

BRIEFING
on
FBI FIELD OFFICE SUPPORT EMPLOYEE ATTRITION
Given for
Executive Assistant Director
John D. Glover

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I. Executive Summary

At your request OPEA has conducted a limited evaluation of FBI field office support employee attrition. Our efforts have included an indepth analysis of the attrition and a comparison of FBI attrition to that of the private sector and of other Federal law enforcement and intelligence gathering organizations.

FBI attrition compares favorably with the private sector and is below that of the Federal government as a whole. Our attrition is less than that of all Federal law enforcement or intelligence gathering agencies capable of providing attrition data, with the exception of NSA. Field office support employee attrition is consistently lower than that of support employee attrition at FBIHQ.

Demographic characteristics including sex, race, age, educational level, GS level, and length of service were examined. Of note are the young ages of field office support employees and the relatively high educational levels they have attained.

Thirteen field offices with average support employee attrition of 12 percent or more were identified and then analyzed in detail. This rate was selected because it approximates that of the private sector. Demographic characteristics of the support employees in these offices were examined with no significant deviations noted from the characteristics of support employees in all field offices.

For purposes of comparison 12 field offices with average support employee attrition of six percent or less were

identified and analyzed. Here too the demographic characteristics were not significantly different from those of support employees in all field offices.

Explanations given by support employees for resignations disclose that almost one half of all field office support employees who resign do so for reasons we believe are beyond the control of FBI management. The remaining one half resign for reasons of dissatisfaction with job, salary, or promotional prospects, with salary and/or promotional prospects accounting for at least two thirds of this group. We do not believe FBI management can significantly affect salary or field office promotional opportunities and thus any management efforts to decrease field office support employee attrition must concentrate upon job dissatisfaction, a reason rarely cited for resigning.

Efforts by OPEA to precisely separate salary, promotional prospects, and dissatisfaction with job were unsuccessful due to the process used by ASD to capture and report the data.

Economic factors affecting the field offices with attrition of 12 percent or more and those with attrition of six percent or less were analyzed. Field offices with attrition of 12 percent or more are located in areas with higher population density, per capita income, cost of living, and with lower unemployment. We believe these economic factors, all of which are beyond the control of FBI management, make salary the most significant cause of attrition in these offices.

We have constructed a profile of support employees leaving field offices with attrition of 12 percent or more which is based upon the demographic characteristics and economic factors affecting these offices. The profile suggests these support employees are occupationally mobile. It also suggests that the attrition in these offices is, in part, a function of the nature of field office support employee duties and the type of individual hired to handle the duties.

When viewed comparatively, FBI support employee attrition is not as high as might be expected. Our analysis of the demographic characteristics and economic factors involved, supported by explanations given for resignations, has led us to the conclusion that much of the field office support employee attrition we are experiencing is beyond the control of FBI management, and is significantly contributed to by dissatisfaction with salary. Thus, efforts to reduce attrition, outside those to increase support employee salaries, will likely be marginally effective at best. Even so, we believe such efforts should be made.



II. Request of Office of Program Evaluations and Audits (OPEA)

By memorandum from Mr. Glover to Mr. Gavin dated 8/21/87, OPEA was asked to examine the inability of the FBI to attract, hire and/or retain quality support personnel in numbers adequate to meet our workload demands in certain locations. OPEA was also asked to identify and define the underlying cause or causes of this inability and to recommend courses of remedial action.

III. Efforts to Date

Initial discussion with members of your staff and with ASD, as well as review of prior support employee staffing studies, focused our efforts on field office support employee attrition only.

Prior to determining a further course of action OPEA believed it most appropriate to examine FBI Support Employee Attrition rates and compare those rates to the rates of attrition of other Federal agencies and the private sector. We have thus compiled the attrition information which follows.

IV. Purpose of Briefing

The purpose of this briefing is to:

1. Present the attrition information we have compiled.
2. Present our analysis of that information.
3. Recommend a future course of action to be taken.



V. Attrition Data

NOTE: In some cases the employee complement and attrition data received from ASD and set forth herein is inconsistent by small amounts. We consider the differences to be insignificant.

FBI
ALL EMPLOYEES ATTRITION

FISCAL YEAR	AVERAGE COMPLEMENT	ATTRITION COUNT	ATTRITION RATE
1983	19312	1259	6.5%
1984	20371	1539	7.6
1985	20817	1775	8.5
1986	21316	1919	9.0
1987	21861	1975	9.0
1984-1986 Average	20835	1744	8.4
5 Year Average	20735	1693	8.2

SOURCE: ASD

PRIVATE SECTOR EMPLOYEE ATTRITION

	CALENDAR YEAR			
	1984	1985	1986	AVERAGE
All Companies*	12.8%	12.5%	12.3%	12.5%
By Number of Employees				
0-250	15.9	14.8	13.5	14.7
250-499	13.3	13.9	14.2	13.8
500-999	12.3	12.2	11.0	11.8
1000-2499	11.9	10.9	11.4	11.4
2500 and Over	10.2	10.2	10.0	10.1
By Industry				
Manufacturing	10.4	10.7	11.4	10.8
Nonmanufacturing	15.1	14.2	15.3	14.9
Finance	18.9	19.3	18.6	18.9
Nonbusiness	17.2	15.2	16.5	16.3
Health Care	19.7	17.4	17.5	18.2
By Region				
Northeast	13.7	14.5	14.2	14.1
South	14.3	12.9	11.5	12.9
North Central	10.8	10.4	10.9	10.7
West	15.9	15.5	13.9	15.1

* Based upon BNA Survey which includes 418 employers representing 713,242 employees

SOURCE: BUREAU OF NATIONAL AFFAIRS

FBI
SUPPORT EMPLOYEE COMPLEMENT

FISCAL YEAR	FBIHQ	FIELD	TOTAL
1983	6722	4495	11,217
1984	6910	4839	11,749
1985	6922	5054	11,976
1986	6897	5444	12,341
1987	7034	5598	12,632
Percent of Total Support Employees Fiscal Year 1987	55.6%	44.4%	

NOTE: Complement is average of quarterly counts.

SOURCE: ASD

FBI
SUPPORT EMPLOYEE ATTRITION

FISCAL YEAR	FBIHQ		FIELD		TOTAL	
1983	672	10.0%	372	8.3%	1044	9.3%
1984	797	11.5	494	10.2	1291	11.0
1985	940	13.6	568	11.2	1508	12.6
1986	949	13.8	586	10.8	1535	12.4
1987	1001	14.2	600	10.7	1601	12.6
5 Year Average		12.6		10.3		11.6

SOURCE: ASD



COMPARATIVE TOTAL SUPPORT EMPLOYEE ATTRITION RATES
FOR SELECTED FEDERAL LAW ENFORCEMENT/
INTELLIGENCE GATHERING AGENCIES AND
ENTIRE FEDERAL GOVERNMENT

	FISCAL YEAR				
	1983	1984	1985	1986	1987
FBI	9.3%	11.0%	12.6%	12.4%	12.6%
ATF				28.4	37.3
CIA	17.0	17.7	28.2	28.5	
DEA			14.0	13.3	14.9
INS				17.5	
NSA		5.6	3.9	4.0	5.7
FED GOVT.	16.4	18.2	18.2	18.6	

NOTE: Data from Customs Service and Secret Service not available.

SOURCE: INDIVIDUAL FEDERAL AGENCY, ASD, OPM,
BUREAU OF NATIONAL AFFAIRS

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SEX DISTRIBUTION OF FBI
SUPPORT EMPLOYEES AS OF
FEBRUARY 4, 1988

	FBIHQ		FIELD		TOTAL	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
Male	2153	30.6%	1574	26.3%	3727	28.6%
Female	4892	69.4	4412	73.7	9304	71.4
Total	7045		5986		13031	

SOURCE: ASD

FBI SUPPORT EMPLOYEE
ATTRITION BY SEX
FISCAL YEAR 1987

	FBIHQ		FIELD		TOTAL	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
Male	252	25.1%	187	31.0%	439	27.3%
Female	751	74.9	416	69.0	1167	72.7
Total	1003		603		1606	

SOURCE: ASD



RACE DISTRIBUTION OF FBI
SUPPORT EMPLOYEES AS OF
FEBRUARY 4, 1988

	FBIHQ		FIELD		TOTAL	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
White	3787	53.8%	4700	78.5%	8487	65.1%
Black	3149	44.7	893	14.9	4042	31.0
Hispanic	57	.8	281	4.7	338	2.6
American Indian	7	.1	12	.2	19	.2
Asian	45	.6	100	1.7	145	1.1
Total	7045		5986		13031	

SOURCE: ASD

FBI SUPPORT EMPLOYEE
 ATTRITION BY RACE
 FISCAL YEAR 1987

	FBIHQ		FIELD		TOTAL	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
White	552	55.0%	483	80.1%	1035	64.5%
Black	441	44.0	83	13.8	524	32.6
Hispanic	4	.4	26	4.3	30	1.9
American Indian			1	.2	1	.1
Asian	6	.6	10	1.7	16	1.0
Total	1003		603		1606	

SOURCE: ASD

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AGE DISTRIBUTION OF FBI
SUPPORT EMPLOYEES
AS OF JANUARY 11, 1988

AGE	FBIHQ		FIELD		TOTAL	
	COUNT	PERCENT	COUNT	PERCENT	COUNT	PERCENT
16-24	1726	24.5%	1457	24.5%	3183	24.5%
25-34	2840	40.3	2093	35.3	4933	38.0
35-44	1594	22.6	1470	24.8	3064	23.6
45-54	656	9.3	672	11.3	1328	10.2
55-64	215	3.1	218	3.7	433	3.3
65 & Over	14	.2	27	.5	41	.3
Total	7045		5937		12,982	

SOURCE: ASD

AGE DISTRIBUTION OF
FBI SUPPORT EMPLOYEE
ATTRITION

AGE	FISCAL YEAR									
	1983		1984		1985		1986		1987	
	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE
16-24	491	15.0%	624	19.3%	675	22.5%	695	23.3%	719	23.7%
25-34	401	8.1	488	9.5	622	12.0	605	11.7	646	12.8
35-44	60	3.3	76	7.7	97	4.2	119	4.5	119	4.1
45-54	21	2.4	19	1.9	43	4.0	31	2.6	42	3.4
55-64	64	19.8	73	22.2	61	17.0	75	19.3	70	17.3
65 & Over	7	25.0	11	38.2	10	33.9	9	33.3	5	15.2

NOTE: Rate is the percentage of the support employee complement within the age group who resigned.

SOURCE: ASD

FBI AND NATIONWIDE
OCCUPATIONAL MOBILITY RATES
1986

AGE	FBI	NATIONWIDE
16-24	23.3%	23.4%
25-34	11.7	11.5
35-44	4.5	7.6
45-54	2.5	4.8
55-64	3.3	2.9
65 & Over	0.0	1.2

NOTE: Mobility Rate is the Number in Different Jobs in January, 1987 as a Proportion of the Total Employed Both in January, 1986 and January, 1987.

SOURCE: ASD, DEPARTMENT OF LABOR



FBI SUPPORT EMPLOYEE
COMPLEMENT BY EDUCATIONAL LEVEL

	FISCAL YEAR					
	1985		1986		1987	
	FBIHQ	FIELD	FBIHQ	FIELD	FBIHQ	FIELD
High School Diploma	2514	1472	2641	1582	2662	1717
Terminal Occupational Program	704	670	775	707	779	760
College Attendee	2318	2043	2355	2191	2290	2346
College Graduate	1103	868	1136	882	1107	901
Graduate Degree	133	79	143	83	150	78
Total	6772	5132	7050	5445	6988	5802

NOTE: Count is at end of Fiscal Year.

SOURCE: ASD

FBI SUPPORT EMPLOYEE ATTRITION
BY EDUCATIONAL LEVEL

	FISCAL YEAR					
	1985		1986		1987	
	FBIHQ	FIELD	FBIHQ	FIELD	FBIHQ	FIELD
High School Diploma	295	167	352	161	388	170
Terminal Occupational Program	103	62	77	64	115	56
College Attendee	310	227	350	236	329	241
College Graduate	206	108	152	116	150	124
Graduate Degree	21	3	14	8	12	8
Total	935	567	945	585	994	599

SOURCE: ASD

FBI SUPPORT EMPLOYEES VS. NATIONWIDE CIVILIAN
LABOR FORCE EDUCATIONAL LEVEL
1985

	FBIHQ	FIELD	CIVILIAN LABOR FORCE*
High School Diploma	37.1%	28.7%	37.8%
College Attendee**	44.6	52.9	17.7
College Graduate	16.3	16.9	10.1
Graduate Degree	2.0	1.5	6.6

* Population Surveyed is 179,944,000.

** Includes Terminal Occupational Programs.

SOURCE: ASD, U.S. DEPARTMENT OF COMMERCE

FBI SUPPORT EMPLOYEE ATTRITION
BY GRADE LEVEL
FISCAL YEAR 1987

GS LEVEL	FBIHQ	FIELD	TOTAL
2	11	2	13
3	80	28	108
4	214	100	314
5	342	205	547
6	121	112	233
7	98	62	160
8	17	22	39
9	45	45	90
10	16	12	28
11	26	8	34
12	8	4	12
13 & Above	23		23
Total	1001	600	1601

SOURCE: ASD

FBI SUPPORT EMPLOYEE ATTRITION
BY LENGTH OF SERVICE
FISCAL YEAR 1987

	YEARS OF SERVICE							TOTAL
	LESS THAN 1	1-2	3-4	5-9	10-14	15-19	20 & OVER	
FBIHQ	267	245	158	191	79	23	38	1001
Field	84	190	121	105	42	22	36	600
Total	351	435	279	296	121	45	74	1601
Percent of Total	21.9	27.2	17.4	18.5	7.6	2.8	4.6	

SOURCE: ASD

FBI
FIELD OFFICES WITH AVERAGE SUPPORT EMPLOYEE ATTRITION
OF 12% OR MORE

RANK	FISCAL YEAR								
	1985		1986		1987		AVERAGE		
	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE	
1	Alexandria	15	30.6%	12	21.1%	10	16.9%	12.3	22.9%
2	Los Angeles	51	24.9	39	17.6	39	18.0	43.0	20.2
3	New Haven	4	8.2	12	21.4	15	29.4	10.3	19.6
4	Boston	15	12.3	21	17.1	33	28.9	23.0	19.4
5	Richmond	6	15.4	6	14.6	8	18.2	6.7	16.1
6	Atlanta	12	15.7	14	17.7	11	13.5	12.3	15.6
7	Denver	13	24.5	6	9.8	6	9.4	8.3	14.6
8	Dallas	12	16.4	13	17.8	8	9.1	11.0	14.4
9	New York	103	15.3	111	15.1	84	12.0	99.3	14.1
10	Newark	15	11.8	17	13.1	20	15.6	17.3	13.5
11	WFO	46	11.3	56	13.9	48	11.8	50.0	12.3
12	Philadelphia	16	9.8	21	12.4	26	14.8	21.0	12.3
13	San Francisco	<u>26</u>	13.6	<u>21</u>	11.1	<u>23</u>	11.3	23.3	12.0
	Total	334		349		331			
	Percent of All Field Offices Total	58.8%		59.6%		55.2%			

SOURCE: ASD

FBI SUPPORT EMPLOYEE ATTRITION
BY SEX IN FIELD OFFICES WITH
AVERAGE ATTRITION OF 12% OR MORE
FISCAL YEAR 1987

	MALE	FEMALE	TOTAL
Alexandria	4	6	10
Atlanta		11	11
Boston	12	21	33
Dallas	1	7	8
Denver	1	5	6
Los Angeles	14	26	40
Newark	2	18	20
New Haven	5	10	15
New York	37	47	84
Philadelphia	9	17	26
Richmond	1	7	8
San Francisco	8	15	23
WFO	<u>8</u>	<u>41</u>	<u>49</u>
Total	102	231	333
Percent of Total	30.6%	69.4%	

SOURCE: ASD

FBI SUPPORT EMPLOYEE ATTRITION
 BY RACE IN FIELD OFFICES WITH
 AVERAGE ATTRITION OF 12% OR MORE
 FISCAL YEAR 1987

	WHITE	BLACK	HISPANIC	AMERICAN INDIAN	ASIAN	TOTAL
Alexandria	9	1				10
Atlanta	9	2				11
Boston	32	1				33
Dallas	6	2				8
Denver	4		2			6
Los Angeles	27	8	3		2	40
Newark	14	6				20
New Haven	14	1				15
New York	59	16	6		3	84
Philadelphia	25	1				26
Richmond	7	1				8
San Francisco	19	2	1		1	23
WFO	35	13	1			49
Total	260	54	13	0	6	333
Percent of Total	78.1%	16.2%	3.9%		1.8%	

SOURCE: ASD

FBI SUPPORT EMPLOYEE ATTRITION BY AGE DISTRIBUTION
 IN FIELD OFFICES WITH AVERAGE ATTRITION
 OF 12% OR MORE
 FISCAL YEAR 1987

	AGE						Total
	16-24	25-34	35-44	45-54	55-64	65 & Over	
Alexandria	6	4					10
Atlanta	6	1	2	2			11
Boston	14	12	1	4	2		33
Dallas	4	4					8
Denver	4	1	1				6
Los Angeles	21	11	5		2		39
Newark	8	9	2		1		20
New Haven	5	8		1		1	15
New York	32	46	3	1	2		84
Philadelphia	6	15	3	1	1		26
Richmond	3	2	1	1	1		8
San Francisco	9	13	1				23
WFO	22	20	3	1	2		48
Total	140	146	22	11	11	1	331
Percent	42.3%	44.1%	6.6%	3.3%	3.3%	.3%	

SOURCE: ASD

FBI SUPPORT EMPLOYEE ATTRITION BY EDUCATIONAL LEVEL
 IN FIELD OFFICES WITH AVERAGE ATTRITION
 OF 12% OR MORE
 FISCAL YEAR 1987

	HIGH SCHOOL DIPLOMA	TERMINAL OCCUPATIONAL PROGRAM	COLLEGE ATTENDEE	COLLEGE GRADUATE	GRADUATE DEGREE	TOTAL ATTRITION
Alexandria	4	1	3	2		10
Atlanta	3	4	4			11
Boston	9	4	12	8		33
Dallas	3	1	2	2		8
Denver	2	1	2	1		6
Los Angeles	12	3	19	5		39
Newark	10	3	2	5		20
New Haven	3	3	6	3		15
New York	19	4	31	26	4	84
Philadelphia	10	6	6	4		26
Richmond	3	1	3	1		8
San Francisco	8	1	7	7		23
WFO	26	3	13	6		48
Total	112	35	110	70	4	331
Percent of Total	33.8%	10.6%	33.2%	21.1%	1.2%	
Percent of All Field Offices Attrition	28.4%	9.3%	40.2%	20.7%	1.3%	

SOURCE: ASD

FBI SUPPORT EMPLOYEE ATTRITION BY LENGTH OF SERVICE
IN FIELD OFFICES WITH AVERAGE ATTRITION
OF 12% OR MORE
FISCAL YEAR 1987

	YEARS							TOTAL
	LESS THAN 1	1-2	3-4	5-9	10-14	15-19	20 & OVER	
Alexandria	1	5	3	1				10
Atlanta	5	5			1			11
Boston	5	12	5	7	2	1	1	33
Dallas	1	1	2	3	1			8
Denver		4		1	1			6
Los Angeles	5	15	6	6	4	1	2	39
Newark	2	6	3	5		3	1	20
New Haven	3	6	3	2			1	15
New York	12	22	26	13	9	1	1	84
Philadelphia	3	7	3	9	2	1	1	26
Richmond	1	3		1		2	1	8
San Francisco	2	8	6	4	1	2		23
WFO	8	12	12	11	3	1	1	48
Total	48	106	69	63	24	12	9	331
Percent of Total	14.5%	32.0%	20.8%	19.0%	7.3%	3.6%	2.7%	
Percent of All Field Offices Attrition	14.0%	31.6%	20.1%	17.5%	7.0%	3.6%	6.0%	

SOURCE: ASD

FBI SUPPORT EMPLOYEE ATTRITION BY GS LEVEL
IN FIELD OFFICES WITH AVERAGE ATTRITION
OF 12% OR MORE
FISCAL YEAR 1987

	GS LEVEL													TOTAL
	2	3	4	5	6	7	8	9	10	11	12	13		
Alexandria		1		6	2	1								10
Atlanta		3	3	4	1									11
Boston		2	6	14	7		3		1					33
Dallas			1	4	1	1	1							8
Denver				4	2									6
Los Angeles			7	15	11	3		2		1				39
Newark			5	5	4	3	2	1						20
New Haven			1	6	5	2		1						15
New York	2	6	12	18	14	11	1	15	4	1				84
Philadelphia		2	6	6	6	3	1	1	1					26
Richmond			3	1	3	1								8
San Francisco			4	8	3	1	1	5	1					23
WFO		3	8	11	11	7	2	4	1	1				48
Total	2	17	56	102	70	33	11	29	8	3				331
Percent of Total	1.0	5.1	16.9	30.8	21.1	10.0	3.3	8.8	2.4	1.0				

SOURCE: ASD

ATTRITION IN FBI
FIELD OFFICES WITH AVERAGE SUPPORT EMPLOYEE ATTRITION
OF 12% OR MORE WHEN ONLY RESIGNATIONS DUE
TO DISSATISFACTION WITH JOB, SALARY, OR
PROMOTIONAL PROSPECTS ARE CONSIDERED

	FISCAL YEAR							
	1985		1986		1987		AVERAGE	
	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE
Alexandria	10	20.4%	6	10.5%	5	8.5%	7	12.7%
Atlanta	6	7.9	11	13.9	5	6.2	7.3	9.3
Boston	11	9.0	15	12.2	23	20.1	16.3	13.6
Dallas	7	9.6	8	10.9	5	5.7	6.7	8.2
Denver	8	15.1	2	3.3	2	3.1	4	6.7
Los Angeles	33	16.0	21	9.4	22	10.1	25.3	11.5
Newark	8	6.3	8	6.1	13	10.2	9.7	7.5
New Haven	3	6.1	8	14.2	12	23.5	7.7	14.6
New York	60	8.9	63	8.6	49	7.0	57.3	8.5
Philadelphia	10	6.1	16	9.5	17	9.6	14.3	8.4
Richmond	4	10.2	5	12.2	6	13.6	5	12.1
San Francisco	15	7.8	12	6.3	12	5.9	13	6.7
WFO	<u>29</u>	7.1	<u>36</u>	8.9	<u>24</u>	5.9	29.7	7.3
Total	204		211		195			

SOURCE: ASD

SUPPORT EMPLOYEE COMPLEMENTS
AND TARGET STAFFING LEVELS
FOR FBI FIELD OFFICES WITH
AVERAGE SUPPORT EMPLOYEE
ATTRITION OF 12% OR MORE

	FISCAL YEAR					
	1985		1986		1987	
	AVERAGE COMPLEMENT	TSL	AVERAGE COMPLEMENT	TSL	AVERAGE COMPLEMENT	TSL
Alexandria	49	54	57	57	59	59
Atlanta	76	77	79	82	81	85
Boston	122	124	123	129	114	133
Dallas	73	73	73	79	87	84
Denver	53	59	61	61	64	64
Los Angeles	205	235	222	238	216	241
Newark	127	128	130	133	127	139
New Haven	49	50	56	56	51	60
New York	672	732	732	761	699	802
Philadelphia	164	168	169	177	176	182
Richmond	39	41	41	43	44	46
San Francisco	191	206	189	208	203	214
WFO	<u>406</u>	408	<u>404</u>	442	<u>404</u>	449
Total	2226		2336		2325	

SOURCE: ASD

FBI
FIELD OFFICES WITH AVERAGE SUPPORT EMPLOYEE ATTRITION
OF 6% OR LESS

RANK	FISCAL YEAR								
	1985		1986		1987		5 YEAR AVERAGE		
	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE	
1	Birmingham	3	7.7%	3	7.1%	3	6.4%	2.4	6.0%
2	Jackson	2	6.7	1	2.8	4	11.1	1.8	5.8
3	Louisville	1	2.0	5	9.8	5	8.9	2.8	5.7
4	Memphis	2	4.9	3	6.5	4	8.7	2.4	5.7
5	Cincinnati	3	4.7	5	7.6	2	2.9	3.6	5.6
6	Charlotte	5	8.6	4	6.4	4	6.2	3.2	5.4
7	Jacksonville			5	9.6	2	3.6	2.7	5.2
8	San Diego			3	4.2	3	4.0	3.2	5.0
9	El Paso	1	3.3	1	3.0	2	5.7	1.5	4.8
10	Knoxville	2	6.2	2	3.7	3	5.3	2.2	4.4
11	Springfield	3	7.5	2	4.6	1	2.1	1.8	4.4
12	Buffalo	2	3.7	2	3.6	4	6.9	2.2	4.0
	Total	24		36		37			
	Percent of All Field Offices Total	4.2%		6.1%		6.2%			

SOURCE: ASD

FBI SUPPORT EMPLOYEE ATTRITION
 BY SEX IN FIELD OFFICES WITH
 AVERAGE ATTRITION OF 6% OR LESS
 FISCAL YEAR 1987

	MALE	FEMALE	TOTAL
Birmingham	1	2	3
Buffalo	2	2	4
Charlotte	1	3	4
Cincinnati	1	1	2
El Paso		2	2
Jackson	4		4
Jacksonville	1	1	2
Knoxville	1	2	3
Louisville	3	2	5
Memphis	1	3	4
San Diego	1	2	3
Springfield		1	1
	<hr/>	<hr/>	<hr/>
Total	16	21	37
Percent of Total	43.2%	56.8%	

SOURCE: ASD

FBI SUPPORT EMPLOYEE ATTRITION
 BY RACE IN FIELD OFFICES WITH
 AVERAGE ATTRITION OF 6% OR LESS
 FISCAL YEAR 1987

	WHITE	BLACK	HISPANIC	AMERICAN INDIAN	ASIAN	TOTAL
Birmingham	2	1				3
Buffalo	4					4
Charlotte	3	1				4
Cincinnati	2					2
El Paso	2					2
Jackson	4					4
Jacksonville	1	1				2
Knoxville	3					3
Louisville	4	1				5
Memphis	3	1				4
San Diego	2		1			3
Springfield	1					1
Total	31	5	1	0	0	37
Percent of Total	83.8%	13.5%	2.7%			

SOURCE: ASD

FBI SUPPORT EMPLOYEE ATTRITION BY EDUCATIONAL LEVEL
IN FIELD OFFICES WITH AVERAGE ATTRITION
OF 6% OR LESS
FISCAL YEAR 1987

	HIGH SCHOOL DIPLOMA	TERMINAL OCCUPATIONAL PROGRAM	COLLEGE ATTENDEE	COLLEGE GRADUATE	GRADUATE DEGREE	TOTAL ATTRITION
Birmingham			3			3
Buffalo	1		1	2		4
Charlotte			4			4
Cincinnati	1			1		2
El Paso			2			2
Jackson		1	2	1		4
Jacksonville	2					2
Knoxville	2			1		3
Louisville			2	3		5
Memphis	1		1	2		4
San Diego		1	1	1		3
Springfield			1			1
Total	7	2	17	11		37
Percent of Total	18.9%	5.4%	45.9%	29.7%		
Percent of All Field Office Attrition	28.4%	9.3%	40.2%	20.7%	1.3%	

SOURCE: ASD

FBI SUPPORT EMPLOYEE EXPLANATIONS GIVEN DURING
EXIT INTERVIEWS FOR RESIGNATIONS FROM FIELD OFFICES
WITH AVERAGE ATTRITION OF 12% OR MORE
FISCAL YEAR 1987

FIELD OFFICE	A	B	C	D	E	F	G	H	I	TOTAL
Alexandria	5		2			1			2	10
Atlanta	5		4	1		1				11
Boston	23		1		2	3	1		3	33
Dallas	5	1	1			1				8
Denver	2				1	2	1			6
Los Angeles	22		2	1	4	3	5		2	39
Newark	13		2		1	1	1		2	20
New Haven	12				2		1			15
New York	49	3	3	1	6	4	9		9	84
Philadelphia	17				7		1	1		26
Richmond	6					1	1			8
San Francisco	12	3	2		2	2			2	23
WFO	24	4	2		3	8	2	1	4	48
Total	195	11	19	3	28	27	22	2	24	331

Percent of Total

Resignations 58.9% 3.3% 5.7% .9% 8.5% 8.2% 6.7% .6% 7.2%

A - Dissatisfaction Job/Salary/Promotion
B - Adjustment Problems
C - Dissatisfaction Living/Housing/
Transportation
D - Poor Health
E - Marriage/Maternity

F - Return to School
G - Retirement/Dismissal/Resign
Admin. Inquiry
H - Death/Disability
I - Other/Military

SOURCE: ASD

FBI SUPPORT EMPLOYEE EXPLANATIONS GIVEN DURING
EXIT INTERVIEWS FOR RESIGNATIONS FROM FIELD OFFICES
WITH AVERAGE ATTRITION OF 12% OR MORE
FISCAL YEAR 1986

FIELD OFFICE	A	B	C	D	E	F	G	H	I	TOTAL
Alexandria	6				2	1			3	12
Atlanta	11		2			1				14
Boston	15		1		2		2		1	21
Dallas	8					1	1	1	2	13
Denver	2				2	1			1	6
Los Angeles	21	1	4	2		1	5	1	4	39
Newark	8		1	1	3	2			2	17
New Haven	8		1		1	1	1			12
New York	63		5	1	12	9	8	2	11	111
Philadelphia	16				3		1		1	21
Richmond	5					1				6
San Francisco	12				3	3	1		2	21
WFO	36	2	2		6	5	5			56
Total	211	3	16	4	34	26	24	4	27	349

Percent of Total
Resignations 60.0% 1.0% 4.6% 1.2% 9.8% 7.5% 6.9% 1.2% 7.8%

A - Dissatisfaction Job/Salary/Promotion
B - Adjustment Problems
C - Dissatisfaction Living/Housing/
Transportation
D - Poor Health
E - Marriage/Maternity

F - Return to School
G - Retirement/Dismissal/Resign
Admin. Inquiry
H - Death/Disability
I - Other/Military

SOURCE: ASD

FBI SUPPORT EMPLOYEE EXPLANATIONS GIVEN DURING
EXIT INTERVIEWS FOR RESIGNATIONS FROM FIELD OFFICES
WITH AVERAGE ATTRITION OF 12% OR MORE
FISCAL YEAR 1985

FIELD OFFICE	A	B	C	D	E	F	G	H	I	TOTAL
Alexandria	10		1		2				2	15
Atlanta	6	1	1		1	1			2	12
Boston	11		2		1				1	15
Dallas	7	1	1			1	2			12
Denver	8			1	1	2	1			13
Los Angeles	33		5		6	4	1		2	51
Newark	8		1		3	3				15
New Haven	3				1					4
New York	60		5	2	18	5	3	1	9	103
Philadelphia	10		1		3		1		1	16
Richmond	4						1	1		6
San Francisco	15		1		2	4	3		1	26
WFO	29	3	1	1	2	5	4		1	46
Total	204	5	19	4	40	25	16	2	19	334

Percent of Total

Resignations	61.0%	1.5%	5.6%	1.2%	12.0%	7.5%	4.8%	.6%	5.7%
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A - Dissatisfaction Job/Salary/Promotion
B - Adjustment Problems
C - Dissatisfaction Living/Housing/
Transportation
D - Poor Health
E - Marriage/Maternity

F - Return to School
G - Retirement/Dismissal/Resign
Admin. Inquiry
H - Death/Disability
I - Other/Military

SOURCE: ASD

FBI SUPPORT EMPLOYEE EXPLANATIONS
 GIVEN DURING EXIT INTERVIEWS FOR RESIGNATIONS
 FROM FIELD OFFICES WITH AVERAGE ATTRITION
 OF 12% OR MORE WHEN ONLY RESIGNATIONS
 DUE TO DISSATISFACTION WITH JOB, SALARY,
 OR PROMOTIONAL PROSPECTS ARE CONSIDERED

EXPLANATION	FISCAL YEAR			AVERAGE
	1985	1986	1987	
Dissatisfaction with Job	5.9%	7.8%	2.5%	5.5%
Better Salary or Promotional Prospects	67.5	60.1	60.1	62.5
Enter Different Field	26.6	32.1	37.4	32.0

SOURCE: ASD

FBI SUPPORT EMPLOYEE
EXPLANATIONS GIVEN DURING EXIT INTERVIEWS
FOR RESIGNATIONS FROM FIELD OFFICES

EXPLANATION	FISCAL YEAR								
	1985			1986			1987		
	ALL*	HIGH	LOW	ALL	HIGH	LOW	ALL	HIGH	LOW
Dissatisfaction with Job, Salary, or Promotional Prospects	54.4%	61.0%	41.7%	56.1%	60.0%	33.3%	54.7%	58.9%	35.2%
Adjustment Problems	1.6	1.5	4.2	2.5	1.0	11.1	2.3	3.3	
Dissatisfaction with Living, Housing, or Transportation	1.6	5.6	4.2	2.0	4.6		1.6	5.7	5.4
Poor Health	1.8	1.2		1.0	1.2	2.8	1.0	.9	
Marriage/Maternity	17.6	12.0	25.0	15.1	9.8	19.5	14.7	8.5	13.5
Return to School	7.0	7.5		8.0	7.5	8.3	7.6	8.2	2.7
Retirement, Dismissal, Resignation During Administrative Inquiry	8.9	4.8	12.5	8.0	6.9	11.1	9.3	6.7	24.3
Death/Disability	1.4	.6	8.2	1.2	1.2	2.8	1.0	.6	2.7
Other/Military	5.6	5.7	4.2	5.8	7.8	11.1	7.6	7.2	16.2
Total Resignations	568	334	24	586	349	36	603	331	37

* NOTE:

ALL = all field officesHIGH = field offices with attrition of 12% or moreLOW = field offices with attrition of 6% or less

SOURCE: ASD

FBI SUPPORT EMPLOYEE EXPLANATIONS
GIVEN DURING EXIT INTERVIEWS FOR RESIGNATIONS
FROM ALL FIELD OFFICES WHEN ONLY RESIGNATIONS
DUE TO DISSATISFACTION WITH JOB, SALARY,
OR PROMOTIONAL PROSPECTS ARE CONSIDERED
FISCAL YEAR 1987

EXPLANATION

Dissatisfaction with Job	4.2%
Better Salary or Promotional Prospects	59.4
Enter Different Field	36.4

SOURCE: ASD

ECONOMIC DATA
FBI FIELD OFFICES WITH AVERAGE
SUPPORT EMPLOYEE ATTRITION OF 12% OR MORE

METROPOLITAN AREA POPULATION	1983 PER CAPITA INCOME		1984 UNEMPLOYMENT		1987 UNEMPLOYMENT	COST OF LIVING INDEX	
	RANK (1)	RANK (2)	AMOUNT	RANK (2)	PERCENT		
Alexandria	10	2	\$13,647	257	4.2%	3.2%	133.2
Atlanta	13	25	10,598	230	4.9	4.4	110.8
Boston	6	12	11,252	253	4.3	2.5	149.2
Dallas	9	14	11,127	267	3.7	6.8	104.4
Denver	22	5	12,228	237	4.7	5.7	102.3
Los Angeles	2	24	10,608	135	7.2	6.0	115.2
Newark	1	13	11,241	139	6.7	4.4	145.8
New Haven	34	27	10,563	216	5.2	2.7	119.2
New York	1	13	11,241	139	6.7	4.5	145.8
Philadelphia	5	54	10,025	156	6.8	4.5	122.0
Richmond	50	42	10,240	240	4.6	3.9	103.0
San Francisco	4	6	12,226	172	6.1	3.8	132.7
WFO	10	2	13,647	257	4.2	3.2	133.2
Median-Nationwide			\$9,120		7.1%	5.7%	100.0

- (1) Of 50 Areas Ranked
(2) Of 275 Areas Ranked

SOURCE: STATISTICAL ABSTRACT OF THE UNITED STATES 1987, STATE
AND METROPOLITAN AREA DATA BOOK 1986, DEPARTMENT OF LABOR,
1987 INTERCITY COST OF LIVING INDEX

ECONOMIC DATA
FBI FIELD OFFICES WITH AVERAGE
SUPPORT EMPLOYEE ATTRITION OF 6% OR LESS

METROPOLITAN AREA POPULATION	1983		1984		1987	COST OF LIVING INDEX	
	PER CAPITA INCOME		UNEMPLOYMENT		UNEMPLOYMENT		
	RANK (1)	RANK (2)	AMOUNT	RANK (2)	PERCENT		
Birmingham	43	173	\$8,570	52	10.3%	7.0%	99.0
Buffalo	33	137	9,155	74	9.1	5.6	96.4
Charlotte	35	118	9,357	194	5.7	3.4	100.0
Cincinnati	23	102	9,500	90	8.5	4.9	102.2
El Paso	NR	271	6,798	61	9.7	11.4	100.5
Jackson	NR	197	8,378	135	7.2	6.4	101.0
Jacksonville	48	125	9,271	194	5.7	5.0	100.1
Knoxville	NR	178	8,531	74	9.1	5.7	95.9
Louisville	39	111	9,389	87	8.6	5.7	96.3
Memphis	40	191	8,440	142	7.1	5.7	98.2
San Diego	19	50	10,122	170	6.2	4.7	118.9
Springfield	NR	23	10,635	150	7.0	4.5	98.9
Median-Nationwide			\$9,120		7.1%	5.7%	100.0

- (1) Of 50 Areas Ranked
(2) Of 275 Areas Ranked

SOURCE: STATISTICAL ABSTRACT OF THE UNITED STATES 1987, STATE
AND METROPOLITAN DATA BOOK 1986, DEPARTMENT OF LABOR,
1987 INTERCITY COST OF LIVING INDEX

COMPARISON OF ECONOMIC DATA
 FBI FIELD OFFICES WITH AVERAGE SUPPORT
 EMPLOYEE ATTRITION OF 12% OR MORE VS. FIELD OFFICES
 WITH AVERAGE ATTRITION OF 6% OR LESS

	FIELD OFFICES WITH ATTRITION OF 12% <u>AND OVER</u>	FIELD OFFICES WITH ATTRITION OF 6% <u>AND UNDER</u>	<u>NATIONAL AVERAGE</u>
Number of Offices	13	12	
Population			
Number in Top 10 Metropolitan Areas	9	0	
Number in Top 50 Metropolitan Areas	13	8	
1983 Per Capita Income			
Median Income	\$11,241	\$9,213	\$9,120
Number Which Exceed National Median	13	7	
Number Which are Less Than Median	0	5	
1987 Average Cost of Living Index			
	124.4	100.6	100.0
Number Which Exceed National Average	13	5	
Number Which are Less Than National Average	0	6	
Median Unemployment			
1984	4.9%	7.8%	7.1%
1987	4.4%	5.7%	5.7%

	<u>FIELD OFFICES WITH ATTRITION OF 12% AND OVER</u>	<u>FIELD OFFICES WITH ATTRITION OF 6% AND UNDER</u>	<u>NATIONAL AVERAGE</u>
Education			
Resignees With College or Graduate Degrees	22.3%	23.7%*	16.7%
Resignees With Some College or Occupational Education	43.8%	44.3%*	17.7%
Total	66.1%	68.0%*	34.4%
Employees Who Left Due to Dissatisfaction With Job, Salary, or Promotional Prospects During Fiscal Years 1985 to 1987	608	36	
Percent	60.0%	37.1%	
Employees Who Left Due Largely to Factors Beyond the Control of the FBI During Fiscal Years 1985 to 1987	406	61	
Percent	40.0%	62.9%	

* 3 Year Average

**PROFILE OF FBI SUPPORT EMPLOYEES RESIGNING
FROM FIELD OFFICES WITH AVERAGE ATTRITION
OF 12% OR MORE**

	<u>AVERAGE PERCENT</u>	<u>CHARACTERIZATION</u>
Age		
16-24	42.3%	
25-34	<u>44.1%</u>	Young
	86.4%	Easily Mobile
GS Level		
GS 7 or Lower	84.9%	Low Paid
GS 6 or Lower	74.9%	
GS 5 or Lower	53.8%	Limited Advancement Available
Education		
Some College or Occupational Training	43.8%	High Achiever
College Degree	21.1%	Over Educated For Job
Graduate Degree	<u>1.2%</u>	
	66.1%	
Years of Service		
Less than 1	14.5%	
1 to 2 Years	32.0%	Short Tenure
3 to 4 Years	<u>20.8%</u>	
	67.3%	Mobile

Profile - Those support employees who resigned are young, occupationally mobile, high achievers who are placed in low paying, limited advancement positions in high density, high cost of living areas where higher salary is available and unemployment is low.

10

FACTORS IN FBI
SUPPORT EMPLOYEE ATTRITION

FBI CAN EFFECT

Office Management
Employee Supervision
Training

FBI CAN EFFECT ONLY marginally

Salary
Promotional Opportunities
Work Environment
Transportation
Entry in Military
Age
Educational Level
Adjustment Problems
Dissatisfaction with FBI

FBI CAN NOT EFFECT

Health
Return to School
Retirement
Dismissals
Resignation During
Administrative
Inquiry
Death
Disability
Marriage
Maternity
Child Care
Cost of Living
Population Density
Per Capita Income
Unemployment

VI. Findings

Comparative Attrition Rates

- During the five years from 1983 to 1987 all employee attrition averaged 8.2 percent.
- Private sector all employee attrition for the years 1984 to 1986 averaged 12.5 percent. FBI average attrition for the same period was 8.4 percent.
- FBI support employee attrition over the five years 1983 through 1987 averaged 11.6 percent. Average attrition at FBIHQ was 12.6 percent while field office attrition averaged 10.3 percent.
- For each of the years 1983 through 1986 support employee attrition was below that of the Federal government as a whole.
- For each of the years 1983 through 1987 support employee attrition was less than that of Federal law enforcement or Intelligence gathering agencies able to provide attrition information. The only exception was NSA.
- NSA maintains its low attrition results from exemption from the General Schedule pay standards, excellent promotional opportunities, and extensive efforts to foster job satisfaction.

Support Employee Profiles

- 69.0 percent of the 600 field office support employees who resigned in 1987 were female. This rate closely approximated the proportion of females then in the field offices.
- Of those who left in 1987, 80.1 percent were white, 13.8 percent were black. Both rates closely approximate the racial distribution in field offices.
- As of January 11, 1988, 59.8 percent of on board field office support employees were within the 16-34 year old age group while 24.5 percent were between 16 and 24.

- During 1986 the all support employees attrition rate for the 16-24 year old age group was 23.3 percent. This rate is consistent with the nationwide occupational mobility rate of 23.4 percent for the same age group.
- Support employee attrition for the 25-34 year old age group during 1986 was 11.7 percent. This is consistent with the nationwide occupational mobility rate of 11.5 percent.
- For each of the five years surveyed the percentage of college attendees or college graduates employed in FBI field offices was in excess of 50 percent.
- 71.3 percent of on board field office support employees have some college education while 34.4 percent of the civilian labor force has attained an equivalent educational level.
- Of the field office support employees who resigned in 1987, 62.3 percent had attained some college credit with 22 percent having obtained a college degree.
- Of the 1987 field office resignees 74.5 percent were in grades GS6 and below with 55.8 percent in grades GS5 and below.
- Within this same group, 14 percent left prior to fulfilling their one year obligation. 45.7 percent left with less than two years service.

Field Offices with Attrition of 12 Percent or More

- Thirteen field offices (hereinafter referred to as high attrition offices) reported average attrition over the past three years of 12 percent or more. Seven of the 13 are "top 12" offices.
- 55.2 percent of the support employees who left during 1987 were assigned to these 13 field offices.
- 42.3 percent of those who left these field offices during 1987 were within the 16-24 year old age group. 86.4 percent were less than 35 years old.
- 55.5 percent of those who left during 1987 had attained some college education. 22.3 percent had earned college degrees.

- 14.5 percent of those who resigned served less than one year. 46.5 percent stayed less than two years.
- 74.9 percent of the resignees were in grade levels GS6 and below. 53.8 percent were in grades GS5 or below.
- Of the 13 high attrition offices, four remain in this category when only resignations due to dissatisfaction with job, salary, a promotional prospects are considered. Of the four that remain, one is a "top twelve" office.

Field Offices with Attrition of 6 Percent or Less

- Twelve field offices (hereinafter referred to as low attrition offices) have over the past five years averaged support employee attrition of six percent or less. None are "top 12" offices.
- During 1987 these 12 field offices lost 37 support employees, 6.2 percent of all field office attrition.
- Of those who resigned from these offices during 1987, 75.6 percent had some college education. 29.7 percent held college degrees.

Economic Factors

- Field offices with high attrition are in densely populated areas while low attrition offices are in sparsely to moderately populated areas.
- Per capita income is 23.3 percent above the median in high attrition field office areas, one percent above the median in the low attrition field office areas.
- Unemployment is 22.8 to 31.0 percent below the median in high attrition office areas. Low attrition offices have experienced unemployment equal to, or up to 9.9 percent above, the nationwide median.
- The cost of living averages 24.4 percent above the nationwide median for the high attrition office areas. The low attrition offices are at the national median.

Explanations Given For Resignations

- Of the 1,757 field office support employees who resigned during 1985 through 1987, 789 or 44.9 percent, did so for reasons other than dissatisfaction with job, salary, or promotional prospects, thus for reasons largely beyond the control of FBI management.
- 406 of the 1014 support employees who left the high attrition offices during this period, 40.0 percent, and 61 of 97 who left the low attrition offices, 62.9 percent, did so for reasons other than dissatisfaction with job, salary, or promotional prospects, thus for reasons largely beyond the control of FBI management.
- The process currently used by ASD to capture and report explanations for support employee resignations within the areas of dissatisfaction with job, salary, or promotional prospects does not support detailed analysis within these areas.

VII. Conclusions

- FBI attrition rates for all support employees and for field office support employees only, compare favorably with those of other Federal law enforcement/intelligence gathering agencies, the Federal government as a whole, and with private industry.
- Much of field office support employee attrition is beyond the control of FBI management.
- Regional economic factors affecting support employee attrition in field offices are beyond the control of FBI management.
- Efforts by FBI management to reduce field office support employee attrition are basically limited to increasing salaries, providing additional promotional opportunities, and improving job satisfaction.
- As long as the FBI is required to adhere to the General Schedule pay standards very little can be done to increase support employee salaries.
- The nature of field office support employee duties results in limited promotional opportunities.
- Due to the limitations on support employee salary increases and promotional opportunities, efforts by FBI management to reduce field office support employee attrition must concentrate upon increasing job satisfaction.
- A small number of FBI field offices are experiencing high support employee attrition.
- The General Schedule pay standards are the most significant cause of high support employee attrition in those field offices located in areas with high per capita income, high costs of living, and low unemployment.
- The profile of FBI support employees resigning from the high attrition field offices suggests the high support employee attrition in these offices is in part a function of the nature of field office support employee duties and the type of individual hired to handle the duties.

VIII. Recommendations

- That Administrative Services Division be provided with the attrition information and OPEA analysis contained herein to assist in future support employee recruitment and retention efforts. ASD to provide the information and analysis to all field offices.
- That ASD continue its efforts to secure removal of the FBI from the General Schedule pay standards.
- That ASD, while working for removal of the FBI from the General Schedule pay standards, continue to pursue all other alternatives to increase support employee salaries.
- That ASD, with the assistance of OPEA, improve the process used to capture and report support employee explanations given for resignations.
- That ASD, using the improved process, capture and report support employee explanations given for resignations for a period of six months, after which OPEA will analyze and report the data and make appropriate recommendations.
- That OPEA explore the feasibility of assessing support employee attitudes in selected field offices with the goal of better understanding and addressing attitudes which may lead to resignations.
- That OPEA, subject to the concurrence of the Executive Assistant Director - Administration, provide assistance to any field office requesting help at identifying and/or analyzing the factors contributing to their support employee attrition.

IX. Appendix

During the five years from 1983 to 1987 four job classifications accounted for 56.1 percent of all support employee attrition. The job classifications are:

Secretary
Clerk-typist
File Clerk (0303)
File Clerk (0305)

This appendix contains data regarding attrition in these job classifications.

FBI
HEADQUARTERS ATTRITION BY DIVISION

	FISCAL YEAR									
	1983		1984		1985		1986		1987	
	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE
Executive Offices/ OCA	22	9.3%	32	13.4%	45	18.6%	39	16.6%	36	15.3%
Ident	314	10.3	348	12.1	362	12.8	387	13.8	463	16.0
Training	4	1.6	9	3.6	18	7.1	12	4.6	26	9.9
Admin Serv	70	11.3	96	12.3	129	16.5	134	17.0	123	15.2
Records Mgt	135	10.5	154	11.5	179	13.6	174	14.5	159	13.8
Intell	19	13.2	25	17.1	26	16.9	19	11.2	22	11.3
Crim Invest	26	14.1	30	14.0	32	14.1	47	19.0	36	13.4
Lab	25	8.5	32	10.5	45	14.4	40	12.6	37	11.7
Tech Serv	48	8.2	60	9.0	89	12.1	84	10.6	83	10.4
Legal Coun	7	10.4	6	8.6	10	14.7	9	13.0	11	15.5
Insp	2	8.7	5	21.7	5	22.7	4	12.5	6	19.4
Total	672	10.0%	797	11.5%	940	13.6%	949	13.8%	1002	14.2%

SOURCE: ASD

FBI
SUPPORT EMPLOYEE ATTRITION BY SELECTED JOB
CLASSIFICATIONS

<u>JOB SERIES</u>	FISCAL YEAR									
	1983		1984		1985		1986		1987	
	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE
Secretary	66	7.8%	86	10.0%	111	12.8%	101	11.3%	105	11.8%
Clerk-Typist	144	13.4	200	20.5	179	21.2	185	19.5	159	17.1
File Clerk-0303	76	9.4	116	13.8	188	18.7	199	18.9	222	18.7
File Clerk-0305	287	12.5	325	12.5	364	14.3	389	15.3	412	16.1
Total Series Attrition	573		727		842		874		898	
Total Support Attrition	1044		1291		1508		1535		1602	
Percentage	54.9%		56.3%		55.8%		56.9%		56.1%	

SOURCE: ASD

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FBI HEADQUARTERS
SUPPORT EMPLOYEE ATRITION BY
SELECTED JOB CLASSIFICATIONS

<u>JOB SERIES</u>	FISCAL YEAR									
	1983		1984		1985		1986		1987	
	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE
Secretary	36	16.6%	35	16.5%	37	16.8%	37	16.4%	38	16.7%
Clerk Typist	75	13.8	94	23.9	66	26.0	65	25.0	60	22.0
File Clerk-0303	28	10.4	84	16.6	155	23.0	165	23.6	184	23.5
File Clerk-0305	191	13.2	200	13.8	220	15.5	231	17.8	237	18.4

SOURCE: ASD

FBI FIELD OFFICE
SUPPORT EMPLOYEE ATRITION BY
SELECTED JOB CLASSIFICATIONS

<u>JOB SERIES</u>	FISCAL YEAR									
	1983		1984		1985		1986		1987	
	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE	COUNT	RATE
Secretary	30	4.7%	51	7.9%	74	11.4%	64	9.6%	67	10.1%
Clerk Typist	69	13.0	106	18.2	113	19.2	120	17.4	99	15.1
File Clerk-0303	48	8.9	32	9.6	33	10.0	34	9.6	38	9.4
File Clerk-0305	96	11.5	125	11.0	144	12.8	158	12.7	175	13.8

SOURCE: ASD

SUPPORT EMPLOYEE ATTRITION
 BY SELECTED JOB CLASSIFICATIONS
 FBI VS. FEDERAL GOVERNMENT

	FISCAL YEAR							
	1983		1984		1985		1986	
	FBI	FED GOVT	FBI	FED GOVT	FBI	FED GOVT	FBI	FED GOVT
Secretary	7.8%	13.5%	10.0%	15.9%	12.8%	15.7%	11.3%	15.7%
Clerk-Typist	13.4	21.3	20.5	25.9	21.2	26.5	19.5	26.6
File Clerk-0303	9.4	13.9	13.8	15.6	18.7	15.7	18.9	15.8
File Clerk-0305	12.5	16.4	12.5	17.1	14.3	18.1	15.3	18.3
All Support Employees	9.3	16.4	11.0	18.2	12.6	18.2	12.4	18.6

SOURCE: ASD, OPM

SUPPORT EMPLOYEE ATTRITION BY SELECTED
JOB CLASSIFICATIONS
FBI VS. BUREAU OF ALCOHOL, TOBACCO AND FIREARMS (ATF)

	FISCAL YEAR			
	1986		1987	
	FBI	ATF	FBI	ATF
Secretary	11.2%	18.7%	11.8%	11.5%
Clerk-Typist	19.5	47.0	17.1	71.8
File Clerk-0303	18.9	31.9	18.7	63.8
File Clerk-0305	15.2	9.1	16.1	9.1
All Support Employees	12.4	28.4	12.6	37.3

SOURCE: ASD, ATF

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SUPPORT EMPLOYEE ATTRITION
 BY SELECTED JOB CLASSIFICATIONS
 FBI VS. DEPARTMENT OF LABOR (DOL)

	FISCAL YEAR					
	1984		1985		1986	
	FBI	DOL	FBI	DOL	FBI	DOL
Secretary	10.0%	8.9%	12.8%	8.1%	11.3%	7.5%
Clerk-Typist	20.5	19.3	21.2	16.1	19.5	12.6
File Clerk-0303	13.8	7.9	18.7	9.6	18.9	7.1
File Clerk-0305	12.5	5.8	14.3	8.4	15.3	6.7
All Support Employees	11.0	10.6	12.6	9.9	12.4	8.2

SOURCE: ASD, DOL



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SUPPORT EMPLOYEE ATTRITION
 BY SELECTED JOB CLASSIFICATIONS
 FBI VS. NATIONAL SECURITY AGENCY (NSA)

	FISCAL YEAR							
	1984		1985		1986		1987	
	FBI	NSA	FBI	NSA	FBI	NSA	FBI	NSA
Secretary	10.0%	3.6%	12.8%	3.0%	11.2%	3.6%	11.8%	3.3%
Clerk-Typist	20.4	7.0	21.2	5.8	19.5	5.8	17.1	5.7
File Clerk (0303/0305)	12.8	7.8	15.5	10.3	16.3	11.5	16.9	8.8
All Support Employees	11.0	5.6	12.6	3.9	12.4	4.0	12.6	5.7

SOURCE: ASD, NSA



SUPPORT EMPLOYEE ATTRITION
BY SELECTED JOB CLASSIFICATIONS
FBI VS. OFFICE OF PERSONNEL MANAGEMENT (OPM)

	FISCAL YEAR							
	1983		1984		1985		1986	
	FBI	OPM	FBI	OPM	FBI	OPM	FBI	OPM
Secretary	7.8%	7.8%	10.0%	10.2%	12.8%	12.9%	11.3%	11.4%
Clerk-Typist	13.4	13.7	20.5	20.4	21.2	21.3	19.5	20.2

SOURCE: ASD, OPM

