

MANPOWER PLANNING PAPER # 9

ANALYSIS OF ACCESSIONS

January, 1967 - June, 1969

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## I. Introduction

This study is best described as the companion to Manpower Planning Paper #8 which examined AID's separation experience. Its format, so far as possible, parallels that of the earlier paper to allow comparisons between separations and accessions. Its purpose is to:

- a. Make a quantitative analysis in terms of age and experience of new hires.
- b. Determine if there are occupational categories where AID's hiring practices are worsening or improving the manpower situation.
- c. To establish a base line against which to compare AID's hiring experience in the future.

Like Manpower Paper #8, this study is based on two and one half years' experience: calendar years 1967 and 1968 and the first half of calendar year 1969. Although computer runs constituted the raw data used in this study a great deal of manual processing was required to arrange the data in useable form. Computer programs were unavailable; the programming "moratorium" and the revision of the personnel data system under RAMPS precluded writing new programs. The specifications for RAMPS, parenthetically, include specifications for outputs which obviate the requirements for such lengthy manual computations.

When possible, accessions have been analyzed against on board figures of December 31, 1966--the date before the count of accessions discussed herein began. Suitable data on ages and lengths of service was not available as of the end of December, 1966, so these analyses were made against data that was available. For the Foreign Service (Reserve and Staff) the comparisons were made against November, 1968 data; for GS and AD employees against end of June, 1969 data. Admittedly, some precision is lost in comparing accessions against personnel counts affected by those accessions. Information available in the past showed that the

distribution of ages and lengths of service of overseas and U.S. based employees fluctuated slightly from year to year. The assumption was made that the relatively broad groupings discussed in this paper would show a similar stability. Whatever precision has been lost is outweighed by getting at least an approximation of what has happened and where the most serious problems may be.

## II. General

Table 1 summarizes the data on which this study is based. During the two and one half years under consideration AID hired 3,507 employees. Of these 40% were Civil Service employees, 47% Foreign Service Reserve, and 13% were Foreign Service Staff.

Turned another way, the figures indicate that AID hires the equivalent of its current total Foreign Service Reserve force every 6 years, its Civil Service force every 4.5 years and its Foreign Service Staff force every 4 years. The equivalent of AID's total U.S. national direct hire force is hired in very slightly over 5 years.

Tables 2, 3, and 4 show AID's accessions during the two and one half years by wage schedule, occupational groups, and grade groups. Among all three groups of employees accession rates and absolute numbers of hires in the lowest grades exceed substantially those in the higher grades. Among GS/AD employees accessions in the six lowest grades occur at a rate approximately 4 times as high as in grades GS 7-14, and very nearly 6 times as high as in grades GS 15-18. Foreign Service Staff employees in the four lowest grades are hired at a rate approximately 3 times higher than in the 6 highest grades. The same pattern holds for Foreign Service Reserve employees: FSR 6-8 employees are hired at a rate approximately 8 times as high as FSR 1-3 employees.

To a point, AID's accession experience reflects its separation experience. More employees are hired in the lower grades because more employees voluntarily leave AID in the lower than in the higher grades. In addition AID loses a substantial number of employees through terminations. Precise figures are unavailable but terminations appear to account for approximately 300 separations a year, most of them in the lowest grades.

The following paragraphs discuss the comparison of voluntary separations during the two and one half year period against accessions during the same period.

Despite the many changes in AID's personnel situation during the period discussed in this paper, the grade distribution within the FSR schedule and within the GS/AD schedule shows a surprising stability. For all practical purposes the grade distributions have not changed within these two salary schedules.

The same does not hold true for Foreign Service Staff employees. During the 2 1/2 years employees in grades FSS 1-6 have risen from 17% to 27% of the total FSS force, reflecting an increase in these grades of 84 (from 122 to 206) against an increase of 37 in the entire FSS force.

The same period has shown an increase in both the FSR and FSS workforces and a reduction in the GS/AD force. The total foreign service force has increased by 165 (128 FSR employees and 37 FSS employees); the GS/AD force has been reduced by 318.

#### A. Foreign Service Reserve

The table below compares accessions and voluntary separations (excluding terminations) during the 2 1/2 years under consideration, and shows the beginning and closing on board counts.

	<u>FSR 1-3</u>	<u>FSR 4-5</u>	<u>FSR 6-8</u>	<u>Total</u>
Accessions	244	582	828	1,654
Voluntary Sep.	<u>408</u>	<u>471</u>	<u>307</u>	<u>1,186</u>
Excess Accessions over Separations	-164	111	521	468
On Board 12/66	1,685	1,652	756	4,093
On Board 6/69	<u>1,715</u>	<u>1,729</u>	<u>777</u>	<u>4,221</u>
Increases 6/69 over 12/66	30	77	21	128

To increase the FSR force by 128 over a two and one half year period, AID hired 1,654 new employees. Half of these were at the FSR 6-8 levels.

B. GS/AD Employees

The following table, following the format of the table in preceding paragraph, shows comparable data for GS/AD employees.

	<u>GS/AD</u> <u>1-6</u>	<u>GS/AD</u> <u>7-11</u>	<u>GS/AD</u> <u>12-14</u>	<u>GS/AD</u> <u>15-18</u>	<u>Total</u>
Accessions	947	236	172	60	1,415
Voluntary Sep.	<u>721</u>	<u>363</u>	<u>249</u>	<u>101</u>	<u>1,434</u>
Excess Acc. over Separations	226	-127	-77	-41	-19
On Board 12/66	962	870	716	345	2,893
On Board 6/69	<u>893</u>	<u>776</u>	<u>582</u>	<u>324</u>	<u>2,575</u>
Increase 6/69 over 12/66	-69	-94	-134	-21	-318

The table reflects, in somewhat more exaggerated form, the same situation as holds among FSR employees. AID hired 1,415 new employees during the two and one half years, with a resultant decrease in on board strength of 318 employees. Of the 1,415 hires, 67% were in grades GS/AD 1-6 and 17% in grades 7-11 yielding a total of 84% in grades below 12.

C. Foreign Service Staff

The table below, in the same format as those preceding, shows comparable data for FSS employees.

	<u>FSS 1-6</u>	<u>FSS 7-10</u>	<u>Total</u>
Accessions	29	409	438
Voluntary Sep.	<u>22</u>	<u>297</u>	<u>319</u>
Excess Acc. over Separations	7	112	119
On Board 12/66	122	615	737
On Board 6/69	<u>206</u>	<u>568</u>	<u>774</u>
Increase 6/69 over 12/66	84	-47	37

During the two and one half years, AID hired 438 FSS employees, all except 7% at the FSS 7-10 level, to increase this force by 37.

### III. Foreign Service Reserve Employees

#### A. Accessions by Age

Table 5 compares the average age of new employees, who were hired by AID during the 2 1/2 years under consideration against the average ages of employees on board at the end of November, 1968.

The average age of the new employee was six years below that of employees on board at the end of November, 1968. The total average age of new accessions, however, may be misleading since it is pulled toward the younger side by the large number of FSR-6-8 new hires. Examining each of the three grade groups in turn one finds that FSR 6-8 new hires are almost exactly of the same average age as those who were on board. FSR 1-3 accessions average 3 years younger; FSR 4-5 accessions 2 years younger.

Comparing average ages of new hires against voluntary separations shows that FSR 1-3 separatees are nearly 6 years older than new hires; FSR 4-5 only a little over 2 years older. FSR 6-8 new hires are almost exactly the same age as separatees.

Tables 6 through 8 show the distributions of ages of employees who were hired by AID by groupings of FSR classes (i.e., FSR 1-3, 4-5, and 6-8). Additional data shows the age distributions of employees on board at the end of November, 1968, and accession rates by age computed on this base month.

Similar age patterns hold for new hires in FSR 1-3, and FSR 4-5 grade groups. Few employees are hired at either the youngest or oldest ends of the scale. The bulk of FSR 1-3 new hires (87%) ranges between 35 and 60 years old with the largest group in the 50-55 year class. The bulk of FSR 4-5 new hires (89%) falls between 30 and 55 years of age with the largest group in the 40-45 year class.

Of the FSR 6-8 new hires, 77% are younger than 40 years. The largest number, 316 or 38%, of the new hires are in the 25-30 year old group.

Accession rates in all cases tend to be higher at the younger end of the scale signifying that AID is replacing younger employees more rapidly than older. However, higher separations among these employees coupled with their relatively fewer numbers does not greatly affect the average age.

For all practical purposes, excepting FSR 1-3 employees where separatees average 6 years older than new hires (with the average age of employees on board at the end of November, 1968 almost exactly centered between the average ages of accessions and separations), AID's Foreign Service Reserve force is static in terms of ages. The average age of employees on board, those that voluntarily separate, and new hires are the same.

#### B. Length of Government Service

Table 5 also shows a comparison of years of Federal service of FSR new hires and employees on board at the end of November, 1968. Among FSR 1-3 employees, new hires average 6 years less government service than the on board population and eight years less than separatees. The difference is less pronounced among FSR 4-5 employees: new hires have 2 years less service than the on board population and almost 5 years less than separatees. Among FSR 6-8 employees the new hires show almost exactly the same number of years of Federal service as the on board population and 2 years less service than those that separate.

The data by itself says nothing of immediate use of AID's personnel management. Analyzed against available data on average ages and the length of time separatees remain with AID before leaving, it suggests that employees may feel impelled to leave by a lack of promotional opportunities. Without a more detailed in depth analysis, however, this possibility must remain only a suggestion.

### C. Accessions by Occupations

A number of correlations were computed to determine if any patterns could be discerned, among occupations, which could be interpreted as operating to AID's advantage or disadvantage.

Correlations exist between the ages of the population and the ages of new hires. Correlation is also present between the ages of separatees and new hires. These findings are consistent with what the data in the previous Manpower Planning Paper #7 suggested. The FSR population remains static in terms of age. New hires into occupations populated by older employees are older; new hires into occupations populated by younger employees are younger. Separatees are replaced by new hires of approximately the same age.

Manpower Planning Paper #7, stated that there was no relationship between a high separation rate and the ages of employees in the population; no claim could be made that older employees block younger employees and cause them to leave. Accession experience is consistent with the earlier conclusion in that the ages of new employees are unrelated to high or low accession rates.

One somewhat surprising result was found. Accession rates by occupation are not related to separation rates, as would be expected if AID were simply replacing the employees who separated. Apparently a shift in the composition of the work force has been in progress although the data was not examined at this time to identify what it might be.

Table 9 has been included for information purposes. It, together with table 9 in the previous paper contain the data on which the foregoing analysis was based.

## IV. General Schedule and AD Employees

### A. Accessions by Age

Table 10 compares the average age of GS/AD new hires during the 2 1/2 years under consideration and the average age of GS/AD employees on board at the end of June, 1969.

The average age of new hires is consistently below that of the on board population as of the end of June, 1969. GS/AD 1-6 new hires average 7 years younger than the on board population; GS/AD 7-11 almost 12 years; GS/AD 12-14 almost exactly 8 years; and GS/AD 15-18 somewhat over 4 years.

The average ages of new hires when compared against those of the on board population are a rough reflection of comparisons between ages of separatees and the on board population. Separatees, too, are consistently younger than the on board population, though not as young as new hires.

In terms of ages, new hires are closer to separatees than either are to the on board population. The following table shows the comparisons:

	Number of Years that On Board of Populations is older than:		No. of years that Separatees are older than <u>Accessions</u>
	<u>Accessions</u>	<u>Separations</u>	
GS/AD 1-6	6.90	5.26	1.64
7-11	11.71	7.40	4.31
12-14	8.07	4.35	3.72
15-18	4.46	2.20	2.26
Total	12.34	7.87	4.47

The suggestion is strong that AID's GS/AD population can be described as consisting of two parts: an older relatively stable part, and a younger part whose incumbents come and go.

Tables 11-14 show the distributions of ages of new hires by groupings of GS/AD grades (i.e. GS 1-6, 7-11, 12-14, and 15-18). Additional data shows the distributions of employees on board at the end of June, 1969 and accession rates by age computed on this base month.

No single pattern is evident in the age distribution of new hires across all grades. The distributions within each grade grouping appear to blend into each other as one moves from the lower to the higher grades. Accession rates are high at the younger end of the distribution in all cases; but are not as high for the upper grades as the lower. In absolute numbers young new hires predominate in the lowest grades; middle-aged employees in the upper.

Of the 947 employee hired in grades GS/AD 1-6, 717 (76%) were below 30 years in age. More than half of these (or 44% of the total new hires) were between 20 and 25 years old. Another 18% were younger than 20 years.

A similar, but slightly older, pattern holds among GS 7-11 new hires. Of 236 accessions, 170 (72%) were younger than 35 years. Very slightly under half of these (35% of the total number hired) were in the 25-30 age group.

The age distribution of GS/AD 12-14 new hires is more evenly distributed between ages 25 and 55. One hundred and fifty nine (92%) of 172 new hires fall in this range. The single largest group hired in grades GS/AD 12-14 consisted of 37 employees (21%) between the ages of 35 and 40.

Of 60 GS/AD 15-18 new hires, 45 (or 75%) ranged between 35 and 55 years of age. The two largest age groups (40-45 and 50-55) each showed 14 new employees and between them included very nearly half of the new hires.

#### B. Length of Government Service

Table 10 also compares the length of Federal service of GS/AD new hires and employees on board at the end of June, 1969. New hires in every grade group show considerably less service than their on board counterparts. The difference in service ranges from 5 years for employees in GS/AD grades 1-6 to almost 12 years for employees at the GS/AD 7-11 levels. New employees

above GS/AD 11 averaged roughly 9 years less service than those on board. Comparing differences in lengths of service of separatees and employees on board, a similar pattern holds. The differences, however, are not as large; since separatees' Federal service includes the time they have worked for AID.

Examining all the data available on lengths of service before coming to, and when leaving, AID; and the length of time separatees have spent in AID reinforces the impression that AID's GS/AD population can be considered as split in two between an older, more stable part, and a younger, rapidly turning over portion. As in the case of ages, the difference in average lengths of service between new hires and separatees is smaller than the difference between new hires and employees on board, or separatees and employees on board.

The following table makes the comparisons:

	Number of Years Service that On Board Population Exceeds		No. of Years Service by Which Separatees Exceed Accessions
	<u>Accessions</u>	<u>Separations</u>	
GS/AD 1-6	5.21	3.63	1.58
7-11	11.71	7.20	4.51
12-14	9.74	6.15	3.59
15-18	8.28	4.50	3.78
Total	10.54	6.88	3.66

#### C. Separations by Occupations

A number of correlations were computed to determine the relationship in terms of occupations which might exist between the characteristics of new hires and the population; and between new hires and separatees. Generally speaking, these are stronger among GS/AD employees than among FSR employees.

The correlations serve to confirm the findings in the earlier paper, namely, that despite the large movement into and out of the Agency among GS/AD employees no significant changes occur in either the length of service or ages of the AID population. Separatees, the on board population, new hires are alike in these two characteristics in the individual occupations.

An examination of the accession and separation rates shows, unlike in the case of FSR employees, a close relationship between losses and new hires. AID, basically, hires in the same occupations, among GS/AD employees as it loses; there is no apparent shift in the composition of this part of the work-force.

Table 15 is included for information. It, together with Table 15 in the earlier Manpower Planning Paper #8 contains the data on which the correlations were computed.

#### V. Foreign Service Staff Employees

##### A. Accessions by Age

Table 16 compares the average age of newly hired Foreign Service Staff employees with the average age of Foreign Service Staff employees on board at the end of November, 1968. Accessions among all FSS employees average slightly over three years younger than those on board at the end of November, 1968.

Comparing accessions against separatees, however, another pattern is evident. Separatees in grades FSS 1-6 average 6 years older than accessions (and 2 years older than those on board). At the FSS 7-10 levels there is no practical difference between the age of new employees and separated employees. A pattern similar, though not entirely so, to that suggested by the data on GS/AD employees, is apparent. FSS 1-6 employees are older and steadier employees; FSS 7-10 employees are younger than FSS 1-6 employees (by more than 8 years) and keep turning over rapidly.

Tables 17 and 18 show the numbers of FSS employees who were hired by groupings of grades and by ages within grades, and compares this data against the on board at the end of November, 1968.

Accessions among FSS 1-6 employees are few--29 in two and one half years and scattered in age. The largest number (9 out of 29) were hired in the 40-45 age group. Twenty-two of 29 (76%) were forty or older.

Accessions among FSS 7-10 employees totalled 409. Most were at the younger end of the scale but a substantial percentage was at the older end. Two hundred and sixty-two (64%) were below forty years old; the remaining 147 (36%) were forty or older.

In the discussion toward the beginning of this section, mention was made that ages of separatees and new hires were practically identical. We lack the data at hand to resolve this apparent inconsistency. The large number of older new hires may provide a clue. Conceivably FSS 1-6 employees hired during the period covered by this study were older than those in the past.

#### B. Length of Government Service

Table 16 also compares the length of Federal service of FSS new hires with the length of Federal service of FSS employees on board at the end of November, 1968. The data reinforces the conclusions drawn from ages in the preceding paragraph that the FSS force can be considered as 2 separate populations.

#### C. Accessions by Occupations

Of the 438 accessions to the Foreign Service Staff force during the 2 1/2 years under consideration 344 (79%) were Secretary/Stenographers. Administrative Officers constituted the second largest group of new hires: 43, equivalent to 10%. The remaining 11% were scattered among approximately one dozen occupations.

Generally, the ages of new hires and separatees are very close; considerably closer than the ages of either group when compared against the population. The pattern of lengths of service among the separatee, new hires and the population on board as of the end of June, 1969, is not as clear cut. The suggestion, however, remains very strong--especially among Secretary/Stenographers-- that AID is dealing with the situation of a work force split in two: one part of it essentially stable; the other part consisting of employees who stay only a short time before they leave.

Table 19 is included for information. It and Table 19 in Manpower Paper #8, contain the data on which the foregoing discussion was based.

#### VI. Conclusions and Recommendations

Accessions, in a stable organization, are basically a reflection of separation experience. New employees are the replacements for those who leave the Agency.

The period covered by the study (January, 1967 through June, 1969) included the BALPA reduction, the Washington RIF, assorted problems with appropriations for AID, and warnings that further changes were imminent: the just-completed OPRED reduction and, most recently, the Peterson Report. Yet, from a practical viewpoint, AID, during the period covered by this and the preceding study on separations, changed very little. The total number of employees in the wage schedules discussed (FSR, GS/AD, and FSS) fell by only 153. Foreign Service Reserve and Foreign Service Staff employment rose by 128 and 37, respectively, while GS/AD employment fell by 318.

Parenthetically, it should be noted that AID's work force has been reduced far more during the eleven months (from the end of June, 1969 through May, 1970) than during the preceding two and half years. The first eleven months of fiscal year 1970 saw AID's work force reduced by 489 employees: 284 FSR

employees, 97 GS/AD employees, and 108 FSS employees. The decrease in AID's work force during fiscal year 1970 is due to a combination of causes: a reduction in the number of separations particularly during the last half of the year due probably to tight labor market conditions and a lower hiring rate due to AID's unsettled condition.

While fiscal 1970 must be written off as extraordinary, the two and one half years covered by the study probably reflect as normal a situation as AID can expect pending a reorganization into a more "permanent" situation. On these assumptions, one must conclude that AID's hiring practices, whether calculated policy or not, had the practical effect of maintaining a status quo situation. New hires of approximately the same age replace separatees in the same occupations.

Accession data confirms the suspicion in the study on separations that the GS/AD and FSS work forces each consist of a stable sub-population; and a more volatile younger, lower-grade sub-population which leaves after only a short stay with AID, and is promptly replaced.

The conclusions and recommendations discussed in Manpower Planning Paper #8, will serve as the conclusions and recommendations for this paper, save for an additional one.

As in the case of separation, AID lacks detailed information; in a form which can be used to formulate and evaluate its decisions in the recruitment area. We do not, for example, know what are our principal sources of employees, if there are any differences in the employees coming to AID from various sources, or what it is that attracts people to AID. Some information is doubtless available in the various Divisions of A/PM. What is available is probably badly fragmented and needs coordination to be put into a usable form.

It is recommended therefore that a project be established to:

- a. Determine what data on new hires is available in the Agency.

- b. Define the information that is required to manage AID's recruitment program.
- c. Permit AID to plan its recruitment effort on an orderly basis, with an opportunity to evaluate its efforts.

Table 1

Accessions by Wage Schedule  
January, 1967 thru June, 1969

	<u>Accessions</u>	<u>Percent of Total</u>
Civil Service	1,415	40.35
Foreign Service Reserve	1,654	47.16
Foreign Service Staff	<u>438</u>	<u>12.49</u>
Total	3,507	100.00

Table 2

Foreign Service Reserve Accessions by Class  
January, 1967 through June, 1969

Occupational Code	Occupational Title	Foreign Service Reserve			
		01-03	04-05	06-08	Total
0020	Urban Planning	3	-	-	3
0080	Security Administration	-	-	1	1
0083	Public Safety	3	107	107	217
0100-0199	Soc. Science (Excl. 0110)	13	20	54	87
0110	Economist	15	20	8	43
0200-0299	Personnel Admin.	5	15	25	45
0301	General Admin.	15	33	85	133
0330-0335	Data Processing	2	2	7	11
0340	Program Management	46	59	196	301
0341	Admin. Officers	2	21	33	56
0342	Office of Service Management	1	-	4	5
0343	Management Analysis	15	17	1	33
0345	Prog. Analysis	2	6	3	11
0393	Communications Specialists	-	1	1	2
0400-0499	Agriculture	11	30	17	58
0500-0599	Accounting and Budget	-	49	19	68
0600-0699	Health	24	36	141	201
0700-0799	Veterinarian	-	-	1	1
0800-0899	Engineering	30	43	9	82
0900-0999	Legal	2	1	1	4
1000-1099	Information/Communications	1	5	3	9
1100-1199	Business/Industry	18	9	5	32
1300-1399	Physical Science	-	1	-	1
1500-1599	Math/Statistics	1	1	-	2
1600-1699	Mechanics	1	20	13	34
1700-1799	Education	20	30	10	60
1800-1899	Investigation	8	6	18	32
2000-2099	Supply	4	34	59	97
2100-2199	Transportation	2	16	7	25
	Total	244	582	828	1,654
	On Board December, 1966	1,685	1,652	756	4,093
	Percent of December 1966 on board	14.48	35.23	109.52	40.41

Table 3

GS/AD Accessions by Grade  
January, 1967 through June, 1969

Occupational Code	Occupational Title	GS/AD				Total
		01-06	07-11	12-14	15 & above	
0100-0185	Social Science (Excl. 0110)	-	2	5	5	12
0110	Economists	-	3	15	5	23
0200-0299	Personnel Admin.	27	24	23	3	77
0301	General Admin. and Clerical	212	127	32	20	391
0302-0305	Messenger, Mail and File	25	-	-	-	25
0312	Clerk Steno	299	-	-	-	299
0318	Secretary	82	12	-	-	94
0322	Clerk-Typist	259	-	-	-	259
0330-0335	Data Processing	2	7	12	1	22
0341	Admin. Officers	1	1	-	-	2
9342	Office Service Management	-	-	1	-	1
0343	Management Analysis	1	6	2	1	10
0344	Management Technician	-	1	1	-	2
0345	Program Analysis	-	2	1	-	3
56-0362	Card Punch/Machines Operations	6	-	-	-	6
0400-0499	Agriculture	-	-	-	1	1
0500-0599	Accounting and Budget	26	21	26	2	75
0600-0699	Health	-	-	1	2	3
0800-0899	Engineering	-	-	3	4	7
0900-0999	Legal	2	2	14	-	18
1000-1099	Information/Communications	-	8	6	4	18
1100-1199	Business/Industry	1	11	24	9	45
1400-1499	Library/Archives	-	1	-	-	1
1500-1599	Math/Statistics	-	1	1	1	3
1600-1699	Mechanics	-	1	-	-	1
1700-1799	Education	-	-	1	1	2
2000-2099	Supply	4	5	2	1	12
2100-2199	Transportation	-	1	2	-	3
	Total	947	236	172	60	1,415*
	On Board December, 1966	962	870	716	345	2,893*
	Percent of December, 1966 on Board	98.54	27.13	24.02	17.39	48.

\*Excludes Wage Board Employees.

Table 4

Foreign Service Staff Accessions by Grade  
January, 1967 through June, 1969

<u>Occupational Code</u>	<u>Occupational Title</u>	<u>Foreign Service Staff</u>		
		<u>01-06</u>	<u>07-10</u>	<u>Total</u>
0200-0299	Personnel Admin.	1	2	3
0301	General Admin. and Clerical	2	15	17
0305	Messenger, Mail and File	-	1	1
0318	Secretary	3	341	344
0322	Clerk-Typist	-	1	1
0341	Admin. Officers	16	27	43
0342	Office Service Management	1	19	20
0400-0499	Agriculture	-	1	1
0500-0599	Accounting and Budget	3	1	4
0600-0699	Health	1	4	1
1000-1099	Information/Communications	1	-	1
1500-1599	Math/Statistics	1	-	1
2100-2199	Transportation	-	1	1
	<b>Total</b>	29	409	438
	On Board December, 1966	122	615	737
	Percent of December, 1966 on board	23.77	66.50	50.43

Table 5

Comparison of New Hires and On Board  
Employees by Age and Length of Service

Foreign Service Reserve

<u>Average Age</u>	<u>Accessions</u>	<u>On Board November, 1968</u>
FSR 1 - 3	47.53	50.28
FSR 4-5	41.86	43.58
FSR 6-8	33.39	33.93
Total	38.45	44.50
 <u>Length of Government Service</u>		
FSR 1-3	9.21	15.49
FSR 4-5	7.78	10.24
FSR 6-8	4.30	4.68
Total	6.25	11.34

Table 6

## New Hires by Age

FSR 1-3

January, 1967-June, 1969

<u>Age*</u>	<u>Accessions</u>	<u>Percent of Total Accessions</u>	<u>On Board November, 1968</u>	<u>Percent of Total On Board</u>	<u>Accession Rate</u>
19					
22					
27			1	.05	-
32	15	6.15	28	1.54	53.57%
37	32	13.12	131	7.19	24.43
42	44	18.03	252	13.84	17.46
47	48	19.67	414	22.74	11.59
52	52	21.31	447	24.56	11.63
57	37	15.16	333	18.28	11.11
62	11	4.51	178	9.77	6.18
67	3	1.23	36	1.98	8.33
72	<u>2</u>	<u>.82</u>	<u>1</u>	<u>.05</u>	**
Total	244	100.00	1821	100.00	13.40%

\*Ages shown represent mid-points of classes. Age 27, for example, represents employees whose ages are between 24.5 and 29.5 years. Age 19 represents employees 19 years old; Ages 72 represents employees 69.5 years old and older.

\*\*Accessions exceed on board at end of November, 1968.

Table 7

## New Hires by Age

FSR 4-5

January, 1967-June, 1969

<u>Age*</u>	<u>Accessions</u>	<u>Percent of Total Accessions</u>	<u>On Board November, 1968</u>	<u>Percent of Total On Board</u>	<u>Accession Rate</u>
19					
22	2	.34	3	.17	66.67%
27	36	6.19	105	5.86	34.29
32	78	13.40	234	13.07	33.33
37	103	17.70	269	15.02	38.29
42	151	25.94	340	18.98	44.41
47	103	17.70	367	20.50	28.07
52	83	14.26	245	13.68	33.88
57	20	3.44	148	8.26	13.51
62	6	1.03	71	3.96	8.45
67	-	-	9	.50	-
72	—	—	—	—	—
Total	582	100.00	1791	100.00	32.50%

\*Ages shown represent mid-points of classes. Age 27, for example, represents employees whose ages are between 24.5 and 29.5 years. Age 19 represents employees 19 years old; Ages 72 represents employees 69.5 years old and older.

Table 8

## New Hires by Age

FSR 6-8

January, 1967-June, 1969

<u>Age*</u>	<u>Accessions</u>	<u>Percent of Total Accessions</u>	<u>On Board November, 1968</u>	<u>Percent of Total On Board</u>	<u>Accession Rate</u>
19			1	.12	-
22	100	12.08	62	7.40	161.29%
27	316	38.16	308	36.75	102.60
32	120	14.49	157	18.74	76.43
37	100	12.08	90	10.74	111.11
42	83	10.02	84	10.02	98.81
47	71	8.58	74	8.83	95.95
52	24	2.90	38	4.53	63.16
57	12	1.45	19	2.27	63.16
62	2	.24	4	.48	50.00
67	-	-	1	.12	-
72	—	—	—	—	—
Total	828	100.00	838	100.00	98.81%

\*Ages shown represent mid-points of classes. Age 27 for example, represents employees whose ages are between 24.5 and 29.5 years. Age 19 represents employees 19 years old; Age 72 represents employees 69.5 years old and older.

Table 9

Comparison of Foreign Service Reserve Accessions  
against Population as of November, 1968 by occupations

Occup. Code	Occupational Title	Age		Length of Federal Service		No. of Employees		Accessions Rate Over 2 1/2 Years
		Population	Accessions	Population	Accessions	Population	Accessions	
0000	Public Safety	45.59	41.68	9.26	4.83	422	221	52.37%
0100	Economist	34.37	35.08	9.76	4.74	360	130	36.11
0200	Personnel	43.82	33.33	13.95	7.80	123	45	36.59
0301	Programmer	40.52	42.15	10.91	6.36	490	98	20.00
0340	Mission Director, etc.	41.77	33.54	10.78	4.97	599	301	50.25
0341	Administrative Officer	46.67	40.84	15.78	7.95	209	56	26.79
0342	General Services	45.68	41.00	13.13	13.64	53	5	9.43
0343	Management Analysis	46.67	41.85	13.14	8.20	92	33	35.87
0345	Program Officer and Analysis	39.43	40.64	8.91	10.36	68	11	16.18
0400	Agriculture	49.19	43.38	14.88	6.73	352	58	16.48
0500	Accounting	44.64	36.70	12.84	5.57	311	68	21.86
0600	Health	40.94	36.75	6.33	3.98	240	201	83.75
0800	Engineering	48.30	43.40	12.64	7.40	265	82	30.94
0900	Law	39.61	41.00	8.09	4.17	23	3	13.04
1000	Information	48.67	39.78	12.83	2.27	24	9	37.50
1100	Business/Industry	44.65	40.91	10.20	8.53	183	32	17.49
1600	Mechanical	48.75	45.09	8.08	9.05	60	34	56.67
1700	Education	49.25	42.25	9.89	3.87	204	60	29.41
1800	Investment	47.21	39.97	13.06	8.27	47	32	68.08
2000	Supply	49.57	51.38	14.14	11.62	173	97	56.07
2100	Transportation	<u>50.84</u>	<u>43.40</u>	<u>10.78</u>	<u>8.70</u>	<u>49</u>	<u>25</u>	<u>51.02</u>
	Total	44.50	39.24	11.34	6.38	4347	1618	37.22%

Table 10

Comparison of New Hires and on Board  
Employees by Age and Length of Service

GS and AD

<u>Average Age</u>	<u>Accessions</u>	<u>On Board June, 1969</u>
GS 1-6	26.45	33.35
7-11	31.42	43.13
12-14	40.05	48.12
15-18	45.98	50.44
Total	29.76	42.10
 <u>Length of Federal Service</u>		
GS 1-6	3.21	8.42
7-11	5.35	17.06
12-14	10.44	20.18
15-18	11.25	19.53
Total	4.79	15.33

Table 11

## New Hires by Age

GS/AD 1-6

January, 1967-June, 1969

<u>Age*</u>	<u>Accessions</u>	<u>Present of Total Accessions</u>	<u>On Board November, 1968</u>	<u>Percent of Total On Board</u>	<u>Accession Rate</u>
19	174	18.37	61	7.62	285.25%
22	415	43.82	249	31.12	166.67
27	128	13.52	100	12.50	128.00
32	56	5.92	76	9.50	73.68
37	29	3.06	61	7.62	47.54
42	48	5.07	64	8.00	75.00
47	48	5.07	67	8.37	63.16
52	31	3.27	59	7.38	52.54
57	10	1.06	39	4.88	25.64
62	4	.42	17	2.13	23.53
67	4	.42	7	.88	57.14
72	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	-
Total	947	100.00	800	100.00	118.38%

\*Ages shown represent mid-points of classes. Age 27, for instance, represents employees whose ages are between 24.5 and 29.5 years. Age 19 represents employees 19 years old; Age 72 represent employees 69.5 years old and older.

Table 12

## New Hires by Age

GS/AD 7-11

January, 1967-June, 1969

<u>Age*</u>	<u>Accessions</u>	<u>Percent of Total Accessions</u>	<u>On Board November, 1968</u>	<u>Percent of Total On Board</u>	<u>Accession Rate</u>
19					
22	61	25.85	30	3.88	203.33%
27	83	35.17	105	13.58	79.05
32	26	11.02	73	9.44	35.62
37	16	6.78	71	9.18	22.54
42	14	5.93	113	14.62	12.39
47	11	4.66	135	17.47	8.15
52	15	6.35	113	14.62	13.27
57	8	3.39	83	10.74	9.64
62	2	.85	36	4.66	5.56
67	-	-	11	1.42	-
72	-	-	3	.39	-
Total	236	100.00	773	100.00	30.53%

\*Ages shown represent mid-points of classes. Age 27, for instance, represents employees whose ages are between 24.5 and 29.5 years. Age 19 represents Employees 19 years old; Age 72 represent employees 69.5 years old and older.

Table 13

## New Hires by Age

GS/AD 12-14

January, 1967-June, 1969

<u>Age*</u>	<u>Accessions</u>	<u>Percent of Total Accessions</u>	<u>On Board November, 1968</u>	<u>Percent of Total On Board</u>	<u>Accession Rate</u>
19					
22	1	.58	1	.17	100.00%
27	24	13.95	20	3.46	120.00
32	29	16.86	38	6.57	76.32
37	37	21.51	58	10.03	63.79
42	26	15.12	70	12.11	37.14
47	24	13.95	112	19.38	21.43
52	19	11.05	121	20.94	15.70
57	8	4.65	99	17.13	8.08
62	3	1.75	42	7.27	7.14
67	-	-	16	2.77	-
72	1	.58	1	.17	100.00
Total	172	100.00	578	100.00	29.76%

\*Ages shown represent mid-points of classes. Age 27, for instance, represents employees whose ages are between 24.5 and 29.5 years. Age 19 represents Employees 19 years old; Age 72 represent employees 69.5 years old and older.

Table 14

New Hires by Age

GS/AD 15-18

January, 1967-June 1969

<u>Age*</u>	<u>Accessions</u>	<u>Percent of Total Accessions</u>	<u>On Board November, 1968</u>	<u>Percent of Total On Board</u>	<u>Accession Rate</u>
19					
22					
27	1	1.67	-	-	-
32	4	6.67	16	4.91	25.00%
37	11	18.33	21	6.44	52.38
42	14	23.33	52	15.95	26.93
47	6	10.00	47	14.42	12.77
52	14	23.33	76	23.31	18.42
57	5	8.33	65	19.94	7.69
62	3	5.00	39	11.96	7.69
67	1	1.67	7	2.15	14.29
72	<u>1</u>	<u>1.67</u>	<u>3</u>	<u>.92</u>	33.33
Total	60	100.00	326	100.00	18.40%

\*Ages shown represent mid-points of classes. Age 27, for instance, represents employees whose ages are between 24.5 and 29.5 years. Age 19 represents Employees 19 years old; Age 72 represent employees 69.5 years old and older.

Table 15

Comparison of GS/AD Accessions against  
Population as of June, 1969 by Occupations

Occup. Code	Occupational Title	Age		Length of Federal Service		No. of Employees		Accessions Rate Over 2 1/2 Years
		Population	Accessions	Population	Accessions	Population	Accessions	
0080	Security	49.50	-	22.83	7.00	18	-	-
0110	Economist	43.80	34.39	15.37	4.17	86	23	26.74%
0131	Social Science	45.75	37.83	19.02	4.36	52	12	23.08
0200	Personnel	42.38	34.60	16.73	9.21	184	77	41.85
0500	Accounting	45.70	36.61	17.81	8.67	216	75	34.72
0600	Health	50.75	55.33	17.63	14.83	8	3	37.50
0800	Engineering	58.97	51.29	21.69	15.64	32	7	21.87
0900	Legal	40.10	30.06	12.34	1.53	29	18	62.07
1000	Information	46.30	38.94	12.93	6.14	43	18	41.86
1100	Business/Industry	46.60	37.84	17.83	8.10	151	45	29.80
1500	Mathematics and Statistics	47.95	45.33	23.19	17.00	21	3	14.28
1600	Mechanics	49.86	22.00	23.43	7.00	7	1	14.29
1700	Education	52.71	39.50	21.29	7.25	7	2	28.57
1800	Investigation	52.71	-	27.71	7.00	7	-	-
2000	Supply	47.74	42.42	18.91	8.50	47	12	25.53
2100	Transportation	49.24	47.00	20.29	8.17	38	3	7.89
0301	Admin./Clerical	44.44	29.91	17.17	4.37	666	391	58.71
0302	Mail & Messenger	39.08	29.72	15.23	6.38	65	25	38.46
0312	Clerk Steno	28.33	24.28	4.53	2.39	150	299	199.33
0318	Secretary-Steno	49.85	35.15	17.00	8.84	230	94	40.87
0322	Clerk-Typist	25.61	25.16	2.94	1.82	133	259	194.73
0330	Data Processing	36.35	34.50	11.78	8.82	46	22	47.83
0341	Administrative Officer	46.03	37.00	22.07	13.75	67	2	2.98
0342	General Services Officer	49.22	37.00	27.00	22.00	9	1	11.11
0343	Management Analyst	41.46	28.50	16.59	5.00	37	10	27.03
0344	Management Technician	43.88	39.50	20.75	17.00	16	2	12.50
0345	Program Analyst	42.16	35.33	14.74	1.83	31	3	9.68
0356	Card Punch Operator	27.00	26.17	5.33	1.17	9	6	66.67
	Total	42.10	29.76	15.33	5.04	2415	1415	58.59%

Table 16

Comparison of New Hires and On Board  
Employees by Age and Length of Service

Foreign Service Staff

<u>Average Age</u>	<u>Accessions</u>	<u>On Board November, 1968</u>
FSS 1-6	42.86	46.25
7-10	34.52	37.69
Total	35.07	39.88

Length of Government Service

FSS 1-6	7.52	14.24
7-10	3.45	7.87
Total	3.54	9.50

Table 17

## New Hires by Age

FSS 1-6

January, 1967 - June, 1969

<u>Age*</u>	<u>Accessions</u>	<u>Percent of Total Accessions</u>	<u>On Board November, 1968</u>	<u>Percent of Total On Board</u>	<u>Accession Rate</u>
19					
22	2	6.90	1	.49	200.00%
27	1	3.45	5	2.40	20.00
32	2	6.90	14	6.73	14.29
37	2	6.90	23	11.06	8.70
42	9	31.03	46	22.11	19.57
47	7	24.13	42	20.19	16.67
52	4	13.79	44	21.15	9.09
57	1	3.45	22	10.58	4.55
62	1	3.45	8	3.84	4.55
67	-	-	3	1.44	-
72	-	-	-	-	-
Total	29	100.00	208	100.00	13.94%

\*Ages shown represent mid-points of classes. Age 27, for instance, represents employees whose ages are between 24.5 and 29.5 years. Age 19 represents Employees 19 years old; Age 72 represent employees 69.5 years old and older.

Table 18

## New Hires by Age

FSS 7-10

January, 1967-June, 1968

<u>Age*</u>	<u>Accessions</u>	<u>Percent of Total Accessions</u>	<u>On Board November, 1968</u>	<u>Percent of Total On Board</u>	<u>Accession Rate</u>
19	6	1.47	-	-	-
22	89	21.76	50	8.28	178.00%
27	81	19.81	129	21.36	62.79
32	50	12.22	83	13.74	60.24
37	36	8.80	61	10.10	59.02
42	57	13.94	63	10.44	90.48
47	50	12.22	96	15.87	52.08
52	24	5.87	84	13.92	28.57
57	11	2.69	29	4.80	37.93
62	5	1.22	6	.99	83.33
67	-	-	3	.50	-
72	-	-	-	-	-
	<u>409</u>	<u>100.00</u>	<u>604</u>	<u>100.00</u>	<u>67.72%</u>

\*Ages shown represent mid-points of classes. Age 27, for instance, represents employees whose ages are between 24.5 and 29.5 years. Age 19 represents Employees 19 years old; Age 72 represent employees 69.5 years old and older.

Table 19

Comparison of Foreign Service Staff Accessions Against  
Population as of November, 1968 by Occupations

Occup. Code	Occupational Title	Age		Length of Federal Service		No. of Employee		Accessions Rate Over 2 1/2 Years
		Population	Accessions	Population	Accessions	Population	Accessions	
0200	Personnel	41.24	33.67	17.18	5.00	33	3	9.09%
0301	Clerk	41.31	33.71	14.09	5.59	29	17	58.62
0318	Secretary/Steno	38.83	35.30	8.18	3.49	575	344	59.83
0341	Admin. Officer	40.12	37.58	8.83	4.10	66	43	65.15
0342	Office Management Service	46.35	28.10	18.00	3.33	69	20	28.98
	Other	<u>41.38</u>	<u>32.91</u>	<u>10.19</u>	<u>4.41</u>	<u>40</u>	<u>11</u>	<u>27.50</u>
	Total	39.89	35.07	9.50	3.68	812	438	53.94%