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CIA

 **Clarion Hotel**

Claine,

This is the paper on HR trends. The top portion of the pages contains the information you are looking for on trends. The woman who wrote the paper said that she used many of the same sources you have listed on your request. Please call if

STATU have any questions.

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1-1

National Trends with Possible Impacts on HR Planning

Analysis of Agency Work Force Data

Demographic shift in age distribution in working population

National Trend: in 1975 the average age in the work force was 28; by 1990 the projected average age will be 40+

National Trend: from 1980 to 1990 analysts anticipate a 42% increase in workers age 35 to 44

National HR Analysts hypothesize that these demographic changes will mean more workers in the same age category competing for limited (pyramid structure) opportunities with the majority of pressure occurring in the midlevel management positions.

From OP data we should attempt to address the following:

- (1) Do we have an increase in age of our working population? We should consider age distributions by occupations, by career service and by grade, as well as examine information on males and females separately. Distributions should be obtained for 1987, 1982, 1977, 1972.
- (2) Do we have an increase in average time-in-grade? (see considerations in "1" above).
- (3) Is there an expanding or shrinking gap between the age of our management incumbents and the age of our journeyman incumbents? (see considerations in "1" above).
- (4) Have we modified the shape of our pyramid structure over last 15 years? Analyses number of jobs above journeyman for occupations and career services compared to total jobs within occupation or career service.

From OMS data we should request an analysis of changes in age distribution of our tested applicant population.

Demographic shift in gender/ethnic distributions in working population

National Trend: in 1980, 60% of all new jobs went to women. from 1975 to 1985 there was a 21% increase in female managers. by 2000, projections indicate 45% of all U.S. workforce will be female.

National Trend: from 1985 to 2000 it is projected that 58% of all new jobs will be filled by minority workers, almost 30% of whom will be hispanic.

National HR Analysts hypothesize that these demographic changes will change workforce demands on employers by bringing different values to the work force. Female workers and female managers, in particular, are seen as having work values (i.e., females place greater value on communications, feeling a part of the organization, career development) that differ from their male counterparts.

From OP data we should attempt to address the following:

- (1) Do we have an increase in the number of female employees? Analyze sex distributions by occupation, by career service and by grade. Distributions should be used from 1987, 1982, 1977 and 1972.
- (2) Do we have an increase in female managers? Analyze distributions on promotions above journeyman by occupation and by career service for years 1987, 1982, 1977 and 1972.
- (3) Have we had an increase in minority workers and in minority managers? (see analyses done for "1" and "2" above and repeat for minority employees).
- (4) Another way of cutting the same data would be to analyze EOD distributions by occupation and career service examining each for sex and race characteristics. We should also consider who filled new jobs at any level by occupation and career service. Again, distributions should be obtained for 1987, 1982, 1977, 1972.

From OMS data we should request an analysis of changes in gender and race distribution of our tested applicant population. In addition we should request an analysis of values -- do our female and minority employees bring different values to the work place. Some Agency historical information should exist from a study by Lyerly (OMS) in 1978/79 on minority applicant/employee values (TTS and Work Attitude measures).

Demographic shift in retirement trends

National Trend: in 1980 there was a 20% jump in workers staying in the work force after traditional retirement age.

National HR Analysts hypothesize that these demographic changes will mean that the baby boomers will compete for limited opportunities to rise within the organization not just with each other but with their fathers.

From OP data we should attempt to address the following:

- (1) Do we have changing patterns in retirement separations? We should analyze by occupations, by career service and by grade, as well as examine information on males and females separately. Distributions should be obtained for 1987, 1982, 1977, 1972.
- (2) Do we have an increase in employees eligible for retirement who remain on duty (see analysis considerations in "1" above)?

Shift in values within the working population from traditional to "new"

National Trend: reduction in work for pay, organizational loyalty, dependence on the organization for security and stability, deferred gratification.

National Trend: increase in employee demand for fulfillment, growth, career development, autonomy, participation and empowerment. "new" value individuals place greater emphasis on family and self and devalue the role of work and place greater emphasis on today rather than tomorrow (tend to spend today's money today).

National HR Analysts hypothesize that these "new" value employees will change jobs more often, make full use of leave and in fact buy or otherwise try to acquire additional time (demand for leisure time), seek training in a higher proportion than their fathers did, save less for the future, challenge the system, reject hierarchy, demand flexibility (of approach, of time-on-the-job) and work autonomy.

From OP data we should attempt to address the following:

- (1) Do we have an increase in the number of career changes being made by employees? We should analyze numbers of changes in career service for employees overtime (this won't be an accurate look, but close). Distributions should be obtained for 1987, 1982, 1977, 1972.
- (2) Do we have an increase in early-outs or voluntary separations? Again, look should be overtime (see "1" above).
- (3) Do we have an increase in part-time workers unexplained by Agency growth. This analysis should look at males and females separately and by over time (see "1" above).
- (4) Do we have an increase in requests for LWOP (non-maternity)? Over time (see "1")?
- (5) Do we have a shift in annual or sick leave uses? Analysis should consider males versus females and grade of employees. Distributions should be produced over time (see "1").
- (6) Do we have an increase in our "problem employee" business? Include PEB cases and analyze over time.
- (7) Do we have an increase in services offered to employees (health, fitness, counseling of any type)?

From OMS data we should request (1) analysis of changes in work attitudes or temperament measures -- probably want to use only the successful EOD population for the analysis as applicant data is contaminated by major policy decisions; and (2) changes in demand for medical services -- counseling (physical or mental health),

medivacs for personality or mental health reasons. The very fact that OMS has instituted employee assistance in financial areas is an indication of something. They should be able to document why they took this step. Their employee assistance business has grown considerably and they should be able to document why.

From EEO, IG and OGC we should request information on possible increases or decreases in challenges to the system. Are there more and if so in what areas?

From OTE we should request information on possible increased demands for training -- internal and external and particularly those relating to growth issues (to make me a better person -- i.e., stress management).

Recent, massive changes in technology are pushing us into the "third industrial revolution."

National Trend: there are more and different kinds of specialists -- not just computer changes and the communications/information management areas that result but also from science, engineering, etc.

National Trend: existing experts must work constantly to keep up with changes.

National Trend: knowledge workers are constantly confronted with data overload and will be forced (by virtue of tech changes) to change systems every five years or so (witness the computer revolutions in last six months with release of OS/2).

National HR Analysts hypothesize that (1) growth in experts/specialists brings increase in different value sets, career requirements, technical languages each of which place pressure on the organization; (2) data overload is affecting even traditional jobs like administration, analysis, and clerical support and communicating via computers is changing the definition of working groups, contacts, requirements; (3) changes require new jobs that manage data and data links in addition to traditional secretarial information management jobs; (4) change is so rapid that the definition of expert is changing -- the expert is often the newest person (newest skill) rather than the person who has worked for years, education (skill update) demands are growing as employees must either be updated or employers must establish a revolving door approach to tech employees.

From OP data we should attempt to address the following:

- (1) Do we have an increase in the number of technical jobs (new or changes to) (computer, science, etc.) unexplained by Agency growth? All data base maintenance or management jobs should be considered. Distributions should be obtained for 1987, 1982, 1977, 1972.
- (2) Do we have an increase in requirement for technical jobs in areas where the need never appeared before (computer programmers in OP, OMS)?
- (3) Do we have an increase in requests for upgrade of jobs (particularly technical jobs) based on the complexity of the task rather than workload? That is, are technical jobs becoming more technical -- require greater knowledge base? OC may be a good example, have we upgrade jobs because communicators or techs there need to know ever expanding systems?

From OIT data we should request analysis of increase in computer (mainframe) access that is unexplained by bona fide Agency growth; an analysis of computer time used -- overall do employees now use more time than they once did; an analysis of growth in the PC both in acquiring PCs (hardware) and in acquiring flexibility of use (software); an analysis of software flexibility demand for the mainframe -- can we

document an information overload problem with increased use of spread sheets, data base management tools, information management tools (graphics, charts, etc.).

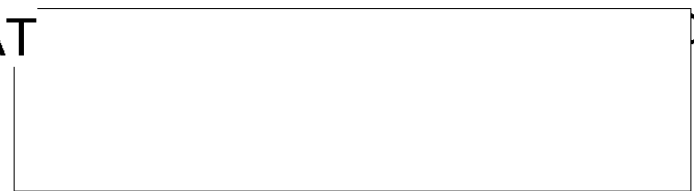
From OTE data we should request analysis of training demands specifically related to technical advances (word processing, graphics, PC use, etc.) independent of Agency growth; analysis of training requests for outside training that relate to technology growth (all sciences, computers, etc.) again controlled for Agency growth; analysis of courses offered relating specifically to data base management.

There are a variety of other trends that will undoubtedly have an impact on the way we do business in the next 10 years but it is unclear to me how you would check for them. Even if you did check you would have little data. This does not indicate a lack of impact. The growing problem with literacy is already a problem for industry. As a significant portion of the population becomes less literate we will have a smaller applicant pool by definition. This is basically a problem at the wage grade jobs, but we still have such jobs and probably will continue to. Will it be more or less important organizationally if we can not find drivers, couriers, etc who are literate.

Organizations are changing structure and while we could check to see if we have, it may have little value. Most corporate changes in this area are to compensate for changing international competition. We may over time adopt a flatter management, become more customer oriented, or turn to project teams and matrix like operations but it will not be for economic reasons.

A final word of warning. While I firmly believe that there is a shift in values in employees proving it will be VERY difficult. You can not test current employees across age ranges and get a realistic answer as people change values as they age (I certainly have). Unless you can get good data over time, don't try to look at it. A good analyst will just laugh at you.

STAT



who wrote the HR

trends paper, just received the
attached today from OPM. It
may be helpful to you.

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FEDERAL CIVILIAN WORKFORCE STATISTICS
FROM CENTRAL PERSONNEL DATA FILE

Supplement to the May 1987 Report on the Federal Civilian
Workforce -- Yesterday, Today, and Tomorrow

Lorraine D. Eyde
January 1988

Office of Personnel Management
Office of Examination Development
Examining Policy Analysis Division

OVERVIEW OF REPORT ON FEDERAL CIVILIAN WORKFORCE STATISTICS

This report is designed as a supplement to the May 1987 report on the Federal Civilian Workforce--Yesterday, Today, and Tomorrow.

The data in this report are based on Central Personnel Data File statistics from full-time permanent employees, unless otherwise noted. Comparisons are made between March 1976 and March 1986 except when comparable statistics are only available for March 1981 and March 1986 data. Postal workers are not included. The statistics are generally reported separately for the white-collar and blue-collar workforce.

General Trends

- The white-collar workforce is increasing in size, whereas the blue-collar workforce is shrinking. There are exceptions to these trends.
 - o The number of GSE (General Schedule and Equivalent) 1-4 workers has declined (and the decline is even greater when clerical workers are removed).
 - o In the blue-collar workforce, there is an increase in the number of Apprentice and Shop Trainees.
- There is an increase in the percentage of both the blue- and white-collar workforces that is temporary and part-time.
 - o For the blue-collar workforce, the percentage increases are in temporary, but full-time workers.
 - o For the white-collar workforce, the increases are more likely to be for permanent, but part-time workers.
- The median age of white- and blue-collar workers, at all levels has largely declined.
 - o For example, the median age for GSE supervisors declined a full year.
- The length of creditable service for the white-collar workforce has remained fairly stable, whereas it has largely declined for the blue-collar workforce.

Note. The data totals reported here may appear to differ from those reported in the Director's Fact Book (October 15, 1987), because those tables sometimes combine blue- and white-collar workers, often include postal workers, and do not always differentiate between full-time and part-time or intermittent workers.

Overview

- The educational level of the white-collar workforce has increased. This increase is even greater when clerical workers are removed.
- Though the overall number of clerical workers declined, there were increases for subgroups such as secretaries and clerk/typists.
- Among the nine white-collar occupational groups showing growth, the Business and Industry group showed the greatest growth.
 - o The Computer Specialist job series also shows a very high rate of growth.

Subgroup Trends

- The total percentage of women increased substantially for all occupational groups, with the greatest increase for the Business and Industry occupational group.
 - o There were smaller increases in the total percentage of women for the blue-collar workforce in general. However, there was a substantial increase in the number of women among Apprentice and Shop Trainees.
- For the white-collar workforce, the total percentage of minority group workers has increased.
 - o The increases for Hispanics and Other minorities were less than that for Black workers.
- For the blue-collar workforce there was a decline in the total percentage of Blacks, but an increase in the percentage of Hispanics.
- There was little change in the total percentage of GSE handicapped workers.
 - o There was a decline in the total percentage of handicapped workers for almost all of the white-collar occupational growth groups.
 - o There was also a decline in the total percentage of blue-collar workers who were handicapped.
- There was a slight increase in the number of nonsupervisory workers per supervisor in the white-collar workforce.
 - o On the other hand, for the blue-collar workforce, the number of nonsupervisory workers per supervisor has decreased. (For the blue-collar workforce however, the term "supervisor" encompasses various levels of supervision.)

FEDERAL CIVILIAN WORKFORCE STATISTICS FROM
CENTRAL PERSONNEL DATA FILE:

DESCRIPTION OF DATA BASE USED

These data from the Central Personnel Data File cover: (a) Executive Branch agencies except U.S. Postal Service, Central Intelligence Agency, National Security Agency, Tennessee Valley Authority, White House Office, The Board of Governors of the Federal Reserve Board, and the Defense Intelligence Agency, (b) The Legislative Branch's General Accounting Office, Government Printing Office, and U.S. Tax Court, and (c) The Judicial Branch's Administrative Office of the U.S. Courts. It excludes nonappropriated fund employees in Defense activities, Commissioned Corps employees, and foreign nationals employed outside the U.S. or its territories.

General Schedule and Equivalent (GSE) pay plans include GS, GM, GH, GW, LG, CZ and applicable Foreign Service and Veterans Administration pay plans. Blue-collar employment statistics are based on data from the following subcategories: WG, WS, WL, WD, WT, WN and the Printing and Lithographic occupational group. The Printing and Lithographic subcategories include WP and WI for 1976 and XD, XL, XN, XP and XS for 1986.

Work schedule and tenure "other" categories include records with unspecified tenure and/or work schedule plus records with intermittent work schedule regardless of tenure.

The data reported are not necessarily based on mutually exclusive categories. Furthermore, unspecified answers were omitted when computing percentages. Totals may not equal 100 percent due to rounding.

Comparisons are between March 1976 and March 1986 unless otherwise Noted.

THE WHITE-COLLAR FEDERAL CIVILIAN WORKFORCE,
MARCH 1976 (THEN) AND MARCH 1986 (NOW)

SIZE OF WORKFORCE

o Professional, Administrative, Technical, Clerical
and Other Categories (PATCO)¹

-- Professional:	Now 333,980, increased 17%
-- Administrative ² :	Now 433,694, increased 14%
-- Technical ² :	Now 314,385, increased 1%
-- Clerical ² :	Now 345,563, decreased 4%
-- Other:	Now 38,545, increased 6%

o General Schedule and Equivalent (GSE) Grade Levels

-- GSE 1-4:	Now 204,762, decreased 24%
-- GSE 5-8:	Now 452,395, increased 7%
-- GSE 9-12:	Now 566,762, increased 20%
-- GSE 13-15:	Now 224,483, increased 16%
-- Total GSE 1-15:	Now 1,448,416, increased 7%

o General Schedule and Equivalent Without Clerical
Workers

-- GSE 1-4 less clerical:	Now 35,930, decreased 35%
-- GSE 5-15 less clerical:	Now 1,068,116, increased 20%

o Nonsupervisors Per Supervisor (GSE).

-- Supervisors:	Now 191,937, increased 4%
-- Nonsupervisors:	Now 1,253,931, increased 8%
+ non-supervisors per supervisor, now 6.5, past 6.3	
+ decrease in median age for nonsupervisors (1976, 40 years; 1986, 39) and supervisors (1976, 47 years; 1986, 46)	

¹PATCO classification contains only General Schedule and Equivalent pay plans.

²Based on comparison of 1981 and 1986 data.

White-collar

DEMOGRAPHICS

o Professional, Administrative, Technical, Clerical
and Other Categories (PATCO)

-- Educational level

- + Changes for total PATCO workforce² include
 - ++ decrease in total percentage holding no degree (1981, 62% of total PATCO workforce; 1986, 58% of total PATCO workforce)
 - ++ increase in total percentage holding Bachelor's degree as their highest degree (1981, 24% of total PATCO workforce; 1986, 26% of total PATCO workforce)

- + For each PATCO category, the total % without degrees went down,
 - ++ Professional group (1976, 14%; 1986, 10%)
 - ++ Technical group (1981, 86%; 1986, 82%)
 - ++ Higher degrees now held by Professional group (Master's, LL.B., etc.)

ooo 34% of Professional group

- + Bachelors degree or higher degree now held by
 - ++ 88% of Professional group
 - ++ 46% of Administrative group
 - ++ 46% of PATCO workforce without Clerical (C) workforce
 - ++ 37% of PATCO workforce
 - ++ 11% of Technical group
 - ++ 6% of Clerical group

- + Associate Degree, highest degree now held
 - ++ 6% of Technical
 - ++ 4% of Administrative or Clerical group or Total PATCO workforce
 - ++ 2% of Professional group

White-collar

o General Schedule and Equivalent

-- Median age by grade level

- + age increased 3 years for GSE 1-4
(1976, 31; 1986, 34)
- + age decreased 2 years for
 - ++ GSE 5-8 (1976, 40; 1986, 38)
 - ++ GSE 9-12 (1976, 43; 1986, 41)
- + age decreased 1 year for GSE 13-15
(1976, 46; 1986, 45)

-- Median Length of Creditable Service (includes Military and Voluntary service, e.g., Peace Corps)

- + Length of service was stable for three of four levels from 1976 to 1986
 - ++ GSE 1-4, Now 4 years
 - ++ GSE 5-8, Now 10 years
 - ++ GSE 13-15, Now 18 years
- ++ For GSE 9-12, there was a decline in the length of service (1976, 14 years; 1986, 13 years)

-- Work Schedule and Tenure³

- + GSE 1-15
 - ++ Permanent Full-time total percentage down 3% points (1976, 94% of total GSE 1-15; 1986, 91% of total GSE 1-15)
 - ++ Temporary Full-time, up 1% point of GSE 1-15 (1976, 4%; 1986, 5%)
 - ++ Permanent Part-time up 1% point of GSE 1-15 (1976, 1%; 1986, 2%)

³Includes work schedule and tenure categories, i.e., permanent or temporary, full-time or part-time, intermittent or unspecified tenure records.

White-collar

+ By GSE levels

++ Greatest decline in Permanent Full-time employment for GSE 1-4 (1976, 82%; 1986, 72%)

oo Increases for Temporary Part-time (1976, 3%; 1986, 7%) and Temporary Full-time (1976, 12%; 1986, 15%)

++ No changes for GSE 13-15 (now 98% Permanent Full-time and 1% Temporary Full-time)

-- Minority Group Status

+ GSE 1-15

++ Non-minority group employees have declined in total percentage by 2% points (1981, 78% of total; 1986, 76%)

++ Black employees have increased 1% point (1981, 15%; 1986, 16%)

++ Slight increases (under 1%) for Hispanics (1981, 3.7%; 1986, 4.4%) and for Other minorities (1981, 3.6%; 1986, 4.0%) occurred.

+ By GSE levels

++ The total percentage of Black employees has increased 2% points for all GSE groups except GSE 13-15.

ooo GSE 1-4: 1981, 25% of total group; 1986, 27%

ooo GSE 5-8: 1981, 20% of total group; 1986, 22%

ooo GSE 9-12: 1981, 9% of total group; 1986, 11%

White-collar

++ The total percentage of Hispanic employees have increased 1% point for three GSE groups

ooo GSE 1-4: 1981, 5% of total group;
1986, 6%

ooo GSE 5-8: 1981, 4% of total group;
1986, 5%

ooo GSE 9-12: 1981, 3% of total group;
1986, 4%

++ The total percentage of Other minority group members increased slightly for GSE 1-15 (1981, 3.6%; 1986, 4.0%)

-- Gender

+ GSE 1-15

++ The total percentage of women increased by 5% points (1976, 42%; 1986, 47%)

+ By GSE level

++ The greatest change in total percentage for women was a 13% point increase for GSE 9-12 (1976, 20%; 1986, 33%),

++ Increase in total percentage points was 8% for GSE 5-8 (1976, 60%; 1986, 68%) and 7% point increase for GSE 13-15 (1976, 5%; 1986, 12%)

++ There was no change for GSE 1-4. Now 78% are women.

-- Handicapped Status

+ GSE 1-15

++ There was little change for the total percentage (now 7%) of handicapped workers from 1981 to 1986.

+ By GSE level

++ The total percentage of handicapped workers is now highest for GSE 1-4 (1981, 7%; 1986, 9%)

++ The total percentage of handicapped workers declined 2% for both GSE 9-12 (1981, 8%; 1986, 6%) and GSE 13-15 (1981, 7%; 1986, 5%)

White-collar

o Selected Clerical Subgroups, Permanent Full-time General
Schedule and Equivalent

-- Secretaries and Clerk Typists (0318 + 0322)

+ SIZE

++ Now 135,470, increased 14% since 1976

+ DEMOGRAPHICS

++ Median age: Now 37, up 4 years

++ Minority Group Status: Total percentage of
Black employees increased 4% points (1981,
18%; 1986, 22%)

++ Gender: No changes. Now total percentage
of women 97%

-- Clerks includes Data Transcriber (0356), Mail and
File (0305), Personnel Clerk and Assistant (0203),
Military Personnel Clerk (0204) and Supply Clerk
and Technician (2005)

+ SIZE

++ Now 84,924, increased 7%

+ DEMOGRAPHICS

++ Median age: Now 37, down 3 years

++ Minority Group Status: Total percentage in-
crease for Blacks 1% (1981, 27%; 1986, 28%)
and Other minorities (1981, 3%; 1986, 4%)

++ Gender: Total percentage of women increased
(1976, 68%; 1986, 71%)

++ Handicapped Status: Total percentage of
handicapped increased (1981, 9%; 1986, 10%)

++ Ratio of Professionals⁴ to Secretaries/Clerk
Typists (318 + 322) has increased from 2.27
(1976) to 2.34 (1986)

⁴Professionals in PATCO classification.

White-collar

o Changes in Selected White-Collar Growth Occupations and Job Series

-- Nine occupational groups⁵ and one job series

+ SIZE

- ++ Computer Specialist (0334),
Now, 38,857, increased 57%
- ++ Business and Industry (11XX),
Now 92,814, increased 37%
- ++ Medical, Hospital, Dental + Public Health
(06XX), Now 132,265, increased 22%
- ++ Legal and Kindred (09XX),
Now 68,340, increased 21%
- ++ Investigation (18XX),
Now 55,089, increased 20%
- ++ Biological Sciences (04XX),
Now 43,219, increased 19%
- ++ Social Sciences, Psychology + Welfare (01XX),
Now 49,901, increased 11%
- ++ Accounting and Budget (05XX),
Now 126,106, increased 8%
- ++ Engineering and Architecture (08XX),
Now 151,755, increased 8%
- ++ Physical Science (13XX),
Now 39,626, increased 2%

+ CHANGING DEMOGRAPHICS

++ Median Age

- ooo For 5 of the 10 groups the median age has declined from 1 to 5 years. The 5-year decline was for the Business and Industry occupation (1976, 47 years; 1986, 42 years).
- ooo There was no change for the Physical Sciences. Now 42 years.
- ooo For the Legal field, the median age increased 4 years (1976, 35 years; 1986, 39 years) and for Computer Specialists, the median age rose 3 years (1976, 38 years; 1986, 41 years) and there was a one year increase for the Investigation field (1976, 39 years; 1986, 40 years) and for the Social Sciences (1976, 39; 1986, 40).

⁵Occupational groups, noted by two digits followed by two XX'S, are sets of occupations. Occupational groups may include professionals, technicians, and clerks. In this paper, the Computer Specialist series, is counted as a group, even though it is not an occupational group.

White-collar

++ Minority Group Status

- ooo For five groups there was an increase in the total percentage of Blacks ranging from 1% to 3% points. The 3% increase in total percentage was for both Blacks in the Business and Industry occupation (1981, 11%; 1986, 14%) and for Blacks in the Legal field (1981, 20%; 1986, 23%).
- ooo For the Social Sciences, Psychology and Welfare occupation, the total percentage of Black representation declined 2% points (1981, 15%; 1986, 13%).
- ooo For two occupations the total percentage for Hispanics increased by 1% point (Biological Sciences: 1981, 2%; 1986, 3%) (Accounting and Budget: 1981, 3%; 1986, 4%). For the Investigation field, the total percentage for Hispanics increased by 2% points (1981, 6%; 1986, 8%).
- ooo For two occupations the total percentage of Other minorities increased (Engineering and Architecture: 1981, 4.6%; 1986, 5.8%) (Accounting and Budget: 1981, 3%; 1986, 4%).

++ Gender

- ooo The total percentage of women increased for all 10 groups. The greatest total increase was 20% points for the Business and Industry occupation (1976, 29%; 1986, 49%). The lowest total percentage increase was for Engineering and Architecture (1976, 1%; 1986, 6%).

++ Handicapped Status

- ooo The total percentage of handicapped workers for 9 of the 10 groups declined. The decline was close to 1% for each group. There was little change for the Social Sciences, Psychology and Welfare, for which 8% of the employees are now handicapped.

CHANGES IN SELECTED DECLINING LOW GRADED BLUE-AND-WHITE
COLLAR OCCUPATIONAL GROUPS⁶ AND ONE JOB SERIES

SIZE OF GROUPS, 1976-1986

- o Supply (20XX):
Now 55,796, decreased 5%
- o General Service and Support (35XX):
Now 20,395, decreased 33%
- o Laundry, Dry Cleaning + Pressing (73xx):
Now 2,226, decreased 49%
- o Food Service Workers (7408):
Now 10,325, decreased 27%

CHANGING DEMOGRAPHICS, 1976-1986

- o Median age
 - All four occupational groups showed a decline in median age, ranging from 2 years in Food Service Work (47 in 1976; 45 in 1986) to 5 years for Laundry workers (49 in 1976; 44 in 1986)
- o Minority Group Workforce Composition
 - Blacks increased in the Supply occupation (16.7% in 1981; 18.6% in 1986) and decreased in three occupations (Laundry: 51% in 1981, 44% in 1986; General Service: 54% in 1981, 51% in 1986; Food Service: 52% in 1976, 50% in 1986)
 - Hispanics showed an increase of 1% for two occupations (Supply: 5% in 1981, 6% in 1986; Food Service: 6% in 1981; 7% in 1986)
- o Gender Composition of Workforce
 - Women increased in their representation in three occupations (Supply: 43% of total in 1976, 55% in 1986; General Service: 21% in 1976, 22% in 1986; Food Service Workers: 54% in 1976, 57% in 1986)

⁶Except for the Supply occupational groups, which include GSE pay plan employees at relatively low grades (median grade of 6 in 1985), blue-collar occupational groups or job series are covered.

Declining Groups

-- Women decreased their representation in one occupation (Laundry: 65% in 1976, down to 43% in 1986)

o Handicapped Status

-- The total percentage of handicapped workers increased in two occupations (Laundry: 16.5% in 1981, 17.8% in 1986; and General Service: 14% in 1981, 15% in 1986)

+ The total percentage of handicapped workers decreased in two occupations (Supply: 10% in 1981, 9% in 1986; Food Service: 13% in 1981, 12% in 1986)

BLUE-COLLAR WORKFORCE - 1976 (THEN) and 1986 (NOW)

SIZE OF WORKFORCE BY SUBCATEGORY, INCLUDING SPECIAL PLANS³

- o Total Blue-collar:
Now 402,440, decreased 10%
- o Wage Grade (WG):
Now 331,801, decreased 10%
- o Wage Supervisors (WS)⁷
Now 37,873, decreased 7%
- o Wage Leaders (WL):
Now 12,269, decreased 11%
- o Non-supervisory Production Facilitating (WD):
Now 6,516, increased 4%
- o Apprentice and Shop Trainee (WT):
Now 6,586, increased 31%
- o Wage Mariner (WM)⁸
Now 4,581, decreased 3%
- o Printing and Lithographic (P&L):
Now 2,187, decreased 54%
- o Supervisory Production Facilitating (WN):
Now 627, increased 14%

Ratio of Nonsupervisors (WG Subcategory) to Wage Supervisors (WS Subcategory)

- o Number of nonsupervisors per supervisor⁷ declined from 8.3 to 7.6

CHANGING DEMOGRAPHICS FOR BLUE-COLLAR WORKFORCE, 1976-1986

- o Median Age
 - For 7 of the 8 subcategories, the median age declined from 1 to 6 years
 - + Greatest age decline for non-supervisory Wage Grade workers (46 in 1976; 40 in 1986)
 - + Age increased for Apprentice and Shop Trainees (25 in 1976; 29 in 1986)
- o Median Length of service
 - The median length of creditable service (including military and volunteer service) declined for 6 of 8 subcategories, decreased from 1 year to 5 years.
 - ++ Greatest decline for Non-supervisory Production Facilitating

⁷Includes supervisors from different levels of supervision.

⁸Excluded from Federal Wage System. They are subject to personnel ceilings.

Blue-collar

(23 in 1976; 19 in 1986) and for Supervisory Production Facilitating subcategory (28 in 1976; 23 in 1986)

-- Increases ranged from 1 to 2 years for Apprentice and Shop trainee (3 in 1976; 4 in 1986) and Printing & Lithographic work (16 in 1976; 18 in 1986)

o % of Workers by Work Schedule and Tenure

-- Total blue-collar workforce showed

- + a decline in total percentage of permanent full-time workers (1976, 93% of blue-collar workforce; 1986, 89% of blue-collar workforce)
- + an increase in total percentage of permanent part-time workers (1976, 1% of total blue-collar workforce; 1986, 2% of total blue-collar workforce)
- + an increase in temporary full-time employment (1976, 5% of blue-collar workforce; 1986, 8% of blue-collar workforce)

o Minority Group Workforce Composition

-- Total blue-collar workforce showed

- + a decline in total percentage of Black workforce (1981, 20% of blue-collar workforce; 1986, 18% of blue-collar workforce)
- + an increase in total percentage of Hispanic workforce (1981, 6% of blue-collar workforce; 1986, 7% of blue-collar workforce)

-- Three subcategories showed increases in the total percentages of Black employees and two subcategories showed a decline.

- + Increases in total percentage for Blacks appeared in
 - ++ Apprentice and Shop Trainee (11.5% in 1981; 13.3% in 1986)
 - ++ Nonsupervisory Production Facilitating (6% in 1981; 7% in 1986)
 - ++ Supervisory Production Facilitating (4% in 1981; 7% in 1986)
 - ++ Decreases for total percentage of Blacks occurred for non-supervisory Wage Grade (21% in 1981; 19% in 1986) and for Wage Leaders (21% in 1981; 18% in 1986)

Blue-collar

- Increases for total percentage of Hispanics (up 0.5% to 2%) for all subcategories except Supervisory Production Facilitating, Wage Mariner, Printing and Lithographic work.

o Gender Composition

- Total blue-collar workforce showed an increase in the total percentage of women (1976, 7.2% of total blue-collar workforce; 1986, 8.6% of total blue-collar workforce)
- The total percentage of women showed a 13% increase for the Apprentice and Shop Trainee plan (3% in 1976; 16% in 1986).
- All other subcategories, with the exception of Supervisory Production Facilitating, showed 1% to 2% increase in the total percentage of women.

o Handicapped Status

- The total percentage of blue-collar workers who were handicapped decreased (1981, 10% of total blue-collar workforce; 1986, 9% of total blue-collar workforce)
- The total percentage of handicapped workers declined in 5 subcategories ranging from 3% among Wage Leaders (12% in 1981; 9% in 1986) to 1% for non-supervisory Wage Grade workers (10% in 1981; 9% in 1986) and for Wage Mariners (2% in 1981; 1% in 1986)

THE FEDERAL CIVILIAN WORKFORCE, (BLUE-AND WHITE-COLLAR)
MARCH 1976 AND MARCH 1986 (NOW)

SIZE OF WORKFORCE

o Changing Priorities: Defense vs. Non-defense Executive Branch Agencies⁹

-- Defense:

+ 1974, 931,000
+ 1980, 847,000
+ 1985, 941,000

++ 1974-1980, decreased 9%
++ 1980-1985, increased 11%
++ 1974-1985, increased 1%

-- Non-defense Executive Branch Agencies:

+ 1974, 873,000
+ 1980, 922,000
+ 1985, 879,000

++ 1974-1980, increased 6%
++ 1980-1985, decreased 5%
++ 1974-1985, increased less than 1%

DEMOGRAPHICS

o Average age

-- Average age declined for Defense agencies (1974, 43; 1985, 42)
-- Average age increased for Nondefense agencies (1974, 40; 1985, 41)

o Average Length of Creditable Service (includes Military and Voluntary service, e.g., Peace Corps)

-- Average declined for Defense agencies (1974, 15; 1985, 14) and increased for Non-defense agencies (1974, 12; 1985, 13).

⁹Full-time permanent workers given and rounded off in thousands.

0-2
1-3
from March submission
CIA

XII. ADDRESSING THE FUTURE

a. Anticipated workforce changes in the coming 5-10 years:
Looking ahead at the totality of factors which impacts its personnel system, CIA foresees:

(1) ~~A further decline in the number of secretarial and clerical positions which now totals about [redacted]~~ This number shows a decline of [redacted] from over the past ten years. [redacted]

(2) A greater percentage of the workforce will be involved in major collection systems and the processing of the data thus collected. [redacted]

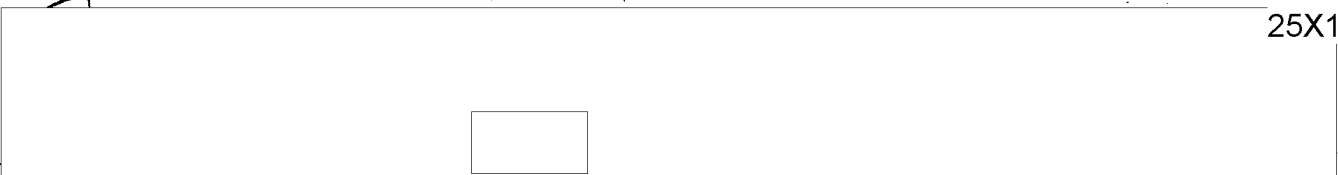
(3) Assuming that CIA missions are not changed substantially except for personnel engaged in counterintelligence and verification of arms control agreements, the workforce involved in clandestine collection, intelligence analysis and administrative support will remain at about the same level. [redacted]

b. Cause of workforce changes: Technology is a major driving force which has been and will continue to change the composition of CIA's workforce. As ~~advancing technology~~ has made possible the collection of new and varied forms of sensor data by large technical systems and the processing and exploitation of such data feasible, more engineering personnel and personnel in support of engineers have been needed. The skill areas of many engineers has also changed. Many of these now might be envisaged as work team systems integrators with subordinate members of the work team consisting of other engineer specialists, mathematicians, graphics personnel, etc. [redacted]


The impact of technology on white collar employees especially through word processing and data processing, has reduced the need for secretarial-clerical personnel. This trend is seen as likely to continue. [redacted]

Changes in CIA's missions are another driving factor in changing its workforce. As indicated in the DCI's statement of 23 July 1987 to the Senate Intelligence Committee, CIA now provides foreign intelligence support to more elements of the Government than previously, including the Departments of Treasury, Energy and Commerce; NASA; the Arms Control Negotiating Teams; the Special Trade Representatives; and the Joint Economic Committee of Congress. These changes show how new missions may occur in a relatively short period. The continuing CIA mission change which derives from the threat from foreign intelligence services has rapidly grown in the past several years. This includes the area of technology transfer. The counterintelligence effort will continue to grow. [redacted]



25X1



25X1

c. Anticipated impact of changes in American workforce demographics on CIA's workforce: Two trends in the general U.S. population are taking place which will be significantly on CIA's workforce. First the pool of persons entering the U.S. workforce after completing their secondary education will commence to diminish substantially in the early 1990s, as the so-called "baby boom" cohorts move into their middle and late twenties. This reduces the total number of persons, especially with scarce educational skills, who are seeking employment. Given a continuation of current economic conditions, this, in turn, will engender competition between the private sector and the public sector, including CIA, to employ the "best and the brightest." This is a general trend which applies to the U.S. Government as a whole. 

25X1

The second trend is more specific to CIA. The numbers of and percentages of physical science and engineering graduates who are foreign citizens or who otherwise present problems for CIA employment is growing rapidly. ~~Almost 60 percent of graduates from U.S. engineering schools are now foreign citizens and/or born in foreign countries.~~  

25X1

d. Long range workforce plan: As expressed by the CIA Director of Personnel on 1 March, ~~CIA does not have a long range workforce plan as~~ such. CIA takes the position that its best approach to meeting changing personnel needs is to have a flexible and modern personnel system which can adapt quickly to changing missions and workforce characteristics within CIA. 