

MANPOWER PLANNING PAPER #6

Analysis of Foreign Service
Reserve Personnel By Age
and Length of Service

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A. Introduction

Data for a study of ages and the length of Federal Service of Foreign Service Officers was obtained from the Office of Data Systems and Management. Employees in the Foreign Service were grouped according to class in all two-digit occupational codes (showing occupational families). Location (overseas and AID/W), type of appointment (unlimited and limited) and length of Federal service was also listed.

Organized in this fashion, the data tells a great deal about manpower resources in the agency and permits us to test a number of management ideas. For example, the term "mid-career" has important connotations for every aspect of manpower administration--recruitment, assignment, reassignment, promotion, training, in sum, career development. For this analysis, "mid-career" is defined as including all employees in grades FSR-5 through FSR-3 who are 35 to 49 years of age. These people are considered to have made significant progress and to be young enough to make more. They are in a very real sense at a choice point--for themselves and for the Agency. They may persist in what they are doing; they may change occupations (or organization). They may be given some vital training.

Management should remember at all times that this is a statistical study. It does not intend to examine any individual employee and there are many employees who will "beat the averages". That is to say, some employees have options open to them at 60 and some reached the apex of their careers at 30.

The data used in this study is principally a special ADP report drawn from the Personnel Data System as of October 25, 1968. There are discrepancies, naturally, with strength data as of other dates, before and since. In some instances, notably groups with small populations, significant changes may have occurred but in general changes are not big enough to make much difference in planning. It was considered more important to develop a baseline for future reports that would describe progress in manpower administration.

Small discrepancies resulting from PDS input errors and manual tallies were similarly disregarded. While precision is desirable, it was not considered worth the effort to re-count when the error was small.

A similar study of general schedule employees will follow subsequently.

A median, the point at which half of the employees are above and have below, is used as the measure best describing many of the situations under consideration.

This paper examines the data, makes several assumptions and presents a few hypotheses. The data can be extended and refined so that more sophisticated analyses may be attempted.

Terminology

Mid-career employees - those who are 35-49 years of age in classes FSR 05-03. The term carries a connotation that these employees have made progress over a term of years and have good prospects for continued development. The Agency has a responsibility to itself and the employees to open avenues of development for them. As used in this study, it is a statistical concept and should not influence decisions regarding employees who fall outside the age or class limits thus arbitrarily established. Use of the term is intended only as a rough quantitative measurement of manpower resources.

Retirement Age

Section G, Retirement Eligibility among Foreign Service Reserves, treats of those Reservists who are currently eligible for optional retirement (on the basis of age, 55 years, and length of Federal service, 30 years) and discontinued service retirement (age 50, length of service 20 years). Naturally those who are eligible for optional retirement are also eligible for discontinued service retirement.

Two other forms of retirement are important to the Agency; Employees who are 62 and who have five years of Federal service may retire at their option. Many of AID's employees have spent a substantial portion of their careers outside of the Federal service and may become eligible for retirement even though they have been with us only a short time. Employees who become totally disabled may retire if they have five years of Federal service. Naturally, anyone who becomes totally disabled is no longer a resource to the Agency whether or not he is eligible for retirement.

There are several other formulas for retirement eligibility. We have not attempted to compute the total liability of the Agency for retirement losses. In this assessment of manpower resources, we have used a general concept which, through oversimplified, seems to measure in gross amounts the manpower losses AID might sustain because of age.

Anyone over 50 becomes successively eligible for retirement under various provisions of the Federal Civil Service Retirement Law. Even though it is well known that individuals vary in their resistance to the effects of age, it is probably a fair statement

that by 50 people become increasingly susceptible to disabilities which might bring about retirement, force limitations on assignments or otherwise impair their usefulness. This is especially vital in overseas assignments.

For these reasons, we have computed data reflecting numbers and proportions of personnel who are 55 and over, and we have referred to this data as pertaining to those "at or near retirement age".

B. Age and Length of Federal Service of Foreign Service Officers,
By Class

Tables 1-15 show the number of Foreign Service Reserves by age and length of Federal service. At the bottom of each chart is the median for both factors.

1. FSR-1s

- a. Personnel assigned overseas have a lower median age (51.8) than those in AID/W (52.6).

Those in AID/Washington are balanced around the median. Those overseas have a peak at 55-59 with most of the remainder on the low side.

- b. The overseas Length of Federal Service median (19.4) is less than that for AID/Washington (21.1).
- c. More than a third are at or near retirement age, with a slightly higher proportion overseas.

2. FSR-2s

- a. Personnel assigned overseas are older (52.4) than those in AID/W (51.5) but have less Federal service (16.6 years as compared to 18.4).
- b. In length of Federal service, the overseas group has peaks at 5-9 and 25-29. The AID/Washington group has peaks at 20-24 and 10-14.
- c. One third are at or near retirement age. The percentages are:
- | | |
|----------|-------|
| Overseas | 35.2% |
| AID/W | 30.1% |
- d. The large number of employees who are older and have considerable length of Federal service suggests Agency vulnerability to retirement and medical problems. On the other hand, the Agency must find a means of career development for those who are younger.

3. FSR-3s

a. Those overseas are older and have less Federal service than those in Washington, according to median averages.

	<u>Overseas</u>	<u>AID/W</u>
Age	50.2	49.2
Length of Service	13.7	15.4

b. The proportion of personnel with over 20 years' of Federal service is slightly higher in AID/Washington than it is overseas--30.9 percent vs. 28.9 percent.

4. FSR-4s

a. Those overseas are older and have less Federal service than those in Washington, according to median averages.

	<u>Overseas</u>	<u>AID/W</u>
Age	46.6	45.5
Length of Service	11.1	11.6

b. The proportion of personnel under 40 is substantially higher in AID/Washington than overseas - 31.2 percent vs. 21.8 percent.

5. FSR-5s

a. At this point, personnel assigned to AID/Washington are no longer numerically significant. 6.3 percent of all FSR-5s are assigned to AID/Washington. This, parenthetically, is a radical change from 12-25-67 when 18.3 percent were in AID/Washington.

b. According to median averages, those overseas are a little older (40.3) than those--in AID/Washington (40.0).

c. Ages vary broadly. In AID/Washington, there is a cluster at ages 45-49 and others are still older, marking them as questionable prospects for development. Overseas, 52.6 percent are concentrated in the age range 30-44, indicating that there is a large reservoir for development.

d. Periods of Federal service are relatively short both overseas and in AID/Washington. The median for overseas is 6.6 years and in AID/W, 8.7 years.

6. FSR-6s

a. Those few (16) in AID/Washington are older (40.0) than those overseas--(34.7). Their length of service is also longer: 8.0 years vs. 4.1 years.

- b. Most of those overseas are young and recently recruited but 22.4 percent are 45 or over.

7. FSR-7s and FSR-8s

- a. Most of the former and all of the latter are overseas. They are very young (median = 28.5) and fresh to the Federal government (3.25 years).

C. Proportions of Foreign Service Reserve Personnel with Unlimited and Limited Appointments, by Two-Digit Occupational Code

Tables 18 - 20 show the percentages of FSR personnel in all occupational families according to location (overseas and AID/Washington) and type of appointment (unlimited or limited).

1. Personnel Assigned Overseas

- a. 30 percent of Foreign Service Reserve overseas have unlimited appointments, up from 28 percent on 12-25-67.

- b. Medical personnel (Series 0600) have the very lowest proportion of unlimited appointments (6.9 percent). Other occupational families with low proportions of unlimiteds are:

2000	Supply	17.8%
0100	Economics and Community Development	18.5%
0083	Public Safety	18.7%

- c. Agriculture (series 0400) is the only occupational family with a preponderance of unlimited appointments--57 percent. Other families with large proportions are:

1700	Education	46.6%
0500	Accounting-Auditing	44.6%
0341	Executive Officers, Administrative Officers, etc.	41.7%

2. Personnel Assigned in AID/Washington

- a. 72 percent of Foreign Service Reserve in AID/Washington have unlimited appointments, up from 71 percent on 12-25-67.
- b. General Administration (series 0301) is the occupational family to which Foreign Service Reserves are most frequently assigned on rotation. 73 percent have unlimited appointments, very near the average.
- c. The following occupational families have the highest proportions of unlimited appointments:

0345	Program Officer, Program Analyst	91.7%
0400	Agriculture	90.9%
0800	Engineering	90.0%
1700	Education	89.3%

- d. Only one occupational family has less than half unlimited appointments; public safety, with 45.5 percent. The group whose occupations cannot be identified has 38.7 percent unlimited appointments.

3. Total for AID

- a. 35.9 percent of the Foreign Service Reserve have unlimited appointments, up from 34 percent on 12-25-67.
- b. The lowest two occupational families in proportion of unlimited appointments are:

0600	Medical	08.8%
0083	Public Safety	19.4%

- c. There are only two occupational families with over half unlimited appointments:

0400	Agriculture	60.2%
1700	Education	52.5%

D. Age and Length of Federal Service of FSRs by Type of Appointment.

The age of Foreign Service Officers who have limited and unlimited appointments is shown in Tables 32 and 33. Those with unlimited appointments have a substantially higher median age (50.8) than those who are limited (42.5). The relatively high proportion of junior officers accounts for this rather large difference. Taken by grade level, differences in median age are considerably diminished. FSR-1s, for example, with unlimited appointments are younger than their limited counterparts. (There are, of course, relatively few of the latter.) At the other end of the grade scale, the same thing is true. FSR-8s with unlimited appointments are younger than those with limited appointments. At this level, however, there are almost none with unlimited appointments and relatively few with limited appointments. With the exception of the top and bottom grades, the differences in median age between unlimited and limiteds decreases as grades rise. The difference at the FSR-2 level is 1.4 years (52.5 for unlimiteds, 51.1 for limiteds; the difference at the FSR-6 and FSR-7 levels is 3.8 years. (It should be remembered that there are almost no unlimited FSR-7s and very few unlimited FSR-6s.)

Tables 32 and 33 shows this unmistakable trend grade by grade. Various combinations of grades, grouping those found most frequently among the unlimiteds and comparing them with the same grades among the limiteds reinforces the trend lines.

<u>Grade groups</u>	<u>Median Age</u>		<u>Differences</u>
	<u>Unlimiteds</u>	<u>Limiteds</u>	
FSR 1 - 6	50.4	44.1	6.3
FSR 1 - 5	50.5	45.6	5.9
FSR 1 - 4	50.8	47.7	3.1
FSR 2 - 4	49.7	47.5	2.2

The data has a number of administrative implications that should be tested. For example, employees who have been with the agency the longest tend to arrive at a given income level later in life than those who have been recruited more recently, but the disparity diminishes as employees progress beyond the mid-career stage. Several inferences important in manpower administration can be drawn from this data but it will be treated in later studies with more complete and sophisticated information.

E. Grades in the Foreign Service Reserve, by Two Digit Occupational Code

Tables 21-27 portray the range of grades in each occupational family according to location and type of appointment.

1. Foreign Service Reserves with Unlimited Appointments Overseas.
 - a. As of 10-25-68, the average grade of Foreign Service Reserve personnel is 3.12.
 - b. The only sizeable occupational family that deviates significantly from the common pattern is series 0340 which includes Mission Directors at one end and Area Development Officers at the other. This series has a mean of 2.28. It has as its biggest group, Mission Directors at FSR-1 and slides off steadily to the lower classes. There is one FSR-6 and one FSR-8.
2. Foreign Service Reserves with Limited Appointments Overseas.
 - a. Almost half of the Reserves are in Classes 4 and 5. The mean average is 4.67. Seven occupation families differ substantially from the patterns of the group as a whole. Three are on the high side, two are on the low side and two are just different.
 1. On the high side -
 - a. 0400 (agriculture) has a mean average of 4.31.

- b. 0800 (engineering) has a mean at 3.57 reflecting the high price of engineers generally.
- c. 1100 (business/industry) is equally high (mean = 3.47) probably reflecting the difficulty of recruiting development loan officers of the caliber required.

2. On the low side -

- a. 0600 (medical) has a mean of 5.73. These low grades reflect the nurses and subprofessional personnel hired for Vietnam.
- b. 0301 (program officer) has a mean at 4.96 but this series has a large number of JOT's and ex-JOT's who are just beginning to move up in the program ranks.

3. Different -

- a. 0100 (economist and community development officer). There are many young area development officers in Vietnam at FSR-6.
- b. 0340, as pointed out elsewhere, comprises an extraordinarily large range of responsibilities extending down from Mission Director. A very large group comprised of area development officers, is at FSR-7. There is a smaller concentration at FSR-3. The mean, affected by the near balance of these two extremes, falls, almost where the overall mean does - 4.72.

3. Foreign Service Reserves with Unlimited Appointments in AID/W.

- a. This category has the highest rank of any. The mean average is 2.79. The largest family is 0301 (general administration). It does not differ substantially from the category as a whole.
- b. High -
 - (1) 0800 (engineering) has a mean average of 2.11.
 - (2) 0340 (mission directors et al) has a mean at a very high 1.91 and very high grades generally.
 - (3) 0345 (program officer, program analyst) has a mean at 2.64 and 0400 (agriculture) has a mean at 2.63.
- c. Low - (1) 0341 (executive and administrative) has a wide scatter that brings down the general average to an even 3.00.

- d. Different - (1) The small group for whom we cannot identify occupations has clusters at both FSR-2 and FSR-4.
4. Foreign Service Reserve With Limited Appointments in AID/W.
- a. This category is poised half way between FSR-3 and FSR-4. Median is at FSR-3.
 - b. High - (1) 0200 (personnel) has a broad range with no clusters.
(2) 0100 (economics) has an equally wide range but with a cluster at FSR-1.
 - c. Low - (1) 0301 (general administration) is tilted to the low side, having a median at FSR-4.
(2) The group for which occupations cannot be identified has a wide scatter and a median at FSR-4.
 - d. Different - (1) 1100 (business/industry) has wide diversity with clusters at FSR-2 and FSR-4.
5. Foreign Service Reserves with Unlimited Appointments - Worldwide.
- a. This category has a median at FSR-3. Very few occupational groups differ from the category taken generally. The only major occupation that was different was series 0340 which includes Mission Directors. In 0340, the median is FSR-2.
 - b. Series 0342 (general service officers) was a complete contrast to all other occupations. The median was at FSR-5.
6. Foreign Service Reserves with Limited Appointments - Worldwide.
- a. This category was poised between FSR-4 and FSR-5, with the median at FSR-5 by a minute margin.
 - b. Most major occupational families fitted the general pattern very closely. In a few, the family differs by one class in the median.
 - c. Series 0100 (economic and area development) has a block distribution with nearly equal numbers in all classes from FSR-3 to FSR-7.
 - d. Series 0600 (medical) is very low, reflecting the nurses and subprofessional workers in Vietnam. The median is FSR-6.

- e. Series 0800 (engineering) and 1100 (development loan officer) are high. Both have medians at FSR-3.
 - f. Series 0340 has concentrations at FSR-3 and FSR-7, reflecting the broad spectrum of responsibilities. The median is at FSR-5.
7. Foreign Service Reserves - Worldwide.
- a. The mean averages of 10-25-68 was 4.03. This compares with an average of 4.19 as of December 25, 1967.
 - b. Low occupational families - 0083 (public safety) and 0200 (personnel) have medians at FSR-5 while 0600 (medical) has a median at FSR-6. In the latter field the low classes reflect the preponderance of nurses and subprofessionals on the Vietnam work force. There is a cluster of medical officers and physicians at the FSR-2 level that serves to raise the general level.
 - c. High occupational families - Medians at FSR-3 - 0800 (engineering), 1100 (development loan), and 1700 (education).
 - d. Differing occupational families -
 - 1. 0400 (agriculture), and 0500 (accounting/auditing), have concentrations at FSR-4, which is low but there are many officers at higher grades to offset this. Executive officers also have a concentration at FSR-4.
 - 2. 0340 (including mission directors et al). The series has a large concentration at FSR-3 and a secondary mode at FSR-7. The mixture of extremes causes a mean average of 3.75, not far above the overall mean.
 - g. Summary

<u>Category</u>	<u>Mean Average</u>
Overseas Unlimited	3.12
AID/W Unlimited	2.79
Overseas Limited	4.67
AID/W Limited	3.45
Worldwide Unlimited	3.02
Worldwide Limited	4.59
Worldwide	4.03

Occupational descriptions in greater detail are appended to section H of this chapter. Section H is supplemented by Tables 41-63, showing age and length of Federal service by occupational family.

F. Distribution of Age in the Foreign Service Reserve by Class

Tables 28-33 show the distribution of ages in the Foreign Service Reserve by Classes.

Salient elements

1. Generally there is a relationship between age and class, but the distributions uncover a number of significant variations.
2. Although there is a heavy concentration of Limited employees in the group 25-29, three fourths of them are in classes FSR 6-8. This distribution does not upset the age-class correlation.
3. The only deviations from the standard pattern involve FSR-1s and groups in which numbers are very small. With regard to FSR-1s -
 - a. Those with unlimited appointments overseas have a lower median age than either FSR-2s or FSR-3s.
 - b. Those with unlimited appointments worldwide are younger than FSR-2s.
 - c. Those in AID/Washington with limited appointments are the same age as FSR-2s but these are both small groups.
4. Among those with unlimited appointments, FSR-1s in AID/W are older than their peers overseas. In every other class, the reverse is true. Personnel overseas are older.
5. Among those with limited appointments, comparisons of AID/W personnel with overseas personnel on age vary from class to class. FSR-1s and FSR-6s are younger in AID/W; FSR-2s, FSR-3s, and FSR-5s are older; and FSR-4s and FSR-7s are about the same. Comparing all personnel with limited appointments in AID/W with those overseas, the AID/W group is quite a bit older but this is mostly because there are very few employees in the junior grades.
6. Reserves with limited appointments are younger than those with unlimited appointments. This is especially true in comparing overseas personnel. As noted elsewhere, there is also a decided difference in class.

G. Retirement Eligibility Among Foreign Service Employees

Employees eligible to retire have various motives for doing so. Among the most important is the increased vulnerability to health problems by the time employees attain eligibility.

There are six kinds of retirement from the Federal service. The two most likely to affect an organization are (1) optional retirement with 30 years' service at age 55 and (2) discontinued service retirement with 20 years' service at age 50. Tables 34-39 show the number of employees in each occupational family who are currently eligible for retirement under these provisions. It should be noted that all those eligible under optional retirement are also eligible under discontinued service retirement.

Considering those employees who are eligible for retirement under the conditions covered by this section, the situation does not seem to be very severe. 72 FSR employees (1.6 percent) are presently eligible for optional retirement. Including these, a grand total of 685 (15.4 percent) employees are eligible for discontinued service retirement. The first group are able to withdraw at any time no matter how much AID might need their expertise. The remainder can retire only in circumstances that indicate AID's need is less. Retirements among the small group could affect the Agency adversely but even if they all retired at once, the number is so low the impact would be minimal. The others can retire only if their jobs are abolished. If they are needed, there are administrative tactics to encourage them. If they are not, the retirement entitlement eases the situation for them.

The change since December 25, 1967 is not very considerable. Although many eligibles left the Foreign Service, others have now attained eligibility. As a matter of fact, in December, 1967, about 12 percent of the overseas staff were eligible for discontinued service annuities; in October, 1968, 13.7 percent were. In numbers, 618 were eligible in December, 1967, 525 in October, 1968. The proportion of FSR's in AID/Washington eligible to retire was definitely higher (25.8 percent). Worldwide, 685 FSR's (15.5 percent) were eligible for discounted service annuities. Those eligible for optional retirement numbered 83 in December, 1967, 72 in October, 1968. The potential impact on different occupational families varies. Twelve occupations include more than 10 percent who are presently eligible for retirement under the terms covered by this study. The pertinent numbers are shown in tables 34-40.

Many employees joined AID after spending a substantial part of their working careers outside the Federal Government. They may retire at 62 if they have 5 years' Federal service. In this study we have considered that after 55 an employee should be considered to be nearing retirement age if for no other reason than that incidence of health problems becomes more frequent. However, the data charted in this section does not treat with these aspects of retirement.

H. Statistical Analysis of Manpower Resources by Two-Digit Occupational Code

Tables 41-64 describe the ages and lengths of service of FSR employees by occupational groups. The following paragraphs discuss each occupational group by grades.

1. No Occupation.

57 do not have an occupational code, an error rate of 1.1 percent. The following is a description of this group of occupationally unidentified employees.

- a. Length of service.
 - 1. 24 identified as appointed in the last five years. (13 in AID/Washington.)
 - 2. Of 11 in junior classes, 9 were hired in the last five years.
- b. Location.
 - 1. 31, a little more than half, in AID/Washington.
 - a. 12 Rs, 19 Ls.
 - b. A little less than half appointed in the last five years.
 - c. Of 5 FSR-1s, 4 are in AID/Washington.
 - d. Of 6 FSR-2s, 4 are in AID/Washington.
 - e. Of 12 FSR-3s, 7 are in AID/Washington.
 - f. Of 23 FSR-4s and FSR-5s, 13 are in AID/Washington.
 - g. Of 11 in junior classes, almost all are overseas. These might be JOT's or Vietnam personnel who have not yet been given an occupational code.
- c. Career Mobility.
 - 1. Of 12 FSR-3s, only 2 are mid-career.
 - 2. Of 23 FSR-4s and FSR-5s, 10 might be classed as mid-career.

2. Series 0083 - Public Safety

This group has small numbers of Personnel Security Specialists and Housing Advisors but is overwhelmingly Public Safety Advisors.

The grade structure is not typical of the Foreign Service Reserve. (See Tables 21-27)

	<u>Mean</u>
Foreign Service Reserve	4.03
Public Safety Officers	4.51

Grade structure in general and grade ceiling is substantially lower than for most AID professionals.

Public Safety Advisors have the highest proportion of "mid-career" employees among all professional groups.

FSR-2 Almost all senior age but not super-annuated. Only two over 60. Only one has a limited appointment. All have at least 10 years' Federal service. Almost all are AID veterans.

FSR-3 More of a problem than higher grades.

1. Age

More than half over 50, nearly 20 percent over 60. Two over 60 with 30 years' Federal service.

2. Length of Federal Service

Wide range, especially among those over 50. Quite a few have more than 25 years but they are not especially old.

The large cluster over 60 shows the rising tempo of recruiting and greater willingness to take older candidates, but there are no clear indications that hiring retired personnel is causing a problem. Few have been hired in the last five years and none of these are especially old.

Ratio of FSR-3s to higher grades is quite high but there is a distinct possibility present staff will not provide adequate replacements.

FSR-4 As diversified as FSR-3s. Largest age group, 45-49. Largest Federal service group, 5-9 years.

Very few over 60 are with more than 30 years' Federal service.

Only 10 percent are above mid-career bracket.

Half have less than 10 years' Federal service, a quarter less than 5.

Two-thirds are 40-55. There is a slight inverse correlation between age and length of Federal service. There is a group with 20-24 years Federal experience and most of them are on the younger side of 50.

Many are experienced police officers recruited in recent years from outside the Federal government. We may have to look to them for future leadership, even though they may be older. There seems to be a sufficient number for this. There is a promising group not yet 35 who were hired recently.

FSR-5 Largest group in the series, reflecting recent upsurge in recruiting and attrition of older men over the years.

1. Length of Federal Service. Almost 70 percent have less than 10 years.
2. Age. Younger than FSR-4 group. 70 percent are 35-50. Those recruited 5-10 years ago are younger than those recruited since.

It seems that the expansion of public safety caused us to hire experienced police officers who had not risen to high positions or who did so in communities that do not pay well. There is a large number who are younger and more promising. Those who have been in the Federal government a long time have probably reached a plateau of stable service without likelihood of much additional progress.

FSR-6 This is a group that also clusters between the ages of 35-50. Anyone outside this bracket is likely to be older. About a third are under 40 and this is the only group that is likely to produce much in the way of leadership. The remainder, sooner or later, will create some "employee problems". They are likely to be journeyman types without much hope of substantial advancement. Of the entire group of FSR-6s, half are over 45 and very few have more than 15 years' Federal experience. As they grow older, less active, and more vulnerable to physical disability, their value to AID will decline. Retirement will be a problem to them. They are likely to have strong incentives to continue working after it is no longer in their best interest - or that of the Agency. Of course, they have limited appointments and may be easily terminated but this will require the finding of suitable replacements.

The table on years of Federal service suggests three assumptions:

- (a) Slow but steady buildup of staff, accelerating since 1960.
- (b) Attrition over the years, not very marked.
- (c) Major sources of recruitment are outside Federal service.

Only 4 (1 percent) are immediately eligible for voluntary retirement. Twenty-two, however, have reached retirement age. None of the remainder have as much as 20 year's service so that retirement cannot be very attractive if Federal annuity comprises the main financial resource. Since public safety officers in general serve at lower grades than most FSRs, everything depends on whether they have retained retirement rights in some other system. (See table below.)

Public Safety Officers Over 60

<u>Years Federal Service</u>	
30-34	2
25-29	
20-24	
15-19	5
10-14	7
5-9	6
0-4	2

Sixty-one Public Safety Advisors are approaching retirement age (55+) but only 21 have as much as 25 years of Federal Service. It is probable, however, than the majority do have retirement rights in other systems.

Problems of succession (promotion to senior level responsibilities) are reasonably under control except at the very top. The Office of Public Safety has recruited sufficient young, able police officers to provide for needs up through R-3..

3. 0100 - Economics, Community Development Advisors

The data poses problems of analysis since the group is heterogenous. It contains 368 employees, distributed as follows:

- 129 Community Development Advisors
- 133 Economists
- 64 International Development Officers
- 42 Social Science Advisors

The group is young with a mean age of 41 years. The young community development advisors in Vietnam are very numerous. There is a peak at 45-49 years comprised of economists and international development officers. One in nine is at or near retirement age. Half of these have 25 years or more of Federal service. Of 19 over 60, only five have more than 25 years' Federal service. 17 percent of the economists and social scientists are at or near retirement age. Only an eighth are below FSR-3.

There is no problem of succession quantitatively. There are sufficient numbers in the mid-career ranks. The problem may be qualitative. The economists may be prestige economists or theoreticians, not easily replaced. The ancient issue of "how much do we need Ph. D's and how many do we have" should be resurrected. One thesis seems sure: continued recruitment of economists is imperative because of the age factor alone. The issue is mainly how many older, more experienced, prestige economists do we recruit and how many new Ph. D's.

The young community development advisors present a problem in career development. Assignments and promotions are limited except in Vietnam.

The international development officers, almost all located in Washington, represent special problems. The series has 88 in Washington and 62 are assigned as international relations (desk) officers. Only 7 (13 percent) are over 55. 74 (84 percent) are in the mid-career age bracket. 69 (78 percent) are at FSR-3 or higher. 39 (44 percent) are at FSR 1 or 2. These are relatively young experts, at the height of their intellectual powers, who have already risen far and who are now located in Washington waiting for new assignments. They will find them, either in AID or elsewhere.

4. 0200 - Personnel

There are six R-1s and six R-2s in AID/W, high ranking foreign service officers from other disciplines. There are two FSR-2s overseas.

FSR-3 There are 30, almost all of them over 45, half over 20 years Federal Service. Half of them are in Washington. Two-thirds have unlimited appointments; about 65 percent of these are in AID/Washington on rotation. There is no place for them to go in personnel (there are only two R-2s overseas) and they do not have the most desirable assignments as preparation for other fields. In all probability, they too, are from other disciplines, and going to other disciplines. Only 43 percent are under 50. The outlook is for them to be around for a long time, in other disciplines.

FSR-4 This class is about evenly divided between those with unlimited and those with limited appointments (12 and 14 respectively.) Two thirds of the unlimiteds are in AID/Washington, only one of the limiteds. Just as in the FSR-3 class, the officers in AID/Washington are probably in transition. Half of the entire group are over 45. Three quarters of the unlimiteds but few of the limiteds are over 45.

FSR-5 54.5 percent have unlimited appointments. Half of the unlimiteds are in AID/W, few of the limiteds. Most of the unlimiteds range from 45-60; the limiteds range 35-50. All of the unlimiteds under 40 are in AID/W.

FSR 6-8 There are 3 with unlimited appointments, all in AID/W. There are 29 with limited appointments, most hired in the last five years. Most of them are in Vietnam. There must be potential for advancement among this group if we discount 5 L-6s over 40 and 7 L-8s over 30.

5. 0301 - Program Officer

This is fundamentally a young group. The average age of those with unlimited appointments is 45; of those with limited appointments, 37. Only 12.85 percent are at or near retirement age. In contrast, 33.87 percent are below 35.

41 percent have unlimited appointments. Grades for the Rs are balanced around FSR-3; the median is 3.55, almost directly in the middle of the grade. The Ls, on the other hand, have a median at 5.4. These extremely low grades for AID, reflect the large influx of JOT's in the past several years plus some Reports Officers who are not really concerned with programs.

31 percent of the personnel in this series are considered to be in the mid-career category. This does not truly reflect the promise of the group. 34 percent are below the mid-career age bracket. Another 6 percent are in the mid-career bracket but have risen beyond its grades. 71 percent of the program officers have potential for further growth as measured by the age/grade ratios used in this study.

Much of the rank is in AID/Washington. (See Tables 21-27) As a matter of fact, a large proportion of all program officers are in Washington, 30.20 percent. 54.27 percent of all Rs and 13.74 percent of Ls are in Washington. 21 FSR-1s (84 percent) are in Washington. About 50 percent of the FSR-2s and FSR-3s are also in Washington. At the FSR-4 level, the percentage drops down to 27.62 percent. Very few junior program officers are in AID/W. It should be noted that in AID/W, personnel at high grades in the 0301 series are likely to be people with high level administrative experience rather than engaged in program work as known in the field. When they return overseas, they may be assigned in various occupations.

A relatively small proportion of the program officers were recruited from other government agencies. Only 18.77 percent have more than 20 years' Federal service. While 274 (55.92 percent) have spent a substantial part of their working lives in the Federal service, 143 (or somewhat more than half of these) are young people recruited directly from the universities or with only a few years' experience elsewhere. 52.04 percent of the program officers (255) have less than 10 years' Federal experience and 30.20 percent (148) have less than 5. The group with less than five years Federal

experience is the largest in the series although the range is quite broad with as many as 72 (14.69 percent) having 15-19 years. The JOTs and ex-JOTs distort ages too. The very largest group in the series is 25-29 but if we forget that concentration, the next biggest group is 40-44.

It is quite evident that the Agency has fortified itself very well in the program field. The grade with the greatest concentration is FSR-3 and all the grades lower than that have declining numbers. Consequently, the ratio of employees qualified for promotion to senior level positions appears to be inadequate. However, the presence of almost 200 officers at grades FSR-5 and below, the relatively low quit rate among program officers, the relatively low proportion nearing retirement age and the overall youth of the group indicates that the problem of succession is negligible. As a matter of fact, the decision to limit the size of the IDI program and to stiffen selection standards appears to have been sound. Problems that exist are mainly those of assignment, development and promotion. This is made most evident, perhaps, by two sets of contrasting phenomena. There was something of a scramble to get all JOTs placed in the face of BALPA. There are only four FSR-1 jobs in the 0301 series overseas. Looking behind these bald facts, all JOTs that appeared to have potential were placed and the FSR-1s will be useful all over the world in high level administrative positions.

FSR-1 This group is young for its rank. The largest concentration is 50-54. Three of them are under 40. Amount of Federal service varies widely. More than half have more than 20 years and there is a peak at 25-29. 76 percent have more than 15 years, so the group is young but thoroughly experienced in Federal employment. Presumably, these are all people who have been in the AID Foreign Service for a long time. On the other hand, four have this rank but less than 10 years' Federal service.

FSR-2 The average FSR-2 is 50-54 years of age and has 20-24 years of Federal service. However, about a quarter are below 45, and 7 have less than 10 years' Federal service.

Among the Rs, 72 percent have spent a substantial part of their careers in the Federal government and 28 percent are nearing retirement age. Eight are under 45.

It is evident that there has been some outside recruitment of high level program officers but in the main, those at this level are people who have risen in the ranks in Government.

FSR-3

Although 24 percent of the FSR-3s are at or near retirement age, this is not an especially large proportion as AID personnel go. However, 16 percent are over 60. It is equally true for both those with unlimited and those with limited appointments. 57 percent are in the mid-career age range; since they have already risen to respectable levels, the presumption is that many of them can still advance.

Among the Rs, there is very little relationship between age and length of Federal service. The most frequent age is 45-49 but there is a relatively big block over 60. The distribution by length of Federal service is split so uniformly into quarters that it might almost have been arranged. One quarter has 20-24 years; one quarter has 15-19 years; one quarter has 10-14 years; and the last quarter is fairly evenly split between those having 25-29 years and those having 5-9 years. 37.5 percent had almost no work experience outside the Federal government. There is an additional 18.75 percent that have more than 20 years Federal experience. This leaves a balance of 43.75 percent that have had substantial non-Federal experience. There is, then a dual system for program officers as for so many other occupations in AID - developing our own at the same time we recruit broadly from non-Government sources.

The Ls do not show this even pattern. The most frequent age is 40-44 but there is still the cluster over 60. About a third have had little work experience outside the Federal government. Although the most frequent length of Federal service is 10-14, a block of eight have been recruited in the last five years, all of them from outside government. Since most of the Ls have been recruited within the last 10 years, we seem to be following a practice of recruiting mid-career types from outside government and older administrators from within.

Since the FSR-3s have potentially so much promise, the succession problem for the senior grades seems minimal. At the same time, the FSR-3 level will have a retirement problem. Whether this constitutes a succession problem depends upon how well we have fortified ourselves at FSR-4.

FSR-4 The great influx of FSR-4 program officers took place 5-9 years ago. The most frequent length of Federal Service for the Rs is higher than this, 10-14; but this is obviously not a group that has been in government very long. 14 percent of the Rs and 26 percent of the Ls came directly from campus to government service. There is a strong presumption that many of them are the JOTs and MIs of recent years. The total group, though, has a cluster of seven over sixty and seven with more than 25 years Federal experience (not all the same ones).

The age patterns show upsetting undulations. Among the Rs, the most frequent age is 40-44, which is about approximately right for the grade but there is a cluster at 50-54 as well as the one at 60-64. These age groups do not show much promise for development. Among the Ls, the big blocks are 30-34 and 45-49. The first definitely have promise, the latter are doubtful.

This grade level shows the results of a vigorous youth campaign that has often seemed far too extensive. Evidently, however, the buildup of the JOT/MI programs came too late. Even though there is an impressive block that came to us directly from college, a large proportion of the younger program officers spent some time elsewhere. The question is - considering the effort put into the JOT/MI programs in recent years--why don't we have more than 37 program officers at FSR-4 under 40? The group is solid potential for development but it will not nearly satisfy the requirements for the FSR-3 level.

FSR-5 Hypothetically, this group contains the best array of talent in the Agency. It exemplifies the youth movement that started a little more than five years ago. 55 (60 percent) are under 35. 77 percent have less than 10 years' Federal service. More than half have been recruited within the last five years. There are clusters of a dozen at ages 40-44 and a half dozen at 55-59 but in general, it is a young, coming group. The major problems will be those of retention - promotion, training and assignment. If we can retain and develop them, it will close the gap at FSR-4; otherwise, we shall have to rely on mid-career recruitment from outside AID. The MI, who, for a period, provided the feed-in at this level or above, is no longer available.

FSR-6 At this level, and below, we are discussing Ls only. The driblets that have unlimited appointments have no significance in manpower administration.

These are the JOTs recruited in the last five years. 63 percent are under 30 and even though there is a scattering over 45, the bulk is very young. Carefully nurtured, this group can be a nucleus for our journeyman program officer positions. If most of them stay, the ratio to requirements is at least hopeful. If they do not, there is little behind them. There are only 31 FSR-7s, equally young but an additional year away from journeyman responsibility. And then there are the 25 IDI's who have just begun training.

6. 0340 Mission Director

The 0340 series is a conglomerate family and it is difficult to arrive at a distinctive family name for it. Versatility plays an enormous role in the success of all employees with this designation but the list of prominent job titles reveals the differences in depth and breadth of responsibilities-

Mission Director
Deputy Mission Director
Assistant Director
Associate Director
Special Assistant
AID Operations Officer
Assistant AID Operations Officer
Development Officer
Regional Director
Field Liaison Officer
Area Development Officer
Area Coordinator

The 0340 series is composed entirely of generalists - men marked by such characteristics as intelligence, versatility, adaptiveness, etc. If they are possessed of knowledges, it is of the order of economics, political science, history and the like - and they use these knowledges, they do not operate as economists, historians, political scientists.

The data gathered for the current survey divides the 0340 series into three separate groups -

1. those with unlimited appointments
2. those with limited appointments and higher grades
3. those with limited appointments and lower grades

The existence of two disparate groups among those with limited appointments is indicated by twin peaks in grade and age, despite extensive overlap. The group in higher grades resembles the lower grades less than it does the group with unlimited appointments. Length of Federal Service differentiates the unlimiteds from the entire group of limiteds.

Among the Rs, the most frequent length of Federal services is 15-19 years; for Ls, 0-4 years. For the Rs the most frequent grade is FSR-1; the Ls have twin peaks at FSR-3 and FSR-7. The biggest concentration among the Rs in age is 45-49; the Ls have twin peaks at 45-49 and 25-29.

Almost half of the 0340 series is in Vietnam. This half includes nearly all of the people in junior grades and those recruited in the last five years. More than 20 percent of the 0340 series is in Latin America. There are not very many in AID/Washington.

In the 0301 (Program Officer) series, it is conceivable that the entire group forms a hierarchy in which there is orderly progression from bottom to top and succession problems are frequently solved by inservice development. This is not even remotely true of the 0340 series. Very few of the limiteds at FSR-4 and below were recruited with the idea that they would someday fit into the Foreign Service directorate. As a matter of fact, if in-service people grow into directorate positions it is much more likely that they will derive from the 0301 series, where the JOT's and IDI's are found, than the 0340 series. The effort to hire younger employees so pronounced in both series, was, in 0340, dominated by "survival" qualifications and a willingness to go to Vietnam rather than by standards that would predict sound intellectual and administrative development. This is not to say that the Vietnam youngsters will not make substantial progress. Many of them will. It is merely to assert that standards, rigorous in both 0340 and 0301, contemplated the possibility that JOT's would ultimately contend for Mission Director rank and this was not definitely a consideration in selections for Vietnam. Whatever the odds for any given JOT (0301) to reach FSR-2, the odds against an area development officer (0340) reaching that level must be considerably longer.

FSR-1 The FSR-1s with unlimited appointments form the largest group in the 0340 series. It is a young group, for its rank, but has extensive Federal service. The most frequent age is 45-49 but is tilted to the older side. Nevertheless, only 21

percent are near retirement age and only two are over 60. 60 percent have spent substantial portions of their careers in the Federal service and the modal length of Federal service is 20-24 years. Obviously, most of the unlimiteds have had lengthy service with AID or have been recruited from some other agency. Only half a dozen have definitely been recruited in the last 10 years.

The Ls, a much smaller group, have more diversity. Two-thirds of them have at least 10 years Federal service but several have had no more than what they have seen with AID. The age scatter is wider. The biggest cluster is 45-49 but there is another at 55-59 and there are 3 over 60.

In summary, the FSR-1 group is young but has an extensive investment in a Federal career. Some few of them will move voluntarily to something more promising but the majority will want to stay. How they are used will be at least in part a political decision.

FSR-2

60 percent of the FSR-2s have unlimited appointments. Both Rs and Ls are very similar to the FSR-1s in age. They both have large numbers at 45-49. A quarter of the Rs are at or near retirement age, a fifth of the Ls. As for length of service, R-2s have somewhat less than FSR-1s. There is a normal pattern centering around 15-19 years, except that there are four who have more than 30 years. (Only one of these four is over 60.) The Ls, recruited within the last 10 years are split. There is one big block with 20-24 years, another with 5-9, evidently a group of veterans recruited from other agencies and a larger, younger group recruited from outside government. There are 10 FSR-2s under 40, seven of them have limited appointments and eight have less than 10 years' service.

It is, of course, impossible to predict what will happen to individuals in the AID directorate. However, the two top levels seem to be composed mainly of durable individuals, many still short of the apex of their careers. If we were talking of routine careers, we would probably estimate that turnover would be very low among both classes, FSR-1 and FSR-2, and that there would be stiff competition for the higher grade without much of a problem of succession for the Agency. These are not exactly routine careers, however. These are people who have established their leadership and executive pre-eminence. They are likely to have expectations of a brighter, more eminent future. They have demonstrated their capabilities in AID and it is likely that they could do so with other organizations. Turnover might be higher than expected.

FSR-3

This class is almost a replica of the two higher classes in age, except that there is a scattering of individuals who are at the upper end of the scale. There are four over 65 and one more over 70. The most frequent age is 45-49, like the upper classes, and the unlimiteds among the R-3s show the familiar tilt to the older side. The Ls, however, have a tilt to the younger side. Length of Federal service is less among the FSR-3s than in the higher grades. The biggest concentration for the Rs is 10-14 years; for the Ls, 5-9 years. One generalization possible is that the FSR-3s haven't been with the Agency as long and in due course will fill in behind the upper ranks. For some, this will be true but for the group as an entity, it will not, since by the time succession is a necessity the members of this group will be older and lack some of their present promise. The picture is complicated because 61 percent of the FSR-3s are in mid-career status and will certainly make progress some way, perhaps by leaving the Agency. Finally, if a relatively great proportion of the directorate leaves for political reasons, there is no surety that the FSR-3s will be picked as their successors.

FSR-4

At this level, the 0340 series becomes a different occupational family for all practical purposes. First of all, the group at FSR-4 is numerically small, only a little over half the size of the FSR-3 group. Two thirds of the R-4s have limited appointments. Almost three fourths of the limiteds have little government service and these undoubtedly were recruited for Vietnam from outside the government. There is also a cluster with more than 15 years, obviously taken from other agencies. Among the Rs, the big clusters have 20-24 and 10-14 years Federal experience. Half of the Rs and 60 percent of the Ls are young enough to suggest real promise but too many of the Rs are over 50. There are three over 60.

This group does not provide backup for the FSR-3s at all. If the latter group develops instability, it will be necessary to recruit extensively from outside government, supplemented hopefully from the 0301 series.

FSR-5 This seems to be a promising group, 61 people, two thirds of them under 40. The most frequent age is 30-34 and, while there are many higher, there is a solid block that is younger. Almost all of them were recruited in recent years from outside government, and 30 percent of these youngsters seem to have had only academic experience before joining AID.

FSR 6-8 These are virtually all limited appointments. 135 out of 156 were recruited in the last five years. 118 are under 30. There probably is considerable talent here although much of it has little training and little experience for jobs elsewhere than in Vietnam. They are not getting high-level training. They are on "do" jobs that make exigent demands on their personal qualities but their development is probably one-sided. AID can salvage this talent by rigorous selection for training assignments or formal training, perhaps extended academic training. It is not a resource we can use throughout the world in the next few years.

7. 0341 - Executive Officers

This series is comprised of:

Executive Officers
 Administrative Officers and Assistants
 AID Operations Staff Assistants
 General Services Officers
 Field Support Officers

In grade, the series is a little low for the Agency as a whole. (See Tables 21-27) Those with unlimited appointments, 44.5 percent of the total, naturally have higher grades.

The 0341 series has one of the highest percentages of personnel in the mid-career category but closer analysis suggests it is not as promising as it looked at first. Too many of the FSR-4s and 5s are crowding the upper age limits of the mid-carrier category. Offsetting this to some extent is a group of 20 in the junior grades who have not yet reached 35.

FSR-1 There are two men with unlimited appointments at this grade. It is not likely that they will be a factor in manpower planning for this series. They are both in AID/Washington, both relatively young and with less than 20 years Federal service. Most likely, they will be assigned abroad in some other series.

FSR-2 Two-thirds are at or near retirement age. The biggest concentration is at 55-59. The problem of succession, numerically small, is, nevertheless, imminent. Almost all have more than 20 years' Federal experience. Four have limited appointments and presumably have joined the Foreign Service recently but all of them have more than 10 years' Federal Service and two have more than 25. All of the Ls are over 50. It is rather obvious that one does not frequently reach this level in this series without extensive Federal service behind one.

FSR-3 About half of the FSR-3s are over fifty. It is to the other half that we would ordinarily look for replacements at the FSR-2 level. Since there are relatively few positions above FSR-3, the number at that level that seem likely to progress further is sufficiently large to relieve most succession problems. While the most frequent length of Federal Service is 20-24 years for both limiteds and unlimiteds, there are blocks in the 10-14 year category and even a couple that have no more than five years Federal service. It seems clear that recruitment has always been focussed on Federal agencies with perhaps some leavening from the outside in the late 50s and just a little bit in recent years. Not much more than a quarter of the group have spent a substantial part of their careers outside the Federal government.

FSR-4 It is not expected that there will be any huge attrition at the FSR-3 level caused by retirement. It is only for this reason that the reservoir of talent at the FSR-4 level can be considered adequate. There is a concentration for ages at 45-49, a little high for FSR-4s, and there are more above this age class than below it. There is a little block of limiteds over 60, not enough to be a problem quantitatively but not exactly a resource for future, either. Among the unlimiteds, the length of Federal service concentration is 15-19 years. For the limiteds it is a surprising 20-24 years. Even though there is another cluster of limiteds with 10-14 years' service, it is evident that the FSR-4 group are government veterans, most of whom cannot be expected to undertake executive responsibilities at much higher levels.

FSR-5 The most notable thing about this group is the wild dispersion along both the age and length of Federal service axes. It should also be noted that this

grade level includes the largest group of limiteds, presumably recruited in recent years. Among those who were evidently recruited from outside government, there are some young people but there are also some others whose ages indicate fairly clearly that they are no more than administrative journeymen. Recruitment of limiteds, however, was by no means restricted to outside sources. There are as many FSRL-5s with 20-24 years of Federal service as there are with 5-9. Among the unlimiteds, the most frequent length of Federal service is 20-24 years.

FSR-6 This group is almost entirely composed of limiteds. Most of them are young and came from outside the Federal government. The most frequent age is 30-34, length of Federal service 0-4 years. There are a few veterans of the Federal service. Age range for the group is very wide but there would appear to be at least a nucleus of vigorous young people who can get a job done and progress along these lines.

FSR-7 At this level, everyone has a limited appointment and very few have been around the Federal government for any length of time. There is an age split, with half being over 40. Quite possibly, these people have very narrow and specialized skills. Even though the entire group is very small to be considered as much of a quantitative resource, some few of these people should be examined for potential.

8. 0342 - General Service Officers

This group is relatively small and at a subprofessional level. The most frequent grade is FSR-5. (See Tables 21-27) The great majority have been recruited to the Federal government fairly recently and have limited appointments but there is a sizeable block with more than 20 years' Federal service. Ages run very evenly all the way from 35 to 60. There are only three individuals above FSR-4 and all of them are at or near retirement age.

At the FSR-4 level, there is a mixture of reasonably young people and others who are nearing retirement. The great majority have 5-15 years Federal service, which argues extensive non-government experience.

At the FSR-5 level, there is a cluster at an age level (35-39) which shows promise of growth toward broader responsibilities but it is hardly large

enough to provide replacements for the FSR-4s. There is another cluster over 50 that will not retire very soon but will not make much progress either. As for Federal service, there is one cluster that has been in the Federal government for 15 years or more, another that has joined AID quite recently from outside government.

Below the FSR-5 level, most have joined the Federal government quite recently, but several have been in government at least 15 years. Age scatter is quite wide, with some relationship to length of Federal service at the FSR-6 level, none at the FSR-7 level.

In the past, we have seemingly picked these people mostly from out of Government through Vietnam advertising. The problem, not a vital one, is to evaluate how well the varied functions are carried out and whether other recruitment/assessment techniques are required. An associated problem is how to assimilate these individuals once their tours in Vietnam are over.

9. 0343 - Public Administration Advisors, Management Analysts

The outstanding characteristic of this group is that it is concentrated at FSR-3. (See Tables 21-27) 56 percent of the group are at this level. The most frequent age is 50-54, with 27 percent above that range. Many of those hired most recently, the Ls, are at or near retirement age. Among those with unlimited appointments, 40 percent have been with the Federal government for at least 20 years but the largest group was recruited from other levels of government because it has only 10-14 years Federal service. It is obvious that most of the Ls have come from other levels of government, perhaps some from universities, because Federal service is so limited. There is, however, a block with extensive Federal service. For the entire group, including both Ls and Rs, the most frequent length of Federal service is 10-14, but nearly a third have more than 20 years.

Half of those at FSR-1 and FSR-2 are at or near retirement age. A couple are quite young. There is a wide dispersion of length of Federal service but none have come from outside within the last five years.

Among the big group of FSR-3s, the length of Federal service varies widely, including more than 20 percent who have come to AID from outside with the last five years. These last tend to be younger than the others. The most frequent age for the whole group is 45-49, with many older than that. Among the Ls, the cluster that is at or near retirement age were mostly recruited from other Federal agencies.

At the lower grades, FSR-4 and FSR-5, the great majority range between 35 and 50 years of age. Again there is a distinct pattern of those that are younger coming from other levels of government. Both of those near retirement age have 15 years Federal service and limited appointments.

10. 0345 - Program Officer, Program Analyst

This is a small but very intriguing group. Almost all of these people are in Vietnam. One third have unlimited appointments, but fully three quarters have been recruited within the last ten-years.

Those with unlimited appointments form a young, compact group. Greatest frequencies are -

Grade = FSR-3
Age = 40-44

Length of Federal Service = 10-14 years

Quite a few of these might have been AID/Washington employees, possibly out of the MI program, who were prevailed upon to take Vietnam tours. The FSR-2s are mostly 50-54 and show varying lengths of Federal service.

The FSR-3s are 40-50 with mostly 10-14 years Federal service. The FSR-4s show a wide range of Federal service, great diversity of ages and a definite relationship between the two variables. The young ones have extensive experience outside government.

The limiteds are much more diverse. The two largest grade clusters are FSR-4 and FSR-6. The FSR-3s are mostly 40-44 and only one has more than 15 years Federal service. At the FSR-4 level, there is a wide range of ages. While most have very limited Federal experience, there is a small cluster with more than

20 years. The junior grades, FSR-5 through 7, are quite young and with very limited Federal experience. There are just three who, recruited at FSR-6 within the last five years, are over 35.

The series seems to have promising personnel at all grades except FSR-4. There probably isn't a succession problem as such since almost all jobs are in Vietnam. Replacements, if needed, will need to be recruited. The FSR-4s simply do not have the number of promising personnel to fill in behind the FSR-3s even if it were expedient. The junior grade personnel certainly should progress. The problem in this series is utilization after Vietnam, recruitment for replacements.

11.. 0400 - Agriculture

100 (28 percent) are at or near retirement age. There is a direct relationship between age and grade for this older group but it is uncomfortably small. There is nearly the same percentage of FSR-4s nearing retirement as of FSR-3s and about the same proportion of FSR-2s as FSR-3s.

	<u>Number in Grade</u>	<u>Number near Retirement</u>	<u>Percentage near Retirement</u>
FSR-1	9	6	67
2	40	16	40
3	110	40	36
4	126	35	28
5	45	2	4
6	20	1	5
7	<u>2</u>	<u>0</u>	<u>0</u>
	352	100	28

About 60 percent of the agricultural specialists have unlimited appointments. Age range of limiteds exceeds that of unlimiteds but they are younger as a group. Unlimiteds center at 50-54 and slide off slightly towards youth. The limiteds have a concentration at 40-44 but many are older.

The same differences show up in the grade ranges. (See Tables 21-27) The unlimiteds have a concentration at FSR-3 with another large number at FSR 4 and 5. No

unlimited is below FSR-5. The limiteds have a concentration at FSR-4 with an even more decided tilt toward lower grades. For the entire group, the biggest concentration is at FSR-4 with significant numbers in the higher grades. Agriculturalists have a lower grade scale than the foreign service as a whole.

91 (43 percent) of the unlimiteds have more than 20 years Federal service. They were either recruited from elsewhere in the Federal government or have been with AID since the very beginning. 15 percent of the limiteds, presumably recruited in recent years, also have more than 20 years Federal service. Of 65 definitely appointed to AID within the last five years, about 10 percent came directly from campus. The remainder were recruited from outside the Federal government.

At least 160 agricultural specialists were hired in the last 10 years. This group includes 20 R's who have less than 10 years Federal service and all L's. Of the 20 R's only one has had a full career in the Federal Government; of 140 Ls, only 8 have had no substantial work experience outside the Federal Government.

100 Rs have spent substantially their entire careers in the Federal government (91 for more than 20 years); so have 36 L's (21 for more than 20 years). This leaves 112 R's and 104 L's whose careers have included significant employment in other levels of government, the universities and private industry. Not all, however, came to AID from these outside sources. One hypothetical enumeration of sources is:

	<u>Rs</u>	<u>Ls</u>	<u>Total</u>
Campus Recruitment	1	7	8
Federal agencies	100	56	156
Outside employment	111	49	160
Undetermined		28	28

This data plus the age data for the 65 definitely hired in the last five years shows that in recruiting it is necessary to exploit all recruit populations and recruitment sources. The recent appointees are concentrated in the ages 30-50 but there is a little block over 55. Most members in the group are at the FSR-4 level.

Age and length of service patterns for Rs, for Ls and for appointees in the last five years are all very similar but ranging lower in age and grade from the Rs, through the Ls to the recent appointees. Depending heavily on the quality and professional training of the newcomers, it appears as if missions have consistently built on the same blocks and have provided for succession. There has been a decided shift from technical specialities to the broad versatility required of agricultural advisors currently. As replacements we will need annually about seven or eight generalists 4 or 5 extension advisors and a scattering of technical specialists.

There are enough R-2s as immediate replacements for any R-1s who may retire but over the intermediate term, there may be a problem. The ratio of R-2s under 55 to R-1s over 55 is 4:1, none too high. There are 70 R-3s under 55 to replace 16 R-2s and 91 R-4s to replace 40 R-3s. Below this, replacements are inadequate. We shall have to recruit experienced personnel with a potential for administrative and technical growth.

- FSR-1 All of the Rs have more than 20 years Federal experience. They are not especially old but replacements must be found within a few years. Both Ls are at or near retirement age, prestige agriculturalists recruited recently from outside Federal service.
- FSR-3 Among the unlimiteds, the most frequent age is 55-59. This is sure to develop into a problem, even though most of the limiteds are younger than that.
- FSR-4 This group has two peaks on age with 67 in the mid-career range and 35 nearing retirement. The latter present the usual problems of aging journeymen. The mid-career cluster may not be a strong resource for development since 38 (57 percent) are 45-49. They may not be able to assume higher administrative responsibilities.
- FSR-5 This group is small as backup for the R-4s but it does suggest a high content of people who can be developed. The biggest group falls between ages 40-44 and one third of the group are younger than that.
- FSR 6-7 This sub-professional group is quite small and only half other of them are promising in terms of appropriate age and grade.

12. 0500 - Accounting/Budget

The major objective is maintenance of function under statutory requirements. Apparently the Agency is doing very well. There are 316 FSRs in this series, about half of whom are Ls recruited in the last seven years. 59 percent have been recruited within the past 10 years.

College recruitment is no longer a major factor. The pattern of hiring personnel with five years' industrial experience is solidly established. Energetic recruitment has enabled A/CONT to persist in this without reducing standards. Grade levels indicate that AID recruits "journeyman" types rather than top flight professionals. The Ls include 3 at FSR 1 and 2, all with more than 20 years Federal service. There are 17 FSRL 3s. 13 of these have more than 15 years Federal experience. There are 2 FSRL-2s, both over 45, recruited recently directly from industry and one recruited somewhat previously who is only 36. We are not offering the higher salaries to recruits from industry. Even at the I4 level, the amount of Federal experience does not drop sharply so that apparently half of them transferred to the Foreign Service from some other Federal employment. At the E5 level, as many as three quarters may have come from outside government.

Ages of I4s brought in most recently range all the way from 30 to 55. The most frequent age bracket is 40-44, which argues about 15 years industry experience. Those who came in somewhat previously (5-10 years ago) frequently had no more than five years industry experience. There is another cluster, 40-44, which has more than five years Federal experience. There are many L-4 auditors who are 45 and older. There is a concentration of L-4 auditors with 0-4 years with Federal service, gradually tailing off so that only about 10 percent had more than 20. Although the R-4s frequently are younger than the L-4s, in general they are older. Age will have impact on career development. The overseas Controller function has a very high proportion of "mid-career" employees but the age of many FSR-4s is a little high for consideration for development. There are 55 who, on a grade-age ratio, seem likely candidates for advancement while 45 probably have reached a stable performance plateau without much chance to move up. The 55 will, during the intermediate term, compete for the jobs of 17 R-3s who are nearing retirement and 14 R-3s who are quite young and

must move to progress - into other fields or other organizations. Turnover among accountants/auditors is quite low. It is likely to affect the R-3s who are young enough to move more than those who near retirement. In any case, promotion probabilities are in delicate balance for the FSR-4s. The agency may not consider it has enough choice, the employees may not consider they have enough chance. Turnover may remain low but it may comprise the most promising of the accountants.

FSR-5 Exactly one-third are in the 35-39 age bracket at the lower end of the mid-career range. About the same number are younger. The upward pressure is apparent. Practically all are at ages that suppose long periods of service. A high proportion of competence is assured from A/CONT's conservative selection practices and good performance is the past. There should be no promotion problem for this group, or retention problem. It will be necessary to maintain a high pressure recruitment campaign to fill in behind this group and maintain quality standards.

FSR-6 Those with unlimited appointments (2) may be ignored. There are a dozen Ls, most of them under 35 and most of them recruited in the last five years. Some of them are trainees picked up right from colleges.

Summary Grades for the 0500 series are shown in Tables 21-27. The median for auditors is almost identical with that of the Foreign Service as a whole. Nevertheless, there are significant differences in grades. Even though auditors have a peak at FSR-4 in contrast to the Foreign Service peak at FSR-3, grades are generally higher. In the Foreign Service, numbers in grade rise sharply from R-8 through R-4. R-3 is just a little higher still, so there is a massive peak including these two grades only. The numbers then drop very rapidly to R-2 and R-1. The 0500 series starts, to all intents, at R-6, shoots immediately to a rounded peak comprising grades 5-3 and then drops even more rapidly to R-2 and R-1 than do grades for the entire service. In the 0500 series, 83.23 percent of employees are in the middle three grades as compared with 65.70 percent of the entire service, 10.97 percent are in the upper two grades as compared to 15.40 percent, and only 1.29 percent in the junior grades as compared with 8.02 percent.

The 0500 series, then, is comprised of technical experts with relatively few top managers and no junior personnel to speak of. An obvious suggestion to maintain expertise in the field would be to bring in rather large numbers of junior trainees. A/CONT has attempted just such measures and has a training program formally established. The difficulty is in recruiting sufficient number of trainees. Today's market for accountants is so stringent that A/CONT can not hope to keep its ranks filled through campus recruitment. Very few accountants with any kind of professional experience can be hired at the FSR-6 level. Consequently, the pattern shows an almost unbroken block of journeymen professionals in the controller field. It is almost certain that this pattern will have to be continued.

13.. 0600 - Health

This is a group which for the most part has been recruited in recent years without much previous Federal service. 127 (53 percent) were definitely recruited in the last five years, 226 (94 percent) in the last 10 years. Only 21 (8.75 percent) have unlimited appointments and these are mostly high level administrators centering around the FSR-3 grade.

Those with limited appointments, grouped in two discrete blocks and in a miscellany. The two discrete groups are public health advisors and nurse advisors. There is also a miscellany consisting of medical supply advisors, medical technologists, malaria specialists and hospital administration advisors. The public health advisors are older and have high grades. For example, the 0600 series has more R-2s than R-3s, reflecting the physicians. The nurse advisors are very young, have very low grades and almost no Federal service. The miscellany is older than the nurses but has a much wider age range than the public health advisors. They occupy the middle ranges in both age and grade, spreading out in both directions in age and toward the lower grades.

222 (92.5 percent) are employed in Vietnam. AID/Washington and East Asia have some, the other bureaus very few. There is potentially a use for some medical officers and medical supply advisors, a few malaria specialists elsewhere than in Vietnam.

Health personnel have the highest separation rate of all overseas occupations even exceeding that for secretaries. This is likely to continue because almost all jobs

are in Vietnam. Retirement will not be a major factor even though more than half of all personnel have unlimited appointments and 35 percent of all those at R-3 and above are at or near retirement age; of the remainder, only 5 percent are at or near retirement age.

The outlook is for continual "spot" recruitment of public health advisors, continual volume recruitment of all others in the 0600 series as long as the needs in Vietnam persist. The problem is accelerating needs and attractive job openings in the U.S.

Salary problems as related to recruitment and retention present some interesting facets. It is difficult to recruit medical officers at R-3 and almost impossible at R-4, yet we have blocks of positions classified at these grades. We have 13 positions classified at FSR-4. There are 8 incumbents--one at FC-5, one at FC-3 and all the rest at the two top levels (FSR, FC or FSO). There are only a few nurses at any level who have a grade exceeding the grade of the position to which assigned; a fairly large majority carry personal grades below the position level. Medical technologist positions are classified at FSR 5 and 6. Incumbents of FSR-5 positions range from FSR-4 to FSR-8 (two at FSR-4, none at FSR-5, 8 at FSR 6-8). Most of the malaria positions are FSR, all but one of the incumbents are FC, most of them holding grades that would place them below the job level. Most anesthetists are at or above job level. Most hospital administration advisor positions are vacant; personal grades of the few incumbents hover fairly closely about the assigned grade. Health administration advisors, health administration assistants and medical supply advisors tend to be at or little lower than position grades. Medical supply specialists are definitely below position levels.

These disparities suggest some unrealities in wage and salary administration. For example, most nurse positions are filled. It will be necessary to continue recruiting because of high turnover. It does not appear that recruitment or turnover are related to salary since we are able to recruit at an advance and should be able to promote at will. It may be that the exigencies of the Vietnam situation and the characteristics of the nurse recruits are the major factors in nurse turnover. Superficially it would appear that nurse position grades are too high. On the other hand, much of the trouble may be that we cannot compete for older, more mature, more experienced nurses and are forced to accept younger personnel. If this is true and it relates to salaries, then it probably follows that it is the differential between

U.S. and Vietnam salaries that is the difficulty rather than any absolute amount. More likely, it is a problem of attracting established professionals on any terms. The experience of Vietnam recruitment and placement teams will tell heavily in any thorough analysis, but there seem to be enough ramifications to encourage a deep study. Similarly, the other occupations in the field warrant a close look.

The heterogeneity of the 0600 series is shown by the data. Age has two peaks, 25-29 and 45-49. The two groups flow into one another with the median at 40.25. Despite the two clearly marked age clusters the median for grade is 6.2.

There is only one minor deviation in the curve, that at FSR-3, marking the lower cutoff for physicians and the upper cutoff for all other occupations in the series. The heterogeneity is based upon wide differences in occupations, ranging from professionals to subprofessionals and technician personnel.

14.. 0800 Engineers

Engineers come high, at least the kind that AID requires. (See Tables 21-27) The grade structure for AID engineers shows a mean of 3.43 (as compared to 4.04 for the foreign service). Differences are not so great between engineers with limited appointments and the foreign service as a whole. Limited engineers have a mean of 3.80. Engineers with unlimited appointments are much higher. They have a mean of 2.68. There are more FSR 1s and 2s than grades 4-8.

Engineers are an older group. More than two-thirds are between 40-60. 30 percent are at or near retirement age. Among the unlimiteds, 37 percent are at or near retirement age. There is a concentration among unlimiteds at 50-54. The limited group has two peaks, 40-44 and 55-59, indicating that we have been recruiting many older engineers. More than 10 percent of the unlimiteds are over 60. At the other end of the scale, not more than 11 of the recent hires were recruited on campus.

The range of Federal service is a contrast to that on age in one sense. The limiteds have a concentration at 0-4 years, showing, as with most occupational groups, that most recruiting is done from industry and academia. 70 limiteds (39 percent) have more than 10 years' Federal service and were probably recruited from other Federal agencies. The unlimiteds have two peaks, 20-24 and

10-14 years' Federal service. Causes might be expansion and contraction of the program in the past, exigencies of recruitment, or other unknown factors. The group in between shows no relationship in particular to either grade or age so no hypotheses concerning college-industry recruitment, career development in AID, or other factors are justified.

FSR-1 Two-thirds are Rs, two-thirds are at or near retirement age, but the proportions near retirement are higher for those recently hired than for those with unlimited appointments. Seven out of 12 have more than 20 years Federal service. Of the 4 Ls, probably only two were brought in direct from industry.

FSR-2 This group has some of the most curious patterning of any similiar group in AID. It is split almost equally between Rs and Ls, 23-22. On age, the Rs have a concentration at 50-54, the Ls at 55-59. On total Federal service, the largest group of Rs (7) is at 10-14 but there is another sizeable group (6) at 25-29. Among the Ls, the largest clusters both contain 5, one at 30-34, the other at 5-9. In both Ls and Rs, those with the lengthy Federal service are what we might characterize as Federal engineers. As a matter of fact, among the 45 engineers at FSR-2, 21 or nearly half have more than 20 years' Federal experience, so that their careers, substatially, were in the government. Those with the lengthy Federal service are closely bunched as to age. Those with the shorter periods must have had considerable non-Government service. There is a probable maximum of 11 who have had no government experience other than their tours with AID. Thus, this group of engineers, which has progressed very well with AID, is comprised of:

- (1) one half that have spent their careers in the Federal government and came to AID from another agency
- (2) one quarter that have moved between the Federal government and other employers and probably came to AID from another agency.
- (3) one quarter that had little or no Federal experience prior to AID and came to AID from industry.

Since 76 percent of the FSR-2 engineers were hired in the last ten years, the pattern of recruitment is clear - a clear majority at this level are recruited from within the Government.

FSR-3 118, or 45 percent of AID engineers, are at FSR-3, which is certainly a reasonable level of attainment in the Federal government. 72, or 61 percent of the R-3s, have limited appointments. This level is practically the base level for unlimiteds, since only 11 percent are below that. Among the unlimiteds, 19 are in the mid-career category, below 50. 19 are at or near retirement, above 55. Only 8 are in between. Among the limiteds, this is not true. There are virtually equal numbers in each of the five year age clusters between 40 and 65 but the largest is at 50-54, the in-between group. Nevertheless, the R-3 group will, sooner or later, present some serious replacement problems. 44 or 37 percent, are at or near retirement and 51, or 43 percent, are in the mid-career category. Of the latter, 39 do not have any particular investment in the Federal government, having less than 15 years' service. Turnover among engineers has been a little below average for all AID occupations but the symptoms exist for a sharp increase. The mid-career cluster among the R-3s provides only about a 5:2 ratio of replacements (even if they all stay) for the R-2s who may expect to retire in the next few years. They are, of course, likely to be the most marketable among our high level engineers even though they cannot expect to do much better within Government. We may expect some of the R-3s to move up to R-2, some will quit and some will retire. There are not adequate replacements among the R-4s, so it is at this level that we may expect recruitment on a gradually accelerating level over the next five years.

FSR-4 There are 56 engineers at FSR-4. Any engineer who hasn't advanced past FSR-4 by the age of 45 probably has some limitations. That eliminates 24 as possibilities for career development. The engineers with unlimited appointments may be disregarded in this survey. They have such a scatter of ages and lengths of Federal Service that each must be looked at separately. Among the limiteds, we have recently recruited eight who are now approaching retirement age. There is cluster of 16 recruited within the last five years who are between 35 and 45 years of age. A grand total of 40 at this level have been recruited within, probably, the last seven years and are between 25 and 50. This is a group that is probably strong in potential but it is not nearly numerous enough to provide replacements for all R-3s even if turnover remains as low as it has been. The FSR-5s form an equally promising nucleus. There are 22 recruited recently, 16 within the last five years. None of them are over 45 and many of this cluster are 30-34. The problem, naturally, is to ensure good assignments and promotions but that should

not be difficult. There are, in addition, 11 FSR 6s and 7s, none of them over 40, that indicate that it is possible to recruit younger men for specific assignments. We will need professional decisions to determine to what extent this is necessary. Traditionally, AID can use mainly experienced engineers who can step in and take responsibility.

Summary The above statements imply that engineers form a modality so that one engineer is as useful as another. This is far from being so. Even though half of AID's engineers are "general" engineers and presumably can perform in a variety of assignments, the other half comprise a wide range of specific expertise. We hire blocks of civil engineers, hydraulic engineers, highway engineers, electrical engineers, construction engineers, sanitary engineers, agricultural engineers, together with small numbers of other kinds. Any particular specialty may differ widely from the occupational family in quality, relative numbers, availability, promotion opportunities and all the other variables that affect recruitment and retention.

It should be noted that engineering is prevalent in Washington and all regions. It is one of the important fields in which Vietnam is not dominant. Hence there is a wide variety of assignments and career opportunities.

15. 0900 - Law

The legal occupations have one of the lowest percentages of mid-career employees in AID, 17 percent, but only an equal percentage are above the mid-career age bracket. The top individual is at retirement age but there is only one other legal advisor who is. 10 are below 35. Two R-2s are 36. Only six have more than 10 years Federal service. Only five have unlimited appointments but that does not mean that all of the remainder have been hired very recently. There are five E2s, all with more than 10 years' Federal experience, who may have been with AID as general schedule employees before transferring to the foreign service. Nevertheless, a very large proportion of legal advisors have been recruited within the past 5 years.

If the present staff should remain intact, problems would be fewer than in any other occupation. The grade structure is already so high that the occupational grade structure itself will not support many promotions

except for the five legal advisors at R-4 and below. This isn't any insuperable encumbrance by itself but it is difficult to envision the kind of assignment available in AID that will measure up to the career exceptions these young people have. There should be an input of small numbers of quality people in the mid-career grade range as replacements for those who move on.

16. 1000-Information/Arts

This is a small and relatively insignificant occupation that should get some attention. There are only 25 people in it, half of them communications resources advisors and half reports officers. One question would be whether the latter are properly classified. Communications resources is a function that has gone to USIA. The grade structure for communications resources advisors is higher than that for reports officers but most of the communications resources advisors have grades exceeding position grades while the reverse is true for reports officers.

32 percent have unlimited appointments. Most of these are communications resources advisors, and most are at FSR-3. The top man is approaching retirement age but none of the others is very close. All of them have at least 15 years Federal service. None of them has a career ladder in AID in their field, despite the fact that 3 out of 8 are in the mid-career category. Of the seven R-3s with limited appointments, all have at least 10 years Federal service, even though they may have been hired recently. Three of them are at retirement age and only one is in the mid-career category. There seems to be a distinct possibility that there is nothing for these people to do but run out their assignments until retirement.

None of the Rs has a grade below FSR-3. There are six Ls at FSR-4, most of them reports officers. Two are at or near retirement age, the others are in the mid-career category. Possible career possibilities for the latter should be explored. All of the L-4s at least 5 years' Federal experience; none of them has much more than that. The age span is 35-65 among six people. There are two FSR-5s, both with more than 10 years' Federal experience, one of them at retirement age, the other in the mid-career group.

There are two FSR-8s one of them occupying a position at a much higher grade. Both of them were hired recently and neither is yet 30. Presumably, they are typical of the FSEE type in the general service.

17. 1100 - Business/Industry

This is a fairly large and very diverse occupational family, including the very significant development loan officers. The latter comprise 39 percent of the whole. There are sizeable blocks of contract services officers, international trade specialists, industrial specialists, and industrial development advisors. There is also a block of finance officers stationed in AID/Washington whose may vary widely. Obviously, only the most tentative hypotheses may be derived from the data on the 1100 universe.

There are 183 people in the series. 68 or 37 percent have unlimited appointments. At least 77 percent of all people in the series have been hired in the last ten years, including 26 with unlimited appointments. Age distribution is practically flat all the way from 25 to 65, with a slight dip for the 40-44 group. 23.5 percent are approaching retirement age, 23.5 percent are under 35. 32 percent fit the "mid-career" category.

With regard to grade, FSR-3 is the most frequent for both limiteds and unlimiteds. (See Tables 21-27) The mean averages are above those for the agency as a whole.

	<u>Mean</u>
1100 series - FSRs	2.96
1100 series - FSRLs	3.48
1100 series - total	3.28
All series - foreign service	4.04

Three out of four R-1s and 15 out of 38 (39 percent) of the R-2s are nearing retirement age. 79 percent of all R-2s have been hired within the past 10 years. Only ten have made a full career of the Federal service, 15 have a minimum of 15 years' Federal service. Obviously, we have gone outside for much of our recruitment at this level. To get the people we wanted, we have had to bid high.

FSR-3 At the FSR-3 level there are equal numbers in the mid-career age bracket (35-49) and over 50. In addition, there are half a dozen under 35. Quite evidently, we have a significant number of high quality people capable of making further progress. These coupled with the 9 R-2s still under 50 suggest we will have a nucleus to handle top assignments for some years to come. If quits, already higher than average for AID, can be contained, high level recruitment can be limited. In the past, recruitment has been on an ad hoc basis, taking candidates as we have found them. This impression is reinforced by the age distribution. For all of the FSR-3s we have a smooth curve with a mode at 45-49 but tilted definitely to the older end. Breaking this down by unlimited and limiteds, which reflects with considerable reliability hiring during the most recent years and previously, we find that both groups have a series of concentrations. For the unlimiteds, they occur at 40-44, 50-54 and 30-34. Obviously, there has never been a pattern of hiring youth or maturity or anything else specifically related to age.

FSR-4 At the FSR-4 level, the seeking for younger personnel, which has been strong in this occupational family despite the necessity for hiring numbers of more mature people, is clearly dominant. A large group is 30-34. There is a clump in the 45-49 range (almost all limiteds) but these are probably holding down the more mundane assignments.

FSR-5 At the FSR-5 level, the effects of the intensive campaign to recruit Junior Officer Trainees or their equivalents becomes very evident. Many at this level are 25-29. Unfortunately, this drive has been aborted in the last year or so, partly because of recruiting difficulties, but mostly because of the stumbling start of the IDI program during the year of the BALPA.

There are or will be insufficient numbers of junior personnel to fill up the ranks of the FSR-3 journeymen. At the present time, AID has options to recruit IDI's, recruit experienced personnel or recruit some mixture. If there is a wish to "grow our own", the decision cannot be long delayed. This is definitely an area in which the ratio of junior input to ultimate needs is insufficient. If we do not maintain an even flow of IDI's we shall have to recruit at senior levels.

18. 1600 - Mechanical Series

This is a group of journeymen supervisors centering around FSR-4 as a grade level, 50-54 in age, 87 percent hired in the last ten years, probably most of them for Vietnam even though there are assignments for them elsewhere. 18 percent have unlimited appointments. Of those hired in the last ten years, all but two have been found outside the Federal service. 27 percent are at or near retirement age even though few have many years' service. There are just about enough in the mid-career age bracket to ensure marginal replacements. Spot recruitment annually probably will be necessary.

19. 1700 - Education

In this series two forces will significantly affect program operations: (1) probable increased emphasis on education and (2) changing concepts of what an education officer should be. The characteristics of the work force in education are probably as important as any in AID. The data available to us suggest a deeper study of this field might prove beneficial.

About 53 percent of the education advisors have unlimited appointments. The foreign service as a whole has limiteds in a ratio of five to three to unlimiteds. This argues considerable staff stability but there are some cross currents here. The quit rate for education advisors is a little above average for all occupations. The problem is, who is it that quits?

Some comparisons with the agriculture field might be useful. The agriculturalists share the characteristic of having more Rs than Ls. For agriculture, the ratio is 3/2. For them, the suggestion of stability is backed up by a quit rate definitely below average. Furthermore, we know that they cannot resign readily to go to better jobs. We know that only about a third of the Rs and about a fifth of the Ls in education have spent a considerable portion of their careers in the Federal government. The inference is that by far the greater proportion have been recruited from the colleges, universities and education departments throughout the country. As the education profession has moved up in financial and professional status, it becomes easier to find good jobs. It follows that we have four working hypotheses - (1) the Rs don't resign, they retire

- (2) among the young and well-qualified Ls, there is a relatively high resignation rate; among the old, well-qualified, there is a high retirement rate.

- (3) the mediocre Ls stay
- (4) we have a very large proportion of educationists who are going nowhere in particular except into retirement.

At this writing, it is impossible to determine which of these hypotheses, or combination of hypotheses best explains attrition in this field.

In grade level, the education Ls parallel the entire foreign service precisely. The mean is 4.04. The Rs are higher, with a mean of 3.18. For the entire series, the mean is 3.59, definitely above the foreign service average. 80 percent, both Rs and Ls, are in the mid-career grade bracket, i.e. FSR 3-5. There is almost nothing below this range. (See Tables 21-27)

The education series contains 39 percent who are considered mid-career types, that is, between 35-50 years of age, and between FSR 3-5. For grades 3 and 4, the ratio of age to grade is suitable, i.e. the FSR-3s are mostly 45-49. The FSR-4s are 40-44. The FSR-5s are not numerous and their ages suggest that they are not really mid-career but at an apex. There are only 5 educationists under 35 who have reached mid-career grades.

41.12 percent of the Rs and 19.59 percent of the Ls are at or near retirement age. The percentage for the whole series is 30.77 percent. This suggests heavy requirements just to hold the staff even. It also suggest that the problem of meeting new functional requirements may be solved through the retirement of many Rs more quickly than might be expected.

Both FSR-1s are young. To the extent to which these persons are prestige educators we have a problem of retention. One of them has 20 years of Federal service, however. Half of the FSR-2s are at or near retirement age. Four are relatively young. Succession may or may not be a problem. There is an effective ratio of 3 FSR-3s to every probable FSR-2 vacancy, which is marginal.

FSR-3 About a third of the FSR-3s are at or near retirement age. There is a concentration of those with unlimited appointments at 50-54. Ages show that recent recruitment follows the same pattern. Those recently recruited have a concentration at 45-49 with many higher than that. Less than 20 percent of the FSR-3s have spent most of their careers with the Federal Government and the assumption is that the remainder have all been recruited from academic, or educational systems at the state and local levels.

FSR-4 The age patterns for FSR-4s have suitable peaks, 45-49 for Rs and 40-44 for Ls but after that the patterns are discouraging. They are both strung out to the high side with 31 percent at or near retirement age. There are more Ls nearing retirement than Rs. This does not point to this level as a potential resource for leadership in the future.

FSR-5 There appear to be a few FSRL-5s capable of making progress but for the most part, this level can be ignored in future plans. There are only 7 under 45. At the junior levels, there are only 5 at junior ages.

The agency has had a philosophy of hiring experienced, mature educators because of the nature of their functions. There may be changes that will reduce the dominance of this philosophy but it cannot be either ignored nor entirely transformed. New needs should be carefully reflected in position requirements but it is very likely that we will need to maintain a steady flow of senior educators in the traditional sense plus a new block of educational administrators. Perhaps more of the educational specialists can be procured under contract. Recruitment will not become easier in terms of competitive salaries and status.

20. 1800 - Investigation

This series, somewhat insignificant, presents a problem in analysis. It is comprised of two thirds foreign Assistance Inspectors and one third Sanitarians. The problem is finding a common ground for comparison in terms of occupational characteristics.

The largest number of Rs is at FSR-2; for the Ls, it is at FSR-3, but with a cluster of people at the junior levels. (See Tables 21-27) At each grade level, age is frequently approximately appropriate; when there is a difference the individual is always a little old for his grade. The one exception is the cluster of very young people at FSR-7. Both FSR-1s and more than half of the FSR-2s are at or nearing retirement age. 68 percent of all those at FSR-3 and above are Federal careerists with more than 15 years' Federal experience. At the lower grades only two have as much as 10 years. Whatever these people are, it is evident that we can recruit the upper levels from within the government

but must look outside for junior types. Succession to the senior positions seems to be ensured. We do not need to recruit above the FSR-3 level. At that level and below, spot recruitment seems necessary, with totally inadequate replacement for the FSR-3s now available.

21. 2000 - Supply

Although supply personnel are used worldwide, the bulk of them (62 percent) are in Vietnam. Supply personnel are on average older than the Foreign Service as a whole. 23.12 percent have unlimited appointments. Among the unlimiteds, most frequent age is 45-49, same as for the limiteds, but they tend to be a little older. 42.5 percent are at or near retirement age. There is the usual cluster with 10-14 years Federal experience (30 percent) but there are 45 percent with more than 20 years.

Grades among the unlimiteds are a little higher than for the Foreign Service as a whole. (See Tables 21-27)

Among the Ls, grades are below average for the Foreign Service. The median is 4.2.

I. Summary

1. The Mid-Career Concept

The mid-career concept is described in the introduction. One third of AID's foreign service reserve officers are in the "mid-career" category. Two-thirds of the foreign service officers are in the appropriate classes, FSR-3 through 5. Consequently, half of those in the appropriate classes are less than 35 or over 50. Those younger are likely to be in the 0300 series (general administrative), who were hired as Junior Officer Trainees and who quickly graduated to FSR-5, or economists (series 0110) who were appointed at relatively high grades on the basis of academic achievement and very little experience. Those over 50 are likely to be in occupations with lower ceilings or are competent journeymen without the likelihood to become executives.

The occupations with the largest proportion of "mid-career" personnel are:

<u>Occupational Code</u>	<u>Occupational Family</u>	<u>Percentage</u>
00	Public Safety Advisor	57
21	Transportation	51
05	Accounting/Budget	47
0341	Executive Officers	45
0343	Management Analysts	44

The occupations with the smallest proportion of "mid-career" personnel are:

<u>Occupational Code</u>	<u>Occupational Family</u>	<u>Percentage</u>
18	Investigator	23
0340	Mission Directors and Deputies Assistant Directors, Development and Operations Officers	22
06	Health	20
09	Legal Advisors	17
	Other	17

The mid-career concept is especially important to AID because we must so often hire experienced professionals who can step in and do a job immediately rather than a young graduate whose entire career will evolve with AID. When we fill a profession with older men, we accept three risks - high medical hazards, high retirement rates and men who are often performing at the top of their capabilities. The interplay of these factors adds up to a succession problem that is every whit as exigent as the quit rate and development problems among younger men. If a large proportion of the experienced professionals fit the mid-career description, the succession problem is more than half resolved. If we have the manpower potential, we have the resources to exploit it in a positive sense.

Reviewing the lists in this section, the percentages of mid-career employees in an occupation does not always reveal the strength or weakness of that particular profession.

For example, Public Safety apparently has the most potential of any profession. In reality, top level potential is rather meager. There is no problem of succession through FSR-3 but in the journeyman grades there are many officers who have reached the apex of their careers.

The Controller function, also seemingly very strong in manpower, is indeed strong enough so that there may be blockage in progression into the higher grades. The profession is filled with competent journeymen even though many of them will not move up to managerial posts.

Executive Officers are not nearly so strong as would appear from the table above. The Public Administration/Management Analyst group is weak because the large proportion in the mid-career category is largely offset by the number nearing retirement.

The Investigation series does have a dearth of mid-career people ready to move up. In the 0340 series, there is a cleavage at FSR-4. Most of the "mid-career" employees are at FSR-3. If they move on, there are no replacements. At the FSR-5 level, there are, once more, large numbers who can move up. In Health there are few replacements for senior personnel and little likelihood that we can get them. On the other hand, Series 0900 (Legal) has a wealth of young manpower that has not yet reached mid-career status.

As for those professions that have moderate proportions of mid-career employees, Engineering will find it does not have enough. Most are concentrated at the FSR-3 level but losses through retirement may quickly become severe and there are not very many mid-career engineers at FSR-4 to move up. In the Personnel series, almost all of the mid-career employees are at FSR-4 but this happens to be suitable for the series. The Agency is much better stocked with promising program officers than would appear from the 31 percent in the mid-career group. Another 34 percent are below the mid-career ages. General Services Officers do not have a "mid-career" group. It is really a sub-professional series. In Management Analysis, there is a gap at FSR-4; otherwise, the field is well covered. The Agriculture population tends to be a little old to guarantee succession in a field with a large percentage nearing retirement age. In Business/Industry there is a great deal of talent that can be characterized as "mid-career" but there is a gap at FSR-4 and very high turnover. We cannot consider this group protected. There are many educationists who may be considered mid-career but there are also many nearing retirement.

2. Age and Length of Federal Service

Foreign Service Reserves overseas are older and have less Federal service than those in AID/Washington. A notable exception: FSR-1s overseas are younger than those in Washington. At least one third of all senior Reserves (FSR 1-2) are at or near retirement age.

3. Proportions of Foreign Service Reserves with Unlimited and Limited Appointments

The proportion of Reserves with unlimited appointments has increased slightly since December, 1967, both overseas and in AID/Washington. 72 percent of FSR personnel in AID/Washington have unlimited appointments. Agriculture and Education have the largest proportion of unlimited appointments and only Agriculture has more than half.

4. Grades in the Foreign Service Reserve

Grades have increased slightly since December, 1967. Grades in AID/Washington are substantially higher than those overseas. Grades of employees with unlimited appointments are much higher than those with limited appointments. There are considerable occupational differences but this is not true of unlimited reserves overseas.

5. Summary of Manpower Resources by Occupation

a. Occupations requiring recruitment.

- (1) Public Safety (derived from FSP report and conversations with Public Safety Branch, FSP)
- (2) Economics
- (3) Mission Directors et al
- (4) Agriculture
- (5) Auditing
- (6) Engineering
- (7) Business/Industry
- (8) Education

b. Occupations requiring development programs.

- (1) Community development
- (2) Programs officers
- (3) Mission Directors et al
- (4) Agriculture
- (5) Auditing
- (6) International Development
- (7) Personnel
- (8) Executive Officers
- (9) Engineering (See Office of Engineering Report)

c. Occupations with succession problems.

- (1) Mission Directors et al
- (2) Executive Officers
- (3) Agriculture
- (4) Public Safety
- (5) Program Officers
- (6) Engineering (See also Office of Engineering Report)
- (7) Business/Industry

d. Occupations with upgrading problems.

- (1) Personnel
- (2) Executive Officers
- (3) General Service Officers

e. Occupations with turnover problems.

- (1) Mission Director et al
- (2) Public Safety (derived from conversations with Public Safety Branch, FSP)
- (3) Auditing
- (4) Health
- (5) Engineering

f. Occupations with retirement problems.

- (1) Public Safety
- (2) Agriculture
- (3) Program Officers
- (4) Executive Officers
- (5) Engineering (See also Office of Engineering report)
- (6) Education
- (7) Supply

g. Occupations with salary problems.

- (1) Health
- (2) Business/Industry
- (3) Education

Occupations with minimum manpower problems.

- (1) Management analyst
- (2) Program Analysts
- (3) Law

Table 1

Age and Length of Federal Service of Foreign Service Officers
FSR-1s Overseas

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39													
30-34								2	6	1			9
25-29							1	6	6	1			14
20-24					1	4	12	8	7	3			35
15-19						7	8	5	5	1			26
10-14						3	2	5	3	2			15
5-9					5	2	4		3	1	1		16
0-4				<u>1</u>	—	—	<u>1</u>	<u>2</u>	<u>1</u>	<u>2</u>	—		<u>7</u>
Total				1	6	16	28	28	31	11	1		122

Median Age 51.8

Median Length
of Federal Service 19.4

Table 2

Age and Length of Federal Service of Foreign Service Officers
FSR-2s Overseas

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39									2				2
30-34								2	12	6			20
25-29							7	27	19	2			55
20-24						4	17	18	11	4			54
15-19					2	15	12	17	8	6			60
10-14					2	8	16	16	15	8	2		67
5-9				1	11	13	14	9	14	6	2		70
0-4					<u>3</u>	<u>2</u>	<u>5</u>	<u>9</u>	<u>6</u>		<u>2</u>		<u>27</u>
Total				1	18	42	71	98	87	32	6		355

Median Age 52.4

Median Length of
Federal Service 16.6

Table 3

Age and Length of Federal Service of Foreign Service Officers
FSR-3s Overseas

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39										2	1		3
30-34							1	3	15	11			30
25-29					1	2	12	32	25	12	2		86
20-24					2	14	36	46	26	14	2	1	141
15-19					2	24	39	33	21	14	4		137
10-14				3	28	32	45	41	21	26	5		201
5-9				10	18	29	58	27	20	15	3		180
0-4			<u>1</u>	<u>8</u>	<u>23</u>	<u>30</u>	<u>26</u>	<u>19</u>	<u>13</u>	<u>3</u>	<u>2</u>	<u>—</u>	<u>125</u>
Total			1	21	74	131	217	201	141	97	19	1	903

Median Age 50.2
Median Length
of Federal Service 13.7

Table 4

Age and Length of Federal Service of Foreign Service Officers
FSR-4s Overseas

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39													
30-34							1	4	1	3			9
25-29							10	15	17	7			49
20-24						22	55	21	24	8	3		133
15-19					10	31	37	31	13	7	3		132
10-14				3	24	42	49	35	23	10			186
5-9			2	36	43	47	43	24	17	8	1		221
0-4			<u>17</u>	<u>44</u>	<u>34</u>	<u>42</u>	<u>32</u>	<u>19</u>	<u>12</u>	<u>8</u>	<u>—</u>		<u>208</u>
Total			19	83	111	184	227	149	107	51	7		938

Median Age 46.6
Median Length
of Federal Service 11.1

Table 5

Age and Length of Federal Service of Foreign Service Officers
FSR-5s Overseas

Years of Service	Age											Total	
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-67		70+
45-49													
40-44													
35-39													
30-34								1					1
25-29						1	3	10	2		1		17
20-24					1	12	16	13	4	2			48
15-19					8	29	22	9	2	3			73
10-14				8	20	18	18	11	5	2			82
5-9			5	47	47	34	23	22	6				184
0-4		<u>3</u>	<u>75</u>	<u>76</u>	<u>50</u>	<u>37</u>	<u>27</u>	<u>15</u>	<u>8</u>	<u>1</u>	<u>1</u>		<u>292</u>
Total		3	80	131	126	131	109	81	27	8	1		697

Median Age 40.3
 Median Length
 of Federal Service 6.6

Table 6

Age and Length of Federal Service of Foreign Service Officers
FSR-6s Overseas

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39													
30-34													
25-29							3	2	2				7
20-24					2		3	4	1	1			11
15-19						4	4	2	3				13
10-14				3	9	11	12	9	3	1			48
5-9		1	6	29	20	18	14	6	3				97
0-4		<u>7</u>	<u>122</u>	<u>68</u>	<u>35</u>	<u>20</u>	<u>20</u>	<u>5</u>	<u>3</u>	<u>2</u>			<u>282</u>
Total		8	128	100	66	53	56	28	15	4			458

Median Age 34.7
 Median Length
 of Federal Service 4.1

Table 7

Agenand Length of Federal Service of Foreign Service Officers
FSR-7s Overseas

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39													
30-34													
25-29													
20-24								1					1
15-19							1						1
10-14				2	4	2	3	2	1				14
5-9			7	16	8	12	6	1	.				50
0-4	<u>1</u>	<u>37</u>	<u>125</u>	<u>24</u>	<u>9</u>	<u>7</u>	<u>6</u>	<u>—</u>	<u>2</u>				<u>211</u>
Total	1	37	132	42	21	21	16	4	3				277

Median Age 28.8
Median Length
of Federal Service 3.3

Table 8

Age and Length of Federal Service of Foreign Service Officers
FSR-8s Overseas

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39													
30-34													
25-29													
20-24								2					2
15-19													
10-14					1	1	1						3
5-9			3		1	4		1					9
0-4		<u>17</u>	<u>34</u>	<u>12</u>	—	<u>3</u>	—	—					<u>66</u>
Total		17	37	12	2	8	1	3					80

Median Age 28.1
 Median Length of
 Federal Service 3.1

Table 9

Age and Length of Federal Service of Foreign Service Officers
FSR-1s AID/Washington

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39													
30-34								1	3	2			6
25-29								10	5	1	1		17
20-24						1	7	9	4	1	1		23
15-19						1	2	8	1	1			13
10-14					2	3	2	1	3	2			13
5-9					1	4	2	1	2				10
0-4													
Total					3	9	13	30	18	7	2		82

Median Age 52.6

Median Length of
Federal Service 21.1

Table 10

Age and Length of Federal Service of Foreign Service Officers
FSR-2s AID/Washington

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39													
30-34									3	2			5
25-29							2	7	8				17
20-24						5	7	18	4	3			37
15-19						6	9	4	5	2	2		28
10-14					3	7	8	8	4	5			35
5-9				1	3	3	2	1	1	1			12
0-4				—	—	—	<u>1</u>	—	—	<u>1</u>	—		<u>2</u>
Total				1	6	21	29	38	25	14	2		136

Median Age 51.5
Median Length of
Federal Service 18.4

Table 11

Age and Length of Federal Service of Foreign Service Officers
FSR-3s AID/Washington

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39													
30-34								3	1	1			5
25-29							2	12	8	2			24
20-24							13	12	10	3	2		40
15-19					2	8	16	10	4	5	1		46
10-14				1	12	11	17	10	7	4	1		63
5-9				2	9	13	6	2	1	7	1		36
0-4				<u>1</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>3</u>	—	—	<u>1</u>		<u>9</u>
Total				4	24	33	56	52	31	17	6		223

Median Age 49.2
Median Length
of Federal Service 15.4

Table 12

Age and Length of Federal Service of Foreign Service Officers
FSR-4s AID/Washington

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39									1				1
30-34													
25-29								1		2			3
20-24							5	2	1		1		9
15-19					1	7	2	5	2	2			19
10-14				1	8	5	8	4	3	3			32
5-9			1	4	9	7	4	1	2	2			30
0-4			<u>2</u>	<u>6</u>	<u>2</u>	<u>—</u>	<u>3</u>	<u>—</u>	<u>2</u>	<u>—</u>	<u>—</u>		<u>15</u>
Total			3	11	20	19	22	13	11	9	1		109

Median Age 45.5
Median Length
of Federal Service 11.6

Table 13

Age and Length of Federal Service of Foreign Service Officers
FSR-5 AID/Washington

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39													
30-34													
25-29						1							1
20-24									1	1			2
15-19					2	1	2		1				6
10-14					6	1	3	2		1			13
5-9				6	4	2	2			1			15
0-4			<u>3</u>	<u>3</u>	—	<u>1</u>	<u>2</u>	—	<u>1</u>	—			<u>10</u>
Total			3	9	12	6	9	2	3	3			47

Median Age 40.0
Median Length
of Federal Service 8.7

Table 14

Age and Length of Federal Service of Foreign Service Officers
FSR-6s AID/Washington

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34													
25-29							1	1			1		3
20-24													
15-19								1					1
10-14					1			1					2
5-9			3	1		1							5
0-4			<u>3</u>	<u>1</u>	—	<u>1</u>	—	—			—		<u>5</u>
Total			6	2	1	2	1	3			1		16

Median Age 40.0
Median Length
of Federal Service 8.0

Table 15

Age and Length of Federal Service of Foreign Service Officers
FSR-7s AID/Washington

Years of Service	Age												Total	
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-67	70+		
45-49														
40-44														
35-39														
30-34														
25-29														
20-24														
15-19														
10-14														
5-9			3						1					4
0-4			<u>2</u>	<u>1</u>					<u>—</u>					<u>3</u>
Total			5	1					1					7

Median Age 29.0
Median Length
of Federal Service 6.3

Table 16

Median Ages for Foreign Service Officers, by Grade Level

<u>Grade Level</u>	<u>Overseas</u>	<u>AID/Washington</u>	<u>Total AID</u>
FSR-1	51.8	52.6	52.3
FSR-2	52.4	51.5	52.1
FSR-3	50.2	49.2	50.0
FSR-4	46.6	45.5	46.5
FSR-5	40.3	40.0	40.3
FSR-6	34.7	40.0	34.7
FSR-7	28.8	29.0	28.6
FSR-8	28.1	--	28.1

Table 17

Median Length of Federal Service for Foreign
Service Officers, by Grade Level

<u>Grade Level</u>	<u>Overseas</u>	<u>AID/Washington</u>	<u>Total AID</u>
FSR-1	19.4	21.1	20.2
FSR-2	16.6	18.4	16.9
FSR-3	13.7	15.4	14.1
FSR-4	11.1	11.6	11.2
FSR-5	6.6	8.7	6.8
FSR-6	4.1	8.0	4.1
FSR-7	3.3	6.3	3.3
FSR-8	3.1	--	3.1

Table 18

Percentages of Foreign Service Reserves with
Unlimited and Limited Appointments

Overseas

<u>Occupational Code</u>	<u>Occupational Title</u>	<u>R</u>	<u>Percent</u>	<u>L</u>	<u>Percent</u>	<u>Total</u>
	Other	9	34.62	17	65.38	26
0083	Public Safety	77	18.73	334	81.27	411
0100	Economics, Community Development Advisors	50	18.45	221	81.55	271
0200	Personnel	18	24.00	57	76.00	75
0400	Agriculture	182	57.05	137	42.95	319
0500	Accounting/Auditing	120	44.61	149	55.39	269
0600	Health	16	6.90	216	93.10	232
0700	Veterinarian	2	25.00	6	75.00	8
0800	Engineering	69	28.16	176	71.84	245
0900	Law	1	06.25	15	93.75	16
1000	Information Arts	6	27.27	16	72.73	22
1100	Business/Industry	38	27.33	101	72.66	139
1300	Physical Scientists	1	50.00	1	50.50	2
1400	Technical Information			1	100.00	1
1500	Statistics	1	20.00	4	80.00	5
1600	Mechanical	11	18.33	49	81.67	60
1700	Education	82	46.59	94	53.41	176
1800	Investigation	4	11.43	31	88.57	35
2000	Supply	27	17.76	125	82.24	152
2100	Transportation	2	4.26	45	95.74	47
0301	Program Officer	93	27.19	249	72.81	342
0340	Mission Director	208	36.56	361	63.44	569
0341	Executive Officers	80	41.67	112	58.33	192
0342	General Service Officers	10	20.00	40	80.00	50
0343	Management Analysis	23	28.05	59	71.95	82
0345	Program Analysis	12	21.43	44	78.57	56
0300	General Administration			8	100.00	8
	Total	1,142	29.97	2,668	70.03	3,810

Table 19

Percentages of Foreign Service Reserves with
Unlimited and Limited Appointments

AID/Washington

<u>Occupational Code</u>	<u>Occupational Title</u>	<u>R</u>	<u>Percent</u>	<u>L</u>	<u>Percent</u>	<u>Total</u>
	Other	12	38.71	19	61.29	31
0083	Public Safety	5	45.45	6	54.55	11
0100	Economics, Community Development Advisors	61	68.54	28	31.46	89
0200	Personnel	38	79.17	10	20.83	48
0400	Agriculture	30	90.91	3	9.09	33
0500	Accounting/Auditing	32	78.05	9	21.95	41
0600	Health	5	62.50	3	37.50	8
0700	Veterinarian	1	100.00	0		1
0800	Engineering	18	90.00	2	10.00	20
0900	Law	4	57.14	3	42.86	7
1000	Information Arts	2	66.67	1	33.33	3
1100	Business/Industry	30	68.19	14	31.81	44
1500	Statistics	3	100.00			3
1700	Education	25	89.29	3	10.71	28
1800	Investigation	6	50.00	6	50.00	12
2000	Supply	13	61.90	8	38.10	21
2100	Transportation			2	100.00	2
0301	Program Officer	108	72.97	40	27.03	148
0340	Mission Director	23	76.67	7	23.33	30
0341	Executive Officers	13	76.47	4	23.53	17
0342	General Service Officers			3	100.00	3
0343	Management Analysis	7	70.00	3	30.00	10
0345	Program Analysis	11	91.67	1	8.33	12
0300	General Administration	2	100.00			2
	Total	449	71.96	175	28.04	624

Table 20

Percentages of Foreign Service Reserves with
Unlimited and Limited Appointments

TOTAL AID

<u>Occupational Code</u>	<u>Occupational Title</u>	<u>R</u>	<u>Percent</u>	<u>L</u>	<u>Percent</u>	<u>Total</u>
	Other	21	36.84	36	63.16	57
0083	Public Safety	82	19.43	340	80.57	422
0100	Economics, Community Development Advisors	111	30.83	249	69.17	360
0200	Personnel	56	45.53	67	54.47	123
0400	Agriculture	212	60.23	140	39.77	352
0500	Accounting/Auditing	152	49.03	158	50.97	310
0600	Health	21	8.75	219	91.25	240
0700	Veterinarian	3	33.33	6	66.67	9
0800	Engineering	87	32.83	178	67.17	265
0900	Law	5	21.74	18	78.26	23
1000	Information Arts	8	32.00	17	68.00	25
1100	Business/Industry	68	37.16	115	62.84	183
1300	Physical Scientists	1	50.00	1	50.00	2
1400	Technical Information	0	00.00	1	100.00	1
1500	Statistics	4	50.00	4	50.00	8
1600	Mechanical	11	18.33	49	81.67	60
1700	Education	107	52.45	97	47.55	204
1800	Investigation	10	21.28	37	78.72	47
2000	Supply	40	23.12	133	76.88	173
2100	Transportation	2	4.08	47	95.92	49
0301	Program Officer	199	40.61	291	59.39	490
0340	Mission Director	231	38.56	368	61.44	599
0341	Executive Officers	93	44.50	116	55.50	209
0342	General Service Officers	10	18.87	43	81.13	53
0343	Management Analysis	30	32.61	62	67.39	92
0345	Program Analysis	23	33.82	45	66.18	68
0300	General Administration	2	20.00	8	80.00	10
	Total	1,590	35.86	2,844	64.14	4,434

Table 21

Grades of FSR's with Unlimited Appointments
Overseas by Occupation

Occupational Code	Occupational Title	FSR								Total	Average Grade
		1	2	3	4	5	6	7	8		
	Other	1	1	3	2	1	1			9	3.44
0083	Public Safety	1	14	33	27	1				76	3.17
0100	Economics, Community Development Advisors	1	6	22	11	4	5	1		50	3.60
0200	Personnel		1	7	4	6				18	3.83
0400	Agriculture	4	21	80	71	6				182	3.30
0500	Accounting/Auditing	5	16	49	43	6	1			120	3.27
0600	Health	4	4	4	3	1				16	2.56
0700	Veterinarian			2						2	3.00
0800	Engineering	3	17	39	9	1				69	2.83
0900	Law	1								1	1.00
1000	Information Arts		1	5						6	2.83
1100	Business/Industry	1	6	26	5					38	2.92
1300	Physical Scientists		1							1	2.00
1500	Statistics			1						1	3.00
1600	Mechanical			6	5					11	3.45
1700	Education		12	45	17	7	1			82	3.27
1800	Investigation		1	3						4	2.75
2000	Supply		5	10	11		1			27	3.33
2100	Transportation				2					2	4.00
0301	Program Officer	1	16	31	26	16		1	2	93	3.58
0340	Mission Director	65	60	54	21	6	1		1	208	2.28
0341	Executive Officers		7	32	31	9	1			80	3.56
0342	General Service Officers			1	3	4	1	1		10	4.80
0343	Management Analysis	1	5	14	3					23	2.83
0345	Program Analysis		2	5	5					12	3.25
0300	General Administration										
	Total	88	196	472	299	68	12	3	3	1,141	3.12

Table 22

Grades of FSR's with Limited Appointments
Overseas by Occupation

Occupational Code	Occupational Title	FSR								Total	Average Grade
		1	2	3	4	5	6	7	8		
	Other		1	2	4	3		6	1	17	5.24
0083	Public Safety		1	24	92	138	70	7	2	334	4.84
0100	Economics, Community Development Advisors	3	15	36	38	42	46	37	4	221	4.84
0200	Personnel		1	8	13	7	6	10	12	57	5.53
0400	Agriculture	2	9	15	52	38	19	2		137	4.31
0500	Accounting/Auditing		1	14	49	69	12	3	1	149	4.60
0600	Health		14	10	27	38	42	51	34	216	5.73
0700	Veterinarian			3	3					6	3.50
0800	Engineering	4	21	71	47	22	6	5		176	3.57
0900	Law		5	5	4	1				15	3.07
1000	Information Arts			6	6	2			2	16	4.25
1100	Business/Industry	2	19	36	34	15	4	1		101	3.47
1300	Physical Scientists					1				1	5.00
1400	Technical Information		1							1	2.00
1500	Statistics		2	1			1			4	3.25
1600	Mechanical			5	24	10	10			49	4.51
1700	Education	1	5	28	34	15	4	6	1	94	4.04
1800	Investigation	1	1	11	3	4	6	5		31	4.48
2000	Supply		2	16	38	30	20	12	7	125	4.91
2100	Transportation			8	20	11	6			45	4.33
0301	Program Officer	3	7	26	50	66	68	29		249	4.96
0340	Mission Director	17	44	53	41	54	69	73	10	361	4.72
0341	Executive Officers		3	12	25	32	28	10	2	112	4.96
0342	General Service Officers			1	9	13	8	8	1	40	5.40
0343	Management Analysis	1	7	26	11	9	5			59	3.59
0345	Program Analysis			8	13	10	12	1		44	4.66
0300	General Administration			3	1	2	2			8	4.37
	Total	34	159	428	628	632	444	266	77	2,668	4.67

Table 23

Grades of FSR's with Limited Appointments in
AID/Washington by Occupation

Occupational Code	Occupational Title	FSR								Total	Average Grade
		1	2	3	4	5	6	7	8		
	Other	1	4	2	5					12	2.92
0083	Public Safety	1	1		2	1				5	3.20
0100	Economics, Community Development Advisors	7	19	21	10	4				61	2.75
0200	Personnel	4	4	13	8	6	2	1		38	3.47
0400	Agriculture	3	10	13	3	1				30	2.63
0500	Accounting/Auditing	3	7	11	9	1	1			32	2.84
0600	Health		1	2	2					5	3.20
0700	Veterinarian			1						1	3.00
0800	Engineering	5	6	7						18	2.11
0900	Law		2	2						4	2.50
1000	Information Arts			2						2	3.00
1100	Business/Industry	1	7	15	5	2				30	3.00
1500	Statistics			1	1		1			3	4.33
1700	Education	1	7	13	3		1			25	2.88
1800	Investigation	1	4		1					6	2.17
2000	Supply	1	3	6	2	1				13	2.92
0301	Program Officer	18	20	49	18	2	1			108	2.71
0340	Mission Director	10	7	5		1				23	1.91
0341	Executive Officers	2	4	2	2	3				13	3.00
0343	Management Analysis		1	4	1	1				7	3.29
0345	Program Analysis	1	5	3	1	1				11	2.64
0300	General Administration	2								2	1.00
	Total	61	112	172	70	24	6	1		446	2.79

Table 24

UN

Grades of FSR's with Limited Appointments in
AID/Washington by Occupation

Occupational Code	Occupational Title	FSR							Total	Average Grade
		1	2	3	4	5	6	7		
	Other	3		5	4	4	2	1	19	3.84
0083	Public Safety				5		1		6	4.33
0100	Economics, Community Development Advisors	8	5	9	3	2	1	1	28	2.64
0200	Personnel	2	2	2	1	2		1	10	3.30
0400	Agriculture			2			1		3	4.00
0500	Accounting/Auditing	2		3	2	2			9	3.22
0600	Health			1				2	3	5.67
0800	Engineering		1	1					2	2.50
0900	Law			3					3	3.00
1000	Information Arts			1					1	3.00
1100	Business/Industry		4	3	4	2		1	14	3.57
1700	Education		1		1		1		3	4.00
1800	Investigation		1	5					6	2.83
2000	Supply		3	1	1	2	1		8	3.625
2100	Transportation				1		1		2	5.00
0301	Program Officer	3	4	12	11	8	1	1	40	3.60
0340	Mission Director	1	1	3			1	1	7	3.57
0341	Executive Officers		1	1	1	1			4	3.50
0342	General Service Officers	1			1	1			3	3.33
0343	Management Analysis	1			2				3	3.00
0345	Program Analysis	—	—	1	—	—	—	—	1	3.00
	Total	21	23	53	37	24	9	8	175	3.45

Table 25

Grades of FSR's with Unlimited Appointments Worldwide by Occupation

Occupational Code	Occupational Title	FSR								Total	Average Grade
		1	2	3	4	5	6	7	8		
	Other	2	5	5	7	1	1			21	3.14
0083	Public Safety	2	15	33	29	2				81	3.17
0100	Economics, Community Development										
	Advisors	8	25	43	21	8	5	1		111	3.14
0200	Personnel	4	5	20	12	12	2	1		56	3.59
0400	Agriculture	7	31	93	74	7				212	3.20
0500	Accounting/Auditing	8	23	60	52	7	2			152	3.22
0600	Health	4	5	6	5	1				21	2.71
0700	Veterinarian			3						3	3.00
0800	Engineering	8	23	46	9	1				87	2.68
0900	Law	1	2	2						5	2.20
1000	Information Arts		1	7						8	2.875
1100	Business/Industry	2	13	41	10	2				68	2.96
1300	Physical Scientists		1							1	2.00
1500	Statistics			2	1		1			4	3.50
1600	Mechanical			6	5					11	3.45
1700	Education	1	19	58	20	7	2			107	3.18
1800	Investigation	1	5	3	1					10	2.40
2000	Supply	1	8	16	13	1	1			40	3.20
2100	Transportation				2					2	4.00
0301	Program Officer	19	36	80	44	18	1	1	2	201	3.11
0340	Mission Director	75	67	59	21	7	1		1	231	2.25
0341	Executive Officers	2	11	34	33	12	1			93	3.49
0342	General Service Officers			1	3	4	1	1		10	4.80
0343	Management Analysis	1	6	18	4	1				30	2.93
0345	Program Analysis	1	7	8	6	1				23	2.96
0300	General Administration	2								2	1.00
	Total	149	308	644	372	92	18	4	3	1,590	3.02

Table 26

Grades of FSR's with Limited Appointments Worldwide by Occupation

Occupational Code	Occupational Title	FSR								Total	Average Grade
		1	2	3	4	5	6	7	8		
	Other	3	1	7	8	7	2	7	1	36	4.50
0083	Public Safety		1	24	97	138	71	7	2	340	4.83
0100	Economics, Community Development										
	Advisors	11	20	45	41	44	46	38	4	249	4.59
0200	Personnel	2	3	10	14	9	6	11	12	67	5.19
0400	Agriculture	2	9	17	52	38	20	2		140	4.31
0500	Accounting/Auditing	2	1	17	51	71	12	3	1	158	4.53
0600	Health		14	11	27	38	42	53	34	219	5.73
0700	Veterinarian			3	3					6	3.50
0800	Engineering	4	22	72	47	22	6	5		178	3.56
0900	Law		5	8	4	1				18	3.06
1000	Information Arts			7	6	2			2	17	4.18
1100	Business/Industry	2	23	39	28	17	4	2		115	3.48
1300	Physical Scientists					1				1	5.00
1400	Technical Information		1							1	2.00
1500	Statistics		2	1			1			4	3.50
1600	Mechanical			5	24	10	10			49	4.51
1700	Education	1	6	28	35	15	5	6	1	97	4.04
1800	Investigation	1	2	16	3	4	6	5		37	4.22
2000	Supply		5	17	39	32	21	12	7	133	4.83
2100	Transportation			8	21	11	7			47	4.36
0301	Program Officer	6	11	38	61	74	69	30		289	4.78
0340	Mission Director	18	45	56	41	54	70	74	10	368	4.70
0341	Executive Officers		4	13	26	33	28	10	2	116	4.91
0342	General Service Officers	1		1	10	14	8	8	1	43	5.26
0343	Management Analysis	2	7	26	13	9	5			62	3.56
0345	Program Analysis			9	13	10	12	1		45	4.62
0300	General Administration			3	1	2	2			8	4.375
	Total	55	182	481	665	656	653	274	77	2,843	4.59

Table 27

Grades of FSR's Worldwide

Occupational Code	Occupational Title	FSR								Total	Average Grade
		1	2	3	4	5	6	7	8		
	Other	5	6	12	15	8	3	7	1	57	4.00
0083	Public Safety	2	16	57	126	140	71	7	2	421	4.51
0100	Economics, Community Development										
	Advisors	19	45	88	62	52	51	39	4	360	4.14
0200	Personnel	6	8	30	26	21	8	12	12	123	4.46
0400	Agriculture	9	40	110	126	45	20	2		352	3.64
0500	Accounting/Auditing	10	24	77	103	78	14	3	1	310	3.88
0600	Health	4	19	17	32	39	42	53	34	240	5.46
0700	Veterinarian			6	3					9	3.33
0800	Engineering	12	45	118	56	23	6	5		265	3.27
0900	Law	1	7	10	4	1				23	2.87
1000	Information Arts		1	14	6	2			2	25	3.76
1100	Business/Industry	4	36	80	38	19	4	2		183	3.28
1300	Physical Scientists		1			1				2	3.50
1400	Technical Information		1							1	2.00
1500	Statistics		2	3	1		2			8	3.625
1600	Mechanical			11	29	10	10			60	4.32
1700	Education	2	25	86	55	22	7	6	1	204	3.59
1800	Investigation	2	7	19	4	4	6	5		47	3.83
2000	Supply	1	13	33	52	33	22	12	7	173	4.46
2100	Transportation			8	23	11	7			49	4.35
0301	Program Officer	25	47	118	105	92	70	31	2	490	4.09
0340	Mission Director	93	112	115	62	61	71	74	11	599	3.75
0341	Executive Officers	2	15	47	59	45	29	10	2	209	4.29
0342	General Service Officers	1		2	13	18	9	9	1	53	5.17
0343	Management Analysis	3	13	44	17	10	5			92	3.36
0345	Program Analysis	1	7	17	19	11	12	1		68	4.06
0300	General Administration	2		3	1	2	2			10	3.70
	Total	204	490	1125	1037	748	471	278	80	4,433	4.03

Table 28

Age and Grades of FSR's - Overseas Unlimited

Grade	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	Total	Median
1				3	15	20	23	22	5			88	51.3
2				7	20	31	65	48	24	1		196	53.1
3			4	34	53	121	113	89	63	14		491	51.5
4			21	40	40	72	59	46	19	4		301	48.5
5		4	10	9	14	13	10	6	1	1		68	43.9
6		3	2	1	1	2	3		1			13	42.5
7		1	1	1								3	32.5
8	<u>2</u>	<u>1</u>	<u>—</u>		<u>3</u>	23.3							
Total	2	9	38	95	143	259	273	211	113	20		1,163	50.7

Table 29

Age and Grades of FSR's - Overseas Limited

1			1	3	1	8	5	9	6	1		34	54.0
2			1	11	22	40	33	39	8	5		159	50.9
3		1	18	40	78	96	88	52	34	5	1	413	48.6
4	1	19	63	71	144	155	90	61	32	3		639	45.7
5	3	76	123	117	117	96	71	21	7			631	39.9
6	8	126	98	65	52	54	25	15	3			446	34.5
7	38	131	41	20	21	16	3	4				274	28.8
8	<u>15</u>	<u>36</u>	<u>12</u>	<u>2</u>	<u>8</u>	<u>1</u>	<u>3</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>—</u>	<u>77</u>	28.3
Total	65	389	357	329	443	466	318	201	90	14	1	2,673	42.2

Table 30

Age and Grades of FSR's - AID/W Unlimited

Grade	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70+	Total	Median
1				1	7	10	22	14	5	2		61	53.0
2			1	6	17	23	34	17	12	2		112	51.3
3			2	18	25	49	40	20	11	5		170	49.1
4		1	4	12	18	13	11	6	6	1		72	45.4
5		3	4	7	3	1	2	1	2			23	38.6
6		2	1	1			2			1		7	37.5
7													
8													
Total		<u>6</u>	<u>12</u>	<u>45</u>	<u>70</u>	<u>96</u>	<u>111</u>	<u>58</u>	<u>36</u>	<u>11</u>		<u>445</u>	49.2

Table 31

Age and Grades of FSR's - AID/W Limited

1				2	2	3	8	4	2			21	52.5
2					4	6	4	8	2			24	52.5
3			2	6	8	7	12	11	6	1		53	51.7
4		2	7	8	1	9	2	5	3			37	45.6
5			5	5	3	8		2	1			24	43.3
6		4	1		2	1	1					9	32.5
7		5	1				1					7	29.0
8													
Total		<u>11</u>	<u>16</u>	<u>21</u>	<u>20</u>	<u>34</u>	<u>28</u>	<u>30</u>	<u>14</u>	<u>1</u>		<u>175</u>	47.9

Table 32

Age and Grades of FSR's - Worldwide Unlimited

Grade	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70+	Total	Median
1				4	22	30	45	36	10	2		149	52.1
2			1	13	37	54	99	65	36	3		308	52.5
3			6	52	78	170	153	109	74	19		661	50.8
4		1	25	52	58	85	70	52	25	5		373	48.0
5		7	14	16	17	14	12	7	3	1		91	42.6
6		5	3	2	1	2	5		1	1		20	38.3
7		1	1	1								3	32.5
8	2	1										3	25.0
Total	<u>2</u>	<u>15</u>	<u>50</u>	<u>140</u>	<u>213</u>	<u>355</u>	<u>384</u>	<u>269</u>	<u>149</u>	<u>31</u>		<u>1,608</u>	50.4

Table 33

Age and Grades of FSR's - Worldwide Limited

1			1	5	3	11	13	13	8	1		55	53.1
2			1	11	26	46	37	47	10	5		183	51.1
3		1	20	46	86	103	100	63	40	6	1	466	48.9
4	1	21	70	79	145	164	92	66	35	3		676	45.8
5	3	76	128	122	120	104	71	23	8			655	39.6
6	8	130	99	65	54	55	26	15	3			455	34.5
7	38	136	42	20	21	16	4	4				281	28.7
8	15	36	12	2	8	1	3					77	28.1
Total	<u>65</u>	<u>400</u>	<u>373</u>	<u>350</u>	<u>463</u>	<u>500</u>	<u>346</u>	<u>231</u>	<u>104</u>	<u>15</u>	<u>1</u>	<u>2,848</u>	42.5

Table 34

Overseas Personnel Aged 55 with 30 Years Federal Service

<u>Occupational Code</u>	<u>Occupational Title</u>	FSR								<u>Total</u>
		1	2	3	4	5	6	7	8	
0083	Public Safety			2						2
0100	Economics, Community Develop. Advisor		1	1	1					3
0200	Personnel			1						1
0400	Agriculture	4	3	7	2					16
0500	Accounting/Auditing		2	5						7
0800	Engineering	1	6	4	1					12
1400	Technical Information		1							1
1800	Investigation		1							1
0301	Program Officer		1							1
0340	Mission Director	2	3	3						8
0341	Executive Officers		2	3						5
0342	General Service Officers			1						1
0343	Management Analysis	—	—	2	—					2
	Total	7	20	29	4					60

Table 35

AID/W Personnel Aged 55 with 30 Years Federal Service

<u>Occupational Code</u>	<u>Occupational Title</u>	FSR								<u>Total</u>
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	
0400	Agriculture		1							1
0600	Health			1						1
0800	Engineering	1	1							2
1100	Business/Industry	1								1
1800	Investigation	1								1
2000	Supply		1							1
0301	Program Officer		1							1
0340	Mission Director	1		1						2
0342	General Service Officers	<u>1</u>	<u>—</u>	<u>—</u>	<u>1</u>					<u>2</u>
	Total	5	4	2	1					

Table 36

Worldwide Personnel Aged 55 with 30 Years Federal Service

Occupational Code	Occupational Title	FSR								Total
		1	2	3	4	5	6	7	8	
0083	Public Safety			2						2
0100	Economics, Community Development Advisors		1	1	1					3
0200	Personnel			1						1
0400	Agriculture	4	4	7	2					17
0500	Accounting/Auditing		2	5						7
0600	Health			1						1
0800	Engineering	2	7	4	1					14
1100	Business/Industry	1								1
1400	Technical Information		1							1
1800	Investigation	1	1							2
2000	Supply		1							1
0301	Program Officer		2							2
0340	Mission Director	3	3	4						10
0341	Executive Officers		2	3						5
0342	General Service Officers	1		1	1					3
0343	Management Analysis	—	—	2	—					2
	Total	12	24	31	5					72

Table 37

Overseas Personnel Aged 55 with 20 Years Federal Service

Occupational Code	Occupational Title	FSR								Total
		1	2	3	4	5	6	7	8	
	Other	1		1						2
0083	Public Safety		5	10	12	6	3			36
0100	Economics, Community Development Advisors	4	4	14	3	1				26
0200	Personnel		1	8	5					14
0301	Program Officer	1	4	9	9	5				28
0340	Mission Director	20	21	17	3					61
0341	Executive Officers		8	20	8	10	3	1		50
0342	General Service Officers			2	1	4	3			10
0343	Management Analysis		5	12	1					18
0345	Program Analysis			2	4					6
0300	General Administration				1					1
0400	Agriculture	4	12	33	28	4				81
0500	Accounting/Auditing	5	11	21	17	1				55
0600	Health		2	2	1	1	1			7
0800	Engineering	4	18	31	5					58
0900	Law	1	1							2
1000	Information Arts		1							1
1100	Business/Industry		4	7						11
1300	Physical Scientists		1							1
1400	Technical Information		1							1
1500	Statistics			2			1			3
1600	Mechanical			1	1					2
1700	Education		3	4	3	3				13
1800	Investigation	1	2	3						6
2000	Supply		2	10	10	3	2		2	29
2100					3					3
	Total	41	106	209	115	38	13	1	2	525

Table 38

AID/W Personnel Aged 55 with 20 Years Federal Service

Occupational Code	Occupational Title	FSR								Total
		1	2	3	4	5	6	7	8	
	Other	1								1
0083	Public Safety	1								1
0100	Economics, Community Development									
	Advisors	4	5	2						11
0200	Personnel	4	3	7	2					16
0301	Program Officer	10	12	16	1					39
0340	Mission Director	4	7	1						12
0341	Executive Officers		4	3	2	1				10
0342	General Service Officers	1			1	1				3
0343	Management Analysis	1		1						2
0345	Program Analysis		2							2
0300	General Administration	1								1
0400	Agriculture	1	5	6						12
0500	Accounting/Auditing	5	2	8			1			16
0600	Health			1						1
0800	Engineering	3	2	4						9
1000	Information Arts			1						1
1100	Business/Industry	1	1	3						5
1700	Education			1			1			2
1800	Investigation	1	3	2						6
2000	Supply		4	3	2					9
2100	Transportation						1			1
	Total	38	50	59	8	2	3			160

Table 39

Worldwide Personnel Aged 55 with 20 Years Federal Service

Occupational Code	Occupational Title	FSR								Total
		1	2	3	4	5	6	7	8	
	Other	2		1						3
0083	Public Safety	1	5	10	12	6	3			37
0100	Economics, Community Development Advisors	8	9	16	3	1				37
0200	Personnel	4	4	15	7					30
0301	Program Officer	11	16	25	10	5				67
0340	Mission Director	24	28	18	3					73
0341	Executive Officers		12	23	10	11	3	1		60
0342	General Service Officers	1		2	2	5	3			13
0343	Management Analysis	1	5	13	1					20
0345	Program Analysis		2	2	4					8
0300	General Administration	1			1					2
0400	Agriculture	5	17	39	28	4				93
0500	Accounting/Auditing	10	13	29	17	1	1			71
0600	Health		2	3	1	1	1			8
0800	Engineering	7	20	35	5					67
0900	Law	1	1							2
1000	Information Arts		1	1						2
1100	Business/Industry	1	5	10						16
1300	Physical Scientists		1							1
1400	Technical Information		1							1
1500	Statistics			2			1			3
1600	Mechanical			1	1					2
1700	Education		3	5	3	3	1			15
1800	Investigation	2	5	5						12
2000	Supply		6	13	12	3	2		2	38
2100	Transportation				3		1			4
	Total	79	156	268	123	40	16	1	2	685

Table 40

Occupations with More than Twenty Percent
of Personnel Eligible for Retirement

<u>Occupational Code</u>	<u>Occupational Title</u>	<u>Eligible for Retirement</u>	<u>Population</u>	<u>Percentage</u>
0200	Personnel	30	123	24.4
0341	Executive & General Services Officers	60	209	28.7
0342	Records & General Services	13	53	24.5
0343	Management Analyst	20	92	21.7
0300	General Administration	2	10	20.0
0400	Agriculture	93	352	26.4
0500	Accounting/Auditing	71	310	22.9
0800	Engineering	67	265	25.3
1300	Physical Science	1	2	50.0
1400	Technical Information	1	1	100.0
1500	Statistics	3	8	37.5
1800	Investigation	12	47	25.5
2000	Supply	38	173	22.0

Occupations with Less than Ten Percent

	Other	3	57	5.3
0083	Public Safety	37	421	8.8
0600	Health	8	240	3.3
0900	Law	2	23	8.7
1000	Information/Arts	2	25	8.0
1100	Business/Industry	16	183	8.7
1600	Mechanical	2	60	3.3
1700	Education	15	204	7.4
2100	Transportation	4	49	8.2

Table 41

Ages and Length of Federal Service of FSR's, Occupation Unknown

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34													
25-29								1					1
20-24						1	2	1	1				5
15-19							1		1				2
10-14					1	3	1	3	3	2			13
5-9				2	3	3	2	2					12
0-4			<u>8</u>	<u>4</u>	<u>—</u>	<u>1</u>	<u>5</u>	<u>2</u>	<u>2</u>	<u>1</u>	<u>1</u>		<u>24</u>
Total			8	6	4	8	11	9	7	3	1		57

Table 42

Ages and Length of Federal Service of FSR's, Series 0000 - Public Safety

Years of Service	Age											Total	
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-67		70+
45-49													
40-44													
35-39													
30-34							1	1		2			4
25-29				1		1	7	8	4				21
20-24						12	19	9	3				43
15-19					2	18	10	6	6	5			47
10-14				2	10	12	8	14	7	7			60
5-9			1	11	27	18	25	17	11	5	1		116
0-4	<u>1</u>		<u>4</u>	<u>18</u>	<u>27</u>	<u>24</u>	<u>27</u>	<u>20</u>	<u>8</u>	<u>2</u>	—		<u>131</u>
Total	1		5	32	66	85	97	75	39	21	1		422

Table 43

Ages and Length of Federal Service of FSR's, Series 0100 - Economists,
Community Development Advisors, etc.

Years of Service	Age											Total	
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-67		70+
45-49													
40-44													
35-39													
30-34								1	1	2			4
25-29							2	5	7	3			17
20-24					1	2	8	11	3	1	1		27
15-19					2	11	14	9	3	1	1		41
10-14				2	11	14	17	2		5			51
5-9			2	24	18	19	10	3	4	2	1		83
0-4		<u>4</u>	<u>59</u>	<u>42</u>	<u>13</u>	<u>7</u>	<u>4</u>	<u>3</u>	<u>3</u>	<u>1</u>	<u>1</u>		<u>137</u>
Total		4	61	68	45	53	55	34	21	15	4		360

Table 44

Ages and Length of Federal Service of FSR's, Series 0200 - Personnel

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39													
30-34							1	1	1				3
25-29				1				10	4				15
20-24						4	8	5	6	1			24
15-19					1	1	7	4	3	2			18
10-14				1	7	3	3	4	1				19
5-9			2	1	2	2	4	1	1				13
0-4		<u>1</u>	<u>13</u>	<u>12</u>	<u>3</u>	—	<u>1</u>	—	<u>1</u>	—			<u>31</u>
Total		1	15	15	13	10	24	25	17	3			123

Table 45

Ages and Length of Federal Service of FSR's, Series 0301 -
Program Officer

Years of Service	Age											Total	
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-67		70+
45-49													
40-44													
35-39													
30-34								1	1	1			3
25-29						1	6	16	8	7	1		39
20-24			1			6	18	13	4	6	2		50
15-19		1			3	18	17	19	6	7	1		72
10-14				5	22	17	12	7	2	5	1		71
5-9			4	34	18	23	9	6	6	2			102
0-4		<u>8</u>	<u>90</u>	<u>32</u>	<u>6</u>	<u>6</u>	<u>6</u>	<u>2</u>	<u>3</u>	—	—		<u>153</u>
Total		9	95	71	49	71	68	64	30	28	5		490

Table 46

Ages and Length of Federal Service of FSR's, Series 0340 -
Mission Director et al

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39											1		1
30-34								3	5	4			12
25-29							4	16	11	1	1		33
20-24					2	10	33	16	8		1		70
15-19					1	25	27	16	9	6		1	85
10-14					12	18	23	15	10	4	1		83
5-9			7	17	27	20	18	8	6	2	2		107
0-4		<u>12</u>	<u>112</u>	<u>35</u>	<u>19</u>	<u>9</u>	<u>10</u>	<u>5</u>	<u>5</u>	<u>1</u>	—	—	<u>208</u>
Total		12	119	52	61	82	115	79	54	18	6	1	599

Table 47

Ages and Length of Federal Service of FSR's, Series 0341 - Executive
and General Service Officer

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34								2	4	1			7
25-29					1	1	5	9	6	2			24
20-24					1	11	12	15	8	3	1		51
15-19					4	7	11	8	2	2			34
10-14				3	5	8	9	8	3	4			40
5-9				4	2	10	6	4	2				28
0-4		<u>1</u>	<u>10</u>	<u>5</u>	—	<u>6</u>	<u>3</u>	—	—	—	—		<u>25</u>
Total		1	10	12	13	43	46	46	25	12	1		209

Table 48

Ages and Length of Federal Service of FSR's, Series 0342 ..
General Service Officers

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39									1				1
30-34									1	1			2
25-29								5	1				6
20-24						2		1	3				6
15-19					1	2	1		1				5
10-14				1	2	2	2	1	1				9
5-9					2	4	4	1	1				12
0-4		<u>1</u>		<u>1</u>	<u>6</u>	<u>2</u>	<u>1</u>	—	<u>1</u>	—			<u>12</u>
Total		1		2	11	12	8	8	10	1			53

Table 49

Ages and Length of Federal Service of FSR's, Series 0343 - Public
Administration Officers, Management Analysts Program

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34									2				2
25-29							1	5	3	1			10
20-24							5	1	4	2			12
15-19					1	5	3	3	1				13
10-14					3	3	3	6	2	1	1		19
5-9			1	1	4	3	4	2	1	1	1		18
0-4		<u>1</u>	<u>3</u>	<u>3</u>	<u>5</u>	<u>3</u>	<u>2</u>	<u>1</u>	—	—	—		<u>18</u>
Total		1	4	4	13	14	18	18	13	5	2		92

Table 50

Ages and Length of Federal Service of FSR's, Series 0345 -
Program Officers and Analysts

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34													
25-29									2				2
20-24							1	3	3				7
15-19						1	1	2	1				5
10-14					4	5	3	1					13
5-9			2	6		4	2	1					15
0-4		<u>1</u>	<u>14</u>	<u>2</u>	<u>4</u>	<u>4</u>	—	<u>1</u>	—				<u>26</u>
Total		1	16	8	8	14	7	8	6				68

Table 51

Ages and Length of Federal Service of FSR's, Series 0400 - Agriculture

Years of Service	15-19	20-24	25-29	30-34	35-39	Age 40-44	45-49	50-54	55-59	60-64	65-67	70+	Total
45-49													
40-44													
35-39									1				1
30-34								2	10	6			18
25-29							2	12	16	6			36
20-24						5	14	19	14	5			57
15-19					4	12	24	20	9	1	3		73
10-14					5	10	22	14	8	2	2		63
5-9			1	2	7	5	6	10	5	2	1		39
0-4		<u>1</u>	<u>5</u>	<u>11</u>	<u>10</u>	<u>14</u>	<u>10</u>	<u>5</u>	<u>7</u>	<u>1</u>	<u>—</u>	<u>1</u>	<u>65</u>
Total		1	6	13	26	46	78	82	70	23	6	1	252

Table 52

Ages and Length of Federal Service of FSR's, Series 0500 - Accounting/Auditing

Years of Service	Age											Total	
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-67		70+
45-49													
40-44													
35-39									1				1
30-34								3	4	2			9
25-29							3	15	6	3	1		28
20-24					2		5	17	11	4	1		40
15-19					6	13	11	6	3	3	1		43
10-14				3	16	7	11	12	4	2			55
5-9			2	12	29	14	10	5	2				74
0-4			<u>7</u>	<u>21</u>	<u>14</u>	<u>12</u>	<u>4</u>	<u>3</u>	—	—	—		<u>61</u>
Total			9	36	67	46	44	61	31	14	3		311

Table 53

Ages and Length of Federal Service of FSR's, Series 0600 - Health

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34									1				1
25-29									1				1
20-24							2	5		1			8
15-19					1		3	3	1	1			9
10-14					3	7	14	13	3	3	1		44
5-9			2	4	8	11	9	7	7	2			50
0-4		<u>10</u>	<u>39</u>	<u>26</u>	<u>13</u>	<u>13</u>	<u>15</u>	<u>7</u>	<u>4</u>	—	—		<u>127</u>
Total		10	41	30	25	31	43	35	17	7	1		240

Table 54

Ages and Length of Federal Service of FSR's, Series 0800 - Engineering

Years of Service	Age											Total	
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-67		70+
45-49													
40-44													
35-39										2			2
30-34								1	7	5			13
25-29							2	12	7	2			23
20-24						2	3	10	12	4	2	1	34
15-19						4	7	3	4	4	1		24
10-14					4	13	9	8	6	5			45
5-9			3	7	7	9	17	9	4	4			59
0-4			<u>8</u>	<u>8</u>	<u>14</u>	<u>15</u>	<u>5</u>	<u>4</u>	<u>6</u>	<u>3</u>	<u>2</u>	<u>—</u>	<u>65</u>
Total			11	15	25	43	43	47	46	29	5	1	265

Table 55

Ages and Length of Federal Service of FSR's, Series 0900 - Law

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34													
25-29													
20-24								1		1			2
15-19								1					1
10-14						1	2						3
5-9				5	4	1					1		11
0-4			<u>1</u>	<u>4</u>	<u>1</u>	—	—	—		—	—		<u>6</u>
Total			1	9	5	2	2	2		1	1		23

Table 56

Ages and Length of Federal Service of FSR's, Series 1000 - Information/Arts

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34													
25-29									1				1
20-24								1					1
15-19							3	4					7
10-14						2	1	2	1	3			9
5-9					1	1	1		1				4
0-4		<u>1</u>	<u>1</u>										<u>2</u>
Total		1	1		1	3	5	7	3	3			24

Table 57

Ages and Length of Federal Service of FSR's, Series 1100 -- Business/Industry

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34								1		1			2
25-29						1	1		3	1			6
20-24						1	6	5	1	2			15
15-19					1	6	2	6	7	3			25
10-14				2	7	3	5	6	5	2	1		31
5-9				13	10	3	9	2	6	5	1		49
0-4			<u>17</u>	<u>10</u>	<u>8</u>	<u>5</u>	<u>4</u>	<u>5</u>	<u>3</u>	<u>2</u>	<u>—</u>		<u>55</u>
Total			17	26	26	19	27	25	25	16	2		183

Table 58

Ages and Length of Federal Service FSR's, Series 1600 - Mechanical

Years of Service	Age											Total	
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-67		70+
45-49													
40-44													
35-39													
30-34													
25-29								1					1
20-24						1		1					2
15-19						2	1	2			1		6
10-14				1		1	4	3	4				13
5-9				1	2	3	4	2	2	2			16
0-4			<u>1</u>	<u>2</u>	—	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>1</u>	—		<u>22</u>
Total			1	4	2	10	13	14	12	3	1		60

Table 59

Ages and Length of Federal Service of FSR's, Series 1700 - Education

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34													
25-29								1	1		1		3
20-24				1		2	2	5	3	4			17
15-19						1	7	5	5	2			20
10-14					4	10	12	11	12	15			64
5-9			1		3	12	14	5	10	6			51
0-4			<u>4</u>	<u>5</u>	<u>6</u>	<u>13</u>	<u>8</u>	<u>9</u>	<u>1</u>	<u>3</u>	<u>—</u>		<u>49</u>
Total			5	6	13	38	43	36	32	30	1		204

Table 60

Ages and Length of Federal Service of FSR's, Series 1800 -- Investigation

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34									1	1			2
25-29							2		3				5
20-24							1	2	2	1			6
15-19						2	1	2	1	1			7
10-14					1	1	3			1			6
5-9					4	2	2	2					10
0-4			<u>4</u>		—	<u>4</u>	<u>1</u>	<u>1</u>	—	—	<u>1</u>		<u>11</u>
Total			4		5	9	10	7	7	4	1		47

Table 61

Ages and Length of Federal Service of FSR's, Series 2000 - Supply

Years of Service	Age										Total		
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64		65-67	70+
45-49													
40-44													
35-39													
30-34									1				1
25-29							4	6	8				18
20-24				1		3	10	9	6	3	1		33
15-19						2	4	5	3	1	2		17
10-14						5	16	12	12	3	1		49
5-9			1	1	3	15	14	5	2	2			43
0-4			<u>2</u>	<u>2</u>	—	<u>3</u>	<u>4</u>	—	—	<u>1</u>	—		<u>12</u>
Total			3	4	3	28	52	37	32	10	4		173

Table 62

Ages and Length of Federal Service of FSR's, Series 2100 - Transportation

Years of Service	Age											Total	
	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-67		70+
45-49													
40-44													
35-39													
30-34													
25-29							1	1					2
20-24							5	1		1			7
15-19						1	2						3
10-14					1	1	4	3	4	1			14
5-9				2	1	2	4	2					11
0-4			<u>1</u>	<u>2</u>	<u>5</u>	<u>1</u>	<u>2</u>	—	—	<u>1</u>			<u>12</u>
Total			1	4	7	5	18	7	4	3			49

