERCENTAGE OF TOTAL PARTICIPATION BY CATEGORY AND SOURCE OF TRAINING—FY 1973

Category	Internal	Interagency	Source of Training		Total
			Non-Government Short-Term	Long-Term	
Professional, Medical, Scientific, and Engineering	56.0	4.6	38.7	.7	100.0
Technical	80.7	6.2	13.1	.02	100.0
Administration, Management, and Supervision	64.3	18.1	17.5	.2	100.0
Other	69.0	13.8	17.2	.01	100.0
ALL CATEGORIES	70.7	10.2	18.9	.2	100.0

FIGURE 5: PERCENTAGE OF TOTAL PARTICIPATION BY CATEGORY

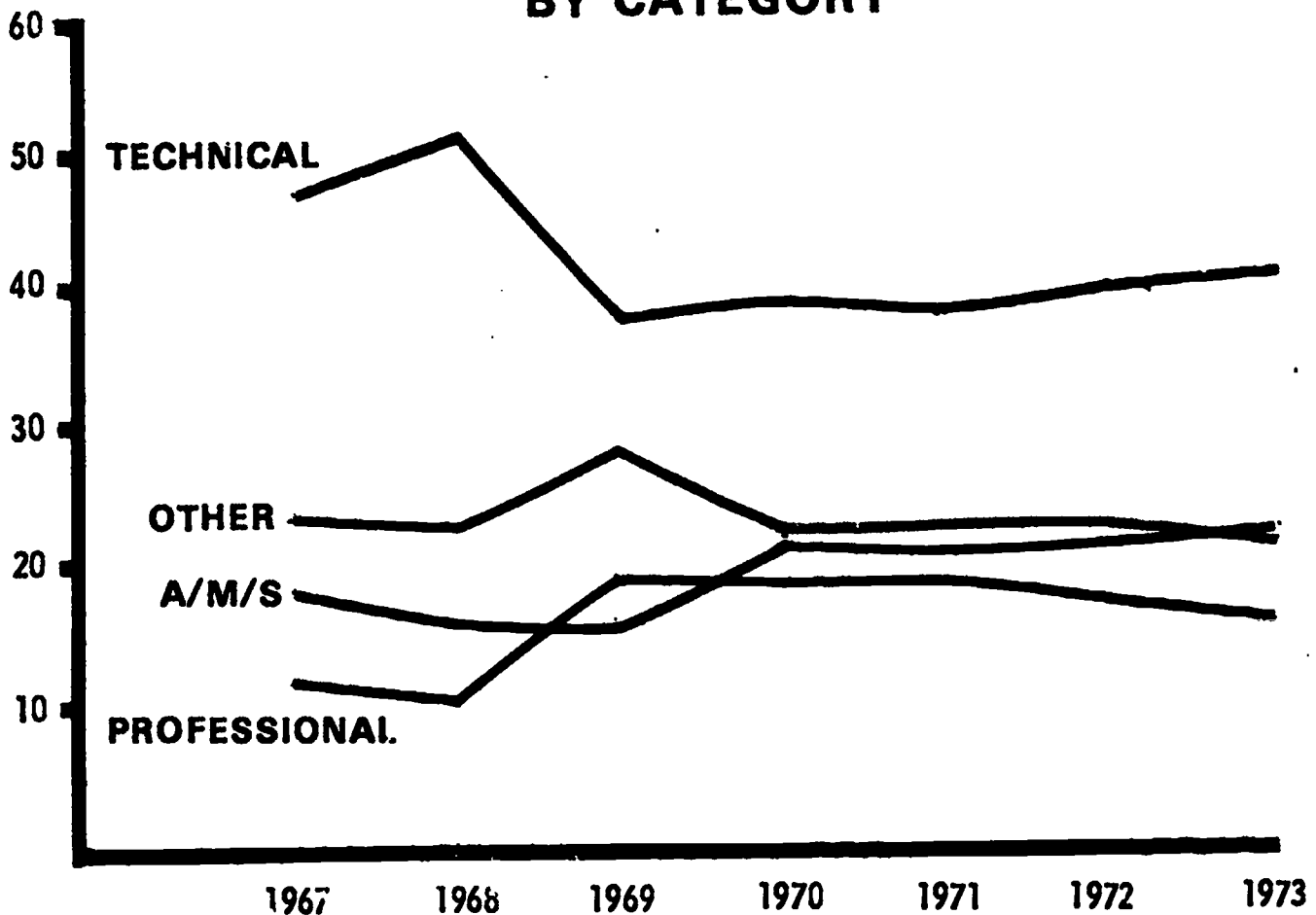


FIGURE 6: PERCENTAGE OF TOTAL PARTICIPATION BY SOURCE

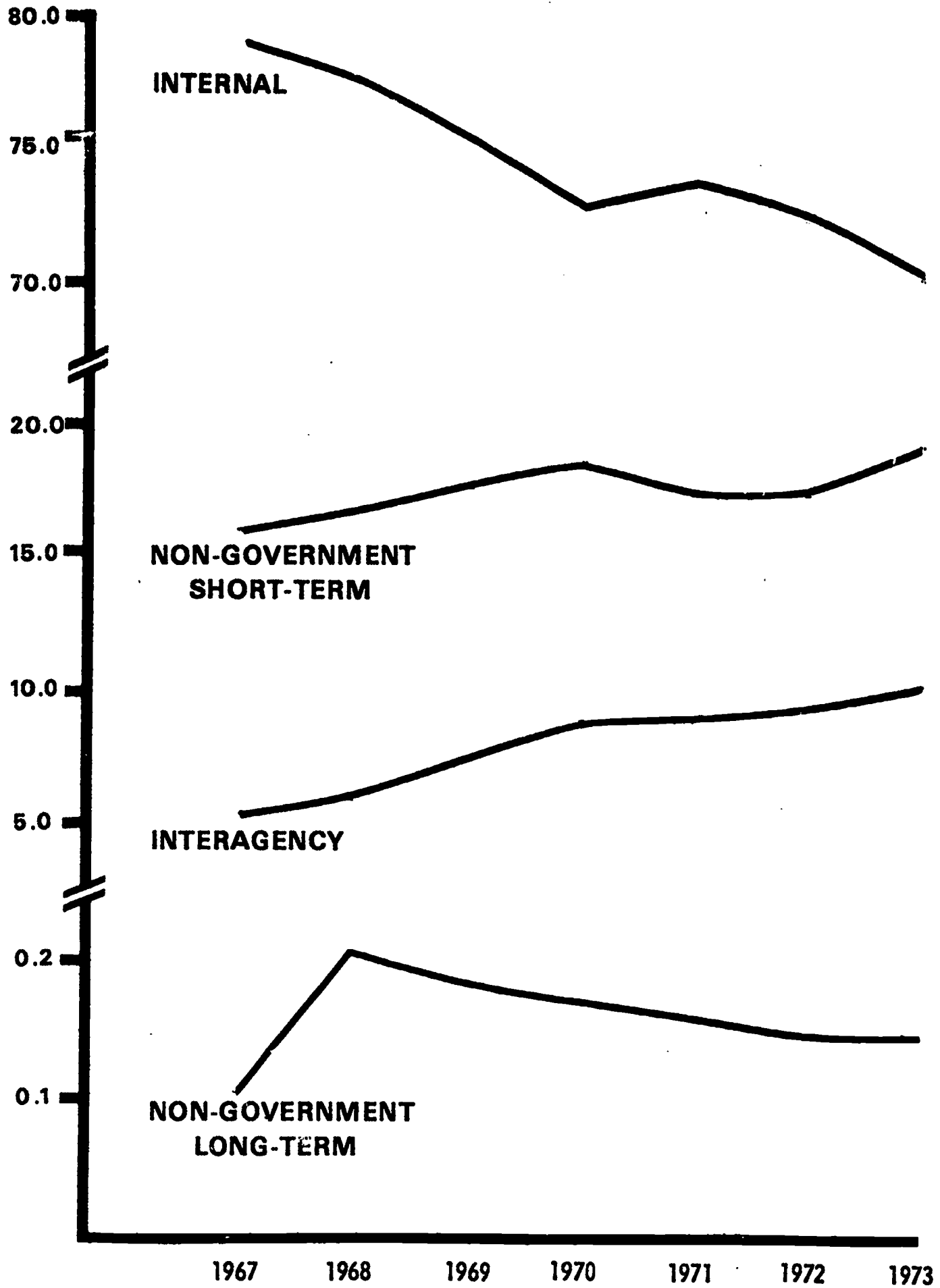


FIGURE 7: PERCENTAGE OF TOTAL TRAINING BY SOURCE BY CATEGORY

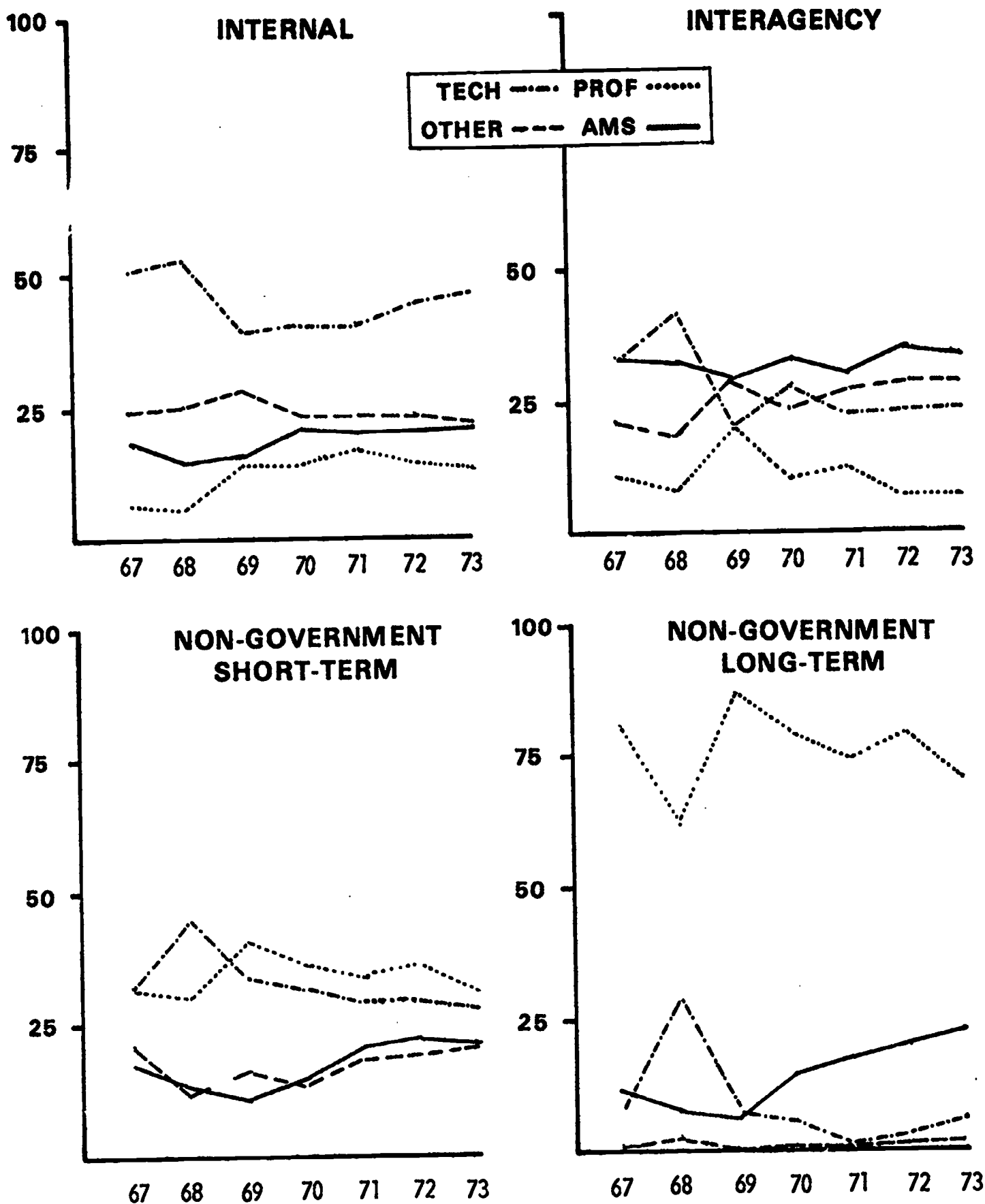


Table 4: PERCENTAGE OF TOTAL PARTICIPATION BY SOURCE AND CATEGORY—FY 1973

	Internal	Interagency	Source of Training Non-Government		All Sources
			Short-Term	Long-Term	
Professional, Medical, Scientific, and Engineering	12.4	7.1	32.0	70.2	15.7
Technical	46.5	24.6	28.2	5.6	40.8
Administration, Management, and Supervision	20.0	39.1	20.3	23.1	22.0
Other	21.1	29.2	19.5	1.1	21.5
ALL SOURCES	100.0	100.0	100.0	100.0	100.0

TRAINING BY SOURCE

Agencies report training provided their employees by four sources: Internal (training conducted by the agency for its own employees); Interagency (training conducted by other agencies); Non-Government Short-Term (training conducted by non-Government sources where the total amount of time spent in training does not exceed the equivalent of 120 eight-hour days); and Non-Government Long-Term (training provided by non-Government sources in excess of 120 eight-hour days). The number of employees trained and the percentage of total participation by each source of training for FY 73 were as follows:

	Participants	Percent
Internal	677,840	70.7
Interagency	97,760	10.2
Non-Government		
Long-Term	1,404	.2
Non-Government		
Short-Term	181,613	18.9
ALL SOURCES .	958,617	100.00

Figure 6 illustrates the percentage distribution of participation by source since FY 67. This figure shows the growth in participation in interagency training and non-Government short-term training and a corresponding decrease in internal training. The mix of training by category offered by each source, however, has shown relatively little change since FY 67. Internally, Technical training comprises a plurality while in interagency courses training in Administration, Management, and Supervision comprises the plurality. In non-Government sources Professional training is predominant. An upward trend in Administration, Management and Supervisory courses is evident in all sources however. These data are illustrated in Figure 7. Table 4 shows the percentage of total participation by source and category of training.

Summary data show the following highlights by source:

Internal

- Internal training declined from 693,636 in FY 72 to 677,840, a decrease of 2.3%. While Technical training continued to comprise a plurality, increasing 2.3% to 46% of all internal training, training in Administration, Management and Supervision also increased 1%, to 20% of internal training.
- The average length of a course declined from 50 to 48 hours.
- The average number of participant hours declined 4%, from 1423 in FY 72 to 1408 in FY 73.

Non-Government Short-Term

- Participation in non-Government short-term courses showed the largest increase of any source of training during FY 73, growing from 162,078 in FY 72 to 181,613 in FY 73, for an increase of 12%.
- The subject areas of training in this source are more evenly divided than in any other source. Professional training leads with 32%, followed by Technical training, 28%; A/M/S 20%; and "Other" at 19%.
- Total man-hours increased 7.2%, but with the greater increase in the number of participants the length of an average course declined from 40 hours in FY 72 to 39 hours in FY 73.

Table 5 shows the average course lengths by sex for each source of training and the percentage changes that occurred during FY 73.

Table 5: AVERAGE COURSE LENGTH IN HOURS BY SOURCE OF TRAINING, FY 72-FY 73

	FY 72			FY 73			Percentage Change FY 72-FY 73		
	Men	Women	Total	Men	Women	Total	Men	Women	Total
Internal	54	39	50	53	36	48	-1.8	-8.3	-4.1
Interagency	40	33	38	38	31	36	-5.2	-6.4	-5.5
Non-Government									
Long-Term	1421	1437	1423	1392	1464	1408	-2.0	+1.8	-1.0
Non-Government									
Short-Term	42	37	41	40	36	39	-5.0	-2.8	-5.1
ALL SOURCES ..	53	39	49	51	36	47	-3.9	-8.3	-4.2

TRAINING BY GRADE GROUP AND PAY SYSTEM

Because of the flux in agency population distribution, gross data on the numbers of employees trained by grade group and pay system do not present the most accurate picture of the rate of training or of the change of the rate. For this reason, this analysis of training by grade group and pay system is based on the computation of training participant ratios and participant man-hour ratios.

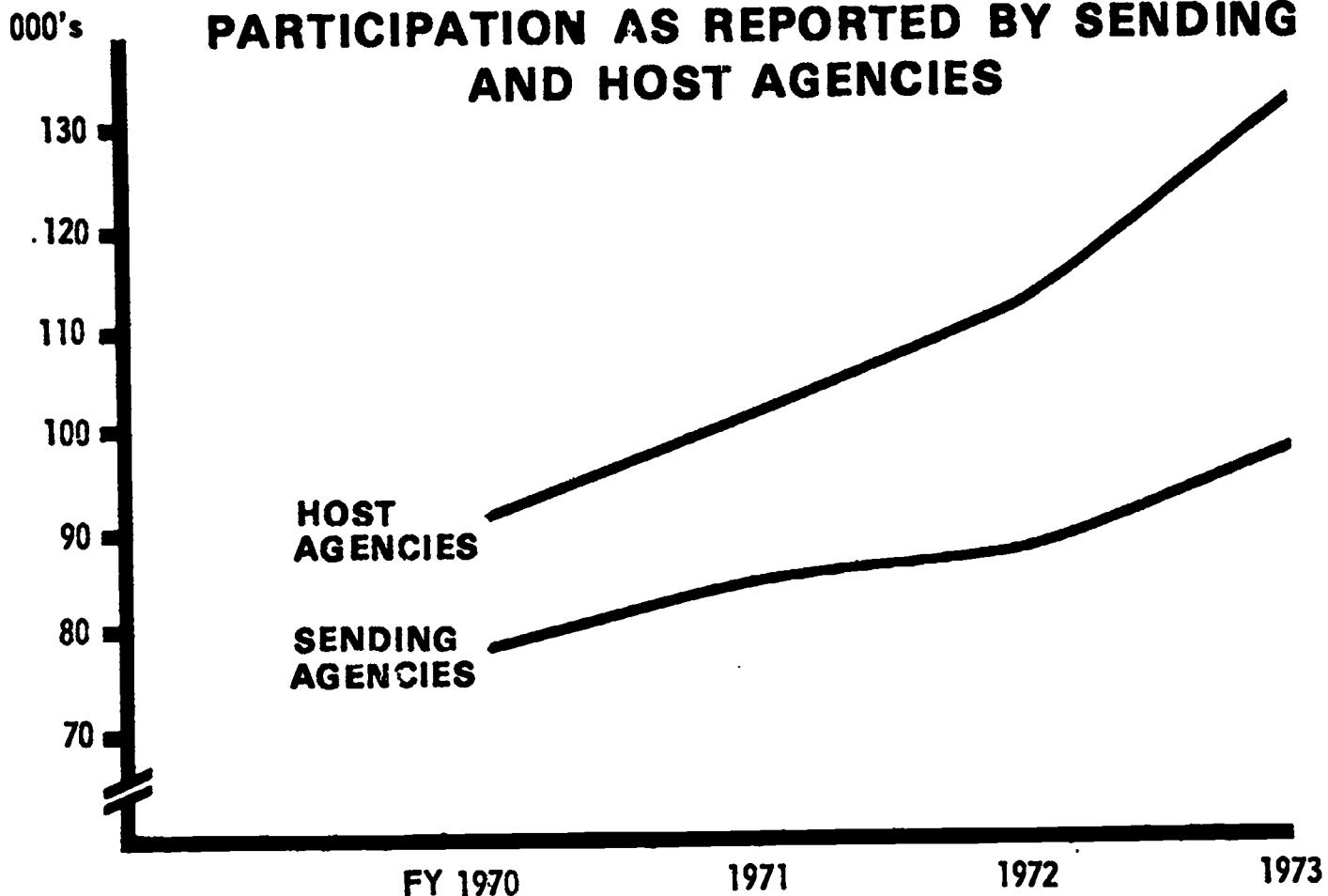
To determine the participant ratio for any group of employees, the number of training participants is divided by the population for that category.

Thus, a group of 100 employees with 50 instances of training would have a participant ratio of 50%.

Interagency

- Participation in interagency training continued to increase in FY 73, growing from 88,605 in FY 72 to 97,760, an increase of 10.3%. This was reflected in large increases in participation by women in GS grades 1-8, from 32,260 in FY 72 to 39,294 in FY 73, an increase of 21.2%.
- The average course length, however, declined from 38 to 35 hours.

FIGURE 8: COMPARISON OF INTERAGENCY TRAINING PARTICIPATION AS REPORTED BY SENDING AND HOST AGENCIES



- Training in Administration, Management and Supervision accounted for 39% of all interagency training.

In addition to reporting on the numbers of employees sent to interagency training, agencies are also requested to report on the numbers of employees from other Federal agencies to whom they provided training. As discussed above, agencies reported sending 97,760 of their own employees to other agencies for training. However, agencies which conducted training for employees of other agencies reported providing training to 131,148 employees of other agencies. Checks with sources of interagency training ("host" agencies) indicate several possible explanations for this discrepancy. First, host agencies often include training of less than eight hours duration in their count, training which is not to be reported by the sending agency. Secondly, agencies with less than 500 full-time employees and the U.S. Postal Service, do not report their training activities to the Civil Service Commission but their interagency training participants would be reflected in the numbers of employees reported by host agencies. While the total of such training would be relatively small, it is probably an appreciable percentage of the discrepancy. Finally, sending agencies are likely to have more accurate data on participants sent to training on a reimbursable basis than for training offered at no cost to the participant. In both cases however, the participant records of the host agencies are probably based on a head count made in the classroom which could easily be higher than the records count made by the sending agency.

Figure 8 illustrates the differences between participation reported by sending agencies versus the number of employees reported as being trained by host agencies since FY 70. For fiscal years 1967 to 1969, host agencies divided their reports into two categories: participation in courses of eight hours duration or longer; and courses lasting less than eight hours. Only in FY 1968 did the eight hour plus participant data from the host agencies agree with that of the sending agencies. Hence, while it is obvious that total training activity is greater than formally reported, an exact count is not possible.

Beginning in FY 74, statistical data on training will be submitted in a new format made possible by the expansion of the Central Personnel Data File (discussed in Part III of this report). This will provide a more accurate and comprehensive picture of sending agencies' activities. The methods by which host agencies' reports are compiled will be reviewed and modified as required to minimize these discrepancies.

Non-Government Long-Term

- Participation in long-term training remained nearly constant from FY 72, slowing a steady decline which began in FY 68.
- 70% of all participants attended courses in the Professional category followed by 23% of Administrative, Management and Supervisory courses.

Similarly, the training man-hour ratio is determined by dividing the number of hours spent in training by the total number of hours worked by the employee group. If the group worked for one million man-hours during the course of a year and spent ten thousand of those hours in training, the man-hour ratio would be 1%. This year, as in the past, the number of hours worked by a full-time employee is taken to be 1,816 hours per year. This is eight hours a day for 227 days (260 days less 8 paid holidays, 20 days annual leave, and 5 days sick leave).

The format for this analysis was first used for the FY 1971 report and was based on data for 31 Federal agencies. Cabinet departments and large agencies (over 10,000 employees) were included where over 50% of the employees were either General Schedule or Wage Systems employees. Those agencies were Agriculture, Commerce, Army, Navy, Air Force, Other Defense, GSA, HEW, HUD, Interior, Justice, Labor, NASA, Transportation, Treasury and VA. In addition, 15 small agencies were included. Those were CAB, CSC, EEOC, FCC, FHLBB, FPC, FTC, ICC, Library of Congress, NLRB, OMB, Railroad Retirement Board, SEC, SBA, and the Smithsonian Institution. Those agencies employed 98% of all General Schedule employees and 95% of all Federal employees (excluding US Postal Service and TVA which are not required to report their training activities to the CSC). This year, except for the Library of Congress, population data by sex for these agencies was available from the Central Personnel Data File. Hence, the analysis for this year and succeeding years, will be based on the 30 agencies for which this data is available. In FY 73, the 30 agencies employed 97% of all General Schedule personnel and 89% of all Federal employees.

For the 30 agencies studied, the training participant ratio was 44.2%, up from 42.7% in FY 72, while the man-hour ratio remained constant at 1.2%. For all training participants, the average course length was 47 hours, down from the FY 72 average of 49 hours.

Table 6: COMPARISON OF EMPLOYEE POPULATION AND TRAINING PARTICIPATION BY GRADE GROUP AND PAY SYSTEM, FY 1973

Pay System	Men	Percentage of Total Population		Total	Men	Percentage of Total Participation		Total
		Men	Women			Men	Women	
General Schedule								
GS 1-4	4.5	13.3		17.8	3.5	9.7		13.1
GS 5-8	8.9	11.2		20.1	11.6	12.5		24.1
GS 9-12	18.6	3.2		21.8	29.5	5.5		35.0
GS 13-15	7.8	.3		8.2	11.1	.5		11.6
GS 16-18	.3	.01		.3	.3	.01		.3
Wage Systems	23.3	2.2		25.8	12.1	.8		12.9
Other Systems	2.9	2.5		5.4	1.2	1.7		2.9
ALL SYSTEMS	66.8	32.7		100.0	69.2	30.8		100.

Table 7: PARTICIPANT AND MAN-HOUR RATIOS BY PAY SYSTEM, FY 1972 AND FY 1973

Pay System	Participant Ratio		Man-Hour Ratio	
	FY 72	FY 73	FY 72	FY 73
	General Schedule			
GS 1-4	33.8%	32.6%	0.8%	0.7%
GS 5-8	49.0%	32.0%	1.5%	1.5%
GS 9-12	69.8%	71.0%	2.0%	1.9%
GS 13-15	63.1%	62.4%	1.9%	1.7%
GS 16-18	47.3%	42.4%	1.5%	1.1%
Wage Systems	21.2%	22.1%	0.5%	0.6%
Other Systems	26.1%	24.4%	0.5%	0.6%
ALL SYSTEMS	42.7%	44.2%	1.2%	1.2%

Table 8: PERCENTAGE CHANGES FOR 31 AGENCIES FY 72-73

Pay System	Population	Participants	Man-Hours	Part. Ratio	MH-Ratio	Hrs/Part.
General Schedule						
GS 1-4	12.5	8.4	4.2	- 3.6	- 7.9	- 3.9
GS 5-8	3.8	12.2	2.0	8.1	- 1.6	- 9.1
GS 9-12	0.3	1.9	- 3.6	1.7	- 3.7	- 5.5
GS 13-15	1.0	0.02	-10.1	- 1.0	-11.0	-10.1
GS 16-18	38.0	23.6	3.5	-10.5	-24.4	-16.2
Wage Systems	-16.0	-12.4	3.3	4.4	23.4	-17.8
Other Systems	17.2	8.9	39.5	- 7.1	25.0	28.1
ALL SYSTEMS	- 0.5	3.0	- 0.6	3.4	- 0.3	- 3.4

FIGURE 9: PARTICIPANT RATIOS BY GRADE GROUP AND PAY SYSTEM

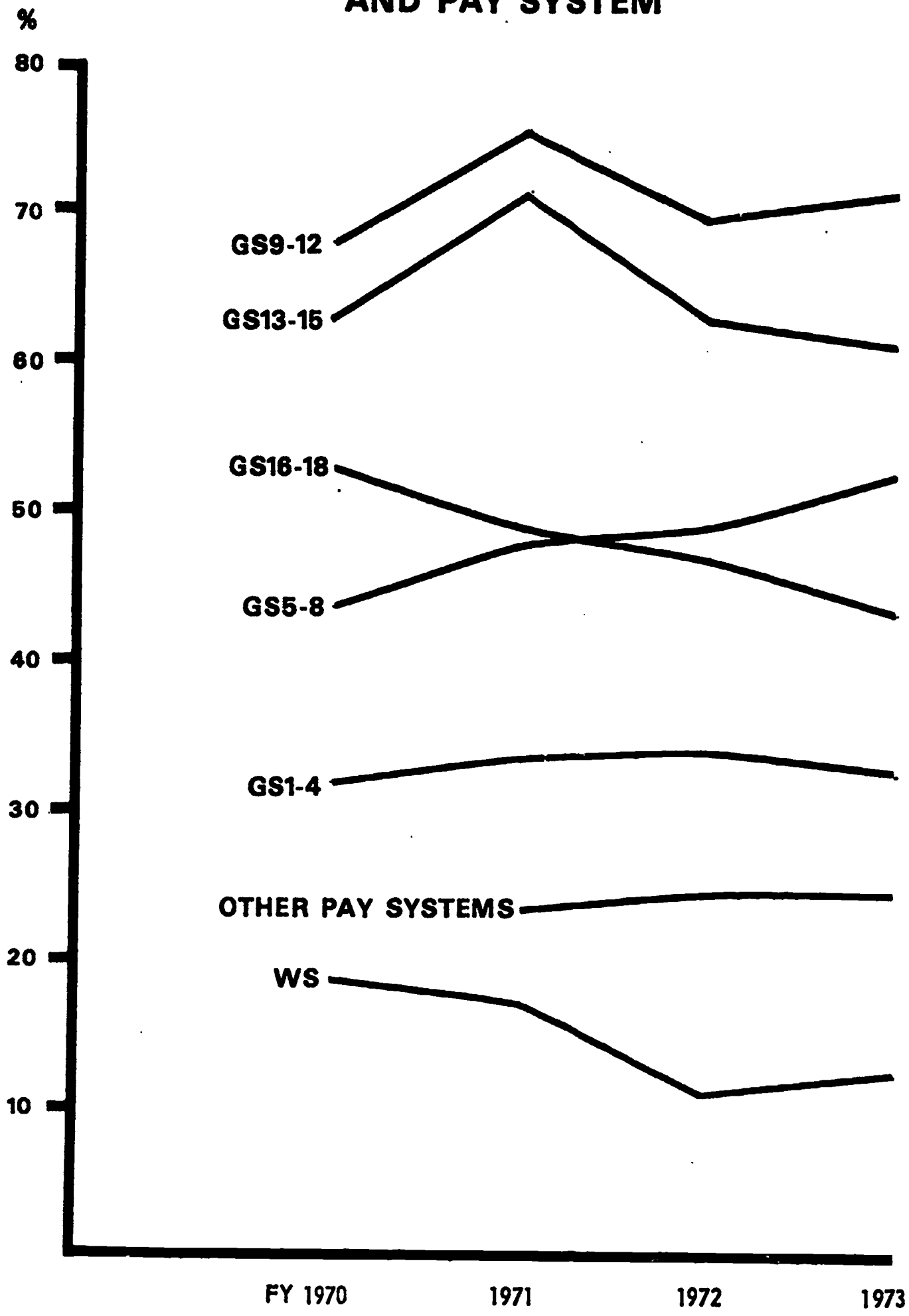


FIGURE 10: PERCENTAGE OF TOTAL PARTICIPATION BY GRADE GROUP AND PAY SYSTEM (ALL AGENCIES)

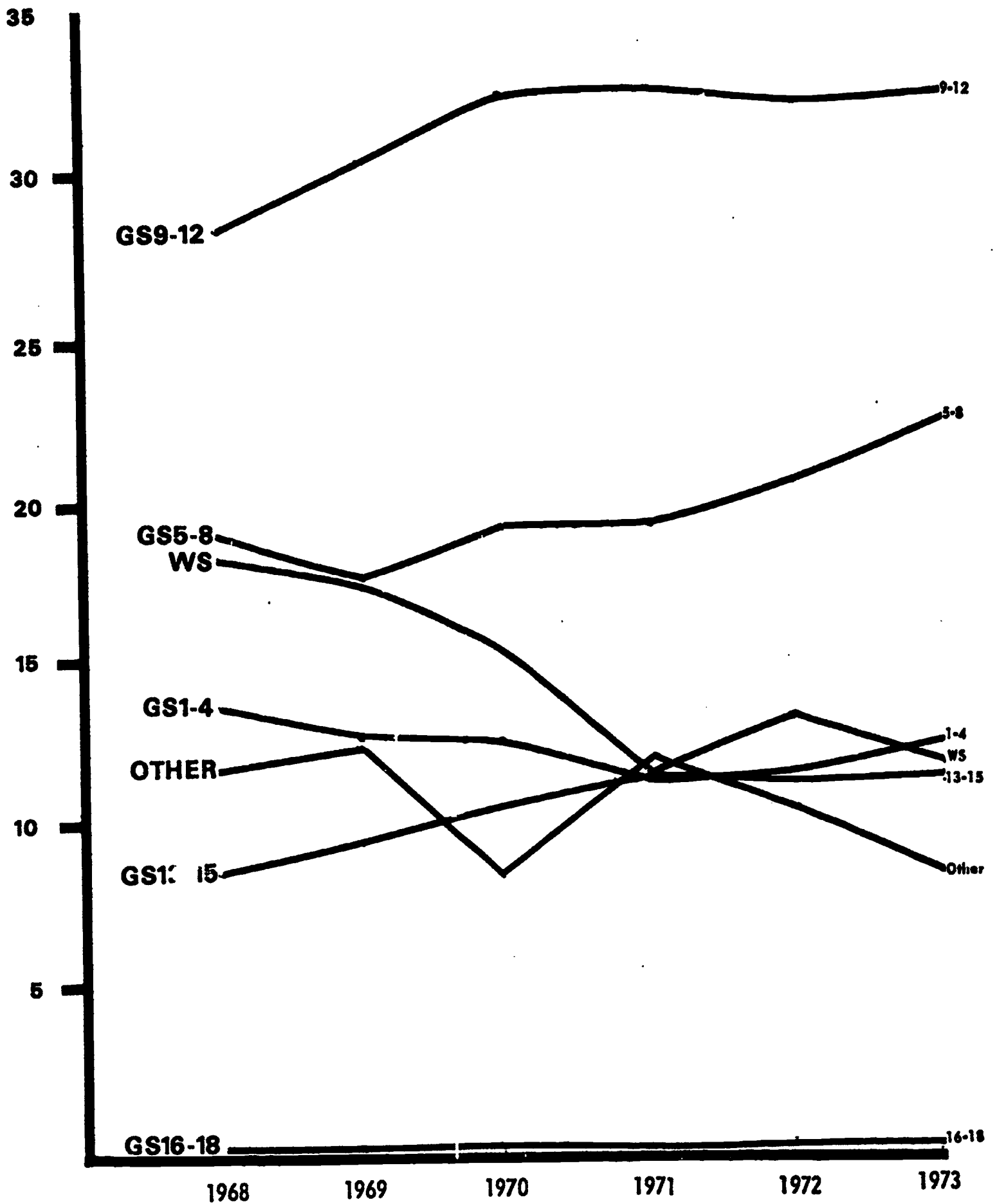


Table 6 shows the percentages of total employee population and training participation by sex, by grade group and pay system for FY 73. Table 7 shows the participant and man-hour ratios for FY 72 and FY 73 and Table 8 shows the percentage changes that have occurred in the various measures of training activity from FY 72 that occurred during FY 73. (NOTE: The data for GS 16-18's in Table 6 shows a large increase of 38% in the employee population during FY 73. This resulted from a more accurate count of their personnel and includes Public law and supergrade equivalents for pay systems other than General Schedule).

These data, and Figures 9 and 10 form the background for the following discussion. Summary data tables for each of the 30 agencies are contained in Appendix B of this report.

TRENDS

General Schedule

- GS 1-4

- The number of lower-level employees increased 12.5% during FY 73, from 306,843 in FY 72 to 345,212 in FY 73.

- The number of employees in this group who attended training sessions increased 8.4%, from 103,845 in FY 72 to 112,557. This represents 32.6% of all GS 1-4 employees.

- The GS 1-4 population represented 17.8% of all employees, and 13.1% of all training participants, compared to FY 72 where they totaled 15.7% of all employees and 12.5% of all participants.

- The amount of time spent in training by employees in this group declined however, from 42 hours in FY 72 to 40 hours in FY 73, accounting for 11% of all participant man-hours.

- GS 5-8

- The number of employees in GS grades 5-8 increased 3.8% over FY 72, rising from 375,588 to 389,894. Training participation however, increased by 12.2% from 184,199 in FY 72 to 206,715.

- Employees in this grade group accounted for 20.1% of all employees and 24.1% of all training participants, up from 19.3% and 22.1% respectively. Of all GS 5-8 employees, 53% attended training.

- The average course taught was 50.2 hours, down 9% from the 55.3% average in FY 72.

- GS 9-12

- The population of this grade group remained nearly constant, increasing by only .3% from 421,150 in FY 72 to 422,267 in FY 73. The number of these employees attending training increased by 2%, from 293,818 in FY 72 to 299,696 in FY 73.

- The GS 9-12 group represented 21.8% of all employees and 35% of all training participants. 71% of all these employees attended training, the highest ratio of any employee group.

- The average course length lasted 48 hours, down from 51 hours in FY 72.

- GS 13-15

- The total population of this grouping increased 1%, from 157,623 in FY 72 to 159,191 in FY 73. Training participation remained nearly constant, increasing by only 19 participants to 99,404 in FY 73.

- Participants in this group accounted for 11.6% of all participants and 8.2% of all employees compared to the FY 72 figures of 11.9% and 8.8%.

- The average length of a training session declined 10%, from 54 hours in FY 72 to 48 hours in FY 73.

- GS 16-18

- As noted earlier, the number of personnel in this group increased 38%, the result of a more accurate count of Federal executive personnel. Since training data on GS 16-18's and their equivalents in other pay systems was also collected from agencies in a different format, comparisons with prior years are not necessarily valid. For this reason, training of these personnel will be discussed separately in the following section of the report. Tables 6, 7 and 8 and Figures 9 and 10, however, display that data on executive personnel for the 30 agencies studied.

Wage Systems

The number of Wage Systems employees decreased by 16% during FY 72, resulting from a decrease of 99,000 such employees within the Department of Defense. This was the only employee group in which total population declined. Training Participation decreased 12.4%, from 126,153 participants in FY 72 to 110,556 in FY 73. The participant ratio remained relatively constant, increasing from 21.2% in FY 72 to 22.1% in FY 73.

Wage Systems employees represent 25.8% of all Federal employees but only 12.8% of all participants and 12.8% of all participant man-hours. The comparable figures for FY 72 were 30.4% of the population, 15.1% of all participants and 12.3% of all man-hours. The average length of a training session however, increased 17.8%, 40 hours in FY 72 to 47 hours in FY 73.

clined by 26.1% in FY 72 to 22.1% in FY 73. Training participants in these pay systems spend an average of 41 hours in training, an increase of 19%.

OTHER PAY SYSTEMS¹

The population in other pay systems increased 17.2% in FY 73, from 89,036 in FY 72 to 104,323 in FY 73, accounting for 5.7% of all participants. Since the number of training participants increased by only 8.9%, the participant ratio de-

EXECUTIVE TRAINING

In FY 73 all agencies were requested to report separately on the formal classroom training provided their executive personnel (defined as GS 16-18's, Public Law and personnel of other pay plans in equivalent positions). Forty-four agencies reported

¹ Other Pay Systems include the VA Department of Medicine and Surgery, officers of the Coast and Geodetic Survey, and others.

Table 9. EXECUTIVE PARTICIPATION BY SOURCE AND CATEGORY OF TRAINING

Category	Internal		Interagency		Non-Government Long-Term		Non-Government Short-Term		Total	
	Men	Women	Men	Women	Men	Women	Men	Women	Men	Women
Professional	176	5	77	0	7	0	326	12	586	17
Technical	33	1	25	2	0	0	55	1	112	4
Admin, Mgmt and Sup ..	646	16	734	31	5	0	643	10	2029	57
Other	41	0	69	6	0	0	58	1	168	7
TOTAL	896	22	905	39	12	0	1082	24	2895	85

Table 10. DISTRIBUTION OF EXECUTIVE TRAINING BY SOURCE AND CATEGORY OF TRAINING (IN PERCENT)

	Internal	Interagency	Non-Government		Total
			Long-Term	Short-Term	
Professional	6.1	2.6	0.2	11.3	20.2
Technical	1.1	0.9	0.0	1.9	3.9
Admin, Mgmt, and Sup	22.2	25.7	0.2	21.9	70.0
Other	1.4	2.5	0.0	2.0	5.9
TOTAL	30.8	31.7	0.4	37.1	100.0

Table 11. PERCENTAGE OF TOTAL EXECUTIVE PARTICIPATION BY SEX BY CATEGORY AND SOURCE OF TRAINING

	Internal		Interagency		Non-Government				All Sources	
	Men	Women	Men	Women	Long-term Men	Long-term Women	Short-term Men	Short-term Women	Men	Women
Professional	6.1	5.9	2.7	0.0	0.2	0.0	11.3	14.1	20.2	20.0
Technical	1.1	1.2	0.9	2.4	0.0	0.0	1.9	1.2	3.9	4.7
Admin, Mgmt and Sup ..	22.3	18.8	25.4	36.5	0.2	0.0	22.2	11.8	70.1	67.1
Other	1.4	0.0	2.4	7.1	0.0	0.0	2.0	1.2	5.8	8.2
TOTAL	30.9	25.9	31.3	45.9	0.4	0.0	37.4	28.2	100.0	100.0

providing training to 2,980¹ of their executives, representing 34.1% of all executive personnel. Table 9 shows executive participation by men and women by source and category of training. Table 10 gives the percentage of total participation by source and category while Table 11 provides the percentages of total participation by sex. While the total number of women executives receiving training is small, their participant ratio of 79.4% greatly exceeded the 34.6% ratio for the men.

The large majority of executives, 70%, attended some form of Administrative, Managerial and Supervisory training followed by Professional training with 20%. The average course length for all categories of training was 54 hours.

TRAINING EXPENDITURES

During FY 73, agencies reported expenditures of \$215,369,951 for training, a decrease of 1% from comparable expenditures reported in FY 72. This is the first time that reported expenditures have decreased since FY 70 when cost data was first collected for all sources of training. Of this amount, 53% was accounted for by staff salaries and the remaining 47% was expended for non-salary items: tuition, travel and *per diem*, contracted services,

¹ Includes data from six agencies with less than 500 permanent employees and some personnel counted under "Other Pay Systems" in other sections of this report, and 136 Foreign Service Officers in AID not normally reported.

² Data on expenditures for internal tuition and books and materials were not requested. Comparisons with prior years were adjusted accordingly. Some agencies, however, did report this data. While not included in the analysis of this section of the report, their data are included in the tables in Appendix C.

books and materials, rental of space, and other related items. The average cost per participant was \$225, a decrease of \$10 from the FY 72 average of \$235.

Non-Salary Expenditures

Non-salary expenditures totaled \$100,474,082, a decrease of 3.4% from FY 72². The average non-salary expenditure per participant was \$105 in FY 73 compared to \$110 in FY 72. This decrease in expenditures was accounted for by a decline in the travel and *per diem* expenditures for internal training of \$11.8 million, or 24.2%. This decrease was sufficient to off-set increases in tuition payments of \$5.3 million and other expenditures of \$1.3 million.

Table 12 shows the distribution of non-salary expenditures by type and source of training.

Salary Expenditures

Salary expenditures for full and part-time personnel engaged in agency training activities totaled \$114,895,869 in FY 73. This was an increase of \$1.2 million, or 1.1% over the total for FY 72. With the increase in training participation, however, the average salary expenditure per employee trained remained constant at \$120.

• Full-Time Personnel Salary Expenditures

Full-Time salary expenditures of \$100,688,144 were reported by 6,860 personnel in the following categories:

—Employees Development Specialists:

**Table 12. AGENCY NON-SALARY EXPENDITURES FOR TRAINING, FY 1973
(IN DOLLARS)**

Type of Expense	Internal	Interagency	Non-Government		Total	Percent of Total Expenditures	Percent Change From FY 72
			Short-Term	Long-Term			
Tuition and Related Fees	0	9,979,630	19,904,905	2,102,258	31,986,793	31.8	20.6
Travel and Per Diem	36,008,108	4,712,493	9,675,225	1,510,988	51,906,814	51.7	- 16.4
Other Expenditures	11,238,434	670,725	4,242,871	428,445	16,580,475	16.5	8.2
TOTAL	47,246,542	15,362,848	33,823,001	4,041,691	100,474,082	100.0	- 3.4
Percent of Total Expenditures ..	47.0	15.3	33.7	4.0	100.0		
Percent Change From FY 72 ..	- 17.8	16.3	14.5	8.1	- 3.4		
Percent Change From FY 67 ..	—	239.6	78.2	22.7	54.9*		

* Internal expenditures not included in determination of percentage.

Table 13. TRAINING EXPENDITURES BY SOURCE OF TRAINING: COST PER PARTICIPANT AND PER PARTICIPANT-HOUR, FY 1973

Source of Training	Participants	Total Expenditures (000,000)	Average Cost Per Participant	Percent Change in Average Cost Per Participant FY 72-73	Participant Man-Hours (000,000)	Average Cost Per Hour	Percent Change in Average Cost Per Hour FY 72-73
Internal	677,840	121.2	\$ 178.74	-5.7	32.2	\$3.75	- 1.1
Interagency	97,760	15.4	\$ 157.15	5.4	3.5	\$4.35	10.1
Non-Government							
Short-Term	181,613	33.8	\$ 186.24	2.1	2.0	\$4.78	6.8
Non-Government							
Long-Term	1,404	4.0	\$2,878.70	8.6	7.1	\$2.04	9.7
ALL SOURCES ..	958,617	174.4	\$ 181.91	-3.36	44.9	\$3.79	1.7

2,320 personnel earned \$39,284,176 in salaries

—Instructors—\$39,516,148 was earned by 2,403 employees

—Clerical and Administrative Support 3,137 personnel in this category earned salaries totaling \$21,887,820.

The total of these expenditures represents an increase of \$1.9 million, or 2%, over FY 72. The numbers of full-time training personnel, however, declined by 2.5% from 7,038 in FY 72 to 6,860 in FY 73. Their average salary was \$14,677 in FY 73, up \$600 from FY 72 which is accounted for by the Federal pay raise which went into effect in January, 1973.

While salary expenditures have risen over 138% since FY 67, the average grade level of training personnel has shown little change, rising from approximately GS-11 step 5 to a step 6.

• Part-Time Salary Expenditures

Part-time personnel, defined as employees who spend at least 25% of their time on training activities, worked approximately 1,170 man-years and earned \$14,207,725 in salaries, representing 12.4% of all salary expenditures and 14.7% of all man-years. The average salary increased 16.7% from \$10,405 in FY 72 to \$12,139 in FY 73.

Expenditures by Source of Training

The preceding discussion of salary and non-salary expenditures does not provide an accurate picture of the costs to the agencies of training an individual through a particular source of training. Salary and non-salary costs must be combined to provide more accurate data on the costs per instance of training. Hence, for this analysis, the salary expenditures for instructors and part-time train-

ing personnel were added to the non-salary expenditures reported for internal training. Also added was one third of the salary expenditures for Employee Development Specialists and clerical and administrative support personnel. These additions, totaling \$73,910,630, were made to off-set the absence of internal tuition payments which in non-agency sources are primarily applied to training staff salaries. No salary additions were made to the non-salary expenditures of the other sources of training. Table 13 presents a breakdown of these adjusted expenditures by source, the average costs per participant and man-hour of training, and the percentage changes from similar FY 72 expenditures that occurred during FY 73.

Summary data on expenditures by source of training show the following highlights:

• Internal

—Non-salary expenditures for internal training totaled \$47.2 million, a decrease of 17.8% from the FY 72 total of \$57.5 million, and accounted for 47% of all expenditures, down from the 55.3% figure in FY 72. Assigned staff salaries of \$73.9 million, representing 64% of all salary expenditures, showed no significant change from FY 72. Adding the non-salary and assigned staff salary expenditures, the total cost of internal training was \$121.2 million, a decrease of 7.9% from the FY 72 total of \$131.5 million.

—Participation in internal training, on the other hand, decreased 2.3% and accounted for 70.7% of all training. The average cost per participant decreased \$11, or 5.7%, from \$190 in FY 72 to \$179 in FY 73.

—All of the decrease in expenditures was

FIGURE 11: DISTRIBUTION OF FULL TIME PERSONNEL BY CATEGORY, FY 1973

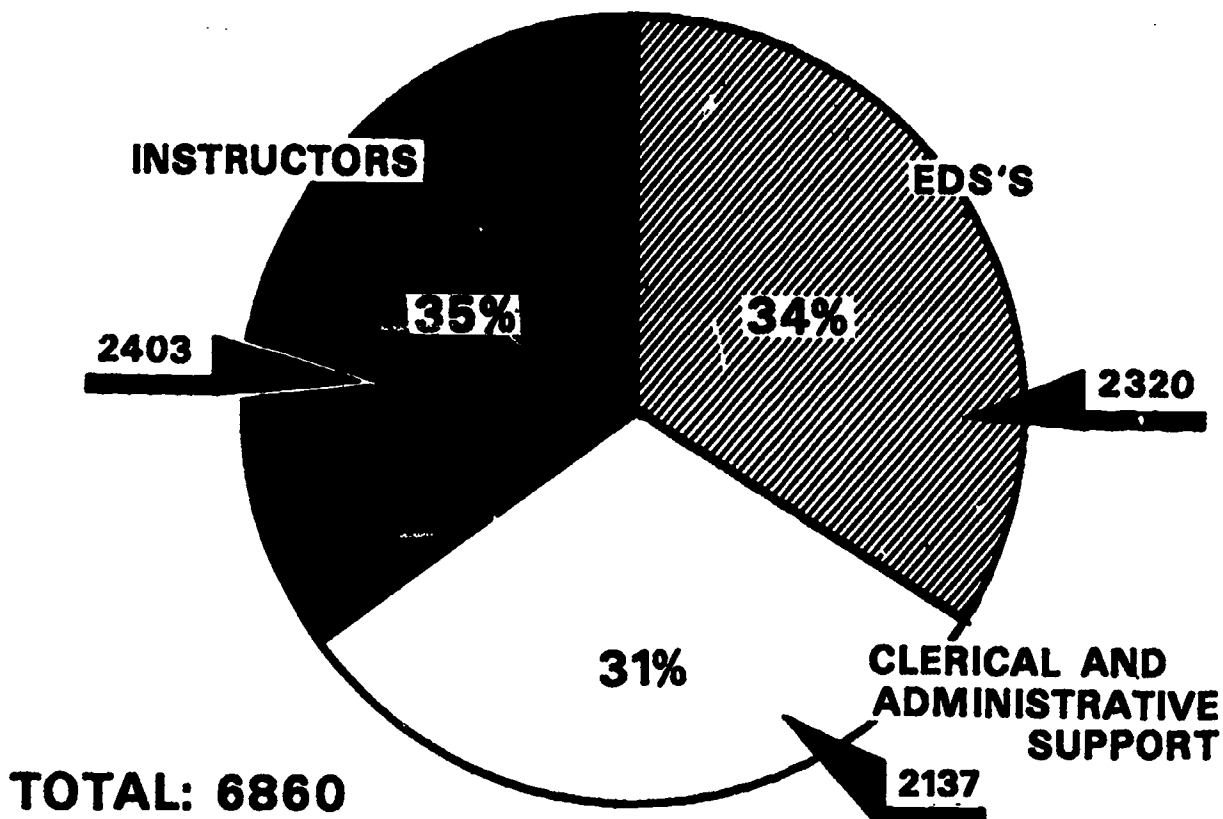
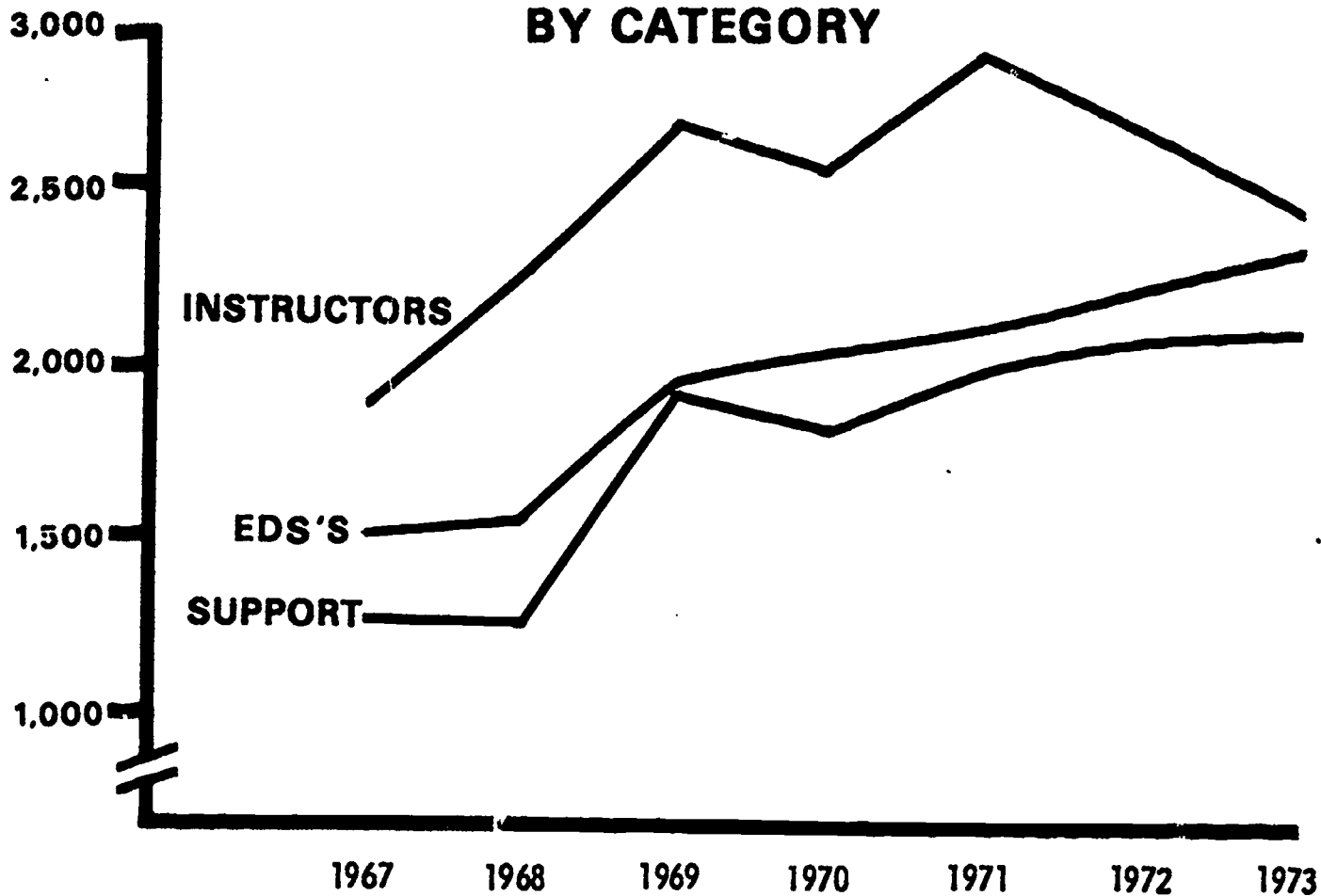


FIGURE 12: TOTAL FULL-TIME TRAINING PERSONNEL BY CATEGORY



due to a drop of 24.2% in travel and per diem payments which accounted for 76.2% of all internal non-salary expenditures.

● **Interagency**

—Expenditures for interagency training increased 16.3% or \$2.2 million, over the FY 72 total of \$13.2, while participation increased by 10.3%. The average expenditure per participant increased 5.4%, from \$149 in FY 72 to \$157 in FY 73.

—78% of this increase was due to increased tuition payments, which rose to an average of \$102 per participant from \$93 in FY 72.

● **Non-Government Short-Term**

—Expenditures for this source of training increased 14.5%, or \$4.3 million over FY 72. The average cost per participant increased by 2.1%, or \$4, to \$186 while participation increased by 12.1%.

—Increases in tuition payments accounted for 78% of this increase and resulted in an average tuition of \$102 per participant, up \$9 from FY 72.

● **Non-Government Long-Term**

—Non-Government long-term expenditures increased 8.1%, or \$300,000 over FY 72. Participation, on the other hand, remained nearly constant, decreasing by only 7 participants to 1,404. The average cost per participant increased 8.6% to \$2,879 over the FY 72 average of \$2,650.

—60% of the increase was due to increased payments for tuition which resulted in an average tuition in FY 73 of \$1,497, up 10% from the FY 72 average of \$1,362.

DISTRIBUTION OF FULL-TIME PERSONNEL

The distribution of full-time training personnel by category is illustrated in Figure 11. The propor-

tion of personnel in each category remained relatively constant from FY 72 to FY 73, the only change being a decrease of two percentage points for instructors and a corresponding increase for Employee Development Specialists. The total number of personnel, however, fell from 7,038 in FY 72 to 6,860 in FY 73, a decrease of 2.6% which is reflected in a decline of 229 in the number of instructors.

Changes in the total number of full-time personnel by category for the period FY 67 to FY 73 are illustrated in Figure 12.

The ratio of full-time personnel for each 1,000 Federal employees decreased slightly from 3.36 in FY 72 to 3.34 in FY 73. The long range trend however, has been an increasing number of training personnel relative to Federal employee population. These data are shown in Table 14.

INTERGOVERNMENTAL TRAINING

During FY 73, 22 agencies reported providing training to 44,608 employees of State and local governments. This is an increase of 2% over the FY 72 total of 43,711 participants. Table 15 gives the numbers of State and local participants by agency and the percentage changes that occurred during FY 73.

The numbers of participants attending training on a reimbursable basis increased 37.6%, from 13,053 participants in FY 72 to 17,959 in FY 73 and accounted for 40% of all participants, up from 30% in FY 72. The Civil Service Commission represented 88% of the increase in reimbursable training. Training provided at no cost to the participant declined 15%, from 30,658 participants in FY 72 to 26,649 in FY 73 and accounted for 60% of all State and local participants, down from 70% in FY 72.

Table 14. RATIO OF FULL-TIME PERSONNEL BY CATEGORY FOR EACH 1,000 FEDERAL EMPLOYEES—FY 1967 TO FY 1973

	1967	1968	1969	1970	1971	1972	1973
Employee Development Specialists81	.76	.92	.96	1.02	1.07	1.13
Instructors99	1.11	1.25	1.18	1.25	1.26	1.17
Support Personnel66	.60	.88	.96	.97	1.03	1.04
ALL CATEGORIES	2.49	2.47	3.05	3.10	3.24	3.36	3.34

**Table 15. INTERGOVERNMENTAL TRAINING PARTICIPATION AND MAN-HOURS
BY AGENCY, FY 73**

Agency	State	Local	Total	Total Man-hours	% Change in Participation From FY 72
Agriculture	3,073	396	3,469	112,136	- 14.5
Commerce	402	40	442	16,553	30.0
Army	36	104	140	2,252	- 79.8
Navy	7	122	129	3,776	13.2
Air Force	35	14	49	3,378	4.3
Other Defense	4	5	9	234	- 66.7
HEW	3,391	2,103	5,494	125,254	- 14.2
HUD	24	255	279	6,334	- 63.6
Interior	1,352	895	2,247	125,052	173.4
Justice ¹	325	5,588	5,913	295,004	19.0
Labor	-	-	1,717	96,924	- 18.2
Transportation	2,333	238	2,571	74,324	27.8
Treasury ²	86	189	275	17,732	- 78.0
AEC	0	9	9	72	----- (FY 72: 0)
CSC	-	-	15,702	452,000	32.0
EEOC	352	348	700	25,200	----- (FY 72: 0)
EPA	1,802	1,671	3,473	183,593	- 30.0
GSA	34	160	194	2,345	- 13.8
NASA	1	33	34	484	183.3
NAT CRED UNION	44	0	44	1,324	----- (FY 72: 0)
SEC	133	260	393	6,772	424.0
VA	1,156	169	1,325	8,329	- 54.0
TOTAL	-	-	44,608	1,550,743	2.1

¹ Excludes 320,084 State and Local police trained by FBI; Man-hour Total excludes FBI

² Excludes 41,242 State and Local participants in Alcohol, Tobacco & Firearms Division training

II. ACCOMPLISHMENTS THROUGH AGENCY TRAINING ACTIVITIES

The preceding section answered broad questions concerning costs, volume and to some extent, the subject areas of training. Statistics, however, cannot illustrate the why of training or the benefits received. A decision to train is not made in a vacuum, it is intended to serve the goals and missions of the trainee's agency by providing him with new skills and abilities or strengthening and refreshing old ones. In their reports to the Civil Service Commission, agencies have provided specific examples of employee training which have contributed to the ability to carry out the missions of the agency or to respond to Congressional and Executive mandate. The examples given below are representative of all Federal training activity and have been grouped under the following broad categories:

- Executive, managerial and supervisory training,
- Labor management relations training,
- Upward Mobility and equal employment opportunity training,
- Environmental training,
- Law enforcement and security training, and
- Improving the management of training.

EXECUTIVE, MANAGERIAL, AND SUPERVISORY TRAINING

- A special Government Management Seminar, conducted under contract, was offered for incumbent executives of the Headquarters, Department of the Army staff and "high potential" GS 15's. The seminar was based on the premise that information is basic raw material of management and that working with information effectively is a critical management skill. The seminar presented a set of ideas about how to organize and use information in solving problems and making decisions. The objective of the program was to provide participants with a systematic approach to making decisions. The seminar consisted of three major segments: first, a pre-course period of study and preparation; second, a five-day lecture/workshop course with primary emphasis placed upon the application of concepts; and third, a follow-up period of guided application assignments.
- To improve the performance of their current duties, the night force janitorial supervisors of the Department of Com-

merce's National Bureau of Standards were participants in a series of seminars called "Effective Communication for Supervisors." As a result of the training, these first-line supervisors gained insight into interpersonal relationships, employee motivation, and the effects of various modes of communication between employee and employee, and employee and supervisor. The supervisors found a common ground with each other based on sharing common problems and participating in various group exercises illustrating the methods of communicating.

- Greater emphasis on all aspects of EEO are brought out in a course called Basic Supervision and Communications for Managers conducted by the Department of Agriculture. In addition, a course in cultural awareness has been developed as a result of the efforts and experiences of Southwestern Region managers. This course provides insight into the culture and mores of the Hispanic/Indian/Negro people with presentations, film, panel discussions and lectures. A better understanding of the multi-cultured society of the Southwestern Region has been evidenced by graduates of the course.
- All levels of supervisors continued to participate in a 40-hour course, Human Side of Management, offered by the Office of the Secretary, Department of Labor. Participants increased both their insights into group behavior patterns and their overall effectiveness in dealing with human resources in organizations.

EQUAL EMPLOYMENT OPPORTUNITY AND UPWARD MOBILITY TRAINING

- During FY 73 the Air Force began an intensive program to identify under-utilized lower grade employees and to provide them with basic education and training. Under a strictly voluntary program, 273 of the identified employees were tested for remedial education needs in reading, writing, and arithmetic. As a result of the test, 41 employees were placed in remedial reading and writing courses and 107 employees were placed in remedial math courses. The courses began in June 1973 and will continue until proficiency is gained.
- Traditional programs were continued to provide equal opportunity for the develop-

ment and advancement of women and minority employees of the Agency for International Development. For example, additional or revised inputs were included in the orientation, managerial and supervisory training programs to emphasize the supervisor's responsibility for initiative in this area; upward mobility, on-the-job training, and Federal after-hours and on-campus programs were continued.

- The Department of Commerce offered, for the first time, an on-site Upward Mobility College Program. Central Michigan University conducted all courses during working hours in the Main Commerce Building. Utilizing intensive seminar approach, the course required that students register and receive reading materials and assignments approximately one month prior to the first class day. Students then received 35 hours of classroom lectures condensed into a period of time ranging from one to three weeks. The curriculum included the following three-semester hour courses: Basic Business Administration; Business Psychology; Business Mathematics; and Economics I and II. Participants were selected by operating units from among the non-professional work-force in grades GS-7 and below. Seventy-six students successfully completed one or more of the courses. All costs were paid by the Department.
- In the Federal Trade Commission, Upward Mobility efforts have been increased by offering stenographic training in anticipation of staffing needs, and by providing an Education and Training Component for educational opportunities beyond the normal job-related training areas. This component is available to non-professional employees in grades GS-7 and below and wage board equivalents to provide them the maximum opportunity for advancement.

LABOR MANAGEMENT RELATIONS TRAINING

- In the Department of Health, Education and Welfare, a 32-hour Collective Bargaining Simulation course was held for 10 members of the Management Negotiating Team of the Office of the Secretary. The "live" training was designed so that the group could be split into management and union

teams. Each team had to be thoroughly familiar with its respective roles, situations, worksheets and support information. The course was designed to enable participants to develop strategies, proposals and counterproposals. Actual negotiations were conducted in later sessions.

- The Department of the Air Force made a concentrated effort to train supervisors in their responsibilities in a labor-management relations program. In thirteen sessions 360 civilian and military supervisors were trained. Maintaining a fully trained management negotiating team within the Department has been a problem due to retirements and transfers of military personnel. However, every effort has been made and will continue to be made to train new members immediately upon assignment to the team.
- The Labor-Management Relations Specialist at the Department of Transportation's Third Coast Guard District conducted three one-day labor-management relations seminars at Governors Island for supervisory personnel. The objectives of the program were to develop an appreciation of labor-management precepts in both the private and Federal sector; inform attendees of the intent of Executive Order 11491, as amended; furnish an understanding of their responsibilities with respect to labor-relations affairs; and acquaint them with the sources of assistance in discharging their labor-relations obligations. Attending these seminars were 18 civilian and 33 military supervisors from various bases, marine inspection offices, and other installations.

ENVIRONMENTAL TRAINING

- The National Aeronautics and Space Administration's Lewis Research Center presented an in-house course entitled "The Technological Challenge of New Energy Sources". The students considered current as well as potential energy sources. Representatives of the various utilities and of the coal industry were invited to address the class, and field trips were arranged to a strip mine and to a controversial nuclear power plant under construction. Also studied were the more exotic potential energy sources—solar power, energy from the wind and tides, and energy from geothermal sources.

- Several training programs, both internal and interagency, were utilized to assist employees of the Department of the Interior's Bureau of Reclamation in keeping abreast of technological advances and maintaining proficiency in various specializations. The most notable example was a three-day seminar conducted by personnel of the Upper Colorado region in multiple-objective planning procedures. Forty regional employees participated in the seminar which was designed to articulate procedures to meet changing public values and priorities in the field of water and related resources. This training should prove extremely valuable in plan formulation and economic evaluation of water resource development projects.
- As a result of one Environmental Education Workshop held last year by the Department of Agriculture, nine more were presented this year. Each of the 650 participants was eligible for two hours of graduate-level college credit. The workshop helped establish cross communication with other agencies, schools and special interest groups. In addition, skills were developed in informing and involving the public in environmental activities and creating an environmentally literate public.

LAW ENFORCEMENT AND SECURITY TRAINING

- The National Park Service's training program gave continuing emphasis to law enforcement training for its Rangers and supervisors who have law enforcement responsibilities. Results have been reflected in a decreasing crime rate and a higher percentage of closure on cases even though visitation to National Park areas is increasing. Statistics show a "turn-around" in the rate of crimes committed during the past two years and the overall decrease is attributed, at least in part, to better trained personnel.
- On January 26, 1973, the first class of local law enforcement officers and Federal Aviation Administration Security Specialists received approximately 40 hours of training at the Transportation Safety Institute, Oklahoma City, Oklahoma, in airport ground security techniques. The curriculum consisted of Federal Jurisdictions and Relationships, Legal and Psychological Aspects of Aviation Security, Detection Devices, Passenger

Screening, Baggage Security, Aviation Explosives, Security, Airport Operations and Communications, Physical Security Measures, Security Surveys, and Passenger/Law Enforcement Relationships. Indications are that the original requirement for 625 personnel to receive this training may be expanded to accommodate industrial and international personnel interested in attending the course.

- In the Department of Justice, the Bureau of Prisons' previously initiated programs in counseling were strengthened. In addition to counselors, each institution is training other personnel in these skills. Within two years, virtually all of the Bureau's employees will be given at least 40 hours of this training.
- As a result of the country's increased concern over the use of narcotics and dangerous drugs, a great emphasis is placed on the topic of "Narcotic Detection, Identification and Seizure" in the Inspector Training Program of the Department of the Treasury. This emphasis has had immediate and continuing positive results, as indicated by the high number of interceptions of narcotics and dangerous drugs made by personnel in the field following their training at the National Training Center.

IMPROVING THE MANAGEMENT OF TRAINING

Activities in this category are not examples of training *per se* but examples of agencies' efforts to more efficiently and effectively carry out their training role. As such, the following examples relate to all types of training and the purposes for which such training is given.

- The Social Security Administration of the Department of Health, Education and Welfare developed and implemented a complete "plan-perform-report" training cycle as an aid to management in planning and scheduling training activities. This plan, coupled with regular quarterly reports produced from the SSA-Personnel-Training Data System, rounds out the training cycle. Fuller integration with the budget-planning-performing-reporting cycle will be the next step to make training a more effective management tool.
- The U.S. Army Finance Support Agency cooperated with the Civil Service Commission's Bureau of Training by functioning as a test site for validating a new Training Value Model. The model attempts to predict

the value of training in economic terms. Two organizational units were selected for on-site application of the Model. In one case, results showed training would not eliminate the problem. In the other case, it was determined that formal classroom training would produce substantial savings. These results were so impressive that the Agency intends to further develop their ability to use the model. Its use should make a significant contribution to the effective use of training by managers in improving the performance of their organizations.

- The Air Force Academy conducted a series of three-hour meetings with groups of employees in which functional chiefs briefly explained the personnel program and answered questions. This was in support of an effort to improve communication with the work force, primarily lower graded employees, and to explain precisely what EEO and Upward Mobility mean and do not mean. Job Element, EMR, Merit Promotion and Training were covered. To date, meetings have been held with about 600 employees. Each employee who so desires has been given the opportunity to make an individual appointment to discuss career goals and develop a realistic plan to meet the goals.
- In order to better inform employees of the many training opportunities available to

them, The Domestic and International Business Administration of the Department of Commerce assembled a "Training Opportunities Manual" for distribution to the operating units and training coordinators. Upon request, many individual employees received the manual, which includes a statement of employee responsibilities and obligations concerning training; an explanation on how to complete "Application for Training" forms; and a description of each course and development program. The "Long Term Training Opportunities" booklet was assembled in a similar fashion and distributed to all operating units.

- The Department of Agriculture has drafted a Career Planning Guide which covers positions in seven career ladders with alternative positions at each phase within the career ladders. The career ladders provide information on job outline and level of responsibility, skills and abilities needed to do the job, training and experience needed to qualify for the position, and the method of selection to fill the position. This information is provided for each step in the career ladder and is designed as an aid to supervisors and employees in preparing training and career development plans. The material is expected to be ready for use in the second half of 1973.

III. TRAINING ACTIVITIES OF THE U.S. CIVIL SERVICE COMMISSION

The responsibilities of the Civil Service Commission in the area of training, as defined by law and Executive Order¹, can be grouped into two broad categories under which specific functions and responsibilities can be placed as follows:

- To provide managers and training specialists with the means to effectively and efficiently manage and operate the training functions of Government through:
 - Regulations and Guidance,
 - Methods, Tools, Techniques and Materials,
 - Consultation, Assistance, Coordination and Information Services, and
 - Specialized Training and Development;
- To improve the qualifications of individuals in the governmental workforce through:
 - Direct Course Delivery and Assistance to both Federal and State and local employees, and
 - Guidance on Self-Training.

The following material describes the principal activities of the Commission during FY 73 to carry out these responsibilities.

REGULATIONS AND GUIDANCE

Upward Mobility—The Equal Employment Opportunity Act of 1972 placed additional responsibilities on Federal agencies and the Civil Service Commission for assuring equal employment opportunity in the Federal service. One of these responsibilities was the submission of an annual equal employment opportunity plan to the Civil Service Commission for review and approval. These plans are to include provisions for the establishment of training and education programs designed to provide a maximum opportunity for employees to advance so as to perform at their highest potential. In support of this responsibility, the Civil Service Commission issued FPM Letter 713-22 (October 4, 1973), which describes the requirements for the submission of these plans.

Worker-Trainee Opportunities—With the close-out of funding for the Public Service Careers program as of June 30, 1973, the Civil Service Commission began the development of plans for a follow-on program. This effort has resulted in the Worker-Trainee Opportunities program which was announced in CSC Bulletin 713-31 on April 27,

1973. To assist agencies in implementing this program, a Worker-Trainee Opportunities Operations Manual has been developed for distribution to agencies in FY 74.

Disincentives to Effective Employee Training and Development—A study of the proper utilization of employees through effective training and development was undertaken by the Civil Service Commission's Utilization Committee. The purpose of the study was to identify disincentives to effective employee training and development and to propose basic structure and system changes, if practical, or seek and recommend means of offsetting identified disincentives. The study investigated situations (1) which act as impediments to effective training and development, (2) are common to all Government agencies, and (3) for which reasonable solutions could be proposed. The study was not limited solely to training systems and structures but included an examination of related areas of management, such as manpower planning and budgeting, which affect training. This research effort uncovered a complete process of disincentives operating at all levels in an organization and derived a number of action items which the Commission will undertake to diminish these disincentives. It is hoped that individual agencies will take a serious look at their own operations to determine what efforts they might make toward overcoming these impediments to effective training and development. Copies of the report may be obtained from the Training Management Division, Bureau of Training, United States Civil Service Commission.

CONSULTATION, ASSISTANCE, COORDINATION AND INFORMATION SERVICES

Expansion of the Central Personnel Data File—In addition to the requirement that agencies submit an annual equal employment opportunity plan to the Civil Service Commission, the Equal Employment Opportunity Act of 1972 also requires the publication of progress reports on all agency equal employment opportunity programs. These requirements have necessitated an expanded statistical data base to produce more efficiently the required reports and data on which evaluations of agency programs could be made. This was accomplished through the expansion of the Central Personnel Data File (CPDF), maintained by the Civil Service Commission. To provide more complete coverage, data on training was included in this expansion. The training data to be collected include the "tradi-

¹Chapter 41, Title 5, United States Code and Executive Order 11348, April 20, 1967.

tional" elements of: (1) type and source of training (but in more detail than in prior years), (2) direct and indirect costs of training (books and tuition and fees, and travel and *per diem* respectively), and (3) length of training (on-duty and off-duty hours will be compiled separately). Included for the first time will be the purpose of training and special interest programs. Two such special interest programs have been defined for inclusion into the CPDF: Supervisory Training and Executive Development. Guidelines for identification of equal employment training are currently under development. These new reporting requirements became effective on July 1, 1973. By matching these training data against the other personnel data contained in the CPDF, a much more detailed and accurate picture of Federal training activity will be obtainable.

Upward Mobility—The first two sessions in a series of Upward Mobility Round Tables were conducted during FY 73. These discussions are designed to provide agencies with an opportunity to share experiences and solve common problems on the role of training and education in upward mobility. Initial sessions dealt with the selection of trainees for upward mobility programs. Four upward mobility "Showcases" were also presented during FY 73. Designed to provide agencies with an opportunity to exchange ideas and experiences in the planning and implementing of upward mobility programs, these first presentations featured the upward mobility programs of the Department of Commerce, General Services Administration, the Health, Education and Welfare Audit Agency, and the Naval Air Station/Naval Air Test Center.

Financial Management Intern Program—In cooperation with the Joint Financial Management Improvement Program Task Force, the Civil Service Commission developed a model financial management intern program. The model has been distributed to all Federal agencies for their use in establishing or improving career intern programs in financial management.

IAG Committee on Development and Training—The Committee was established in FY 1972 as a means of developing more effective communication among Federal employee training activities and to aid the Civil Service Commission to more effectively assist agencies in training and development activities. Fully operational during FY 73, the accomplishments of the committee include a series of seminars on executive development and training; a Training "Showcase" on a New Modular Supervisory Training Program; progress toward development of a Government-wide standard form for train-

ing transactions to serve both agency information requirements and provide a source for data to be submitted to the Central Personnel Data File; plans for a major Instructional Technology Conference which was held in September, 1973; and guidelines on "Changes in Regulations Governing Waivers of Limitation on Amount of Training in Non-Government Facilities in a Decade of Service" issued as FPM Letter 410-14.

Resource Publications—The Civil Service Commission issues a wide variety of training resource and information publications for use by Federal training officials. Five new publications were released during FY 73: "Executive and Management Training: Course Listings and Descriptions," "Directory of Instructional Programs in Supervision and Management Training," "Long-Term Training," "Education for Public Management", and "Information on Foreign Language Training Courses in the Federal Government." These and other current publications are described in Appendix D of this report.

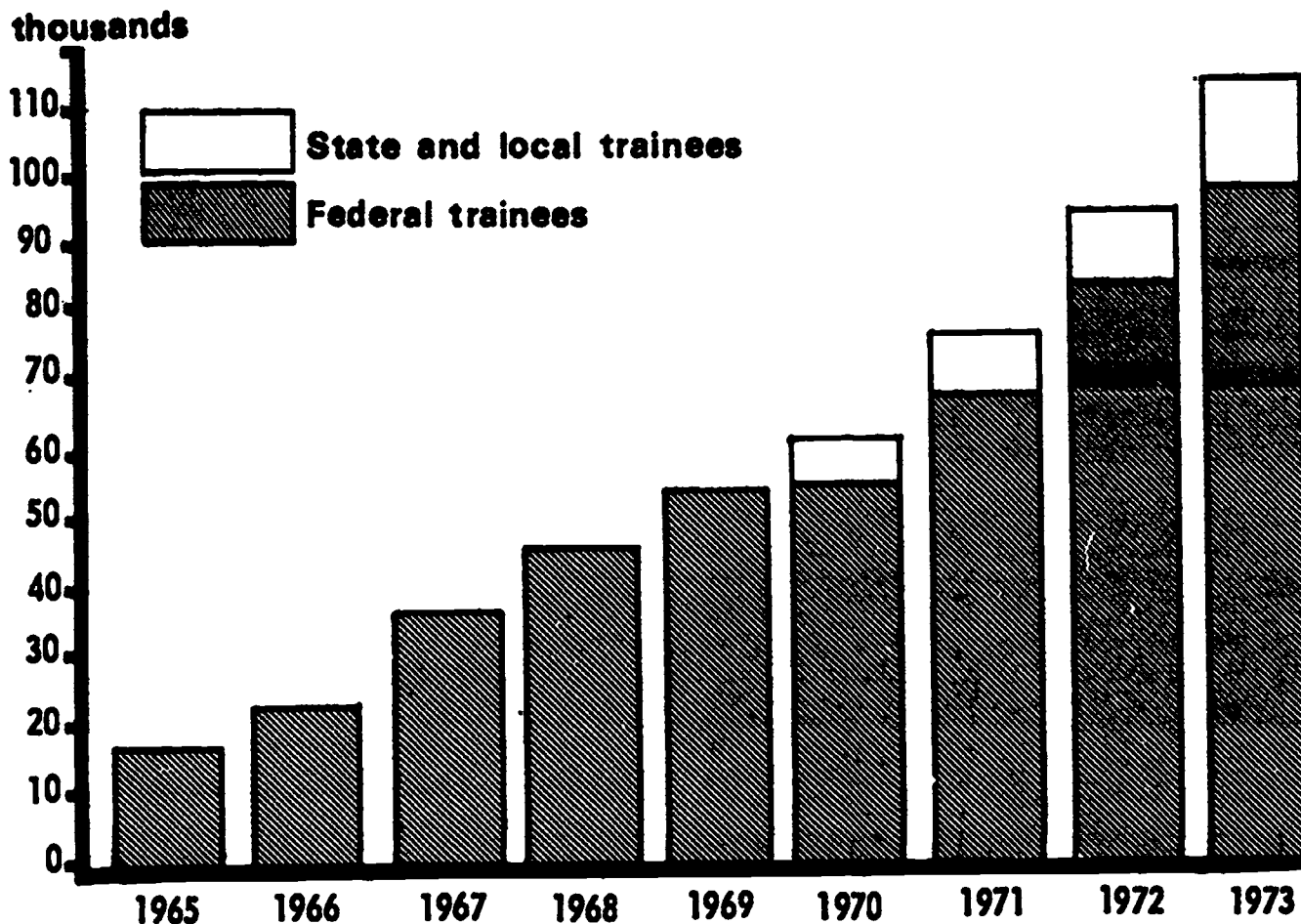
DIRECT COURSE DELIVERY AND ASSISTANCE

In FY 73, the Civil Service Commission's nationwide network for the delivery of training continued to expand its efforts to be responsive to the ever growing needs of Federal, State and local governments for better trained employees. In FY 73, a milestone was reached when the Commission provided training for 112,872 government employees—the first time more than 100,000 people received training from the Commission in one year. Of those participants, 97,170 were Federal employees and 15,702 were employees of State and local governments. These totals represent increases of 17% in Federal employee participation and 32% in State and local employee participation over FY 72. Participant data for the years 1965 to 1973 are illustrated in Figure 13.

During FY 73, the Commission planned and carried out a number of specific actions to support and encourage agency training efforts in Upward Mobility, Equal Employment Opportunity, Executive Management and Development and other areas of Government-wide interest and concern. The following examples are illustrative of these activities:

Upward Mobility—Based upon the success during FY 72 of the South-west Intergovernmental Training Center at San Antonio, the Commission decided to expand upward mobility training throughout the existing network of training facilities, including Area Offices and Regional Training Cen-

FIGURE 13: TRENDS IN CSC INTERAGENCY TRAINING



ters. In addition to skills courses for lower grade employees, courses for supervisors and managers were updated to ensure that management responsibilities for this vital area were fully understood. Also, the Southwest Intergovernmental Training Center began an outreach program, taking its training courses on-site to locations other than San Antonio.

In Washington, D.C., the Communications and Office Skills Training Center conducted a total of 141 sessions of 13 courses designed to promote the upward mobility of employees in the lower grades. The sessions were attended by 3,155 participants. Included among the 13 courses are four new courses developed and run for the first time in FY 1973. Similar training was also conducted through each of the ten Regional Training Centers. The Automatic Data Processing Management Training Center offered 10 separate ADP skills training courses in the three areas of computer operation, programmer aid, and card punch operation. These courses were offered specifically to provide upward mobility opportunities in computer-related occupations for lower graded public employees. Forty-five sessions of these skills training courses were conducted for 267 par-

ticipants. In addition, the Center provided training for 476 other low-graded employees (GS 7 or below) in Basic Introduction to Computers and ADP.

Equal Employment Opportunity—Courses and handout materials were updated to reflect the regulatory changes brought about by the Equal Employment Opportunity Act of 1972.

“The Federal Women’s Program Coordinator: A Symposium” was developed and conducted four times in Washington, D.C., for 212 participants. This course, a three-day live-in seminar, is now available nationwide and is being offered by each of the ten Regional Training Centers.

As part of the continuing effort to conduct additional course sessions aimed at assisting agencies to make and improve their EEO affirmative action plans, the Equal Employment Opportunity Training Institute staff maintained close liaison with the Federal Office of Equal Employment Opportunity. During FY 73, three sessions of the “Affirmative Action Planning” were held for a total of 214 participants.

Other significant EEO training accomplishments in FY 73 included:

—Complete revision of the “EEO Counselor’s”

course. This new course was tested several times with great success. A hand-off package was developed for use by agency EEO trainers.

—A complete revision of "Investigating Complaints of Discrimination" was completed and new course materials were developed.

—"Upward Mobility: Program Planning and Implementation," a new course, was developed and successfully tested.

—"The Manager's Role in EEO" was revised and a new course package has been printed.

—A trainers' module on the EEO complaint system was prepared with an accompanying slide-tape presentation. Two additional modules were also started in FY 73 and should be available in early FY 74.

Labor Relations Training—The Labor Relations Training Needs Survey was developed and distributed to agencies through FPM Bulletin No. 410-75 to assist agencies to measure management's labor relations training. The Labor Relations Training Center of the CSC made revisions to all its courses when significant changes occurred in bargaining within the Federal sector. The results of the Scope of Bargaining Study, and the decisions of the Federal Labor Relations Council, Federal Service Impasses Panel and Assistant Secretary of Labor were included in all pertinent courses.

The Center has developed or tailored courses to meet the special needs of agencies. Courses were designed, developed and conducted for ten agencies, including: Internal Revenue Service, State Department, Agency for International Development, Naval Ships Research and Development, General Services Administration, Office of Education, and one for managers in State and local governments. In addition,

the Center revised five courses for use by other Federal, State and local government agencies. It also planned and arranged for the development of three films concerned with labor relations: *Anatomy of a Grievance*, *Arbitration of a Grievance*, and *At the Table*.

Management Training—During FY 73, considerable emphasis was placed throughout the Commission's training system upon management training ranging from first line supervisors to top career executives and specialized training in nearly every staff area: personnel management, budget and finance, data processing, labor relations and many others.

The Executive Seminar Center curriculum was reshaped to meet CSC-OMB priorities for managerial and executive training. Greater emphasis has been given to program planning, implementation and evaluation. The capacity of present Centers was expanded from the 58 sessions given during FY 73 to 64 sessions in FY 74. All six of the added sessions are in courses dealing with "hard" management subjects.

State and Local Training—To meet the training needs of State and local governments, four new courses were developed for State and local financial management specialists. The San Francisco Region developed two new "Government Bookkeeping" courses—one for State employees and one for those in local governments. The Philadelphia Region developed a course on grants management for State and local employees. This course will cover the latest developments on revenue sharing. In addition, the Seattle Region developed the course "Supervision in the Public Service" for the training of first-line supervisors. All four of these courses are scheduled for hand-off to trainers in State and local governments early in FY 74.

APPENDIX A

AGENCY ABBREVIATIONS

AGENCY	ABBREVIATION
Agency for International Development	AID
Agriculture, Department of	AGRIC
Air Force, Department of	AF
Army, Department of	ARMY
Atomic Energy Commission	AEC
Civil Aeronautics Board	CAB
Civil Service Commission	CSC
Commerce, Department of	COMMERCE
Cost of Living Council	COLC
Defense Agencies, Other	OTHER DEFENSE
District of Columbia Government	D C GOVT
Environmental Protection Agency	EPA
Equal Employment Opportunity Commission	EEOC
Federal Communications Commission	FCC
Federal Home Loan Bank Board	FHLBB
Federal Power Commission	FPC
Federal Trade Commission	FTC
General Accounting Office	GAO
General Services Administration	GSA
Government Printing Office	GPO
Health, Education, and Welfare, Department of	HEW
Housing and Urban Development, Department of	HUD
Interior, Department of the	INTERIOR
Interstate Commerce Commission	ICC
Justice, Department of	JUSTICE
Labor, Department of	LABOR
Library of Congress	LIB CONG
National Aeronautics and Space Administration	NASA
National Capital Housing Authority	NAT CAP HOUSING
National Credit Union Administration	NAT CREDIT UNION
National Labor Relations Board	NLRB
National Science Foundation	NSF
Navy, Department of	NAVY
Office of Management and Budget	OMB
Panama Canal Company/Canal Zone Government ..	PANAMA CANAL
Railroad Retirement Board	RR RET BD
Securities and Exchange Commission	SEC
Selective Service Commission	SEL SVC
Small Business Administration	SBA
Smithsonian Institution	SMITH INST
Soldiers Home, United States	SOLDIERS HOME
State, Department of	STATE
Transportation, Department of	TRANS
Treasury, Department of	TREAS
Veterans Administration	VA

APPENDIX B

AGENCY SUMMARY TABLES

EXPLANATION OF ITEMS ON SUMMARY TABLES

AVAILABLE MAN-HOURS ¹	The number of man-hours worked and available for training (1,816 hours per employee).
PARTICIPANTS ²	The number of training participants reported by the agency.
PARTICIPANT MAN-HOURS ²	The number of training man-hours reported by the agency.
PARTICIPANT RATIO (%)	Training participants divided by grade group population (the percentage figure is shown).
MAN-HOUR RATIO (%)	Training man-hours divided by available man-hours (the percentage figure is shown).
LAST YEAR'S MAN-HOUR RATIO (%)	The man-hour ratio for FY 1972.
% CHANGE FROM LAST YEAR ...	The percentage change in the man-hour ratio from FY 1972 to FY 1973.
% OF AGENCY POPULATION	The percentage of total agency population made up by the grade group.
% OF AGENCY PARTICIPANTS ...	The percentage of total training participants made up by the grade group.
% OF AGENCY MAN-HOURS	The percentage of training man-hours received by the grade group.
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING FY 73	Training man-hours divided by grade group population.
AVERAGE HOURS OF TRAINING PER PARTICIPANT	The average length of a training session for each participant.

¹ Population data, not given on the tables, was obtained from the Central Personnel Data File as it read on November 30, 1972.

² Excluded were local foreign national participants and man-hours reported under "Other Pay Systems" by the Air Force and Navy. Data on foreign nationals trained by the Army was not readily available. Since most of the training reported under "Other Pay Systems" by the Army has historically been Foreign Nationals, the category of "Other Pay Systems" for the Army, and its employee population, were deleted from the calculations. The subtractions made under "Other Pay Systems" are as follows:

	PARTICIPANTS			MAN-HOURS		
	M	W	T	M	W	T
Army	23,113	6,955	33,068	946,090	213,715	1,159,805
Navy	196	24	220	2,960	664	3,624
Air Force	5,236	1,416	6,652	179,799	47,319	227,118

30 AGENCIES	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	NS	OTHER	TOTAL
PARTICIPANTS	29647 82910 112557	99363 107352 206715	252599 47047 299646	94785 4619 99404	2483 71 2554	103573 6983 110556	10202 15090 215292	592819 264433 857252
PARTICIPANT MAN-HOURS (IN 000'S)	1583.82 2920.31 4504.12	6207.34 4172.68 10380.02	12662.52 1741.95 14404.47	4616.30 197.42 4813.72	* * 124.98	4950.33 213.16 5163.49	605.28 436.97 1042.25	30637.24 9482.77 40444.99
PARTICIPANT RATIO (%)	33.79 32.21 32.61	57.39 49.30 53.02	69.94 77.03 70.96	62.38 72.73 62.44	41.85 73.96 42.35	22.91 16.48 22.07	18.12 31.42 24.24	45.70 41.69 44.15
MAN-HOUR RATIO (%)	0.99 0.62 0.72	1.97 1.06 1.47	1.93 1.57 1.86	1.67 1.71 1.67	* * 1.14	0.60 0.28 0.57	0.59 0.50 0.55	1.30 0.84 1.15
LAST YEAR'S MAN- HOUR RATIO (%)	0.78	1.49	1.95	1.87	1.51	0.46	0.44	1.15
% CHANGE FROM LAST YEAR	-7.89	-1.61	-3.67	-10.96	-24.41	23.37	25.03	-0.25
% OF AGENCY POPULATION	4.52 13.26 17.78	8.92 11.21 20.08	18.60 3.15 21.75	7.83 0.33 8.20	0.31 0.00 0.31	23.28 2.18 25.60	2.90 2.47 5.37	64.82 32.67 100.00
% OF AGENCY PARTICIPANTS	3.46 9.67 13.13	11.59 12.52 24.11	29.47 5.49 34.95	11.06 0.54 11.60	0.29 0.01 0.30	12.08 0.81 12.90	1.19 1.76 2.95	69.15 30.85 100.00
% OF AGENCY MAN-HOURS	3.92 7.22 11.14	15.35 10.32 25.66	31.31 4.31 35.61	11.41 0.49 11.90	* * 0.31	12.24 10.53 12.77	1.50 1.08 2.58	75.75 23.94 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	18.05 11.35 13.05	35.85 19.16 26.62	35.06 28.52 34.11	30.38 31.08 30.24	* * 20.73	10.95 5.03 10.31	10.75 9.10 9.99	23.62 15.27 20.83
AVERAGE HOURS OF TRAINING PER PARTICIPANT	53.42 35.22 40.02	62.47 38.87 50.21	50.13 37.03 48.07	48.70 42.74 48.43	* * 48.93	47.80 30.53 46.70	59.33 28.96 41.21	51.68 36.62 47.18

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AGRICULTURE	65-1-4	65-5-8	65-9-12	65-13-15	65-16-18	45	OTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	2730 4342 7072	12930 5273 18203	26199 1272 27471	5078 195 5273	143 1 144	1384 53 1442	12 0 18	48476 11147 59623
PARTICIPANT MAN-HOURS (IN 000'S)	73.92 114.51 188.42	520.58 168.67 689.25	962.43 13.98 1016.40	214.00 10.50 224.50	* * 11.49	45.06 1.76 46.82	0.38 0.11 0.49	1116.35 349.51 2177.35
PARTICIPANT RATIO (%)	21.00 21.58 21.36	54.27 45.44 51.38	85.46 12.23 84.75	63.42 74.71 63.78	52.00 33.33 51.80	20.94 4.81 18.45	0.19 0.28 0.21	54.71 30.02 47.42
MAN-HOUR RATIO (%)	0.31 0.31 0.31	1.20 0.80 1.07	1.73 1.67 1.73	1.47 2.22 1.50	* * 2.28	0.38 0.08 0.33	0.00 0.00 0.00	1.13 0.52 0.95
LAST YEAR'S MAN- HOUR RATIO (%)	0.45	1.02	1.61	1.50	2.92	0.26	0.39	1.07
% CHANGE FROM LAST YEAR	-30.37	5.02	7.24	-0.32	-22.07	26.85	-99.19	-10.88
% OF AGENCY POPULATION	10.34 16.00 26.33	18.95 9.23 28.18	24.38 1.40 25.78	6.37 0.21 6.58	0.22 0.00 0.22	5.26 0.96 6.22	4.96 1.73 6.70	70.47 29.53 100.00
% OF AGENCY PARTICIPANTS	4.58 7.28 11.86	21.69 8.84 30.53	43.94 2.13 46.07	8.52 0.33 8.84	0.24 0.00 0.24	2.32 0.10 2.42	0.02 0.01 0.03	81.30 18.70 100.00
% OF AGENCY MAN-HOURS	3.39 5.26 8.65	23.91 7.75 31.66	44.20 2.48 46.68	9.83 0.48 10.31	* * 0.53	2.07 0.08 2.15	0.02 0.01 0.02	83.42 16.05 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	5.69 5.69 5.69	21.85 14.54 19.45	31.40 30.65 31.35	26.73 40.23 27.15	* * 41.32	6.82 1.45 5.99	0.06 0.05 0.06	20.50 9.41 17.32
AVERAGE HOURS OF TRAINING PER PARTICIPANT	27.08 26.37 26.64	40.26 31.99 31.86	36.74 42.43 37.00	42.14 51.85 42.51	* * 79.78	32.56 30.21 32.46	31.42 18.17 27.00	37.47 31.35 36.52

COMMERCE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	#S	OTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	341 1820 2161	1383 2154 3537	4118 4998 5116	3145 221 3366	237 5 242	339 33 372	461 3 464	10024 5234 15258
PARTICIPANT MAN-HOURS (IN 000'S)	13.47 69.12 82.58	80.18 76.66 156.84	253.63 36.12 289.74	143.94 11.62 155.56	* * 8.58	12.77 1.92 14.68	30.36 0.08 30.44	534.32 125.50 738.39
PARTICIPANT RATIO (%)	22.07 28.21 27.03	49.30 45.91 47.18	50.91 63.08 52.90	50.96 62.78 51.59	55.50 83.33 55.87	14.12 19.53 14.47	69.32 2.70 59.79	45.24 39.13 42.94
MAN-HOUR RATIO (%)	0.48 0.59 0.57	1.57 0.90 1.15	1.73 1.26 1.65	1.28 1.82 1.31	* * 1.09	0.29 0.62 0.31	2.51 0.04 2.16	1.33 0.80 1.14
LAST YEAR'S MAN- HOUR RATIO (%)	0.96	0.99	1.62	1.38	1.50	0.14	0.54	1.10
% CHANGE FROM LAST YEAR	-40.76	29.43	1.84	-4.86	-27.29	124.64	299.89	4.02
% OF AGENCY POPULATION	4.35 18.16 22.50	7.89 13.20 21.10	22.76 4.45 27.22	17.37 0.99 18.36	1.20 0.02 1.22	6.76 0.48 7.23	1.87 0.31 2.18	62.35 37.65 100.00
% OF AGENCY PARTICIPANTS	2.23 11.93 14.16	9.06 14.12 23.18	26.99 6.54 33.53	20.61 1.45 22.06	1.59 0.03 1.59	2.22 0.22 2.44	3.02 0.02 3.04	65.70 34.30 100.00
% OF AGENCY MAN-HOURS	1.82 9.36 11.18	10.86 10.38 21.24	34.35 4.89 39.24	19.49 1.57 21.07	* * 1.16	1.73 0.26 1.99	4.11 0.01 4.12	72.35 26.48 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	8.72 10.71 10.33	28.58 16.34 20.92	31.35 22.83 29.96	23.32 33.01 23.84	* * 19.81	5.31 11.34 5.71	42.65 0.65 39.22	24.11 14.61 20.78
AVERAGE HOURS OF TRAINING PER PARTICIPANT	39.48 37.97 38.21	57.97 35.59 44.34	61.59 36.19 56.63	45.77 52.57 46.21	* * 35.44	37.64 58.09 39.46	65.85 24.00 62.58	53.30 37.35 48.39

ARMY	65 1-4	65 5-8	65 9-12	65 13-15	65 16-18	65	OTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	6033 12023 18056	10238 14749 32987	47005 7935 55740	14503 358 14001	90 0 90	23224 1292 25216	0 0 0	110593 37515 146108
PARTICIPANT MAN-HOURS (IN 000'S)	144.84 313.09 457.92	898.62 445.44 1344.06	2306.53 298.93 2605.46	692.09 16.71 708.80	* * 7.43	760.07 23.48 783.55	0.00 0.00 0.00	4802.14 1397.63 5907.19
PARTICIPANT RATIO (%)	46.70 27.36 31.55	48.77 36.94 42.66	71.76 70.18 71.53	63.97 68.19 64.07	27.36 0.00 27.36	21.34 17.58 21.11	0.00 0.00 0.00	42.66 32.93 39.82
MAN-HOUR RATIO (%)	0.62 0.37 0.42	1.32 0.61 0.96	1.91 1.46 1.84	1.68 1.75 1.68	* * 1.24	0.37 0.18 0.36	0.00 0.00 0.00	1.02 0.53 0.87
LAST YEAR'S MAN- HOUR RATIO (%)	0.36	0.89	1.93	1.86	2.37	0.23	0.00	0.79
% CHANGE FROM LAST YEAR	17.22	7.54	-4.60	-9.53	-47.57	57.06	0.00	10.70
% OF AGENCY POPULATION	3.47 12.59 16.07	10.05 10.73 20.79	17.91 3.04 20.95	6.09 0.14 6.24	0.09 0.00 0.09	30.14 1.98 32.11	1.47 2.03 3.51	69.38 30.62 100.00
% OF AGENCY PARTICIPANTS	4.07 8.66 12.73	12.31 4.96 22.27	32.23 5.36 37.63	9.79 0.24 10.03	0.06 0.00 0.06	16.15 0.87 17.03	0.00 0.00 0.00	74.67 25.33 100.00
% OF AGENCY MAN-HOURS	2.45 5.30 7.75	15.21 7.54 22.75	39.05 5.06 44.11	11.72 0.28 12.00	* * 0.13	12.87 0.40 13.26	0.00 0.00 0.00	81.29 18.58 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	11.21 6.68 7.66	24.03 11.16 17.38	34.62 26.44 33.44	30.53 31.82 30.56	* * 22.57	6.78 3.19 6.56	0.00 0.00 0.00	18.61 9.64 15.88
AVERAGE HOURS OF TRAINING PER PARTICIPANT	24.01 24.42 24.29	49.27 30.20 40.74	48.25 37.67 46.74	47.72 46.67 47.70	* * 82.49	31.77 18.17 31.07	0.00 0.00 0.00	43.42 29.26 39.88

NAVY	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	NS	OTHER	TOTAL
PARTICIPANTS	MEN 2206 WOMEN 5452 TOTAL 7658	9018 6961 15979	26627 3210 29337	10400 265 10665	123 2 125	40483 746 41629	2982 444 3426	92239 17080 109319
PARTICIPANT MAN-HOURS (IN 000'S)	195.98 192.03 388.00	526.71 228.06 754.76	1626.59 107.99 1734.58	569.71 12.90 582.61	* * 9.46	2531.76 28.71 2560.47	251.79 35.75 287.54	5702.52 605.42 6317.39
PARTICIPANT RATIO (%)	22.57 16.42 17.82	46.69 27.87 36.08	51.71 54.28 51.98	53.34 55.56 53.39	26.34 66.67 26.60	27.30 10.79 26.57	126.79 18.35 71.81	36.44 23.11 33.42
MAN-HOUR RATIO (%)	1.10 0.32 0.50	1.50 0.50 0.94	1.74 1.01 1.66	1.61 1.49 1.61	* * 1.11	0.93 0.23 0.90	5.89 0.81 3.32	1.24 0.45 1.06
LAST YEAR'S MAN- HOUR RATIO (%)	0.32	1.13	1.37	1.16	1.94	0.76	0.02	0.83
% CHANGE FROM LAST YEAR	55.38	-16.95	21.46	38.46	-42.88	18.41	16493.29	28.14
% OF AGENCY POPULATION	2.99 10.15 13.14	5.90 7.84 13.54	15.74 1.81 17.55	5.96 0.15 6.11	0.14 0.00 0.14	45.79 2.11 47.90	0.72 0.74 1.46	77.40 22.60 100.00
% OF AGENCY PARTICIPANTS	2.02 4.99 7.01	8.25 6.37 14.62	24.36 2.94 27.29	9.51 0.24 9.76	0.11 0.00 0.11	37.40 0.68 38.08	2.73 0.41 3.13	84.38 15.62 100.00
% OF AGENCY MAN-HOURS	3.10 3.04 6.14	8.34 3.61 11.95	25.75 1.71 27.46	9.02 0.20 9.22	* * 0.15	40.08 0.45 40.53	3.99 0.57 4.55	90.27 9.58 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	20.05 5.78 9.03	27.27 9.13 17.04	31.59 18.26 30.22	29.22 27.04 29.17	* * 20.12	16.91 4.15 16.34	107.05 14.78 60.27	22.53 8.19 19.31
AVERAGE HOURS OF TRAINING PER PARTICIPANT	88.84 35.22 50.67	58.41 32.76 47.23	61.09 33.64 58.14	54.78 48.66 54.63	* * 75.66	61.93 38.48 61.51	84.44 80.51 83.93	61.82 35.45 57.79

AIR FORCE	CS 1-4	CS 5-8	CS 9-12	CS 13-15	CS 16-18	#5	OTHER	TOTAL
PARTICIPANTS	MEN WOMEN TOTAL	8573 6008 14581	29124 4789 33913	6424 279 6703	40 0 40	18324 1143 19467	634 1261 1895	64162 18558 82720
PARTICIPANT MAN-HOURS (IN 000'S)	MEN WOMEN TOTAL	513.09 250.85 763.94	1262.93 142.42 1405.34	315.28 9.08 384.36	* * 3.05	981.31 72.57 1053.88	16.69 32.19 49.58	3242.44 730.24 3976.68
PARTICIPANT RATIO (%)	MEN WOMEN TOTAL	40.97 22.99 30.99	63.21 74.91 64.63	49.03 93.94 50.03	13.94 0.00 13.94	17.28 16.01 17.32	26.73 33.76 31.03	32.98 25.53 30.95
MAN-HOUR RATIO	MEN WOMEN TOTAL	1.35 0.53 0.89	1.51 1.23 1.47	1.58 1.68 1.58	* * 0.64	0.51 0.63 0.52	0.39 0.48 0.45	0.92 0.55 0.82
LAST YEAR'S MAN- HOUR RATIO (%)	TOTAL	0.90	1.67	1.73	2.75	0.47	0.53	0.79
% CHANGE FROM LAST YEAR	TOTAL	-0.67	-11.68	-8.69	-16.61	9.87	-15.66	3.70
% OF AGENCY POPULATION	MEN WOMEN TOTAL	7.83 9.78 17.61	17.24 2.39 19.63	4.90 0.11 5.01	0.11 0.00 0.11	39.68 2.38 42.05	0.89 1.40 2.29	72.80 27.20 100.00
% OF AGENCY PARTICIPANTS	MEN WOMEN TOTAL	10.36 7.26 17.63	35.21 5.79 41.00	7.77 0.34 8.10	0.05 0.00 0.05	22.15 1.36 23.53	0.77 1.52 2.29	77.57 22.43 100.00
% OF AGENCY MAN-HOURS	MEN WOMEN TOTAL	12.90 6.31 19.21	31.76 3.58 35.35	9.44 0.23 9.67	* * 0.06	24.68 1.83 26.51	0.42 0.83 1.25	81.55 18.37 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN WOMEN TOTAL	24.52 9.60 16.23	27.41 22.28 26.78	28.64 30.57 28.69	* * 11.68	9.25 11.43 9.38	7.03 8.81 8.12	16.67 10.04 14.88
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN WOMEN TOTAL	59.85 41.75 52.39	43.36 29.74 41.44	58.42 32.54 57.34	* * 83.80	53.56 63.49 54.14	26.31 26.08 26.16	50.54 39.35 48.07

OTHER DEFENSE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	UTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	830 2670 3500	4708 4651 9359	23811 4401 28212	5061 263 5324	131 2 133	2294 83 2377	88 60 148	36923 12130 49053
PARTICIPANT MAN-HOURS (IN 000'S)	31.28 89.62 120.90	259.39 206.75 466.13	1152.21 217.01 1369.21	284.68 14.16 298.83	* * 8.23	74.29 2.57 76.86	5.21 2.42 7.62	1807.03 532.50 2347.76
PARTICIPANT RATIO (%)	49.35 33.92 36.63	121.34 53.08 80.39	121.75 149.39 125.36	97.61 142.16 99.14	36.90 100.00 37.25	27.40 4.78 23.51	12.46 15.46 13.53	92.54 55.02 79.19
MAN-HOUR RATIO (%)	1.02 0.43 0.70	3.68 1.30 2.20	3.24 4.06 3.35	3.02 4.21 3.06	* * 1.27	0.49 0.08 0.42	0.41 0.34 0.38	2.49 1.33 2.09
LAST YEAR'S MAN- HOUR RATIO (%)	0.45	1.57	2.88	2.92	2.47	0.18	0.20	1.69
% CHANGE FROM LAST YEAR	54.84	40.43	16.33	4.94	-48.62	132.57	91.70	23.49
% OF AGENCY POPULATION	2.72 12.71 15.42	6.26 14.14 18.79	31.57 4.76 36.33	8.37 0.30 8.67	0.57 0.00 0.58	13.51 2.80 16.32	1.14 0.63 1.77	64.41 35.59 100.00
% OF AGENCY PARTICIPANTS	1.69 5.44 7.14	9.60 9.48 19.08	48.54 8.97 57.51	10.32 0.54 10.85	0.27 0.00 0.27	4.68 0.17 4.85	0.18 0.12 0.30	75.27 24.73 100.00
% OF AGENCY MAN-HOURS	1.33 3.82 5.15	11.05 8.81 19.85	49.08 9.34 58.32	12.13 0.60 12.73	* * 0.35	3.16 0.11 3.27	0.22 0.10 0.32	76.97 22.68 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	18.59 11.38 12.65	66.85 23.60 40.04	58.91 73.66 60.84	54.90 76.50 55.65	* * 23.05	8.87 1.48 7.60	7.37 6.22 6.96	45.29 24.16 37.90
AVERAGE HOURS OF TRAINING PER PARTICIPANT	37.68 33.56 34.54	55.09 44.45 49.81	48.39 49.31 48.53	56.25 53.81 56.13	* * 61.86	32.38 30.90 32.33	59.13 40.23 51.47	48.94 43.90 47.86

HEALTH, EDUCATION AND WELFARE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	2912 11614 14726	6066 16072 22138	12809 8421 21230	6529 1230 7759	88 14 102	1151 611 1762	410 98 508	29965 38260 68225
PARTICIPANT MAN-HOURS (IN 000'S)	104.11 344.31 448.41	555.76 1058.36 1614.11	447.96 371.10 819.06	259.68 49.86 309.54	* * 9.59	41.04 24.47 65.51	15.81 2.66 18.47	1424.33 1850.75 3284.66
PARTICIPANT RATIO (%)	62.48 49.91 51.98	86.34 58.42 64.10	84.31 75.09 80.39	61.85 67.96 62.74	14.64 46.57 16.16	22.47 32.31 25.12	3.42 3.03 3.34	54.37 55.15 54.80
MAN-HOUR RATIO (%)	1.23 0.80 0.87	4.36 2.12 2.57	1.62 1.82 1.71	1.35 1.52 1.38	* * 0.84	0.44 0.71 0.51	0.07 0.05 0.07	1.42 1.47 1.45
LAST YEAR'S MAN- HOUR RATIO (%)	0.85	1.92	1.38	1.33	1.05	0.40	0.08	1.25
% CHANGE FROM LAST YEAR	2.53	34.04	23.76	3.63	-20.35	28.58	-16.51	16.23
% OF AGENCY POPULATION	3.74 19.01 22.76	5.64 22.10 27.74	12.20 9.01 21.21	8.48 1.45 9.93	0.48 0.02 0.51	4.11 1.52 5.63	9.63 2.60 12.23	44.27 55.73 100.00
% OF AGENCY PARTICIPANTS	4.27 17.32 21.58	8.89 23.56 32.45	18.77 12.34 31.12	9.57 1.80 11.37	0.13 0.02 0.15	1.69 0.90 2.58	0.60 0.14 0.74	43.92 56.08 100.00
% OF AGENCY MAN-HOURS	3.17 10.48 13.65	16.92 32.22 49.14	13.64 11.30 24.94	7.91 1.52 9.42	* * 0.29	1.25 0.74 1.99	0.48 0.08 0.56	43.36 56.35 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	22.33 14.55 15.83	79.10 38.47 46.74	29.48 33.09 31.02	24.60 27.55 25.03	* * 15.19	8.01 12.94 9.34	1.32 0.82 1.21	25.84 26.68 26.38
AVERAGE HOURS OF TRAINING PER PARTICIPANT	35.75 29.14 30.45	91.62 65.85 72.91	34.97 44.07 38.58	39.77 40.53 39.89	* * 93.95	35.65 40.05 37.17	38.55 27.13 36.35	47.53 48.37 48.14

HOUSING AND URBAN DEVELOPMENT	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS	97 870 967	405 1363 1768	1666 669 2535	1110 133 1643	32 0 32	2 0 2	0 0 0	3912 3035 6947
PARTICIPANT MAN-HOURS (IN 000'S)	8.94 48.23 57.16	63.94 96.03 161.97	65.03 22.86 87.89	47.97 6.95 54.92	* * 2.84	0.02 0.00 0.02	0.00 0.00 0.00	145.89 176.06 364.78
PARTICIPANT RATIO (%)	13.52 32.06 28.21	37.96 39.36 38.97	32.13 61.10 36.72	50.64 58.59 51.20	32.00 0.00 31.37	3.33 0.00 3.23	0.00 0.00 0.00	36.13 39.91 37.69
MAN-HOUR RATIO (%)	0.69 0.98 0.92	3.30 1.56 1.97	0.62 1.15 0.70	0.89 1.69 0.94	* * 1.53	0.02 0.00 0.02	0.00 0.00 0.00	0.92 1.27 1.09
LAST YEAR'S MAN-HOUR RATIO (%)	0.89	1.16	1.02	1.47	0.93	0.07	0.01	1.09
% CHANGE FROM LAST YEAR	3.17	69.47	-31.27	-35.90	64.40	-74.62	-100.00	-0.02
% OF AGENCY POPULATION	3.87 14.73 18.60	5.79 18.79 24.62	31.51 5.94 37.45	16.18 1.23 17.41	0.54 0.01 0.55	0.33 0.01 0.34	0.37 0.28 0.65	58.74 41.26 100.00
% OF AGENCY PARTICIPANTS	1.40 12.52 13.92	5.83 19.62 25.45	26.86 9.63 36.49	21.74 1.91 23.65	0.46 0.00 0.46	0.03 0.00 0.03	0.00 0.00 0.00	56.31 43.69 100.00
% OF AGENCY MAN-HOURS	2.45 13.22 15.67	17.53 26.87 44.40	17.83 6.27 24.09	13.15 1.90 15.05	* * 0.78	0.01 0.00 0.01	0.00 0.00 0.00	50.96 48.26 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	12.52 17.77 16.67	59.92 28.31 35.70	11.20 20.87 12.73	16.08 30.61 17.11	* * 27.76	0.33 0.00 0.32	0.00 0.00 0.00	17.17 23.15 19.79
AVERAGE HOURS OF TRAINING PER PARTICIPANT	92.12 55.43 59.11	157.87 71.92 91.61	34.85 34.16 34.67	31.76 52.24 33.42	* * 88.50	10.00 0.00 10.00	0.00 0.00 0.00	47.52 58.01 52.51

INTERIOR	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	1344 2908 4252	4692 3574 8266	13136 1627 14763	31731 88 3819	34 0 34	3160 386 3546	302 8 310	26399 8591 34990
PARTICIPANT MAN-HOURS (IN 000'S)	50.61 93.45 144.06	258.46 115.08 373.54	565.66 79.98 645.63	114.76 2.41 117.16	* * 1.63	106.98 19.00 125.98	49.74 0.88 50.61	1146.18 310.78 1458.59
PARTICIPANT RATIO (%)	28.52 35.15 32.75	64.64 53.07 59.07	71.38 54.52 69.03	56.35 54.32 56.30	16.11 0.00 16.11	25.59 42.94 26.77	25.08 4.17 22.21	51.37 44.35 49.51
MAN-HOUR RATIO (%)	0.59 0.62 0.61	1.96 0.94 1.47	1.69 1.48 1.66	0.95 0.82 0.95	* * 0.43	0.48 1.16 0.52	2.27 0.25 2.00	1.23 0.89 1.14
LAST YEAR'S MAN- HOUR RATIO (%)	1.23	2.10	2.35	1.17	3.31	0.50	0.66	1.57
% CHANGE FROM LAST YEAR	-50.33	-30.00	-29.26	-18.71	-87.15	4.72	202.46	-27.61
% OF AGENCY POPULATION	6.67 11.71 18.37	10.27 9.53 19.80	26.04 4.22 30.26	9.37 0.23 9.60	0.30 0.00 0.30	17.47 1.27 18.75	1.70 0.27 1.98	72.71 27.29 100.00
% OF AGENCY PARTICIPANTS	3.84 8.31 12.15	13.41 10.21 23.62	37.54 4.65 42.19	10.66 0.25 10.91	0.10 0.00 0.10	9.03 1.10 10.13	0.86 0.02 0.89	75.45 24.55 100.00
% OF AGENCY MAN-HOURS	3.47 6.41 9.88	17.72 7.89 25.61	38.78 5.48 44.26	7.87 0.16 8.03	* * 0.11	7.33 1.30 8.64	3.41 0.06 3.47	78.58 21.31 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	10.74 11.50 11.09	35.61 17.09 26.69	30.74 26.80 30.19	17.33 14.85 17.27	* * 7.73	8.66 21.13 9.51	41.31 4.54 36.25	22.31 16.11 20.64
AVERAGE HOURS OF TRAINING PER PARTICIPANT	37.65 32.14 35.88	55.08 32.20 45.19	43.06 49.15 43.73	30.76 27.33 30.68	* * 47.94	33.85 49.22 35.52	164.69 109.00 163.25	43.42 36.17 41.69

JUSTICE	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS	MEN 1119 WOMEN 4552 TOTAL 6471	7397 2704 10101	6906 459 7365	2707 54 2761	166 0 166	1181 15 1196	88 22 110	20364 7806 28170
PARTICIPANT MAN-HOURS (IN 000'S)	172.13 370.36 542.49	456.03 107.14 563.16	560.15 25.90 586.04	112.84 1.63 114.47	* * 4.60	33.59 0.34 33.93	45.76 1.20 46.96	1380.48 506.35 1891.62
PARTICIPANT RATIO (%)	197.63 157.18 167.34	96.72 54.35 80.02	100.85 78.19 99.06	107.55 46.96 104.90	43.01 0.00 42.89	87.42 65.22 87.05	5.92 6.20 5.98	96.60 86.98 93.73
MAN-HOUR RATIO (%)	9.76 7.04 7.72	3.28 1.19 2.46	4.50 2.43 4.34	2.47 0.78 2.39	* * 0.65	1.37 0.80 1.36	1.70 0.19 1.40	3.61 3.11 3.47
LAST YEAR'S MAN- HOUR RATIO (%)	3.54	3.03	3.14	0.68	0.87	0.86	0.01	2.63
% CHANGE FROM LAST YEAR	118.22	-18.92	38.23	252.17	-24.82	38.10	13946.19	31.78
% OF AGENCY POPULATION	3.23 9.64 12.87	25.45 16.25 42.00	22.79 1.95 24.74	8.37 0.38 8.76	1.28 0.00 1.29	4.50 0.08 4.57	4.94 1.18 6.13	70.14 29.86 100.00
% OF AGENCY PARTICIPANTS	6.81 16.16 22.97	26.26 9.60 35.86	24.52 1.63 26.14	9.61 0.19 9.80	0.59 0.00 0.59	4.19 0.05 4.25	0.31 0.08 0.39	72.29 27.71 100.00
% OF AGENCY MAN-HOURS	9.10 19.58 26.68	24.11 5.66 29.77	29.61 1.37 30.98	5.96 0.09 6.05	* * 0.24	1.78 0.02 1.79	2.42 0.06 2.48	72.98 26.78 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	177.27 127.80 140.28	59.63 21.53 44.61	81.80 44.11 78.82	44.83 14.16 43.49	* * 11.88	24.86 14.61 24.69	30.79 3.38 25.51	65.49 56.45 62.94
AVERAGE HOURS OF TRAINING PER PARTICIPANT	89.70 81.36 83.83	61.65 39.62 55.75	81.11 56.41 79.57	41.68 30.15 41.46	* * 27.69	28.44 22.40 28.37	520.00 54.95 426.91	67.79 64.89 67.15

LABOR	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-16	#S	OTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	66 860 926	594 1638 2232	1539 442 2381	2187 374 2561	176 21 197	0 0 0	1 34 35	4567 3769 8336
PARTICIPANT MAN-HOURS (IN 000'S)	3.11 24.93 33.04	16.44 41.54 57.98	35.90 21.56 57.51	101.04 13.95 114.59	* * 6.09	0.00 0.00 0.00	0.03 0.98 1.01	156.57 137.94 272.59
PARTICIPANT RATIO (%)	16.67 45.87 40.65	73.88 51.74 50.22	49.73 74.32 56.32	71.68 88.84 58.58	143.55 210.00 148.51	0.00 0.00 0.00	0.47 17.17 6.54	56.75 52.16 57.07
MAN-HOUR RATIO (%)	0.42 0.68 0.60	1.13 0.72 0.60	0.64 1.14 0.78	1.82 1.82 1.45	* * 2.50	0.00 0.00 0.00	0.01 0.27 0.14	1.11 0.89 1.03
LAST YEAR'S MAN- HOUR RATIO (%)	1.17	1.04	1.11	1.40	1.10	0.02	0.52	1.16
% CHANGE FROM LAST YEAR	-33.04	-22.68	-30.18	3.45	127.33	-100.00	-73.97	-11.41
% OF AGENCY POPULATION	2.77 12.84 15.63	5.50 21.67 27.18	21.17 7.76 28.95	20.89 2.88 29.93	0.85 0.07 0.92	0.39 0.18 0.57	1.45 1.36 2.81	53.22 46.78 100.00
% OF AGENCY PARTICIPANTS	0.82 10.32 11.13	7.13 19.85 26.78	18.46 10.10 28.56	26.24 4.49 30.72	2.14 0.25 2.39	0.00 0.00 0.00	0.01 0.41 0.42	54.79 45.21 100.00
% OF AGENCY MAN-HOURS	1.14 10.98 12.12	6.03 15.24 21.27	13.19 8.64 21.83	37.07 5.12 42.18	* * 2.23	0.00 0.00 0.00	0.01 0.36 0.37	57.44 40.33 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	7.62 15.96 14.47	20.45 13.12 14.60	11.62 20.79 14.07	33.12 33.12 26.30	* * 45.41	0.00 0.00 0.00	0.13 4.95 2.46	20.14 16.09 18.66
AVERAGE HOURS OF TRAINING PER PARTICIPANT	45.71 34.80 35.60	27.67 25.36 25.97	23.36 27.07 24.99	46.20 37.28 44.90	* * 30.58	0.00 0.00 0.00	28.00 28.82 28.80	34.28 29.17 32.70

TRANSPORTATION	65 1-4	65 5-8	65 9-12	65 13-15	65 16-18	65	WATER	TOTAL
PARTICIPANTS	MEN 347 WOMEN 853 TOTAL 1200	MEN 2249 WOMEN 1562 TOTAL 3811	MEN 10428 WOMEN 650 TOTAL 19078	MEN 13466 WOMEN 141 TOTAL 13507	MEN 204 WOMEN 3 TOTAL 211	MEN 1379 WOMEN 24 TOTAL 1403	MEN 102 WOMEN 207	MEN 36162 WOMEN 3322 TOTAL 39537
PARTICIPANT MAN-HOURS (IN 000'S)	MEN 151.75 WOMEN 54.36 TOTAL 206.11	MEN 306.03 WOMEN 56.87 TOTAL 362.89	MEN 1837.11 WOMEN 34.16 TOTAL 1871.27	MEN 968.53 WOMEN 11.62 TOTAL 980.15	MEN * WOMEN * TOTAL 10.81	MEN 90.43 WOMEN 0.17 TOTAL 90.59	MEN 5.03 WOMEN 0.66 TOTAL 5.69	MEN 3375.86 WOMEN 162.82 TOTAL 3538.68
PARTICIPANT RATIO (%)	MEN 35.30 WOMEN 21.51 TOTAL 24.25	MEN 63.91 WOMEN 26.73 TOTAL 42.44	MEN 63.68 WOMEN 50.44 TOTAL 63.14	MEN 73.81 WOMEN 60.52 TOTAL 73.64	MEN 60.12 WOMEN 75.00 TOTAL 63.29	MEN 22.70 WOMEN 48.00 TOTAL 22.97	MEN 10.28 WOMEN 10.45 TOTAL 10.37	MEN 61.07 WOMEN 27.73 TOTAL 55.42
MAN-HOUR RATIO (%)	MEN 8.50 WOMEN 0.75 TOTAL 2.29	MEN 4.79 WOMEN 0.57 TOTAL 2.21	MEN 3.50 WOMEN 1.69 TOTAL 3.42	MEN 2.98 WOMEN 2.74 TOTAL 2.98	MEN * WOMEN * TOTAL 1.70	MEN 0.82 WOMEN 0.18 TOTAL 0.82	MEN 0.27 WOMEN 0.04 TOTAL 0.16	MEN 3.14 WOMEN 0.74 TOTAL 2.74
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL 2.43	TOTAL 2.62	TOTAL 4.47	TOTAL 5.55	TOTAL 0.75	TOTAL 0.93	TOTAL 0.03	TOTAL 3.89
% CHANGE FROM LAST YEAR	TOTAL -5.61	TOTAL -15.50	TOTAL -23.50	TOTAL -46.29	TOTAL 120.64	TOTAL -12.20	TOTAL 422.72	TOTAL -29.51
% OF AGENCY POPULATION	MEN 1.36 WOMEN 5.56 TOTAL 6.94	MEN 4.93 WOMEN 7.72 TOTAL 12.65	MEN 40.56 WOMEN 1.79 TOTAL 42.35	MEN 25.57 WOMEN 0.33 TOTAL 25.90	MEN 0.46 WOMEN 0.01 TOTAL 0.49	MEN 8.49 WOMEN 0.07 TOTAL 8.56	MEN 1.43 WOMEN 1.37 TOTAL 2.80	MEN 83.05 WOMEN 16.95 TOTAL 100.00
% OF AGENCY PARTICIPANTS	MEN 0.86 WOMEN 2.16 TOTAL 3.04	MEN 5.69 WOMEN 4.00 TOTAL 9.69	MEN 46.61 WOMEN 1.64 TOTAL 48.25	MEN 34.00 WOMEN 0.30 TOTAL 34.42	MEN 0.53 WOMEN 0.01 TOTAL 0.53	MEN 3.49 WOMEN 0.06 TOTAL 3.55	MEN 0.27 WOMEN 0.26 TOTAL 0.52	MEN 91.51 WOMEN 8.49 TOTAL 100.00
% OF AGENCY MAN-HOURS	MEN 4.27 WOMEN 1.53 TOTAL 5.80	MEN 8.61 WOMEN 1.60 TOTAL 10.22	MEN 51.71 WOMEN 1.10 TOTAL 52.82	MEN 27.83 WOMEN 0.33 TOTAL 28.15	MEN * WOMEN * TOTAL 0.30	MEN 2.55 WOMEN 0.00 TOTAL 2.55	MEN 0.14 WOMEN 0.02 TOTAL 0.16	MEN 95.11 WOMEN 4.56 TOTAL 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN 154.37 WOMEN 13.71 TOTAL 41.65	MEN 66.96 WOMEN 10.33 TOTAL 40.20	MEN 63.48 WOMEN 30.69 TOTAL 62.10	MEN 54.18 WOMEN 49.85 TOTAL 54.13	MEN * WOMEN * TOTAL 30.87	MEN 14.92 WOMEN 3.24 TOTAL 14.83	MEN 4.92 WOMEN 0.68 TOTAL 2.85	MEN 57.03 WOMEN 13.46 TOTAL 49.80
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN 437.32 WOMEN 63.72 TOTAL 171.75	MEN 136.07 WOMEN 35.95 TOTAL 94.72	MEN 99.69 WOMEN 60.24 TOTAL 98.35	MEN 73.41 WOMEN 82.37 TOTAL 73.50	MEN * WOMEN * TOTAL 51.20	MEN 65.57 WOMEN 6.75 TOTAL 64.57	MEN 47.69 WOMEN 6.46 TOTAL 27.47	MEN 93.38 WOMEN 46.53 TOTAL 89.85

TREASURY	65 1-4	65 5-8	65 9-12	65 13-15	65 16-18	65	DIFFER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	2508 17090 20404	1360 2404 4240	1753 3331 29014	623 298 621	106 3 111	107 280 1713	0 0 0	44150 53341 77497
PARTICIPANT MAN-HOURS (IN 000'S)	142.44 514.75 662.22	1400.27 990.25 2407.52	941.29 172.19 1113.48	255.75 10.99 296.73	* * 0.29	105.12 7.19 112.30	0.00 0.00 0.00	2571.48 1705.07 4276.55
PARTICIPANT RATIO (%)	41.59 60.14 57.01	117.53 102.46 145.01	70.44 132.96 70.85	57.46 92.14 50.26	32.73 60.00 33.13	37.04 20.05 33.14	0.00 0.00 0.00	70.22 96.33 76.09
MAN-HOUR RATIO (%)	1.30 0.96 1.02	0.81 3.07 4.52	1.69 2.16 1.69	1.37 2.16 1.36	* * 1.02	1.32 0.29 1.07	0.00 0.00 0.00	2.23 1.73 1.99
LAST YEAR'S MAN- HOUR RATIO (%)	1.52	2.65	1.97	1.15	0.66	0.73	0.00	2.60
% CHANGE FROM LAST YEAR	-44.02	-19.97	-4.16	20.35	54.24	40.76	0.00	-23.29
% OF AGENCY POPULATION	6.75 23.41 28.15	6.95 14.07 23.02	22.09 3.46 25.55	9.07 0.22 9.29	0.26 0.00 0.26	3.45 1.09 4.54	0.00 0.36 1.16	49.46 42.67 100.00
% OF AGENCY PARTICIPANTS	2.57 18.36 20.93	13.71 24.81 43.52	20.29 5.96 26.27	6.79 0.26 7.06	0.11 0.00 0.11	1.67 0.29 1.96	0.00 0.00 0.00	45.29 54.71 100.00
% OF AGENCY MAN-HOURS	3.09 11.29 14.38	30.54 21.64 52.18	20.44 3.74 24.18	6.21 0.24 6.44	* * 0.13	2.28 0.16 2.44	0.00 0.00 0.00	62.80 37.07 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	23.60 17.47 18.50	123.66 52.09 82.11	33.52 39.15 34.28	24.79 34.22 25.13	* * 18.49	23.96 5.19 19.46	0.00 0.00 0.00	45.98 31.46 36.22
AVERAGE HOURS OF TRAINING PER PARTICIPANT	56.79 24.04 32.46	105.21 34.26 50.62	47.58 24.53 43.47	43.14 42.57 43.12	* * 58.79	64.61 25.12 58.70	0.00 0.00 0.00	62.48 32.00 47.23

CIVIL AERONAUTICS BOARD	65 1-4	65 5-8	65 9-12	65 13-15	65 16-18	MS	OTHER	TOTAL
PARTICIPANTS	0 28 28	26 58 84	38 18 56	70 6 76	14 0 14	0 0 0	3 1 4	165 111 276
PARTICIPANT MAN-HOURS (IN 000'S)	0.00 0.81 0.81	0.65 1.89 2.74	1.39 0.53 1.92	2.06 0.19 2.24	* * 0.68	0.00 0.00 0.00	0.07 0.03 0.10	5.03 3.43 9.14
PARTICIPANT RATIO (%)	0.00 93.33 73.68	50.98 42.65 44.92	37.25 32.73 35.67	39.77 50.00 40.43	27.45 0.00 26.92	0.00 0.00 0.00	75.00 20.00 44.44	40.15 46.44 42.46
MAN-HOUR RATIO (%)	0.00 1.47 1.16	0.91 0.76 0.80	0.75 0.53 0.67	0.64 0.84 0.65	* * 0.71	0.00 0.00 0.00	0.91 0.28 0.56	0.67 0.79 0.77
LAST YEAR'S MAN-HOUR RATIO (%)	0.35	0.3	0.52	0.80	0.78	1.32	0.00	0.56
% CHANGE FROM LAST YEAR	232.05	117.43	29.17	-18.17	-8.49	-100.00	0.00	38.15
% OF AGENCY POPULATION	1.23 4.62 5.85	7.85 20.92 28.77	15.69 8.46 24.15	27.08 1.85 28.92	7.85 0.15 8.00	1.85 0.15 2.00	0.62 0.77 1.38	63.23 36.77 100.00
% OF AGENCY PARTICIPANTS	0.00 10.14 10.14	9.42 21.01 30.43	13.77 6.52 20.29	25.36 2.17 27.54	5.07 0.00 5.07	0.00 0.00 0.00	1.09 0.36 1.45	59.78 40.22 100.00
% OF AGENCY MAN-HOURS	0.00 8.78 8.78	9.23 20.69 29.92	15.18 5.79 20.97	22.46 2.01 24.47	* * 7.38	0.00 0.00 0.00	0.72 0.27 1.00	55.07 37.55 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	0.00 26.73 21.11	16.53 13.89 14.61	13.59 9.62 12.20	11.65 15.33 11.89	* * 12.96	0.00 0.00 0.00	16.50 5.00 10.11	12.24 14.35 14.05
AVERAGE HOURS OF TRAINING PER PARTICIPANT	0.00 28.64 28.64	32.42 32.57 32.52	36.47 29.39 34.20	29.30 30.67 29.41	* * 48.14	0.00 0.00 0.00	22.00 25.00 22.75	30.48 30.89 33.09

CIVIL SERVICE COMMISSION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	110 834 944	261 630 891	949 349 1298	416 57 473	16 0 16	3 0 3	0 0 0	1755 1870 3625
PARTICIPANT MAN-HOURS (IN 000'S)	2.91 26.54 29.45	13.29 20.37 33.65	26.42 9.46 35.88	13.39 1.79 15.18	* * 0.72	0.12 0.00 0.12	0.00 0.00 0.00	56.12 58.15 114.98
PARTICIPANT RATIO (%)	27.23 43.87 40.95	85.86 62.81 68.17	83.76 77.90 82.10	58.59 59.37 58.68	28.07 0.00 28.07	7.14 0.00 5.66	0.00 0.00 0.00	64.66 53.31 58.26
MAN-HOUR RATIO (%)	0.40 0.77 0.70	2.41 1.12 1.42	1.28 1.16 1.25	1.04 1.02 1.04	* * 0.69	0.16 0.00 0.12	0.00 0.00 0.00	1.14 0.91 1.02
LAST YEAR'S MAN- HOUR RATIO (%)	0.75	0.82	0.97	0.79	1.89	0.10	0.00	0.82
% CHANGE FROM LAST YEAR	-6.21	72.88	28.81	31.24	-63.30	24.68	0.00	24.10
% OF AGENCY POPULATION	6.49 30.55 37.05	4.89 16.12 21.01	18.21 7.20 25.41	11.41 1.54 12.95	0.92 0.00 0.92	0.68 0.18 0.85	0.80 0.56 1.37	43.62 56.38 100.00
% OF AGENCY PARTICIPANTS	3.03 23.01 26.04	7.20 17.38 24.58	26.18 9.63 35.81	11.48 1.57 13.05	0.44 0.00 0.44	0.08 0.00 0.08	0.00 0.00 0.00	48.41 51.59 100.00
% OF AGENCY MAN-HOURS	2.53 23.08 25.61	11.55 17.71 29.26	22.98 8.22 31.20	11.64 1.55 13.20	* * 0.62	0.10 0.00 0.10	0.00 0.00 0.00	48.81 50.57 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	7.20 13.96 12.77	43.69 20.31 25.74	23.32 21.10 22.69	18.86 18.60 18.63	* * 12.60	2.86 0.00 2.26	0.00 0.00 0.00	20.68 16.57 18.48
AVERAGE HOURS OF TRAINING PER PARTICIPANT	26.45 31.82 31.19	50.89 32.33 37.76	27.84 27.09 27.64	32.19 31.33 32.08	* * 44.88	40.00 0.00 40.00	0.00 0.00 0.00	31.98 31.09 31.72

EQUAL EMPLOYMENT OPPORTUNITY COMMISSION	GS 1-4		GS 5-8		GS 9-12		GS 13-15		GS 16-18		MS	OTHER	TOTAL
	MEN WOMEN TOTAL		MEN WOMEN TOTAL		MEN WOMEN TOTAL		MEN WOMEN TOTAL		MEN WOMEN TOTAL				
PARTICIPANTS	8 175 183		54 357 411		125 158 283		165 61 226		0 0 0		3 0 3	0 0 0	355 751 1106
PARTICIPANT MAN-HOURS (IN 000'S)	0.06 7.16 7.22		0.49 5.67 6.16		2.88 3.48 6.35		4.48 1.03 5.50		* * 0.00		0.08 0.00 0.08	0.00 0.00 0.00	7.98 17.32 25.29
PARTICIPANT RATIO (%)	26.67 75.43 69.85		58.70 118.21 104.31		36.98 98.14 56.71		54.82 124.49 64.57		0.00 0.00 0.00		30.00 0.00 30.00	0.00 0.00 0.00	51.01 94.73 76.33
MAN-HOUR RATIO (%)	0.11 1.70 1.52		0.29 1.03 0.86		0.47 1.19 0.70		0.82 1.15 0.87		* * 0.00		0.41 0.00 0.41	0.00 0.00 0.00	0.63 1.27 0.96
LAST YEAR'S MAN- HOUR RATIO (%)	3.26		3.29		3.26		0.00		14.45		0.50	0.00	2.76
% CHANGE FROM LAST YEAR	-53.50		-73.86		-78.51		0.00		-100.00		-17.40	0.00	-65.18
% OF AGENCY POPULATION	2.67 16.01 18.08		6.35 20.84 27.19		23.33 11.11 34.44		20.77 3.38 24.15		1.10 0.35 1.45		0.69 0.00 0.69	0.28 0.41 0.69	48.03 51.97 100.00
% OF AGENCY PARTICIPANTS	0.72 15.82 16.55		4.88 32.28 37.14		11.30 14.29 25.59		14.92 5.52 20.43		0.00 0.00 0.00		0.27 0.00 0.27	0.00 0.00 0.00	32.10 67.90 100.00
% OF AGENCY MAN-HOURS	0.24 28.29 28.52		1.93 22.22 24.33		11.37 12.73 25.10		17.68 4.06 21.74		* * 0.00		0.30 0.00 0.30	0.00 0.00 0.00	31.53 68.47 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	2.00 30.83 27.53		5.32 18.75 15.62		8.51 21.57 12.72		14.86 20.94 15.71		* * 0.00		7.50 0.00 7.50	0.00 0.00 0.00	11.45 22.99 17.45
AVERAGE HOURS OF TRAINING PER PARTICIPANT	7.50 40.87 39.42		9.06 15.87 14.97		23.01 21.97 22.43		27.10 16.82 24.33		* * 0.00		25.00 0.00 25.00	0.00 0.00 0.00	22.46 23.06 22.86

FEDERAL COMMUNICATIONS COMMISSION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	#S	OTHER	TOTAL
PARTICIPANTS	6 117 125	68 95 163	142 17 159	154 7 161	20 1 21	7 0 7	0 0 0	397 239 636
PARTICIPANT MAN-HOURS (IN 000'S)	0.25 4.44 4.68	2.35 3.09 5.44	3.82 0.87 4.68	4.37 0.17 4.54	* * 1.09	0.27 0.00 0.27	0.00 0.00 0.00	11.04 8.55 20.68
PARTICIPANT RATIO (%)	13.64 50.42 44.64	51.13 31.35 37.39	41.64 26.15 39.16	43.75 33.33 43.16	48.78 50.00 46.84	18.92 0.00 17.07	0.00 0.00 0.00	46.22 37.17 39.02
MAN-HOUR RATIO (%)	0.31 1.03 0.92	0.97 0.56 0.69	0.62 0.73 0.63	0.68 0.43 0.67	* * 1.40	0.39 0.00 0.35	0.00 0.00 0.00	0.62 0.73 0.70
LAST YEAR'S MAN-HOUR RATIO (%)	0.78	0.50	0.68	0.69	1.41	0.13	0.00	0.65
% CHANGE FROM LAST YEAR	18.00	37.19	-6.75	-3.01	-1.00	171.71	0.00	7.44
% OF AGENCY POPULATION	2.70 14.48 17.18	8.16 18.59 26.75	20.92 3.99 24.91	21.60 1.29 22.88	2.52 0.12 2.64	2.27 0.25 2.52	0.74 0.18 0.92	60.55 39.45 100.00
% OF AGENCY PARTICIPANTS	0.94 18.71 19.65	10.69 14.94 25.63	22.33 2.67 25.00	24.21 1.10 25.31	3.14 0.16 3.30	1.10 0.00 1.10	0.00 0.00 0.00	62.42 37.58 100.00
% OF AGENCY MAN-HOURS	1.19 21.45 22.64	11.36 14.91 26.27	18.45 4.17 22.62	21.13 0.80 21.93	* * 5.27	1.27 0.00 1.27	0.00 0.00 0.00	53.39 41.34 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	5.57 18.79 16.71	17.65 10.17 12.46	11.18 13.26 11.51	12.41 7.86 12.15	* * 25.35	7.11 0.00 6.41	0.00 0.00 0.00	11.18 13.29 12.68
AVERAGE HOURS OF TRAINING PER PARTICIPANT	40.83 37.27 37.44	34.53 32.45 33.32	26.85 50.71 29.40	28.36 23.57 28.16	* * 51.90	37.57 0.00 37.57	0.00 0.00 0.00	27.80 35.75 32.50

FEDERAL HOME LOAN BANK BOARD		GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS	MEN WOMEN TOTAL	0 33 33	32 62 94	116 52 168	148 12 160	7 0 7	3 1 4	0 0 0	306 140 466
PARTICIPANT MAN-HOURS (IN 000'S)	MEN WOMEN TOTAL	0.00 1.39 1.39	1.04 1.84 2.87	3.93 2.13 6.05	5.52 0.28 5.80	* * 0.15	0.11 0.04 0.15	0.00 0.00 0.00	10.59 5.67 16.41
PARTICIPANT RATIO (%)	MEN WOMEN TOTAL	0.00 23.40 20.50	32.32 32.98 32.75	27.68 98.11 35.59	46.39 171.43 49.08	70.00 0.00 70.00	15.79 25.00 16.00	0.00 0.00 0.00	34.04 40.61 36.04
MAN-HOUR RATIO (%)	MEN WOMEN TOTAL	0.00 0.54 0.48	0.58 0.54 0.55	0.52 2.21 0.71	0.95 2.20 0.98	* * 0.83	0.32 0.55 0.33	0.00 0.00 0.00	0.65 0.79 0.70
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL	1.48	4.29	0.95	1.11	0.70	0.03	0.00	1.63
% CHANGE FROM LAST YEAR	TOTAL	-67.90	-87.16	-25.75	-11.77	18.00	1001.32	0.00	-57.14
% OF AGENCY POPULATION	MEN WOMEN TOTAL	1.55 10.90 12.45	7.66 14.54 22.20	32.41 4.10 36.50	24.67 0.54 25.21	0.77 0.00 0.77	1.47 0.31 1.93	0.62 0.08 0.70	69.53 30.47 100.00
% OF AGENCY PARTICIPANTS	MEN WOMEN TOTAL	0.00 7.08 7.08	6.87 13.30 20.17	24.89 11.16 36.05	31.76 2.58 34.33	1.50 0.00 1.50	0.64 0.21 0.86	0.00 0.00 0.00	65.67 34.33 100.00
% OF AGENCY MAN-HOURS	MEN WOMEN TOTAL	0.00 8.47 8.47	6.32 11.18 17.50	23.92 12.94 36.86	33.64 1.71 35.35	* * 0.91	0.67 0.24 0.91	0.00 0.00 0.00	64.54 34.54 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN WOMEN TOTAL	0.00 9.85 8.63	10.46 9.76 10.00	9.36 40.06 12.81	17.30 40.00 17.79	* * 15.00	5.79 10.00 6.00	0.00 0.00 0.00	11.78 14.38 12.69
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN WOMEN TOTAL	0.00 42.09 42.09	32.38 29.58 30.53	33.82 40.83 35.99	37.28 23.33 36.24	* * 21.43	36.67 40.00 37.50	0.00 0.00 0.00	34.60 35.41 35.20

FEDERAL POWER COMMISSION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	UTHER	TOTAL
PARTICIPANTS	MEN 32 WOMEN 33 TOTAL 65	MEN 43 WOMEN 25 TOTAL 68	MEN 134 WOMEN 14 TOTAL 148	MEN 130 WOMEN 6 TOTAL 136	MEN 13 WOMEN 0 TOTAL 13	MEN 1 WOMEN 0 TOTAL 1	MEN 0 WOMEN 0 TOTAL 0	MEN 335 WOMEN 77 TOTAL 412
PARTICIPANT MAN-HOURS (IN 000'S)	MEN 0.04 WOMEN 1.29 TOTAL 1.33	MEN 1.05 WOMEN 0.95 TOTAL 1.99	MEN 4.02 WOMEN 0.27 TOTAL 4.28	MEN 3.77 WOMEN 0.24 TOTAL 4.00	MEN * WOMEN * TOTAL 0.36	MEN 0.01 WOMEN 0.00 TOTAL 0.01	MEN 0.00 WOMEN 0.00 TOTAL 0.00	MEN 9.23 WOMEN 2.72 TOTAL 12.31
PARTICIPANT RATIO (%)	MEN 4.17 WOMEN 38.10 TOTAL 30.56	MEN 51.17 WOMEN 8.56 TOTAL 18.09	MEN 53.17 WOMEN 23.73 TOTAL 47.59	MEN 47.45 WOMEN 100.00 TOTAL 48.57	MEN 31.71 WOMEN 0.00 TOTAL 31.71	MEN 5.26 WOMEN 0.00 TOTAL 4.35	MEN 0.00 WOMEN 0.00 TOTAL 0.00	MEN 47.99 WOMEN 22.00 TOTAL 39.31
MAN-HOUR RATIO (%)	MEN 0.09 WOMEN 0.84 TOTAL 0.67	MEN 0.69 WOMEN 0.18 TOTAL 0.29	MEN 0.88 WOMEN 0.24 TOTAL 0.76	MEN 0.76 WOMEN 2.12 TOTAL 0.79	MEN * WOMEN * TOTAL 0.48	MEN 0.03 WOMEN 0.00 TOTAL 0.02	MEN 0.00 WOMEN 0.00 TOTAL 0.00	MEN 0.73 WOMEN 0.43 TOTAL 0.65
LAST YEAR'S MAN-HOUR RATIO (%)	0.27	0.60	1.07	0.87	0.61	0.00	0.03	0.74
% CHANGE FROM LAST YEAR	149.65	-51.45	-29.29	-9.76	-20.74	0.00	-100.00	-12.62
% OF AGENCY POPULATION	MEN 2.29 WOMEN 8.02 TOTAL 10.31	MEN 8.02 WOMEN 27.86 TOTAL 35.88	MEN 24.05 WOMEN 5.63 TOTAL 29.68	MEN 26.15 WOMEN 0.57 TOTAL 26.72	MEN 3.91 WOMEN 0.00 TOTAL 3.91	MEN 1.81 WOMEN 0.38 TOTAL 2.19	MEN 0.57 WOMEN 0.48 TOTAL 1.05	MEN 66.60 WOMEN 33.40 TOTAL 100.00
% OF AGENCY PARTICIPANTS	MEN 0.24 WOMEN 7.77 TOTAL 8.01	MEN 10.44 WOMEN 6.07 TOTAL 16.50	MEN 32.52 WOMEN 3.40 TOTAL 35.92	MEN 31.55 WOMEN 1.46 TOTAL 33.01	MEN 3.16 WOMEN 0.00 TOTAL 3.16	MEN 0.24 WOMEN 0.00 TOTAL 0.24	MEN 0.00 WOMEN 0.00 TOTAL 0.00	MEN 81.31 WOMEN 18.69 TOTAL 100.00
% OF AGENCY MAN-HOURS	MEN 0.33 WOMEN 10.42 TOTAL 10.74	MEN 8.49 WOMEN 7.67 TOTAL 16.16	MEN 32.59 WOMEN 2.13 TOTAL 34.72	MEN 30.56 WOMEN 1.88 TOTAL 32.44	MEN * WOMEN * TOTAL 2.93	MEN 0.08 WOMEN 0.00 TOTAL 0.08	MEN 0.00 WOMEN 0.00 TOTAL 0.00	MEN 74.98 WOMEN 22.09 TOTAL 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN 1.67 WOMEN 15.26 TOTAL 12.24	MEN 12.44 WOMEN 3.23 TOTAL 5.29	MEN 15.92 WOMEN 4.44 TOTAL 13.74	MEN 13.73 WOMEN 38.50 TOTAL 14.26	MEN * WOMEN * TOTAL 8.78	MEN 0.53 WOMEN 0.00 TOTAL 0.43	MEN 0.00 WOMEN 0.00 TOTAL 0.00	MEN 13.22 WOMEN 7.77 TOTAL 11.74
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN 40.00 WOMEN 40.06 TOTAL 40.06	MEN 24.30 WOMEN 37.76 TOTAL 29.25	MEN 29.93 WOMEN 18.71 TOTAL 28.87	MEN 28.93 WOMEN 38.50 TOTAL 29.35	MEN * WOMEN * TOTAL 27.69	MEN 10.00 WOMEN 0.00 TOTAL 10.00	MEN 0.00 WOMEN 0.00 TOTAL 0.00	MEN 27.54 WOMEN 35.31 TOTAL 29.87

FEDERAL TRADE COMMISSION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	#S	OTHER	TOTAL
PARTICIPANTS	MEN 25 WOMEN 127 TOTAL 152	37 177 214	105 90 195	78 29 107	19 0 19	0 0 0	0 0 0	264 423 687
PARTICIPANT MAN-HOURS (IN 000'S)	MEN 0.22 WOMEN 3.64 TOTAL 3.86	0.90 3.96 4.86	2.55 1.80 4.35	2.22 0.27 2.49	* * 0.42	0.00 0.00 0.00	0.00 0.00 0.00	5.88 9.67 15.95
PARTICIPANT RATIO (%)	54.35 76.51 71.70	60.66 49.58 51.20	40.38 90.91 54.32	24.61 111.54 31.20	42.22 0.00 42.22	0.00 0.00 0.00	0.00 0.00 0.00	33.29 64.78 47.74
MAN-HOUR RATIO (%)	MEN 0.25 WOMEN 1.21 TOTAL 1.00	0.81 0.61 0.64	0.54 1.00 0.67	0.38 0.57 0.40	* * 0.51	0.00 0.00 0.00	0.00 0.00 0.00	0.41 0.81 0.61
LAST YEAR'S MAN-HOUR RATIO (%)	0.34	0.51	0.35	0.30	0.15	0.00	0.00	0.37
% CHANGE FROM LAST YEAR	193.97	25.43	90.42	32.93	239.37	0.00	0.00	64.95
% OF AGENCY POPULATION	MEN 3.20 WOMEN 11.54 TOTAL 14.73	4.24 24.81 29.05	18.07 6.88 24.95	22.03 1.81 23.84	3.13 0.00 3.13	1.25 0.28 1.53	2.50 0.00 2.50	54.62 45.38 100.00
% OF AGENCY PARTICIPANTS	MEN 3.64 WOMEN 18.49 TOTAL 22.13	5.39 25.76 31.15	15.28 13.10 28.38	11.35 4.22 15.57	2.77 0.00 2.77	0.00 0.00 0.00	0.00 0.00 0.00	38.43 61.57 100.00
% OF AGENCY MAN-HOURS	MEN 1.33 WOMEN 22.60 TOTAL 24.13	5.63 24.82 30.45	15.96 11.29 27.24	13.89 1.68 15.57	* * 2.61	0.00 0.00 0.00	0.00 0.00 0.00	36.81 60.58 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN 4.61 WOMEN 21.90 TOTAL 18.15	14.72 11.09 11.62	9.79 18.18 12.10	6.99 10.31 7.24	* * 9.24	0.00 0.00 0.00	0.00 0.00 0.00	7.47 14.80 11.08
AVERAGE TRAINING HOURS OF PARTICIPANT	MEN 8.48 WOMEN 28.63 TOTAL 25.32	24.27 22.36 22.69	24.24 20.00 22.28	28.41 9.24 23.21	* * 21.89	0.00 0.00 0.00	0.00 0.00 0.00	22.24 22.84 23.22

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GENERAL SERVICES ADMINISTRATION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	GS	OTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	1583 1690 3273	2424 2465 4889	4085 896 4981	1790 79 1869	44 0 44	1948 176 2124	502 54 556	12376 5360 17736
PARTICIPANT MAN-HOURS (IN 000'S)	111.27 51.57 162.84	101.72 67.72 169.44	110.49 24.62 135.10	48.85 2.48 51.32	* * 1.94	62.86 5.26 68.12	13.60 2.12 15.71	448.77 153.75 604.44
PARTICIPANT RATIO (%)	53.12 41.32 46.29	55.41 71.20 62.38	101.92 94.92 100.59	88.88 88.10 87.75	63.77 0.00 62.86	13.63 5.40 12.10	100.80 15.13 65.03	43.81 43.82 43.81
MAN-HOUR RATIO (%)	2.06 0.69 1.27	1.28 1.08 1.19	1.52 1.44 1.50	1.34 1.17 1.33	* * 1.52	0.24 0.09 0.21	1.50 0.33 1.01	0.87 0.69 0.82
LAST YEAR'S MAN- HOUR RATIO (%)	1.84	1.70	1.42	1.45	0.88	0.30	1.80	1.04
% CHANGE FROM LAST YEAR	-31.07	-29.97	5.79	-8.51	72.71	-28.76	-43.81	-20.94
% OF AGENCY POPULATION	7.36 10.10 17.47	10.81 8.55 19.36	9.90 2.33 12.23	4.98 0.29 5.26	0.17 0.00 0.17	35.30 8.05 43.36	1.23 0.88 2.11	69.78 30.22 100.00
% OF AGENCY PARTICIPANTS	8.93 9.53 18.45	13.67 13.80 27.57	23.03 5.05 28.08	10.09 0.45 10.54	0.25 0.60 0.25	10.98 0.99 11.98	2.83 0.30 3.13	69.78 30.22 100.00
% OF AGENCY MAN-HOURS	18.41 8.53 26.94	16.83 11.20 28.03	18.28 4.07 22.35	8.08 0.41 8.49	* * 0.32	10.40 0.87 11.27	2.25 0.35 2.60	74.24 25.44 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	37.34 12.61 23.03	23.25 19.56 21.62	27.57 26.07 27.28	24.25 21.32 24.09	* * 27.60	4.40 1.61 3.88	27.30 5.92 18.37	15.89 12.57 14.93
AVERAGE HOURS OF TRAINING PER PARTICIPANT	70.29 30.51 49.75	41.96 27.47 34.66	27.05 27.47 27.12	27.29 31.30 27.46	* * 43.91	32.27 29.88 32.07	27.08 39.11 28.25	36.26 28.68 34.08

INTERSTATE COMMERCE COMMISSION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	9 46 55	33 60 93	292 21 313	144 1 145	7 0 7	0 0 0	0 0 0	485 128 613
PARTICIPANT MAN-HOURS (IN 000'S)	0.41 2.07 2.48	1.31 3.46 4.77	12.24 0.71 12.95	4.81 0.04 4.85	* * 0.53	0.00 0.00 0.00	0.00 0.00 0.00	18.77 9.28 25.57
PARTICIPANT RATIO (%)	13.43 21.10 19.30	38.82 17.44 21.68	59.47 33.87 56.60	50.00 10.00 48.66	7.29 9.00 7.00	0.00 0.00 0.00	0.00 0.00 0.00	46.02 19.78 36.04
MAN-HOUR RATIO (%)	0.34 0.52 0.48	0.64 0.55 0.61	1.37 0.63 1.29	0.92 0.22 0.90	* * 0.29	0.00 0.00 0.00	0.00 0.00 0.00	0.98 0.53 0.83
LAST YEAR'S MAN- HOUR RATIO (%)	0.18	0.22	0.28	0.13	0.29	0.00	0.00	0.22
% CHANGE FROM LAST YEAR	146.10	177.90	360.47	589.11	0.26	0.00	0.00	276.20
% OF AGENCY POPULATION	3.94 12.82 16.75	5.00 20.22 25.22	28.87 3.64 32.51	16.93 0.59 17.52	5.64 0.24 5.86	1.00 0.53 1.53	0.12 0.00 0.12	61.96 38.04 100.00
% OF AGENCY PARTICIPANTS	1.47 7.50 8.97	5.38 9.79 15.17	47.63 3.43 51.06	23.49 0.16 23.65	1.14 0.00 1.14	0.00 0.00 0.00	0.00 0.00 0.00	79.12 20.88 100.00
% OF AGENCY MAN-HOURS	1.60 8.09 9.70	5.10 13.53 18.63	47.87 2.77 50.65	18.81 0.16 18.96	* * 2.07	0.00 0.00 0.00	0.00 0.00 0.00	73.38 24.55 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	6.12 9.49 8.70	15.34 10.06 11.10	24.93 11.44 23.41	16.69 4.00 16.27	* * 5.28	0.00 0.00 0.00	0.00 0.00 0.00	17.80 9.70 15.03
AVERAGE HOURS OF TRAINING PER PARTICIPANT	45.56 44.98 45.07	39.52 57.65 51.22	41.91 33.76 41.37	33.39 40.00 33.43	* * 75.43	0.00 0.00 0.00	0.00 0.00 0.00	38.68 49.04 41.71

NASA	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	45	OTHER	TOTAL
PARTICIPANTS	MEN 683 WOMEN 1164 TOTAL	1149 1601 2750	5573 751 6324	1237 127 7364	440 6 446	965 1 966	0 0 0	15645 3369 19014
PARTICIPANT MAN-HOURS (IN 000'S)	8.92 31.04 40.01	32.85 36.07 68.91	183.23 20.04 203.26	237.65 4.29 241.93	* * 15.84	21.05 0.01 21.06	0.00 0.00 0.00	463.68 91.48 591.00
PARTICIPANT RATIO (%)	56.77 67.00 64.20	80.29 60.12 67.17	67.86 111.76 71.18	68.78 108.55 69.22	66.27 200.00 66.87	50.58 4.17 50.00	0.00 0.00 0.00	66.32 68.52 66.70
MAN-HOUR RATIO (%)	0.99 1.30 1.22	1.26 0.75 0.93	1.23 1.64 1.26	1.24 2.01 1.25	* * 1.31	0.61 0.02 0.60	0.00 0.00 0.00	1.13 1.02 1.14
LAST YEAR'S MAN- HOUR RATIO (%)	0.87	0.69	1.42	1.33	1.18	0.63	0.32	1.15
% CHANGE FROM LAST YEAR	39.67	34.33	-11.29	-5.85	10.79	-4.74	-100.00	-0.73
% OF AGENCY POPULATION	1.74 4.62 6.36	5.02 9.34 14.36	28.81 2.36 31.17	36.91 0.41 37.32	2.33 0.01 2.34	6.69 0.08 6.78	1.16 0.43 1.61	82.75 17.25 100.00
% OF AGENCY PARTICIPANTS	1.48 4.64 6.12	6.04 8.42 14.46	29.31 3.95 33.26	38.06 0.67 38.73	2.31 0.03 2.35	5.08 0.01 5.08	0.00 0.00 0.00	82.28 17.72 100.00
% OF AGENCY MAN-HOURS	1.51 5.26 6.77	5.56 6.10 11.66	31.00 3.39 34.39	40.21 0.72 40.93	* * 2.66	3.56 0.00 3.56	0.00 0.00 0.00	81.84 15.48 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	18.02 23.59 22.07	22.95 13.54 16.83	22.31 29.82 22.88	22.59 36.59 22.74	* * 23.74	11.03 0.33 10.90	0.00 0.00 0.00	20.50 18.00 20.73
AVERAGE HOURS OF TRAINING PER PARTICIPANT	31.74 35.21 34.37	28.59 22.53 25.06	32.88 26.68 32.14	32.84 33.71 32.85	* * 35.50	21.81 8.00 21.80	0.00 0.00 0.00	30.92 27.15 31.08

NATIONAL LABOR RELATIONS BOARD	GS 1-4		GS 5-8		GS 9-12		GS 13-15		GS 16-18		MS	OTHER	TOTAL
	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN	MEN	WOMEN			
PARTICIPANTS	3	64	23	105	20	32	39	13	1	0	0	0	99
	67	128	52		42		3	1	0	0		0	205
	67						42	14	1				304
PARTICIPANT MAN-HOURS (IN 000'S)	0.09	2.36	0.83	3.21	0.45	0.68	0.87	*	0.02	0.00	0.00	0.00	2.25
	2.45		4.04		1.12		0.03	0.44	0.00	0.00	0.00	0.00	6.26
	2.45		4.04		1.12		0.90		0.02	0.00	0.00	0.00	8.94
PARTICIPANT RATIO (%)	8.33	20.45	27.38	20.63	4.98	25.81	5.82	9.70	5.26	0.00	0.00	0.00	7.23
	19.20		21.59		9.89		6.25	20.00	0.00	0.00	0.00	0.00	20.02
	19.20		21.59		9.89		5.85	10.07	4.35	0.00	0.00	0.00	12.70
MAN-HOUR RATIO (%)	0.14	0.41	0.54	0.35	0.06	0.30	0.07	*	0.06	0.00	0.00	0.00	0.09
	0.39		0.37		0.12		0.03	0.17	0.00	0.00	0.00	0.00	0.34
	0.39		0.37		0.12		0.07		0.05	0.00	0.00	0.00	0.21
LAST YEAR'S MAN-HOUR RATIO (%)	0.32		0.21		0.46		0.13	0.14	0.00	0.00	0.00	0.00	0.23
% CHANGE FROM LAST YEAR	20.51		78.29		-74.56		-47.26	22.24	0.00	0.00	0.00	0.00	-10.56
% OF AGENCY POPULATION	1.50	13.08	3.51	21.27	16.80	5.18	28.00	5.60	0.79	0.29	0.79	0.29	57.21
	14.58		24.78		21.98		2.01	0.21	0.17	0.38	0.17	0.38	42.79
	14.58		24.78		21.98		30.00	5.81	0.96	0.67	0.96	0.67	100.00
% OF AGENCY PARTICIPANTS	0.99	21.05	7.57	34.54	6.58	10.53	12.83	4.28	0.33	0.00	0.33	0.00	32.57
	22.04		42.11		17.11		0.99	0.33	0.00	0.00	0.00	0.00	67.43
	22.04		42.11		17.11		13.82	4.61	0.33	0.00	0.33	0.00	100.00
% OF AGENCY MAN-HOURS	1.01	26.33	9.28	35.82	4.97	7.54	9.66	*	0.22	0.00	0.22	0.00	75.15
	27.34		45.10		12.51		0.34	*	0.00	0.00	0.00	0.00	70.02
	27.34		45.10		12.51		10.00	4.83	0.22	0.00	0.22	0.00	100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	2.50	7.52	9.88	6.29	1.10	5.44	1.29	*	1.05	0.00	1.05	0.00	1.64
	7.00		6.80		2.13		0.82	*	0.00	0.00	0.00	0.00	6.11
	7.00		6.80		2.13		1.25	3.11	0.87	0.00	0.87	0.00	3.74
AVERAGE HOURS OF TRAINING PER PARTICIPANT	30.00	36.78	36.09	30.50	22.20	21.06	22.15	*	20.00	0.00	20.00	0.00	22.71
	36.48		31.50		21.50		10.00	*	0.00	0.00	0.00	0.00	30.54
	36.48		31.50		21.50		21.29	30.86	20.00	0.00	20.00	0.00	29.41

OFFICE OF MANAGEMENT AND BUDGET	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS	12 77 89	24 30 54	50 7 57	19 1 20	6 0 6			112 116 230
PARTICIPANT MAN-HOURS (IN 000'S)	0.06 0.20 0.26	0.30 2.53 2.83	0.94 1.07 2.01	4.37 0.27 4.64	* * 0.69	0.20 0.00 0.20	0.00 0.00 0.00	5.86 4.06 10.61
PARTICIPANT RATIO (%)	8.33 33.33 19.05	44.44 50.33 49.44	45.28 43.48 44.26	22.03 38.89 23.27	27.54 33.33 27.78	30.00 0.00 28.57	0.00 0.00 0.00	23.98 44.53 31.42
MAN-HOUR RATIO (%)	0.28 1.22 0.68	0.61 0.91 0.86	0.97 0.85 0.90	1.06 0.81 1.04	* * 0.53	0.53 0.00 0.50	0.00 0.00 0.00	0.69 0.84 0.80
LAST YEAR'S MAN-HOUR RATIO (%)	0.37	0.57	0.56	1.36	0.77	0.00	0.00	0.82
% CHANGE FROM LAST YEAR	84.26	51.73	61.36	-23.45	-31.47	0.00	0.00	-2.73
% OF AGENCY POPULATION	1.64 1.23 2.87	3.69 20.90 24.59	7.24 9.43 16.67	31.01 2.46 33.47	9.43 0.41 9.84	2.73 0.14 2.87	7.92 1.50 9.43	63.80 36.20 100.00
% OF AGENCY PARTICIPANTS	0.43 1.30 1.74	5.22 33.48 38.70	10.43 13.04 23.48	21.74 3.04 24.78	8.26 0.43 8.70	2.61 0.00 2.61	0.00 0.00 0.00	48.70 51.30 100.00
% OF AGENCY MAN-HOURS	0.57 1.89 2.45	2.81 23.85 26.66	8.85 14.03 18.88	41.20 2.49 43.69	* * 6.51	1.81 0.00 1.81	0.00 0.00 0.00	55.23 38.26 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	5.00 22.22 12.38	11.04 16.53 15.71	17.70 15.42 16.41	19.24 14.67 18.91	* * 9.58	9.60 0.00 9.14	0.00 0.00 0.00	12.54 15.31 14.48
AVERAGE HOURS OF TRAINING PER PARTICIPANT	60.00 66.67 65.00	24.83 32.84 31.76	39.08 35.47 37.07	87.36 37.71 81.26	* * 34.50	32.00 0.00 32.00	0.00 0.00 0.00	52.29 34.38 46.10

RAILROAD RETIREMENT BOARD	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	UTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	7 43 50	58 63 121	133 48 181	22 2 24	5 0 5	0 0 0	0 0 0	225 156 381
PARTICIPANT MAN-HOURS (IN 000'S)	0.24 0.89 1.13	18.39 23.18 41.57	4.37 1.73 6.10	1.23 0.06 1.28	* * 0.17	0.00 0.00 0.00	0.00 0.00 0.00	24.21 25.86 50.23
PARTICIPANT RATIO (%)	9.09 11.35 10.96	39.46 15.11 21.45	33.50 33.33 33.46	24.44 50.00 25.53	55.56 0.00 55.56	0.00 0.00 0.00	0.00 0.00 0.00	29.92 16.47 22.42
MAN-HOUR RATIO (%)	0.7 0.13 0.14	6.89 3.06 4.06	0.61 0.66 0.62	0.75 0.77 0.75	* * 1.02	0.00 0.00 0.00	0.00 0.00 0.00	1.77 1.50 1.63
LAST YEAR'S MAN- HOUR RATIO (%)	0.29	1.79	1.48	0.44	0.00	0.00	0.00	1.11
% CHANGE FROM LAST YEAR	-53.28	126.73	-58.10	70.42	0.00	0.00	0.00	46.66
% OF AGENCY POPULATION	4.53 22.31 26.84	8.65 24.54 33.20	23.37 8.48 31.84	5.30 0.24 5.53	0.53 0.00 0.53	1.53 0.18 1.71	0.41 0.00 0.41	44.26 55.74 100.00
% OF AGENCY PARTICIPANTS	1.84 11.25 13.12	15.22 16.54 31.76	34.91 12.60 47.51	5.77 0.52 6.30	1.31 0.00 1.31	0.00 0.00 0.00	0.00 0.00 0.00	59.06 40.94 100.00
% OF AGENCY MAN-HOURS	0.46 1.77 2.23	36.61 46.15 82.76	8.68 3.44 12.13	2.44 0.11 2.55	* * 0.33	0.00 0.00 0.00	0.00 0.00 0.00	48.19 51.48 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	3.01 2.35 2.46	125.09 55.59 73.70	10.99 12.01 11.26	13.60 14.00 13.62	* * 18.44	0.00 0.00 0.00	0.00 0.00 0.00	32.19 27.30 29.56
AVERAGE HOURS OF TRAINING PER PARTICIPANT	33.14 20.70 22.44	317.03 367.92 343.53	32.80 36.04 33.66	55.64 28.00 53.33	* * 33.20	0.00 0.00 0.00	0.00 0.00 0.00	107.58 165.74 131.83

SECURITIES AND EXCHANGE COMMISSION	GS 1-4		GS 5-8		GS 9-12		GS 13-15		GS 16-18		MS	OTHER	TOTAL
	MEN WOMEN TOTAL		MEN WOMEN TOTAL		MEN WOMEN TOTAL		MEN WOMEN TOTAL		MEN WOMEN TOTAL				
PARTICIPANTS	6 25 31		58 25 83		236 30 266		214 11 225		4 0 4		1 0 1	0 0 0	519 91 610
PARTICIPANT MAN-HOURS (IN 000'S)	0.18 0.69 0.87		1.60 0.44 2.03		4.62 0.45 5.06		4.19 0.24 4.43		* * 0.10		0.03 0.00 0.03	0.00 0.00 0.00	10.61 1.80 12.50
PARTICIPANT RATIO (%)	10.91 17.24 15.50		61.05 8.42 21.17		69.01 46.15 65.36		45.73 45.83 45.73		12.12 0.00 12.12		5.88 0.00 5.56	0.00 0.00 0.00	51.03 16.91 39.23
MAN-HOUR RATIO (%)	0.18 0.26 0.24		0.93 0.08 0.29		0.74 0.37 0.68		0.49 0.55 0.49		* * 0.16		0.08 0.00 0.07	0.00 0.00 0.00	0.57 0.18 0.44
LAST YEAR'S MAN- HOUR RATIO (%)	0.07		0.42		0.61		0.41		0.72		0.00	0.00	0.42
% CHANGE FROM LAST YEAR	239.84		-32.14		12.21		20.71		-77.75		0.00	0.00	5.34
% OF AGENCY POPULATION	3.54 9.32 12.86		6.11 19.10 25.21		21.99 4.18 26.17		30.10 1.54 31.64		2.12 0.00 2.12		1.09 0.06 1.16	0.26 0.32 0.58	65.40 34.60 100.00
% OF AGENCY PARTICIPANTS	0.98 4.10 5.08		9.51 4.10 13.61		38.69 4.92 43.61		35.08 1.80 36.89		0.66 0.00 0.66		0.16 0.00 0.16	0.00 0.00 0.00	85.08 14.92 100.00
% OF AGENCY MAN-HOURS	1.44 5.47 6.92		13.79 3.45 16.24		36.96 3.53 40.49		33.43 1.91 35.39		* * 0.77		0.19 0.00 0.19	0.00 0.00 0.00	84.66 14.37 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	3.27 4.72 4.32		16.82 1.45 5.18		13.50 6.78 12.43		8.94 9.96 8.99		* * 2.91		1.41 0.00 1.33	0.00 0.00 0.00	10.43 3.34 8.03
AVERAGE HOURS OF TRAINING PER PARTICIPANT	30.00 27.36 27.87		27.55 17.24 24.45		19.57 14.70 19.02		19.55 21.73 19.65		* * 24.00		24.00 0.00 24.00	0.00 0.00 0.00	20.43 19.73 20.48

SMALL BUSINESS ADMINISTRATION	GS 1-4	GS 5-8	GS 9-12	GS 13-15	GS 16-18	MS	OTHER	TOTAL
PARTICIPANTS	MEN 11 WOMEN 144 TOTAL 155	73 342 415	291 81 372	256 23 279	3 0 3	0 0 0	0 0 0	634 590 1224
PARTICIPANT MAN-HOURS (IN 000'S)	MEN 0.18 WOMEN 3.76 TOTAL 3.94	2.01 8.79 10.80	8.97 2.51 11.47	11.16 0.94 12.09	* * 0.09	0.00 0.00 0.00	0.00 0.00 0.00	22.31 15.98 38.38
PARTICIPANT RATIO (%)	MEN 5.05 WOMEN 10.41 TOTAL 9.68	22.60 37.46 33.60	21.93 40.91 24.39	32.08 56.10 33.25	10.00 0.00 10.00	0.00 0.00 0.00	0.00 0.00 0.00	23.25 23.12 23.19
MAN-HOUR RATIO (%)	MEN 0.05 WOMEN 0.15 TOTAL 0.14	0.34 0.53 0.48	0.37 0.70 0.41	0.77 1.26 0.79	* * 0.16	0.00 0.00 0.00	0.00 0.00 0.00	0.45 0.34 0.40
LAST YEAR'S MAN-HOUR RATIO (%)	TOTAL 0.23	0.43	0.37	0.60	1.59	0.00	0.00	0.40
% CHANGE FROM LAST YEAR	TOTAL -41.18	11.94	11.90	32.25	-89.73	0.00	0.00	0.07
% OF AGENCY POPULATION	MEN 4.13 WOMEN 26.20 TOTAL 30.33	6.12 17.29 23.39	25.14 3.75 28.89	15.12 0.78 15.89	0.57 0.00 0.57	0.38 0.00 0.38	0.06 0.25 0.30	51.66 48.34 100.00
% OF AGENCY PARTICIPANTS	MEN 0.90 WOMEN 11.76 TOTAL 12.66	5.96 27.94 33.91	23.77 6.62 30.39	20.92 1.88 22.79	0.25 0.00 0.25	0.00 0.00 0.00	0.00 0.00 0.00	51.80 48.20 100.00
% OF AGENCY MAN-HOURS	MEN 0.47 WOMEN 9.78 TOTAL 10.25	5.23 22.90 28.13	23.36 6.52 29.88	29.07 2.44 31.51	* * 0.23	0.00 0.00 0.00	0.00 0.00 0.00	58.12 41.64 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	MEN 0.82 WOMEN 2.71 TOTAL 2.46	6.21 9.63 8.74	6.76 12.63 7.52	13.98 22.83 14.41	* * 2.97	0.00 0.00 0.00	0.00 0.00 0.00	8.18 6.26 7.27
AVERAGE HOURS OF TRAINING PER PARTICIPANT	MEN 16.27 WOMEN 29.07 TOTAL 25.37	27.48 25.70 26.01	30.81 30.88 30.82	43.57 40.70 43.33	* * 29.67	0.00 0.00 0.00	0.00 0.00 0.00	35.18 27.08 31.35

SMITHSONIAN INSTITUTION	CS 1-4	CS 5-8	CS 9-12	CS 13-15	CS 16-18	MS	OTHER	TOTAL
PARTICIPANTS MEN WOMEN TOTAL	704 34 798	214 58 272	104 42 146	69 7 76	3 0 3	190 12 202	1 2 3	1345 155 1500
PARTICIPANT MAN-HOURS (IN 000'S)	14.71 0.99 15.69	3.38 1.91 5.29	2.64 1.27 3.91	2.13 0.24 2.36	* * 0.05	4.99 1.96 6.95	0.04 0.06 0.10	27.87 6.41 34.33
PARTICIPANT RATIO (%)	230.82 26.98 174.62	93.86 16.71 47.30	26.00 23.08 25.09	25.46 21.21 25.00	7.50 0.00 7.50	33.81 13.04 30.69	1.35 11.11 3.26	69.91 19.28 54.99
MAN-HOUR RATIO (%)	2.45 0.43 1.89	0.82 0.30 0.51	0.36 0.38 0.37	0.43 0.39 0.43	* * 0.06	0.45 1.17 0.58	0.03 0.18 0.06	0.80 0.44 0.69
LAST YEAR'S MAN- HOUR RATIO (%)	0.43	0.30	0.27	0.30	0.03	0.28	0.00	0.30
% CHANGE FROM LAST YEAR	339.64	68.65	36.88	42.31	101.91	108.90	0.00	130.95
% OF AGENCY POPULATION	12.13 4.62 16.75	8.36 12.72 21.08	14.66 6.67 21.33	9.93 1.21 11.14	1.47 0.00 1.47	20.60 3.37 23.97	2.71 0.66 3.37	70.53 29.47 100.00
% OF AGENCY PARTICIPANTS	50.93 2.27 53.20	14.27 3.87 18.13	6.93 2.80 9.73	4.60 0.47 5.07	0.20 0.00 0.20	12.67 0.80 13.47	0.07 0.13 0.20	89.67 10.33 100.00
% OF AGENCY MAN-HOURS	42.84 2.87 45.71	9.84 5.55 15.39	7.68 3.70 11.38	6.19 0.68 6.87	* * 0.13	14.53 5.71 20.24	0.12 0.17 0.29	81.20 18.67 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	44.42 7.83 34.33	14.82 5.49 9.19	6.59 6.98 6.71	7.84 7.03 7.75	* * 1.10	8.87 21.30 10.62	0.54 3.22 1.07	14.49 7.97 12.58
AVERAGE HOURS OF TRAINING PER PARTICIPANT	19.24 28.00 19.66	15.79 32.83 19.42	25.35 30.24 26.75	30.80 33.14 31.01	* * 14.67	26.25 163.33 34.39	40.00 29.00 32.67	29.72 41.35 22.88

VETERANS ADMINISTRATION	65 1-4	65 5-8	65 9-12	65 13-15	65 16-18	MS	OTHER	TOTAL
PARTICIPANTS	4453 MEN 6692 WOMEN 11145 TOTAL	5179 5359 10538	8081 3314 11395	2439 322 2761	270 11 289	4197 2116 6913	4613 12995 17608	29840 30809 60649
PARTICIPANT MAN-HOURS (IN 000'S)	258.69 MEN 320.33 WOMEN 579.01 TOTAL	163.59 138.01 301.60	272.22 79.26 351.48	75.11 12.60 87.70	* * 11.51	78.17 23.76 101.93	170.82 357.17 527.99	1018.58 931.11 1961.20
PARTICIPANT RATIO (%)	22.21 MEN 22.73 WOMEN 22.52 TOTAL	27.71 25.87 26.74	58.31 65.17 60.15	60.81 85.19 62.91	95.86 183.33 97.64	23.54 19.33 18.24	22.64 50.81 38.32	28.64 33.37 30.66
MAN-HOUR RATIO (%)	0.71 MEN 0.69 WOMEN 0.64 TOTAL	0.48 0.37 0.42	1.08 0.86 1.02	1.03 1.83 1.10	* * 2.14	0.21 0.12 0.15	0.46 0.77 0.63	0.54 0.56 0.55
LAST YEAR'S MAN-HOUR RATIO (%)	0.83 TOTAL	0.37 TOTAL	1.03 TOTAL	1.20 TOTAL	1.86 TOTAL	0.20 TOTAL	0.91 TOTAL	0.65 TOTAL
% CHANGE FROM LAST YEAR	-22.38 TOTAL	13.90 TOTAL	-0.81 TOTAL	-8.31 TOTAL	15.08 TOTAL	-25.94 TOTAL	-30.47 TOTAL	-15.46 TOTAL
% OF AGENCY POPULATION	10.20 MEN 14.98 WOMEN 25.18 TOTAL	9.51 10.54 20.05	7.05 2.59 9.64	2.04 0.19 2.23	0.15 0.00 0.15	10.37 5.57 19.28	10.37 13.01 23.38	53.02 46.98 100.00
% OF AGENCY PARTICIPANTS	7.34 MEN 11.03 WOMEN 18.38 TOTAL	8.54 8.84 17.38	13.32 5.46 18.79	4.02 0.53 4.55	0.46 0.02 0.48	7.91 3.49 11.40	7.61 21.43 29.03	49.20 50.80 100.00
% OF AGENCY MAN-HOURS	13.19 MEN 16.33 WOMEN 29.52 TOTAL	8.34 7.04 15.38	13.88 4.04 17.92	3.83 0.64 4.47	* * 0.59	3.99 1.21 5.20	8.71 18.21 26.92	51.94 47.48 100.00
AVERAGE EMPLOYEE HOURS SPENT IN TRAINING	12.90 MEN 10.88 WOMEN 11.70 TOTAL	8.75 6.66 7.65	19.64 15.59 18.55	18.72 33.31 19.98	* * 38.87	3.84 2.17 2.69	8.38 13.96 11.49	9.78 10.08 9.98
AVERAGE HOURS OF TRAINING PER PARTICIPANT	58.09 MEN 47.87 WOMEN 51.95 TOTAL	31.59 25.75 28.62	33.69 23.92 30.85	30.79 39.11 31.76	* * 39.81	16.29 11.23 14.74	37.03 27.48 26.99	34.13 30.22 32.34

APPENDIX C

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TRAINING PARTICIPATION AND MAN-HOUR SUMMARY

PARTICIPATION BY PAY SYSTEM	INTERAGENCY		INTERNAL		NON-GOVERNMENT LONG-TERM		NON-GOVERNMENT SHORT-TERM		ALL SOURCES	
	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS	PART.	M-HOURS
GS 1-4	08481	327000	13001	444230	20	31302	16598	739957	118500	4739819
GS 5-8	150178	833133	26293	865235	132	14782	37182	1447452	219785	10433107
GS 9-12	209455	9910544	34139	1158602	602	1102554	67688	2609723	312069	14041423
GS 13-15	57290	241018	15886	617012	406	567261	32529	1173793	106111	5099684
GS 16-18	889	25386	883	70014	0	9140	1074	39508	2852	144048
TOTAL GS	512096	24534516	90202	3155093	1348	1898037	155071	6070433	759317	35058081
WS-SPV	28761	1335819	2000	80385	3	4160	3661	113483	35225	1533847
WS-N SPV	66581	3301916	2259	83506	3	8722	9855	471866	76698	3866010
TOTAL WS	95342	4637735	4259	163891	6	12882	13716	585349	113923	5399857
OTHER	69802	3111979	2699	213719	50	66064	12826	421808	85377	3813570
TOTAL PAY SYSTEM	677840	32284230	97760	3532703	1404	1976985	181613	6077590	958617	44871508
MED. SCI. ENG	64055	5973556	6889	415853	986	1323817	58163	2417026	150093	10235861
TECHNICAL	315385	17131545	24086	848622	78	117700	51222	2168820	390671	20394524
ADM/MGMT	135742	4910938	38243	1355087	324	516524	36838	1371398	211147	8186618
OTHER	142558	4208191	28542	912581	16	18744	35390	1120346	206306	6446980
TOTAL	677840	32284230	97760	3532703	1404	1976985	181613	6077590	958617	44871508

TRAINING PARTICIPATION SUMMARY

PAY SYSTEM	INTERNAL		INTERAGENCY		NON-GOVERNMENT LONG-TERM		NON-GOVERNMENT SHORT-TERM		ALL SOURCES			
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	TOTAL		
GS 1-4	27,231	6,250	33,481	1,375	11,155	13,001	6	14	20	31,316	11,450	21,866
GS 5-8	7,851	11,787	19,638	9,154	17,759	26,223	21	81	132	10,441	11,544	21,985
GS 9-12	17,030	30,922	47,952	20,112	13,271	54,133	692	107	802	26,136	20,618	46,754
GS 13-15	7,311	1,781	9,092	1,577	1,197	15,866	363	26	406	1,302	3,173	4,475
GS 16-18	1,017	22	1,039	370	33	883	0	0	0	2,173	74	2,247
TOTAL GS	57,440	113,763	171,203	22,189	36,022	90,702	1,056	140	1,544	50,061	25,815	75,876
WS-SPV	2,127	536	2,663	247	101	2,600	2	1	3	543	114	657
WS-N SPV	6,183	508	6,691	2,344	215	2,229	3	0	3	12,702	2,496	15,198
TOTAL WS	8,310	1,044	9,354	4,811	316	4,829	5	1	6	16,645	3,610	20,255
OTHER	4,752	21,880	26,632	1,594	807	2,698	47	3	50	5,126	2,108	7,234
TOTAL PAY SYSTEM	70,502	136,727	207,229	28,694	37,145	111,800	1,210	144	1,404	72,833	31,541	104,374
MED SCI ENG	2,700	24,414	27,114	4,775	1,734	6,509	866	120	980	10,912	4,038	14,950
TECHNICAL	22,333	42,227	64,560	14,927	9,157	24,084	60	18	78	27,854	11,227	39,081
ADM MGMT	10,757	33,685	44,442	2,603	11,004	13,607	275	49	324	17,314	5,628	22,942
OTHER	9,123	31,319	40,442	12,090	10,440	20,542	7	7	10	12,146	8,528	20,674
TOTAL	47,913	131,645	179,558	24,495	32,143	56,642	1,210	144	1,404	63,228	26,431	89,659

PARTICIPATION BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROFESSIONAL			TECHNICAL			ADMIN, MGMT AND SUP			OTHER			ALL TYPES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AOLIC	17036	1641	18677	12514	3295	15814	12862	2250	15112	6059	3961	10020	48476	11147	59623
COMMERCE	2467	658	3125	3639	1790	5429	3223	1026	4249	695	1760	2455	10024	5234	15258
ARMY	14193	2693	16886	63263	16700	79963	26020	6058	32078	26230	16661	44891	133706	44112	177818
NAVY	9859	933	10792	51242	5831	57073	20661	4447	25108	10467	5893	16360	92435	11104	109539
AIR FORCE	4535	1006	5543	40352	6258	46610	16299	4442	20741	8213	6260	14479	69399	19974	89373
OTHER AID	2804	783	3587	22145	5982	28127	7346	2311	9717	4028	2994	7022	36923	12130	49053
HEA	9858	5270	15128	10538	12181	22719	6847	8938	17785	6722	11871	18593	29965	36260	66225
HOU	638	287	925	1466	809	2275	1124	500	1624	684	1439	2123	3912	3035	6947
INTERIOR	5122	1149	6271	4211	1182	5393	6317	2141	10458	8749	4119	12868	26399	6591	34990
JUSTICE	6888	491	7379	3063	3122	6185	3256	523	3779	7157	3679	10827	20364	7806	28170
LABOR	286	198	484	1726	1239	2965	1933	788	2721	622	1544	2166	4567	3769	8336
STATE/AID	255	360	615	323	156	479	1130	554	1584	1101	1595	2696	2807	2665	5474
TRANS	1765	77	1842	22644	817	23461	7608	788	8396	4165	1673	5838	36182	3355	39537
TREASURY	15195	4662	19857	18095	39976	57981	6692	3626	10318	4156	5074	9230	44048	53338	97386
AEC	688	44	732	1159	119	1278	893	171	1064	594	605	1199	3334	939	4273
LAB	22	6	28	45	23	68	52	11	63	32	71	103	151	111	262
OSC	49	37	86	723	477	1200	788	515	1303	195	641	1036	1755	1870	3625
COST OF LIVING	39	23	62	16	15	31	15	24	39	13	42	55	83	104	187
U. S. GOVT	4508	1940	6448	1057	628	1685	2539	916	3455	13664	3101	16765	21768	6585	28353
EPA	314	62	376	312	82	394	653	83	736	1434	1223	2657	2713	1450	4163
ERDC	52	41	93	18	90	108	285	620	905	0	0	0	355	751	1106
FLC	62	6	68	75	31	106	120	43	163	140	159	299	397	239	636
FLHBB	53	12	65	122	58	180	124	52	176	7	38	45	306	160	466

PARTICIPATION BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROFESSIONAL			TECHNICAL			ADMIN. MGMT AND SUP			OTHER			ALL TYPES		
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
FPC	101	3	104	70	20	90	94	14	108	51	40	91	322	77	399
FIC	75	26	101	43	103	146	82	123	205	61	171	232	264	423	687
JAU	355	4	359	96	7	103	1490	217	1707	2994	629	3623	4935	857	5792
UPRI	17	12	29	230	66	296	302	41	343	89	5	94	666	124	790
JSA	636	395	1231	4791	1682	6473	3488	1528	5016	3261	1759	5020	12376	3360	17736
FCC	97	11	108	174	16	190	76	17	93	136	84	220	465	128	613
Lib CONG	757	761	1518	238	136	374	170	103	273	387	581	968	1552	1581	3133
NASA	4825	434	5259	2825	306	3131	5573	877	6450	2422	1752	4174	15645	3369	19014
NSA	5	1	6	22	15	37	11	21	32	15	13	28	53	50	103
NAT CREDIT UNION	1	0	1	136	9	145	376	22	398	4	22	26	517	53	570
NLRB	11	2	13	35	133	168	26	13	39	27	57	84	99	205	304
NSF	27	41	68	12	18	30	153	107	260	14	89	103	206	255	461
OMB	31	43	74	31	20	51	48	26	74	2	29	31	112	118	230
PANAMA CANAL	716	315	1031	1112	464	1576	636	157	793	1364	144	1508	3828	1080	4908
RR RET BOARD	42	31	73	107	45	152	63	27	90	13	53	66	225	156	381
SEC	435	29	464	27	28	55	24	10	34	33	24	57	519	91	610
SEL SVC	0	0	0	120	499	619	682	4343	5025	63	644	707	865	5486	6351
SBA	33	7	40	230	146	376	286	129	415	85	308	393	634	590	1224
SMITH INST	39	17	56	920	31	951	297	39	336	89	68	157	1345	155	1500
SOLDIERS HOME	41	240	281	16	12	30	45	6	51	0	0	0	104	258	362
VA	10577	15628	26205	8056	5670	13726	8202	5321	13523	3005	4190	7195	29840	30809	60649
TOTAL	109712	40381	150093	278584	112287	390871	155119	56028	211147	121248	85258	206506	664663	293954	958617

PARTICIPATION BY AGENCY AND SOURCE

Agency	INTERVAL			IN-AGENCY			NON-GOVT LONG-TERM			NON-GOVT SHORT-TERM			ALL SOURCES		
	DATE	NUMBER	TOTAL	MEET	NUMBER	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
A.A.C.	34510	5287	39857	4440	2909	7915	56	10	66	6904	2881	11785	48476	11147	59623
AMERICAN	4025	2004	6029	1671	1206	3077	83	7	90	4045	2017	6062	10024	2234	12258
AMVET	101245	32364	133609	8350	5059	13415	366	22	388	23739	6667	30406	133706	44112	177818
AMT	63270	9557	72827	5774	3695	9689	125	6	131	23246	3046	26892	92435	17104	109539
AMERICAN PEOPLE	50280	14603	64883	2660	2160	5026	127	6	133	10120	3205	13325	69399	19974	89373
AMERICAN LABOUR	29710	9341	39051	2413	1065	3478	132	20	152	4662	1704	6366	36923	12130	49053
ARMY	16265	20496	36762	5376	6467	11843	61	61	122	8262	11236	19498	29965	38200	68225
ARMY	1947	1409	3356	816	816	1632	5	1	6	1144	809	1953	3912	3035	6947
ARMY SUPERIOR	15076	3306	18384	5550	2652	8202	34	4	38	5737	2629	8366	26399	8591	34990
ARMY JUSTICE	16121	6969	23096	1613	427	2040	2	0	2	2022	410	2432	20364	1806	28170
ARMY LABOUR	2275	1470	3745	1052	1002	2054	7	4	11	1233	1293	2526	4567	3769	8335
ARMY STATE/ALB	1325	1635	2960	885	365	1250	36	20	56	561	645	1206	2809	2665	5474
ARMY TREASURY	70726	1677	32403	2892	1213	4105	18	1	19	2546	464	3010	36182	3355	39537
ARMY TREASURY	40251	51712	91963	1723	992	2715	4	0	4	2070	634	2704	44048	53338	97386
ARMY ALL	1420	433	1853	552	256	808	10	1	11	1352	249	1601	3334	939	4273
ARMY LAB	22	34	56	52	41	93	0	0	0	77	36	113	151	111	262
ARMY LAB	393	366	759	1101	1339	2440	0	0	0	261	165	426	1755	1870	3625
ARMY LAB	35	30	65	23	59	82	0	0	0	25	15	40	83	104	187
ARMY LAB	18492	4342	22834	557	544	1101	9	10	19	2710	1689	4399	21768	6585	28353
ARMY EPA	854	252	1106	834	437	1271	12	0	12	1013	751	1764	2713	1450	4163
ARMY LEGIS	18	224	242	296	426	722	0	0	0	41	101	142	355	751	1106
ARMY POL	53	48	101	164	108	272	0	0	0	180	83	263	397	239	636
ARMY POLS	47	20	67	46	66	112	0	0	0	213	74	287	306	160	466



PARTICIPATION BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG-TERM			NON-CIVIL SHORT-TERM			ALL SOURCES		
	MEN	MUMEN	TOTAL	MEN	MUMEN	TOTAL	MEN	MUMEN	TOTAL	MEN	MUMEN	TOTAL	MEN	MUMEN	TOTAL
FPC	46	3	49	56	54	110	0	0	0	220	20	240	322	77	399
FTC	96	189	285	54	123	177	0	0	0	114	111	225	264	423	687
GAU	3244	578	3822	445	113	558	4	0	4	1242	166	1408	4935	857	5792
GPU	434	60	494	109	40	149	0	0	0	123	24	147	666	124	790
GSA	6906	2391	9297	2938	1818	4756	3	0	3	2529	1151	3680	12376	5360	17736
ICC	120	55	175	145	18	163	0	0	0	220	55	275	485	128	613
LIB CONG	1357	1313	2670	37	76	113	0	0	0	158	192	350	1552	1561	3113
NASA	3604	567	4171	1093	380	1473	42	1	43	1906	2421	13327	15645	3369	19014
NCHA	1	6	7	25	19	44	0	0	0	27	25	52	53	50	103
NAT CREDIT UNION	651	19	470	53	32	85	0	0	0	13	2	15	517	53	570
NLRB	6	35	41	75	105	180	0	0	0	18	65	83	99	205	304
NSF	17	17	34	59	107	166	0	1	1	130	130	260	206	255	461
OMB	2	12	14	61	62	123	2	0	2	47	44	91	112	118	230
PANAMA CANAL	3100	961	4061	170	14	184	2	0	2	556	105	661	3828	1080	4908
RH RET BOARD	148	116	264	56	36	92	0	0	0	21	4	25	225	156	381
SEC	292	63	355	60	9	69	0	0	0	167	19	186	519	91	610
SEL SVC	711	5124	5835	140	343	483	0	1	1	14	18	32	865	5486	6351
Sba	198	217	415	215	254	469	0	0	0	221	119	340	634	590	1224
SMITH INST	1116	60	1176	48	29	77	0	0	0	181	66	247	1345	155	1500
SOLDIERS HOME	50	165	220	16	2	18	0	0	0	33	91	124	104	258	362
VA	19220	22135	41355	2984	1945	4929	68	18	86	1568	6711	14279	29840	30809	60649
TOTAL	476165	201675	677840	58617	39143	97760	1210	194	1404	128671	52942	181613	664663	293954	958617

PARTICIPATION BY AGENCY AND PAY SYSTEM

ALL PAY SYSTEMS

OTHER PAY SYSTEMS

WAGE SYSTEM

GENERAL SCHEDULE

AGENCY	GENERAL SCHEDULE		WAGE SYSTEM		OTHER PAY SYSTEMS		ALL PAY SYSTEMS					
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL			
AGRIC	47060	11083	58163	1384	58	1442	12	6	18	48476	11147	59623
COMMERCE	9224	5198	14422	339	33	372	461	3	464	10024	5234	15258
ARMY	66669	35865	122534	23924	1292	25216	23113	6955	30068	133706	44112	177818
NAVY	48574	15890	64264	40883	746	41629	3178	468	3646	92435	17104	109539
AIR FORCE	45205	16154	61359	18321	1143	19467	5870	2677	8547	69399	19974	89373
OTHER LOD	34541	11987	46528	2294	83	2377	88	60	148	36923	12130	49053
HEW	28404	37551	65955	1151	611	1762	410	98	508	29965	38260	68225
HUD	3910	3035	6945	2	0	2	0	0	0	3912	3035	6947
INTERIOR	22937	8197	31134	3160	306	3546	302	8	310	26399	8591	34990
JUSTICE	19095	7769	26864	1181	15	1196	88	22	110	20364	7806	28170
LABOR	4566	3735	8301	0	0	0	1	34	35	4567	3769	8336
STATE/AID	1321	2489	3810	16	5	21	1472	171	1643	2809	2665	5474
TRANS	34698	3229	37927	1379	24	1403	105	102	207	36182	3355	39537
TREASURY	42421	53052	95473	1627	286	1913	0	0	0	44048	53338	97386
AEC	3329	939	4268	5	0	5	0	0	0	3334	939	4273
CAB	148	110	258	0	0	0	3	1	4	151	111	262
CSC	1752	1870	3622	3	0	3	0	0	0	1755	1870	3625
CUST OF LIVING	83	104	187	0	0	0	0	0	0	83	104	187
U. C. GOVT	5011	4970	9981	1512	46	1558	15245	1569	16814	21768	6585	28353
EPA	2579	1447	4026	29	0	29	105	3	108	2713	1450	4163
EEOC	352	751	1103	3	0	3	0	0	0	355	751	1106
FCC	390	239	629	7	0	7	0	0	0	397	239	636
FHLBB	303	159	462	3	1	4	0	0	0	306	160	466

PARTICIPATION BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	ME-3	NUMBER	TOTAL	ME-1	NUMBER	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
PFC	321	77	398	1	0	1	0	0	0	322	77	399
PIC	264	423	687	0	0	0	0	0	0	264	423	687
GAU	4935	857	5792	0	0	0	0	0	0	4935	857	5792
GPU	279	97	376	308	22	330	79	5	84	666	124	790
JSA	9226	5130	15056	1948	176	2124	502	54	556	12376	5360	17736
IUC	485	128	613	0	0	0	0	0	0	485	128	613
Lib COUN	1532	1562	3094	20	16	36	0	3	3	1552	1581	3133
RIASA	14680	3368	18048	965	1	966	0	0	0	15645	3369	19014
NCIA	39	50	89	14	0	14	0	0	0	53	50	103
NAT CREDIT UNION	517	53	570	0	0	0	0	0	0	517	53	570
RLRB	98	205	303	1	0	1	0	0	0	99	205	304
NSF	200	253	453	6	2	8	0	0	0	206	255	461
UNB	106	118	224	6	0	6	0	0	0	112	118	230
PANAMA CANAL	992	599	1591	1310	4	1314	1526	477	2003	3828	1080	4908
HW RET BOARD	225	156	381	0	0	0	0	0	0	225	156	381
SEC	518	91	609	1	0	1	0	0	0	519	91	610
SEL SVC	781	3104	3885	0	0	0	84	2382	2466	865	5486	6351
SBA	634	590	1224	0	0	0	0	0	0	634	590	1224
SMITH INST	1154	141	1295	190	12	202	1	2	3	1345	155	1500
SOLDIERS HOME	53	233	286	40	12	52	11	13	24	104	258	362
VA	20430	15698	36128	4797	2116	6913	4613	12995	17608	29840	30809	60649
TOTAL	500561	258756	759317	106833	7090	113923	57269	28108	85377	664663	293954	958617

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	2730	4342	7072	12930	5273	18203	26199	12772	27471	5078	195	5273	143	1	144
COMMERCE	341	1820	2161	1383	2154	3537	4118	998	5116	3145	221	3366	237	5	242
ARMY	6023	12623	18646	18238	14749	32987	47805	7935	55740	14503	358	14861	90	0	90
NAVY	2206	5452	7658	9018	6961	15979	26627	3210	29837	10400	265	10665	123	2	125
AIR FORCE	1044	5078	6122	8573	6008	14581	29124	4789	33913	6424	279	6703	40	0	40
OTHER AID	830	2670	3500	4708	4651	9359	23811	4401	28212	5061	263	5324	131	2	133
HEW	1912	11814	14726	6066	16072	22138	12669	8421	21230	6529	1230	7759	88	14	102
HEU	97	870	967	405	1363	1768	1866	669	2535	1517	133	1643	32	0	32
INTERIOR	1344	2908	4252	4692	3574	8266	13136	1627	14763	3731	88	3819	34	0	34
JUSTICE	1919	4752	6671	7397	2704	10101	6906	459	7365	2707	54	2761	166	0	166
LABOR	68	660	728	594	1638	2232	1539	842	2381	2187	374	2561	178	21	199
STATE/AID	63	636	699	182	1270	1452	393	457	850	678	126	804	5	0	5
TRANS	347	853	1200	2249	1582	3831	18428	650	19078	13466	141	13607	208	3	211
TREASURY	2508	17896	20404	13366	25064	42430	19783	5831	25614	6623	258	6881	141	3	144
ACC	22	180	202	856	572	1428	924	153	1077	1434	33	1467	93	1	94
CEO	0	28	28	26	58	84	38	18	56	70	6	76	14	0	14
CDC	110	834	944	261	630	891	949	349	1298	416	57	473	16	0	16
COST OF LIVING	2	16	18	25	44	69	36	42	78	19	2	21	1	0	1
U. S. GOVT	522	1370	1892	1816	1948	3764	2019	1455	3474	635	193	828	19	4	23
EPA	35	302	337	472	807	1279	1243	288	1531	812	50	862	17	0	17
HEHC	8	175	183	54	357	411	125	158	283	165	61	226	0	0	0
FCC	6	119	125	68	95	163	142	17	159	154	7	161	20	1	21
PHLBB	0	33	33	32	62	94	116	52	168	148	12	160	7	0	7

GENERAL SCHEDULE PARTICIPATION BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	1	32	33	43	25	68	134	14	148	130	6	136	13	0	13
FTC	25	127	152	37	177	214	105	90	195	78	29	107	19	0	19
GAD	63	326	391	605	272	937	2444	239	2683	1689	18	1707	74	0	74
GPO	13	18	31	60	48	108	106	30	136	88	1	89	12	0	12
GSA	1583	1090	3273	2424	2465	4889	4085	896	4981	1790	79	1869	44	0	44
LOC	9	46	55	33	60	93	292	21	313	144	1	145	7	0	7
LIB CONG	204	258	462	448	636	1084	549	571	1120	326	96	422	5	1	6
MASA	281	683	1164	1149	1601	2750	5573	751	6324	7237	127	7364	44	6	446
MCHA	1	21	22	14	9	23	14	13	27	9	7	16	1	0	1
NAT CREDIT UNION	1	5	6	48	40	88	409	7	416	59	1	60	0	0	0
NLRB	3	64	67	23	105	128	20	32	52	39	3	42	13	1	14
NSF	14	40	54	23	144	167	37	48	85	96	19	115	30	2	32
OMB	1	3	4	12	77	89	24	30	54	50	7	57	19	1	20
PANAMA CANAL	361	252	613	196	199	395	321	146	467	114	2	116	0	0	0
PM RET BOARD	7	43	50	58	63	121	133	48	181	22	2	24	5	0	5
SEC	6	25	31	58	25	83	236	30	266	214	11	225	4	0	4
SEL SVC	48	1050	1098	260	1910	2170	282	139	421	191	5	196	0	0	0
SBA	11	144	155	73	342	415	291	81	372	256	23	279	3	0	3
SMITH INST	764	34	798	214	58	272	104	42	146	69	7	76	3	0	3
SOLDIERS HOME	22	96	118	13	93	106	15	43	58	3	1	4	0	0	0
VA	4453	6692	11145	5179	5359	10538	6081	3314	11395	2439	322	2761	278	11	289
TOTAL	31018	67482	118500	104441	115344	219785	261391	50678	312069	100938	5173	106111	2773	79	2852

WAGE SYSTEM PARTICIPATION BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	114	3	177	1210	55	1265	1384	58	1442
COMMERCE	132	7	139	207	26	233	339	33	372
ARMY	6881	188	7069	17043	1104	18147	23924	1292	25216
NAVY	15182	97	15279	25701	649	26350	40883	746	41629
AIR FORCE	4639	65	4704	13685	1078	14763	18324	1143	19467
OTHER DOD	606	10	616	1688	73	1761	2294	83	2377
HEW	402	161	563	749	450	1199	1151	611	1762
HUD	0	0	0	2	0	2	2	0	2
INTERIOR	887	106	993	2273	280	2553	3160	386	3546
JUSTICE	989	5	994	192	10	202	1181	15	1196
LABOR	0	0	0	0	0	0	0	0	0
STATE/AID	12	4	16	4	1	5	16	5	21
TRANS	401	3	404	978	21	999	1379	24	1403
TREASURY	468	96	564	1159	190	1349	1627	286	1913
AEC	1	0	1	4	0	4	5	0	5
CAB	0	0	0	0	0	0	0	0	0
CSC	2	0	2	1	0	1	3	0	3
CUST OF LIVING	0	0	0	0	0	0	0	0	0
U. C. GOVT	331	5	336	1181	41	1222	1512	46	1558
EPA	10	0	10	19	0	19	29	0	29
EEUC	1	0	1	2	0	2	3	0	3
FCC	0	0	0	7	0	7	7	0	7
FHLBB	2	0	2	1	1	2	3	1	4

WAGE SYSTEM PARTICIPATION BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	1	0	1	0	0	0	1	0	1
FTC	0	0	0	0	0	0	0	0	0
GAD	0	0	0	0	0	0	0	0	0
GPO	65	1	66	243	21	264	308	22	330
GSA	215	19	234	1733	157	1890	1948	176	2124
ICC	0	0	0	0	0	0	0	0	0
LIB CONG	8	3	11	12	13	25	20	16	36
NASA	270	0	270	695	1	696	965	1	966
NCHA	13	0	13	1	0	1	14	0	14
NAT CREDIT UNION	0	0	0	0	0	0	0	0	0
NLRB	1	0	1	0	0	0	1	0	1
NSF	1	0	1	5	2	7	6	2	8
OMB	2	0	2	4	0	4	6	0	6
PANAMA CANAL	246	0	246	1064	4	1068	1310	4	1314
RR RET BOARD	0	0	0	0	0	0	0	0	0
SEC	1	0	1	0	0	0	1	0	1
SEL SVC	0	0	0	0	0	0	0	0	0
SBA	0	0	0	0	0	0	0	0	0
SMITH INST	141	4	145	49	8	57	190	12	202
SOLDIERS HOME	31	1	32	9	11	20	40	12	52
VA	1916	416	2332	2881	1700	4581	4797	2116	6913
TOTAL	34031	1194	35225	72802	5896	78698	106833	7090	113923

TRAINING MAN-HOUR SUMMARY

PAY SYSTEM	INTERNAL			INTERAGENCY			NON-GOVERNMENT LONG-TERM			NON-GOVERNMENT SHORT-TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
GS 1-4	1,141,117	217,605	1,358,722	103,330	357,600	460,930	2,187,610	218,610	310,620	2,398,230	2,398,230	1,674,125	1,605,094	3,279,219	
GS 5-8	2,205,347	306,598	2,511,945	317,223	547,112	864,335	1,000,000	805,175	1,805,175	1,805,175	1,447,452	640,000	2,087,452		
GS 9-12	1,141,117	1,141,117	2,282,234	1,141,117	1,141,117	2,282,234	1,141,117	1,141,117	2,282,234	2,282,234	2,282,234	1,208,426	1,057,141	2,265,567	
GS 13-15	1,141,117	1,141,117	2,282,234	1,141,117	1,141,117	2,282,234	1,141,117	1,141,117	2,282,234	2,282,234	2,282,234	1,208,426	1,057,141	2,265,567	
GS 16-18	1,141,117	1,141,117	2,282,234	1,141,117	1,141,117	2,282,234	1,141,117	1,141,117	2,282,234	2,282,234	2,282,234	1,208,426	1,057,141	2,265,567	
TOTAL GS	5,769,815	1,828,552	7,598,367	1,680,907	3,182,615	4,863,522	5,396,335	5,396,335	10,792,670	10,792,670	10,792,670	5,944,426	5,227,484	11,171,910	
WS SPV	1,307,074	276,825	1,583,899	17,343	2,767	20,110	1,524,000	1,524,000	416,110	416,110	416,110	1,490,000	374,444	1,864,444	
WS-N SPV	1,100,000	1,100,000	2,200,000	1,100,000	1,100,000	2,200,000	1,100,000	1,100,000	2,200,000	2,200,000	2,200,000	1,100,000	1,100,000	2,200,000	
TOTAL WS	2,407,074	1,476,825	3,883,899	2,200,000	2,200,000	4,400,000	2,200,000	2,200,000	4,400,000	4,400,000	4,400,000	2,200,000	2,200,000	4,400,000	
OTHER	2,425,771	64,102	2,489,873	1,000,144	26,745	1,026,889	213,114	340	600,944	600,944	600,944	275,141	1,400,611	3,075,755	
TOTAL PAY SYSTEM	11,592,667	3,375,774	14,968,441	3,908,951	6,588,776	10,497,727	10,497,727	10,497,727	21,995,454	21,995,454	21,995,454	10,792,670	10,792,670	22,788,124	
MED SCI ENG	4,000,000	1,300,000	5,300,000	370,000	807,000	1,177,000	41,000	1,016,000	1,327,000	1,327,000	1,327,000	507,000	2,020,000	2,527,000	
TECHNICAL	1,500,000	3,500,000	5,000,000	5,000,000	2,000,000	7,000,000	1,100,000	3,620,000	11,700,000	11,700,000	11,700,000	1,500,000	4,400,000	5,900,000	
ADM MGMT	3,000,000	1,000,000	4,000,000	1,000,000	1,000,000	2,000,000	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	1,000,000	1,000,000	3,000,000	
OTHER	2,000,000	1,421,000	3,421,000	1,128,951	4,000,000	5,128,951	1,000,000	1,000,000	2,000,000	2,000,000	2,000,000	1,000,000	1,000,000	3,000,000	
TOTAL	10,500,000	7,221,000	17,721,000	10,497,727	10,497,727	20,995,454	10,497,727	10,497,727	21,995,454	21,995,454	21,995,454	10,792,670	10,792,670	32,788,124	

PARTICIPANT MAN-HOURS BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROFESSIONAL			TECHNICAL			ADMIN, MGMT AND SUP			OTHER			ALL TYPES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	701371	50846	763705	480570	102502	600560	500940	72445	584873	127469	123710	262667	1816350	349503	2177341
COMMERCE	199928	33551	242059	179209	68984	251069	132928	33633	175337	21950	59128	89654	534315	195496	738387
ARMY	1171654	87475	1266553	2991266	676860	3677550	944440	204531	1150395	640862	340478	988764	5748222	1311344	7066990
NAVY	644477	47078	709953	3732803	214018	395279	852793	139760	1002011	475403	205283	690144	5705476	606079	6321013
AIR FORCE	416826	34996	45174	2159244	428030	2588626	619592	147617	770761	226574	168713	398639	3422236	777566	4203144
OTHER DOD	346271	69994	444493	983879	280319	1272426	376298	84663	469189	100578	77524	186330	1807026	532500	2347754
HEW	196401	252806	453790	521855	666891	1198329	418870	365316	793769	287306	565732	862621	1424324	1850745	3284652
HUD	14768	7458	25058	108023	105616	216471	47674	15377	65883	15421	47605	65858	185886	176056	364774
INTERIOR	337305	56275	395210	206549	41412	249591	368225	79358	449213	234098	133732	369460	1146177	310777	1458584
JUSTICE	663037	31231	698868	212514	354161	571272	230642	15881	251120	274283	105272	384152	1380476	500545	1891618
LABOR	9039	6762	21866	45456	34364	85905	92341	27741	126167	9730	41072	56887	156566	109939	272590
STATE/AID	63781	63366	147147	21183	6609	27192	83196	33338	116534	130119	34845	164964	318279	138158	456437
TRANS	78853	2628	92285	2756863	89637	2857304	490264	32386	533454	52873	38161	101838	3378853	162812	3552469
TREASURY	1793897	465023	2258920	705426	1048167	1753593	277158	99872	377030	11112	93608	208600	2891473	1706670	4598143
AEC	30876	1556	37699	27328	4090	36685	39898	5940	51105	10493	15387	31147	108595	26973	140835
CAB	685	298	983	1524	685	2209	1950	360	2310	870	2086	2956	5029	3429	8458
CSC	1438	1023	3179	23680	15274	39872	25421	14146	40285	5380	27698	33796	318279	58141	114978
COST OF LIVING	1182	664	1886	568	556	1164	492	960	1492	348	1142	1530	2590	3322	5952
U. S. GOVT	522440	126984	680479	59944	12278	73327	90211	32502	123818	532252	92855	626212	2891473	264569	1500521
EPA	21956	2396	24352	8168	2206	10374	36063	4129	40192	45301	38065	83366	111488	46796	158284
EEHC	455	359	814	144	2148	2292	7373	14808	22181	0	0	0	7972	17315	25287
FCC	1474	199	2763	2632	1344	5066	3518	1309	5917	3413	5693	10196	11037	8545	20672
FHLBB	1479	313	1942	4738	2031	6919	4122	1666	5878	248	1716	2114	10587	5656	16403

PARTICIPANT MAN-HOURS BY AGENCY AND CATEGORY OF TRAINING

AGENCY	PROFESSIONAL			TECHNICAL			ADMIN, MGR. AND SUP			OTHER			ALL TYPES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	2745	109	2854	2728	662	3390	3240	357	3597	514	1591	2105	9227	2719	11946
FTC	1872	569	2441	1304	2930	4650	1092	2306	3814	1603	3857	5876	5871	9662	15949
GAO	14809	96	14905	3665	243	7988	54012	6414	64506	94818	20731	119429	167304	27484	198668
GPU	486	169	655	6087	2440	9087	9215	1304	11079	1889	389	2838	17677	4302	22539
GSA	26601	14644	41245	14577	50316	197725	91149	36152	129233	185536	52631	240099	448763	153743	604438
IOC	3211	303	3514	4652	912	6092	2576	1401	4505	8322	3661	12511	18761	6277	25566
LIB CUNG	5413	6754	12167	6536	5363	12017	7387	6781	14286	5482	7362	12962	24818	26260	51196
NASA	193751	13480	207231	69765	10329	115929	150399	14517	180751	49765	53151	118751	483680	91477	560992
NCHA	106	24	130	608	520	1144	422	764	1202	715	948	1679	1851	2256	4123
NAT CREDIT UNION	24	0	24	6868	376	7244	9919	686	10605	119	586	705	16930	1648	18578
NLRB	200	88	288	1386	5084	6902	420	312	1164	242	776	1450	2248	6260	8940
NSF	913	1506	2419	420	467	2741	3658	5878	11390	326	3608	5788	5317	11459	18630
U-8	3670	1364	5034	816	560	2068	1344	841	2875	24	1272	1986	5856	4057	10603
PANAMA CANAL	85195	19465	104660	93935	9473	103408	33745	10234	43979	72466	9790	82256	285341	48962	334303
RR RET BOARD	16312	20104	36582	5566	3770	9502	1816	786	2768	512	1195	1873	24206	25855	50227
SEC	8983	575	9558	450	622	1168	752	208	1056	418	390	904	10603	1795	12494
SEL SVC	0	0	0	2294	8888	11182	12784	84483	97267	1542	17991	19533	16620	111362	127982
SEA	391	104	584	9315	5594	14998	11066	3913	15068	1532	6369	7990	22304	15980	38373
SM'TH INST	1348	688	2080	19123	954	20121	5896	1200	7140	1503	3568	5115	27870	6410	34324
SOLDIERS HOME	1007	2152	3159	712	256	968	704	128	832	0	0	0	2423	2536	4959
VA	441642	581415	1034563	220441	133578	365525	285972	117109	414587	70521	99008	181035	1018576	931110	1961192
TOTAL	6078272	2026800	8105072	5862216	4401519	20394524	6331977	1723852	8186618	3807812	2508379	6446980	4080169	10660550	14871508

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTERAGENCY			NON-GOVT LONG-TERM			NON-GOVT SHORT-TERM			ALL SOURCES		
	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL	Men	Women	TOTAL
AGRIC	1130081	125059	1257592	182199	88895	279867	103087	19074	122161	400383	115875	517721	1816359	349203	2177341
COMMERCE	190079	67702	260905	76139	37840	118034	109392	9480	118872	156105	7844	240516	534315	195096	739387
ARMY	3994479	909547	4904576	256382	132207	390553	486659	27320	516919	1010702	242270	1254542	5748222	1311344	7069900
NAVY	4393237	399475	4790088	201090	131047	333561	172240	8004	180844	938909	106953	1048520	5705476	606079	6321013
AIR FORCE	2681467	555561	3237280	120944	72885	196729	154079	8984	163053	465746	140126	606072	3422235	777556	4203144
OTHER MIL	1318514	399777	171925	140705	46347	197050	148013	19976	167089	199734	66400	268050	1607020	532500	2347754
HEP	816899	1092218	1976509	181098	229989	408013	93702	98631	194533	332025	471907	805597	1424324	1850745	3264652
HUD	111104	126242	237410	25843	22261	50704	11024	1600	17624	37915	25953	64036	185880	176056	364774
INTERIOR	590574	115789	706483	242603	69713	313696	87687	5128	93415	225313	119547	344990	1146177	310777	1458854
JUSTICE	1209572	480639	1692817	90374	13099	104856	3440	0	3440	76990	12607	90502	1360476	500545	1891618
LABOR	74607	25083	103374	31750	31488	67031	10800	6960	17760	39409	43408	84425	156566	109939	272590
STATE/PAID	121510	56222	177792	107694	21243	128937	49560	30760	80320	39459	29933	69388	318279	136158	456437
TRANS	3130800	108965	3243770	106067	38480	148527	28672	1440	32192	113314	13927	127960	3378053	162812	3552469
TREASURY	2714791	1654520	4369317	72485	30426	102905	2100	0	2100	102097	21724	123821	2891473	1706670	4598143
AEC	26683	9482	36483	28036	7988	38052	15904	1680	17584	31972	7823	48716	108595	26973	140835
LAB	550	650	1400	2039	1547	3586	0	0	0	2440	1032	3472	5029	3429	8458
OSC	13694	14146	28040	35470	39038	74966	0	0	0	6750	4957	11972	56119	58141	114978
CUST OF LIVING	850	734	1564	740	1986	2768	0	0	0	1000	600	1600	2590	3322	5952
U. S. GOVT	1071466	168217	1239739	20490	16894	37696	11320	14760	26080	131571	64738	197006	1234847	264569	1500521
EPA	28151	6954	35105	32534	17267	49801	16160	0	16160	34643	22575	57218	111488	46796	158284
EEOC	144	2538	2682	6719	10182	16898	0	0	0	1112	4595	5707	7972	17315	25287
FCC	1172	1387	2559	4674	4028	9670	0	0	0	5191	3130	8443	11037	8545	20672
PHILCB	1900	720	2620	1602	2708	4310	0	0	0	7085	2238	9473	10587	5666	16403

PARTICIPANT MAN-HOURS BY AGENCY AND SOURCE

AGENCY	INTERNAL			INTL/AGENCY			NON-GOVT LONG-TERM			NON-GOVT SHORT-TERM			ALL SOURCES		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	1232	60	1292	2066	2019	4085	0	0	0	0	0	0	9227	2719	11946
FIC	1688	3115	4803	1648	3742	5390	0	0	0	2805	2805	5610	5871	9662	15489
GAU	99867	18496	118363	20860	4122	27078	4400	0	4400	42177	4800	49027	167304	27484	194808
GMJ	9430	1326	10756	4055	2415	6470	0	0	0	4192	561	4753	17677	4302	22539
GSA	266784	52232	329016	94693	51920	147709	4392	0	4392	82894	39591	123245	448763	153743	604438
IUC	9912	2670	12582	4538	1323	6301	0	0	0	6311	2884	11283	18761	6277	25566
LIB GEN	19055	1735	36448	2148	5277	7445	0	0	0	3615	3632	7303	24610	26200	51196
NASA	20584	10066	62770	31562	10364	47716	68833	1200	63953	34701	69847	416953	483680	91477	590992
NCHA	32	200	232	649	722	1397	0	0	0	1170	1524	2694	1651	2256	4123
NAT CREDIT UNION	15192	696	15888	1408	936	2344	0	0	0	330	16	346	16930	1648	18578
NLRB	300	1480	1780	1376	2892	4700	0	0	0	572	1888	2460	2248	6280	8940
NSI	680	680	1360	1528	4473	7239	0	2080	2080	3109	4226	7951	5317	11459	18630
OMB	50	470	520	1956	2300	4766	2720	0	2720	1130	1287	2597	5856	4057	10603
PANAMA CANAL	237261	42449	279710	10328	640	10968	3200	0	3200	34552	5873	40425	285341	48982	334303
RH RET GUARJ	21796	24854	46650	2034	943	3017	0	0	0	376	58	560	24206	25855	50227
SEC	5408	1242	6722	2160	184	2368	0	0	0	3035	369	3404	10603	1795	12494
SEL SVC	13521	104991	118512	2811	5909	8720	0	80	80	288	382	670	16620	111962	127982
SBA	4637	3690	8327	8478	7493	16030	0	0	0	9189	4797	14016	22304	15980	38373
SP TH INST	19163	3182	22345	3328	916	4268	0	0	0	5379	2312	7711	27870	6410	34324
SOLDIERS HOME	793	1244	2037	968	96	1064	0	0	0	662	1196	1858	2423	2536	4959
VA	612262	697266	1313205	83723	51566	139393	104472	25632	130104	215119	156646	378490	1018576	931110	1961192
TOTAL	509943	7251593	82284230	2250651	1218776	3532703	683856	283969	1976985	5136231	1906192	7077590	34880169	6680550	4871508

PARTICIPANT MAN-HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	1770914	347642	2130044	45059	1752	46811	377	109	486	1816350	349503	2177341
COMMERCE	491195	193507	693278	12761	1917	14678	30359	72	30431	534315	195496	736381
ARMY	4042068	1074152	5123644	760064	23477	783541	946090	213715	1159805	5748222	1311344	7066990
NAVY	2918971	540962	3469391	2531759	28706	2560465	254746	36411	291157	5705476	606079	6321013
AIR FORCE	2244387	624775	2872514	981367	72569	1053936	196482	80212	276694	3422236	777556	4203144
OTHER DOD	1727536	527521	2263285	74287	2565	76852	5203	2414	7617	1807026	532500	2347754
HEM	1367484	1823617	3200684	41033	24469	65502	15807	2659	18466	1424324	1850745	3284652
HUD	185866	176056	364754	20	0	20	0	0	0	185886	176056	364774
INTERIOR	989467	290908	1282005	106974	18997	125971	49736	872	50608	1146177	310777	1456564
JUSTICE	1301126	505009	1810732	33590	336	33926	45760	1200	46960	1380476	506545	1891618
LABOR	156538	108959	271582	0	0	0	28	980	1008	156566	109939	272590
STATE/AID	138965	120170	259135	340	72	412	176974	17916	196890	318279	138158	456437
TRANS	3283401	161991	3456196	90424	162	90586	5028	659	5687	3378853	162812	3552469
TREASURY	2786359	1659487	4485846	105114	7183	112297	0	0	0	2891473	1706670	4598143
AEC	108376	26973	140616	219	0	219	0	0	0	108595	26973	140835
CAB	4963	3404	8367	0	0	0	66	25	91	5029	3429	6458
CSC	55999	58141	114858	120	0	120	0	0	0	56119	58141	114978
CUST OF LIVING	2590	3322	5952	0	0	0	0	0	0	2590	3322	5952
O. C. GOVT	220658	182335	404098	95084	1240	96324	919105	80994	1000099	1234847	264569	1500521
EPA	106730	46757	153487	1207	0	1207	3551	39	3590	111488	46796	158284
EEUC	7897	17315	25212	75	0	75	0	0	0	7972	17315	25287
FCC	10774	8545	20409	263	0	263	0	0	0	11037	8545	20672
FHLBB	10477	5626	16253	110	40	150	0	0	0	10587	5666	16403

PARTICIPANT MAN-HOURS BY AGENCY AND PAY SYSTEM

AGENCY	GENERAL SCHEDULE			WAGE SYSTEM			OTHER PAY SYSTEMS			ALL PAY SYSTEMS		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	9217	2719	11936	10	0	10	0	0	0	9227	2719	11946
FTC	5871	9662	15549	0	0	0	0	0	0	5871	9662	15549
GAD	167304	27484	198868	0	0	0	0	0	0	167304	27484	198868
GHI	8853	3754	13167	6224	316	6540	2600	232	2832	17677	4302	22539
CSA	372313	146372	520117	62857	5259	68116	13593	2112	15705	448763	153743	604438
ICC	18761	6277	25566	0	0	0	0	0	0	18761	6277	25566
LIB CONG	23910	27628	49656	908	400	1308	0	232	232	24118	20260	51196
NASA	462631	91469	569935	21049	8	21057	0	0	0	483680	91477	590992
NCHA	1355	2250	3627	496	0	496	0	0	0	1851	2259	4123
NAT CREDIT UNL.N	16930	1648	18578	0	0	0	0	0	0	16930	1648	18578
NLRB	2228	6260	8920	20	0	20	0	0	0	2248	6260	8940
NSF	5157	11411	18422	160	48	208	0	0	0	5317	11459	16630
OMB	5664	4057	10411	192	0	192	0	0	0	5856	4057	10603
PANAMA CANAL	46238	29587	75825	128318	222	128540	110785	19153	129938	285341	48962	334303
RR RET BOARD	24206	25855	50227	0	0	0	0	0	0	24206	25855	50227
SEC	10579	1795	12470	24	0	24	0	0	0	10603	1795	12494
SEL SVC	15076	66353	81429	0	0	0	1544	45009	46553	16620	111362	127982
SBA	22304	15980	38373	0	0	0	0	0	0	22304	15980	38373
SMITH INST	22843	4392	27279	4987	1960	6947	40	58	98	27870	6410	34324
SOLDIERS HOME	1071	2126	3197	864	256	1120	488	154	642	2423	2536	4959
VA	769596	550185	1331287	78166	23758	101924	170814	357167	527981	1018576	931110	1961192
TOTAL	25944848	9562444	35658081	5184145	215712	5399857	2951176	862394	3813570	34080169	10660550	44871508

GENERAL SCHEDULE PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	GS 1-4		GS 5-8		GS 9-12		GS 13-15		GS 16-18			
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
AGRIC	73918	114201	188419	520280	168666	689246	962422	53975	1016397	213994	10500	224494
COMMERCE	13462	69112	82574	80176	76659	156835	236322	36117	289739	143935	11619	155554
ARMY	144834	313085	457919	898614	445437	1344051	2306530	298923	2605453	692090	16707	708797
NAVY	195973	192025	387998	526701	228051	754752	1626589	107990	1734574	569708	12896	582604
AIR FORCE	93102	222430	315532	513067	250848	763935	1262922	142417	1405339	375276	9080	384356
OTHER DOD	31275	89016	120891	259382	206746	466128	1152203	217007	1369210	284676	14152	298828
HEW	104101	344301	448402	555751	1058359	1614110	447958	371100	819058	259674	49857	309531
HUD	8936	48223	57159	63937	98029	161966	65029	22856	67885	47964	6948	54912
INTERIOR	50603	93450	144053	258458	115080	373538	505653	79973	645626	114753	2405	117158
JUSTICE	172121	370355	542482	456023	107135	563158	560142	25891	566033	112634	1628	114462
LABOR	3108	29928	33036	16438	41535	57973	39953	23552	59505	101039	13944	114983
STATE/AID	6528	21555	28083	21150	60936	82086	54395	25366	79761	56678	12313	68991
TRANS	151749	54353	206102	306023	54865	362888	1837108	39159	1876267	986521	11614	100035
TREASURY	142439	519773	662212	1406269	996247	2402516	941283	172189	1113472	285746	10982	296728
AEC	345	5255	5600	24880	14948	39828	29194	4310	33504	53957	2460	56417
CAB	0	802	802	843	1889	2732	1386	529	1915	2051	184	2235
CSC	2909	26535	29444	13282	20366	33648	26419	9454	35873	13388	1786	15175
COST OF LIVING	64	528	592	814	1450	2264	1128	1296	2424	58	48	632
D. C. GOVT	63523	56756	120279	80604	72866	153470	55237	46059	101296	21294	6654	27948
EPA	1221	10009	11230	17695	26547	44242	47989	8541	56530	38741	1660	40401
EDUC	60	7153	7213	489	5664	6153	2876	3472	6348	4472	1026	5498
FCC	245	4435	4680	2348	3083	5431	3813	862	4675	4368	165	4533
FHLBB	0	1389	1389	1036	1834	2870	3923	2123	6046	5518	280	5798

GENERAL SCHEDULE PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	GS 1-4			GS 5-8			GS 9-12			GS 13-15			GS 16-18		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FP	40	1282	1322	1045	944	1989	4011	262	4273	3761	231	3992	*	*	300
FIC	212	3636	3848	696	5956	6652	2545	1800	4345	2216	268	2484	*	*	416
GAU	2001	11423	13424	20333	8644	28977	63625	6949	90574	61345	468	61813	*	*	4080
GPU	745	1713	2458	2134	1317	3451	3312	708	4020	2662	16	2678	*	*	560
GSA	11126	51567	62693	101716	67717	169433	110483	24613	135096	48843	2473	51316	*	*	1932
IUC	410	2069	2479	1304	3459	4763	12239	709	12948	4808	40	4848	*	*	528
Lib CUNG	2041	3403	5444	5691	11011	16702	10969	8522	19511	5189	2692	7881	*	*	118
MASA	6919	31089	38008	32847	36063	68910	163224	20036	203260	237641	4281	241922	*	*	15835
NJHA	32	760	792	449	404	853	538	908	1446	336	164	500	*	*	16
NAT CREDIT UNION	42	136	178	3406	1250	4656	11767	222	11989	1713	40	1753	*	*	0
NLRB	90	2354	2444	630	3202	4032	444	674	1118	864	30	894	*	*	432
NSF	408	1662	2070	696	5450	6146	1074	1669	2743	2779	2630	5409	*	*	1854
UMB	60	200	260	296	2529	2827	938	1064	2002	4368	264	4632	*	*	690
PANAMA CANAL	12373	13476	25849	16227	9423	19650	17019	6645	23664	6619	43	6662	*	*	0
RM MET BOARD	232	890	1122	16366	23179	41567	4362	1730	6092	1224	56	1280	*	*	166
SFC	180	684	864	1796	431	2227	4618	441	5059	4183	239	4422	*	*	96
JEL SVC	755	17954	18709	4650	44737	49387	5148	3526	8674	4523	136	4659	*	*	0
SBA	179	3754	3933	2006	6789	10795	8965	2501	11466	11154	936	12090	*	*	89
SMITH INST	14703	986	15689	3379	1904	5283	2636	1270	3906	2125	232	2357	*	*	44
SOLJERS HOME	229	762	991	336	841	1177	352	471	823	154	52	206	*	*	0
VA	258683	320323	579006	163590	138010	301600	272219	7927	351479	75104	12592	87696	*	*	11506
TOTAL	1674125	3065694	4739819	6406605	4432502	10833107	12984282	1857141	24841423	4726873	226811	5099684	*	*	144048

WAGE SYSTEM PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			TOTAL		
	MEN	WOMEN	TOTAL	Men	WOMEN	TOTAL	Men	WOMEN	TOTAL
AGRIC	3949	104	4053	41110	1646	42756	45059	1752	46811
COMMERCE	4102	94	4196	8054	1823	10482	12761	1917	14678
ARMY	170968	2777	173745	589096	20700	609796	760064	23477	783541
NAVY	964780	11543	976323	1566979	17163	1584142	531759	28706	2560465
AIR FORCE	158383	3212	161595	822984	69357	892341	981367	72569	1053936
OTHER DOD	11998	97	12095	62289	2468	64757	74287	2505	76852
HEM	10291	5579	15870	30742	18890	49632	41033	34469	65502
HUD	0	0	0	20	0	20	20	0	20
INTERIOR	28319	3683	32002	78655	15314	93969	106974	8997	125971
JUSTICE	29288	208	29496	4302	128	4430	33590	336	33926
LABOR	0	0	0	0	0	0	0	0	0
STATE/AID	228	48	276	112	24	136	340	72	412
TRANS	15964	94	16058	74460	68	74528	90424	162	90586
TREASURY	11844	1504	13348	93270	5679	98949	105114	7183	112297
AEC	75	0	75	144	0	144	219	0	219
CAB	0	0	0	0	0	0	0	0	0
CSC	80	0	80	40	0	40	120	0	120
COST OF LIVING	0	0	0	0	0	0	0	0	0
D. C. GOVT	8237	116	8353	86847	1124	87971	95084	1240	96324
EPA	144	0	144	1063	0	1063	1207	0	1207
EEOC	25	0	25	50	0	50	75	0	75
FCC	0	0	0	263	0	263	263	0	263
FHLBB	70	0	70	40	40	80	110	40	150

WAGE SYSTEM PARTICIPANT MAN-HOURS BY AGENCY

AGENCY	SUPERVISORY			NON-SUPERVISORY			TOTAL		
	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL	MEN	WOMEN	TOTAL
FPC	10	0	10	0	0	0	10	0	10
FTC	0	0	0	0	0	0	0	0	0
GAO	0	0	0	0	0	0	0	0	0
GPU	1960	72	2032	4264	244	4508	6224	316	6540
GSA	20323	1574	21897	42534	3685	46219	62857	5259	68116
IOC	0	0	0	0	0	0	0	0	0
LIB CONG	331	101	432	577	299	876	908	400	1308
NASA	3856	0	3856	17193	8	17201	21049	8	21057
NCHA	472	0	472	24	0	24	496	0	496
NAT CREDIT UNION	0	0	0	0	0	0	0	0	0
NLRB	20	0	20	0	0	0	20	0	20
NSF	40	0	40	120	48	168	160	48	208
OMB	60	0	60	112	0	112	192	0	192
PANAMA CANAL	11719	0	11719	116599	222	116821	128318	222	128540
RR RET BOARD	0	0	0	0	0	0	0	0	0
SEC	24	0	24	0	0	0	24	0	24
SEL SVC	0	0	0	0	0	0	0	0	0
SBA	0	0	0	0	0	0	0	0	0
SMITH INST	3076	160	3236	1911	1800	3711	4987	1960	6947
SOLDIERS HOME	288	8	296	576	248	824	864	2	1120
VA	35459	6470	41929	42707	17288	59995	78166	23758	101924
TOTAL	1496403	37444	1533847	3687742	178268	3866010	5184145	215712	5399857

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	N.N-GOVT LONG-TERM	NON-GOVT SHORT-TERM	TOTAL	FULL-TIME SALARY	PART-TIME SALARY	TOTAL COST	EXPENDITURE PER EMPLOYEE TRAINED	EXPENDITURE PER EMPLOYEE
AGRIC	3482011	1305298	150406	1979571	6917286	2915591	1522871	11355748	190	90
COMMERCE	711297	522752	198493	1139919	2582461	1629095	196701	4408257	293	124
ARMY	5568108	1719965	1221724	5187795	13697592	6897509	794571	21389672	120	57
NAVY	2732000	1082024	263126	5970319	10047669	9083158	1412673	20543300	187	62
AIR FORCE	4216816	501768	311819	2400902	7431305	5730673	1135731	14297710	160	54
OTHER DOD	2298404	681251	262041	635316	3877017	5866546	377941	10121504	206	163
HEW	3597182	3041446	572662	5454481	12665771	9424914	1014742	23105428	339	185
HUD	963973	279793	54231	347646	1645643	664978	63619	2374240	343	128
INTERIOR	2301731	1202784	117131	1081076	4702742	2114626	449522	7266890	207	102
JUSTICE	5980109	475394	5500	327621	6788624	6327325	767570	13883518	495	461
LABOR	274424	263194	69154	422860	1029632	812887	102515	1945034	239	133
STATE/AID	209182	409047	163093	342971	1124293	577528	77286	1779107	325	94
TRANS	6555332	663020	108267	1518746	10845365	22352512	1595066	34792944	884	487
TREASURY	2780032	483973	58817	809570	4132392	8539432	119463	12791288	131	100
AEC	48954	174856	42482	449858	716150	0	128389	844539	202	115
CAB	16769	16770	0	13853	47392	0	6270	53662	204	82
CSC	13277	194913	0	46582	254772	48156	12929	315857	87	50
CUST OF LIVING	3910	10167	0	7808	21885	20342	0	42227	227	44
D. C. GOVT	107842	90619	2787	261751	462999	2394980	61248	2919227	103	80
EPA	1162388	237137	50432	283025	1732982	1027061	103697	2863740	687	294
EEEC	142289	79157	0	26889	248335	85693	0	334028	302	230
FCC	8359	43132	0	33906	85397	21671	6775	113843	185	69

TRAINING COST BY AGENCY

AGENCY	INTERNAL	INTERAGENCY	NON-GOVT LONG-TERM	NON-GOVT SHORT-TERM	TOTAL	FULL-TIME SALARY	PART-TIME SALARY	TOTAL COST	EXPENDITURE PER EMPLOYEE TRAINED	EXPENDITURE PER EMPLOYEE
FHLBB	18558	14584	0	76102	109244	28310	0	137554	299	106
FPC	4342	19017	0	32808	56167	0	11534	67701	169	64
FTC	0	27022	0	55608	82630	56724	1720	141074	211	98
GAO	203873	98023	13873	280536	596305	205305	0	801610	140	168
GPO	402	23993	0	11670	41665	147176	319974	508815	654	61
CNA	149674	518697	18330	369006	1055707	1417716	351264	2824687	159	69
ICC	5272	134566	0	22837	62675	18906	0	81581	134	47
LIB CUNG	50490	36077	0	57677	144244	195706	5000	344950	110	83
NASA	65033	258307	119124	1885900	2328364	930754	75913	3335031	179	116
NCHA	0	1535	0	4612	6147	18730	0	24877	243	37
NAT CREDIT UNION	91656	10940	0	1163	103759	31660	1825	137244	240	251
NLRB	42644	15624	0	7034	65302	0	12188	77490	267	32
NSF	0	21905	7992	51860	81757	0	36164	117921	274	70
OMB	76	26418	10651	26351	63496	0	15926	79422	378	108
PANAMA CANAL	102966	61097	16667	139912	320642	368725	29603	718970	146	182
PH RET BOARD	9760	10228	0	1510	21498	71320	73827	166645	443	98
SEC	17171	12013	0	3348	32532	0	13734	46266	76	29
SEL SVC	321320	30811	35	727	361893	651254	182918	1196065	188	161
SBA	31509	63468	0	43522	138499	115685	3064	257248	210	48
SMITH INST	0	16752	0	22780	39532	36399	32542	108473	72	39
SOLDIERS HOME	956	1687	0	2505	5148	23653	7000	35801	98	29
VA	1341954	571024	202854	1977048	4092880	9835440	3083950	17012268	281	86
TOTAL	47642050	15360848	4041691	33823001	100867590	100688140	14207725	215763456	225	105

SALARIES OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. AND CLERICAL SUPPORT	TOTAL
AGRIC	1550142	710764	594685	2915591
COMMERCE	720575	451472	457048	1629095
ARMY	4790696	877591	1229222	6891509
NAVY	4854960	3340343	887856	9083158
AIR FORCE	3393233	1711877	625563	5730673
OTHER DOD	1495386	1800841	2570319	5866546
HEW	5369297	1401727	2653891	9424914
HUD	536156	0	128822	664978
INTERIOR	1239956	492117	382553	2114626
JUSTICE	563936	2627223	3116166	6327325
LABOR	655504	9520	147863	812887
STATE/AID	351817	47912	177799	571528
TRANS	3243459	14408874	4700179	22352512
TREASURY	4448171	2239225	1652036	8539432
D. C. GOVT	768894	1206190	419896	2394980
EPA	75059	644169	307833	1027061
GAO	0	155814	49491	205305
GPO	132180	7807	7189	141776
GSA	394896	881003	141815	1417716
LIB CONG	97173	64864	33669	195706
NASA	796706	8465	125581	930754
PANAMA CANAL	89514	231542	47669	368725
SEL SVC	605478	0	45776	651254
SBA	102559	0	13126	115685
VA	2636928	6092698	1105615	9835440
ALL OTHERS*	351497	43909	66158	461564
TOTAL	39284176	39516147	21887320	100688140

* 19 AGENCIES REPORTING LESS THAN \$100,000.

RATIO OF FULL-TIME TRAINING PERSONNEL BY AGENCY

AGENCY	EMPLOYEE DEVELOPMENT OFFICERS	INSTRUCTORS	ADMIN. AND CLERICAL SUPPORT	TOTAL TRAINING PERSONNEL	AGENCY POPULATION	EMPLOYEES PER TRAINING PERSON
AGRIC	84	42	77	205	125740	613.37
COMMERCE	39	28	55	123	35534	287.91
ARMY	332	91	156	579	371961	642.42
NAVY	297	296	108	701	327079	466.59
AIR FORCE	221	126	80	433	267253	617.21
OTHER DOD	79	99	162	341	61946	181.37
HEW	311	95	348	755	124490	164.83
HUD	27	0	11	38	18431	475.03
INTERIOR	65	29	39	134	70670	526.29
JUSTICE	39	133	241	415	30054	72.42
LABOR	34	1	18	53	14607	270.25
STATE/AID	17	2	16	35	18771	536.31
TRANS	167	705	307	1179	71341	60.47
TREASURY	256	161	203	622	127129	204.30
D. C. GOVT	44	98	43	185	36275	196.08
EPA	4	34	31	69	9557	137.71
GAO	0	8	6	14	4754	339.57
GSA	22	30	17	69	40480	586.67
LIB CONG	0	3	4	13	4131	317.77
NASA	41	1	15	57	28507	495.77
PANAMA CANAL	6	15	5	27	3945	143.77
SEL SVC	39	0	0	45	7394	164.31
VA	151	397	165	713	196530	275.64
ALL OTHERS*	33	4	11	48	50425	1036.49
TOTAL	2320	2403	2136	6860	2047004	313.13

* 21 AGENCIES REPORTING LESS THAN 10 FULL-TIME PERSONNEL

APPENDIX D

TRAINING RESOURCE PUBLICATIONS

Except where otherwise noted, the following publications are available through the Government Printing Office.

1. *Interagency Training Catalog of Courses.* Training programs open to Federal, state, or local government employees are described in this catalog. Intended primarily for the Washington, D.C. area clientele, it contains descriptions of courses and prerequisites for enrollment for courses offered by a number of Federal agencies. Similar information about interagency training courses is available from the Regional Training Centers for the geographic areas served by the ten Regional Offices of the Civil Service Commission.
2. *Interagency Training Courses Calendar.* Lists of courses to be offered during each quarter are published in this calendar. It also includes descriptions of courses that have been developed since the publication of the Interagency Training Catalogue and information about dates, costs, locations and offices to contact for registration or enrollment information. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
3. *Agency Training Centers for Government Employees.* Information on agency operated training centers is provided in this publication. It includes descriptive information about the general characteristics of these centers and the numbers and kinds of courses available through them. It is designed to furnish current training resource data for use by training officials and others at Federal, state and local levels.
4. *Off-Campus Study Centers for Government Employees.* This publication identifies facilities that have been established by cooperative arrangements between academic institutions and Federal agencies to sponsor continuing educational opportunities for Federal employees. It contains

current information about the programs and courses offered by educational institutions to employees at Federal agency work sites after working hours.

5. *A Catalog for Adult Continuing Educational Opportunities.* This catalog is intended primarily for government personnel in the Washington, D.C. metropolitan area. It contains information about the number and variety of programs offered at these centers and identifies contact points from which additional information may be obtained.
6. *Instructional Systems and Technology: An Introduction to the Field and Its Use in Federal Training.* This pamphlet provides a brief description of the instructional systems approach to training and explains some of the new techniques which have become popular with the advent of sophisticated audio-visual equipment and programmed instruction.
7. *Application of a Systems Approach to Training: A Case Study.* This case study explains the steps followed in developing the curriculum for the Consolidated Federal Law Enforcement Training Center, describes the problems encountered and the solutions arrived at, and provides a general guide for others who wish to use a systems approach to curriculum development.
8. *Programmed Instruction: A Brief of Its Development and Current Status.* This paper offers a concise, non-technical synthesis of the major developments in programmed instruction and includes some determination of the extent to which programmed materials are being applied in Federal agencies.
9. *Training Evaluation: A Guide to Its Planning, Development and Use in Agency Training Courses.* This paper describes one approach that can be used to assess the effectiveness of internally developed and conducted agency training courses and includes a discussion of factors to be considered when implementing the evalua-

- tion program, a conceptual framework for evaluation, the essential steps in developing training objectives and an in-course training evaluation process.
10. *Computer Assisted Instruction: A General Discussion and Case Study.* This pamphlet presents a general discussion of a relatively recent aspect of training technology (Computer Assisted Instruction) and describes the U.S. Naval Academy's specific experiences in this area.
 11. *Visual Materials: Guidelines for Selection and Use in Training Situation.* This paper discusses the characteristics, advantages, limitations and uses of the most commonly encountered instructional media. In addition, it offers guidelines that a training specialist can use when selecting visual materials for group instruction.
 12. *Directory of Instructional Programs in Supervision and Management Training.* This catalog describes programs in the public domain used for training supervisors and managers that are available to other agencies having like managerial and supervisory training tasks. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
 13. *Long-term Training.* This pamphlet is designed to assist agency managers, supervisors, and training personnel in planning for and using long-term training opportunities authorized under the Government Employees Training Act. It presents ideas and general guidance on the management of long-term training. Also included is a listing of some current long-term training programs available to Government employees. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
 14. *Education for Public Management.* This pamphlet describes the EPM program which provides for a nine month residential academic experience at one of nine participating universities in cooperation with the Civil Service Commission and the sponsoring agencies. The program is designed to develop those talents and abilities necessary for effective executive and managerial performance in the public sector. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
 15. *Information on Foreign Language Training Courses in the Federal Government.* This paper contains a listing of foreign language courses, primarily in the D.C. metropolitan area, available to Federal employees. This publication is not available from the Government Printing Office, but may be obtained from the Training Assistance Division, Bureau of Training, United States Civil Service Commission.
 16. *"Executive And Management Training: Course Listings and Descriptions, FY 74."* This brochure is intended to provide agencies with a convenient reference to Civil Service Commission executive and management courses conducted by the Federal Executive Institute, the Three Executive Seminar Centers, and the six Training Centers in Washington, D.C. A listing of courses given in Washington which are also available in the Regional Training Centers is included. Not available from the Government Printing Office, the brochure may be obtained from the Training Operations Division, Bureau of Training, United States Civil Service Commission.