



General Government Division

B-255914

March 3, 1994

The Honorable Nancy Pelosi
House of Representatives

Dear Ms. Pelosi:

At your request, we are providing information on the representation of women and minorities in the National Park Service (NPS), both nationwide and in its San Francisco organizational units. As requested, we are also providing information on changes in the representation levels of these groups for fiscal years 1984 to 1992. The NPS units located in San Francisco are the Western Regional Office, the Golden Gate National Recreation Area, and the San Francisco Maritime National Historic Park. As agreed, we are providing aggregate results for these units.

APPROACH

We used two methods to analyze several aspects of the representation levels of women and minorities in the NPS and its San Francisco units. First, we compared the agency workforce profile with the civilian labor force (CLF) profile to determine whether and to what extent the agency workforce is representative of the race, ethnic, and gender groups in the CLF. The Equal Employment Opportunity Commission (EEOC) requires that agencies make this analysis for affirmative employment planning purposes. We made CLF comparisons for all jobs combined, for specific key jobs, and for the six job categories that EEOC uses in gauging agency representation. Key jobs are those nonclerical jobs that have more than 100 employees and that could lead to middle and upper management positions. The six job categories are professional, administrative, technical, clerical, other, and blue-collar (PATCOB). According to EEOC, agencies are to evaluate their full-time and part-time permanent workforces in making comparisons to the CLF. Because of time constraints, our analysis was limited to full-time permanent

employees. All references to the term "workforce" refer to the full-time permanent workforce.¹

Second, we compared the number of women and minorities to the number of white men, the predominant group in the agency. For this comparison, we calculated ratios that we refer to in the text as relative numbers. We used the ratio-based technique to examine the direction and magnitude of changes in the relative representation of women and minorities between fiscal years 1984 and 1992. This technique involved comparing the ratios of numbers in different categories of equal employment opportunity (EEO) groups. We also used the ratio-based technique to analyze how personnel events--entries, separations, and promotions--affected the representation of EEO groups over time. As we said in Affirmative Employment: Assessing Progress of EEO Groups in Key Federal Jobs Can Be Improved (GAO/GGD-93-65, Mar. 8, 1993), the ratio technique is especially useful in comparing relative changes in workforce representation across EEO groups of different sizes. Enclosures I and II provide details of our methodology.

RESULTS IN BRIEF

In both NPS' overall and key job workforces, the relative numbers of women and minorities generally increased between fiscal years 1984 and 1992. These increases were more pronounced for white and minority women than for minority men. However, even with these relative increases, underrepresentation was common. In comparison to the CLF, 6 out of 10 EEO groups were underrepresented in NPS' total workforce in fiscal year 1992. Seven groups were underrepresented, for example, in the largest key job, park ranger. In addition, women and minorities were more likely to be in the lower grades of the key jobs they held.

In the overall and key job workforces in the NPS' San Francisco units, all EEO groups we reviewed except one increased in relative numbers between 1984 and 1992. Black employees were the exception; they decreased in relative numbers in both of these workforces. However, compared to the CLF in the San Francisco area, black men in the NPS' San Francisco workforce were fully represented; black women were not.

¹Part-time permanent employees were 2.4 and 9.3 percent of the total number of NPS employees in fiscal years 1992 and 1984, respectively. The number of part-time permanent employees at NPS declined from 1,174 in fiscal year 1984 to 352 in fiscal year 1992.

In the majority of the 5 years examined, all groups except black and Asian women and Hispanic men entered NPS' key job workforce in higher relative numbers than those at which they were employed. These gains, however, were reduced by the relative numbers who left NPS. In a majority of the years examined, most groups, especially white women, black women, and Hispanic men, separated at relative rates that were higher than those at which they were employed in the key job workforce. Because the numbers were too small to draw conclusions, we did not examine hires and separations in the San Francisco units.

1992 REPRESENTATION LEVELS

Six of 10 EEO groups that we examined were underrepresented on an overall basis in the 1992 NPS workforce when compared to the 1990 CLF. The underrepresented groups were Asian men and women, Hispanic men and women, black women, and white women. These groups and Native American women were also underrepresented in the San Francisco NPS workforce in 1992. Enclosure I, tables I.1 and I.2, list the 10 EEO groups that we examined and contain representation indexes showing the extent of underrepresentation.

All EEO groups were underrepresented in some key white-collar jobs in the 1992 NPS workforce. White women and minorities, except for Native American men, were underrepresented in 6 or more key jobs out of the 12 key jobs we analyzed. Seven of the 10 EEO groups were underrepresented in the largest NPS key job, park ranger. The group most underrepresented in this job category was black women, followed by Hispanic women, Asian women, white women, Asian men, black men, and Native American women. Table I.3 shows the extent of underrepresentation in the 12 key jobs we examined.

In the PATCOB categories, we found that all women and minorities, except Native American men, were underrepresented in professional jobs in 1992. Seven EEO groups were underrepresented in the other, administrative, and blue-collar categories; four groups were underrepresented in the clerical and technical categories (see table I.4).

In the San Francisco workforce, white women were underrepresented in all the PATCOB categories in 1992. Because of the small numbers in the San Francisco workforce, we combined men and women in analyzing the representation levels of minority groups. Blacks, Asians, and Native Americans were underrepresented in the professional and technical categories. Hispanics were underrepresented in the administrative, other, and blue-collar categories (see table I.5).

In many instances, the number of employees by EEO group in the NPS and its San Francisco units was less than half the number in the CLF.

CHANGES IN RELATIVE REPRESENTATION FROM 1984 TO 1992

Our analysis of changes in relative representation showed that, on an overall basis, all EEO groups in the NPS full-time permanent workforce, except black men, increased in numbers relative to white men from fiscal year 1984 to 1992. The increases in relative numbers were more pronounced for white and minority women than for minority men. Among employees in key jobs, all groups--including black men--increased in relative numbers. These increases were also more pronounced for white and minority women than for minority men.

Despite the larger increases in relative numbers for women, in fiscal year 1992 the relative number of women remained lower than the relative number of males in the NPS' overall and key job workforces. Moreover, white and minority women were less well represented among key white-collar employees than among nonkey white-collar employees across all years. Minority men, in general, were less represented among key white-collar employees than among either nonkey white-collar employees or blue-collar employees. The only group that was about equally represented in each of the three segments of the NPS workforce was Asian men. Enclosure III contains our analyses of the relative representation of EEO groups in the NPS workforce and changes from 1984 to 1992.

Within the NPS key job white-collar workforce, we found that increases in representation at upper grades were as high and sometimes higher than at lower grades for white women and blacks. However, Hispanic men decreased slightly in relative numbers when comparing fiscal years 1984 and 1992 at grades 1 to 10 and 13 to 15. In contrast, Hispanic women increased in relative numbers at all grades. Asian men and women increased in relative numbers at grades 1 to 10 and 11 to 12 during this period, while Asian men decreased slightly at grades 13 to 15. There were no Asian women at grades 13 through 15 in the years we examined. Even with the increases, in 1992 women and minority groups were represented in much smaller relative numbers at upper grades than at lower grades (see encl. IV).

With respect to the relative representation in the San Francisco NPS workforce, we found that in general, and in key white-collar jobs in particular, all the EEO groups that we reviewed increased in relative numbers from fiscal years 1984 through 1992, except

for the number of black employees, which decreased. Enclosure VI presents our analysis of the progress of women and minorities in the San Francisco NPS units. We do not have the specific reasons for these relative increases and decreases. Because of the small size of the San Francisco NPS workforce and the very small numbers of employees in certain EEO groups, we were unable to do a detailed analysis of the personnel event data. However, in connection with the EEO groups' representative standing, there was a need to increase the representation of most but not all groups. As shown in table I.2, women and minorities except black and Native American men, remained underrepresented in the 1992 San Francisco workforce when compared to the CLF.

PATTERNS IN PERSONNEL EVENTS FROM 1984 TO 1992

The increases in the representation of women and minorities in NPS' key white-collar jobs were due, for the most part, to the fact that most groups, in most of the years that we reviewed, entered the workforce in higher relative numbers than those at which they were employed. Only black and Asian women and Hispanic men entered the key job white-collar workforce in lower relative numbers than those at which they were employed in the majority of years we reviewed. We also found though that the separation rates of eight EEO groups were higher than their employment rates for a majority of the 5 years we examined (see table V.1).

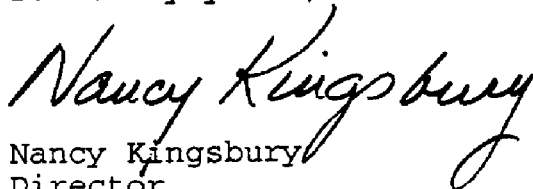
Our analysis of promotions of key white-collar employees at NPS showed that, except for Asian and Native American men and women, in most years and at most grade levels all groups were promoted in higher relative numbers than those at which they were employed (see table V.2). The trends in the numbers of relative promotions across grade levels varied by EEO groups. For example, white women and black women experienced increases in the relative number of promotions in all grades except at grades 13 to 15 when comparing fiscal years 1984 and 1992. Promotion rates of black, Asian, and Native American men at Grades 11 and 12 declined in that period.

As arranged with your staff, unless you publicly release its contents earlier, we plan no further distribution of this correspondence until 10 days from its date. At that time, we will send copies to the Secretary of the Interior, the Director of the NPS, the Director of the NPS Western Region, and other interested parties. Also, we will make copies available to others upon request.

B-255914

The major contributors to this correspondence were Steve Wozny, Assistant Director; Carmen Rivera-Lowitt, Evaluator-in-Charge; and Douglas Sloane, Technical Advisor. If you have questions, please call me on (202) 512-5074.

Sincerely yours,



Nancy Kingsbury
Director
Federal Human Resource Management
Issues

Enclosures - 5

REPRESENTATION OF WOMEN AND MINORITIES
WHEN COMPARED WITH CLF BENCHMARKS

The EEOC requires agencies, in developing their affirmative employment plans, to compare the representation of women and minority groups in their workforces with the representation of the same groups in the appropriate CLF. According to EEOC, underrepresentation exists if the percentage rate at which a group is represented in an agency's workforce is less than the rate at which the group is represented in the CLF. On the basis of their analyses, agencies are to take action to eliminate the barriers that restrict equal employment opportunities. EEOC requires agencies to use decennial census data as benchmarks for determining underrepresentation, and we used 1990 decennial census data in our analyses.

We made three different comparisons to the CLF. The first addressed the extent of representation in the agency on an overall basis--all jobs combined. The second and third comparisons followed EEOC's guidance to agencies which requires analyses of the PATCOB categories and key jobs.

Tables I.1 and I.2 show to what extent different EEO groups were represented in the NPS full-time permanent workforce and in its San Francisco units respectively, when compared on an overall job basis with the EEO profile of the 1990 CLF for all jobs combined. The degree of representation is measured by representation indexes which we computed by dividing the agency workforce percentage by the appropriate CLF percentage and multiplying the result by 100. The indexes can range from 0 to 100 plus, with 100 or more indicating full representation, less than 100 indicating underrepresentation, and 50 or below indicating severe underrepresentation.

The workforce data we used came from the Office of Personnel Management (OPM)'s Central Personnel Data File (CPDF). Agencies submit the data that are on this file. We did not verify the accuracy of the data. The representation indexes for the NPS were derived using national CLF data from the 1990 census. The indexes for the San Francisco NPS units were derived using the Consolidated Metropolitan Statistical Area (CMSA) CLF data for San Francisco, also from the 1990 census.

Table I.1: Overall EEO Representation in the National Park Service Workforce as of September 30, 1992

EEO group	Percentage of NPS workforce	National CLF percentage	Representation index ^a
White men	53.9	42.6	127
White women	26.9	35.3	76
Black men	6.9	4.9	141
Black women	4.0	5.4	74
Hispanic men	3.0	4.8	63
Hispanic women	1.7	3.3	52
Asian men	0.7	1.5	47
Asian women	0.7	1.3	54
Native American men	1.5	0.3	500
Native American women	0.6	0.3	200

^aThe index was computed by dividing the workforce percentage by the national CLF percentage and multiplying by 100.

Source: 1992 workforce data from OPM's CPDF and 1990 CLF data from the U.S. Census Bureau, 1990 Census.

Table I.2: Overall EEO Representation in the NPS San Francisco Units as of September 30, 1992

EEO group	Percentage of NPS workforce (San Francisco)	CLF percentage (San Francisco CMSA)	Representation index ^a
White men	52.9	34.0	156
White women	21.5	28.0	77
Black men	4.5	3.8	118
Black women	2.6	3.7	70
Hispanic men	4.9	8.4	58
Hispanic women	4.9	6.0	82
Asian men	2.8	8.2	34
Asian women	5.1	7.3	70
Native American men	0.8	0.3	267
Native American women	0.0	0.2	0

^aThe index was computed by dividing the workforce percentage by the CLF percentage and multiplying by 100.

Source: 1992 workforce data from OPM's CPDF and 1990 CLF data from the U.S. Census Bureau, 1990 Census.

We also compared the representation of EEO groups in each of 12 key white-collar jobs in the 1992 NPS workforce with the representation of EEO groups in similar jobs in the 1990 CLF. Table I.3 lists the 12 key jobs at NPS, the 12 CLF jobs to which they were compared and, within each job category, the representation index for each of the EEO groups. This index was calculated by dividing the percentage that a given EEO group represented in a particular job at NPS by the percentage that EEO group represented in the corresponding job in the CLF, and then multiplying that result by 100.²

²For example, black women were 1.7 percent of the park rangers at NPS in 1992, and 7.1 percent of the comparison group in the CLF. The representation index value was $1.7/7.1 = 0.24 \times 100 = 24$.

Table I.3 indicates that white men were fully represented in 8 of the 12 key jobs, slightly underrepresented in 2 of them, and severely underrepresented in the remaining 2. White women and minorities (except for Native American men) were underrepresented in at least six key jobs; minorities were severely underrepresented in four or more key jobs. In many of the smaller key jobs, which employed between 100 and 200 employees at NPS, some minority men and women were not represented.

For the analysis of key jobs, we used a "crosswalk" that EEOC developed to match the federal occupations with the occupations in the decennial census' CLF. The crosswalk does not necessarily provide a perfect fit between federal and census occupations. It is better for certain federal occupations than for others. For example, for the computer specialist (job series 334), the corresponding census occupation is "computer programmers". For the park ranger occupation (job series 25), the census occupation is "administrators and officials, public administration". However, the crosswalk is the only readily available means of matching the federal occupations with the decennial census CLF. Table I.3 lists the occupations that we examined and the corresponding census occupations.

Finally, the representation indexes for the PATCOB categories for the NPS workforce and its San Francisco units are presented in tables I.4 and I.5, respectively.

Table I.3: Representation Indexes for EEO Groups in Key White-Collar Full-time Permanent Jobs at the National Park Service as of September 30, 1992

NPS key white-collar job	Job series	Comparison CLF job	EEO group									
			White men	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women
Park Ranger	25	Administrators and Officials, Public Administration	146	62	74	24	113	39	65	49	322	96
Landscape Architecture	807	Architects	92	214	48	143	0	71	13	0	570	0
Civil Engineering	810	Civil Engineer	104	181	28	0	92	0	52	0	0	0
General Biological Science	401	Biological and Life Scientists	152	52	27	12	86	19	13	8	597	0
History	170	Social Scientists, n.e.c.*	135	77	70	0	82	0	0	58	345	0
Outdoor Recreation Planning	23	Urban planners	117	94	27	133	20	76	0	108	0	0
Computer Specialist	334	Computer Programmers	107	107	47	155	31	65	50	26	360	0
Archaeology	193	Social Scientists, n.e.c.*	143	70	43	0	0	45	154	0	0	0
Architecture	808	Architects	95	140	169	338	94	85	31	0	0	0
Contracting	1102	Purchasing Managers	47	158	174	339	208	393	0	104	1460	0
Facility Management	1640	Managers, Property & Real Estate	185	9	60	40	71	22	235	0	1130	0
Administrative Officer	341	Managers & Administrators, n.e.c.,*	47	198	127	248	43	239	0	160	560	2230

*n.e.c. stands for "not elsewhere classified".

Note: Indexes of 100 or more indicate full representation and less than 100 indicate underrepresentation. Indexes of 50 or less indicate severe underrepresentation.

Source: OPM'S CPDF data.

Table I.4: Representation Indexes by PATCOB Categories in the National Park Service Workforce as of September 30, 1992

EEO group by PATCOB category	Percentage of NPS workforce	National CLF percentage	Representation index
PROFESSIONAL			
White men	68.4	54.7	125
White women	23.9	30.3	79
Black men	1.5	2.4	63
Black women	1.6	3.2	50
Hispanic men	1.8	2.1	86
Hispanic women	0.7	1.4	50
Asian men	0.9	3.5	26
Asian women	0.3	1.9	16
Native American men	0.9	0.2	450
Native American women	0.1	0.2	50
ADMINISTRATIVE			
White men	60.1	42.1	143
White women	26.4	40.4	65
Black men	3.6	3.6	100
Black women	3.2	5.3	60
Hispanic men	2.5	2.6	96
Hispanic women	1.2	2.6	46
Asian men	0.7	1.4	50
Asian women	0.6	1.4	43
Native American men	1.2	0.3	400
Native American women	0.4	0.3	133
TECHNICAL			
White men	30.5	36.1	84
White women	48.2	42.9	112
Black men	4.1	3.6	114
Black women	8.6	6.6	130
Hispanic men	1.3	3.2	41
Hispanic women	3.9	3.4	115
Asian men	0.2	1.9	11
Asian women	1.4	1.6	88
Native American men	0.7	0.4	175
Native American women	1.3	0.4	325

EEO group by PATCOB category	Percentage of NPS workforce	National CLF percentage	Representation index
CLERICAL			
White men	8.3	14.0	59
White women	67.5	63.4	106
Black men	1.6	2.8	57
Black women	12.0	9.6	125
Hispanic men	0.7	1.7	41
Hispanic women	5.7	5.2	110
Asian men	0.2	0.8	25
Asian women	2.0	1.9	105
Native American men	0.1	0.1	100
Native American women	2.1	0.5	420
OTHER			
White men	65.0	67.6	96
White women	7.6	11.2	68
Black men	18.9	9.7	195
Black women	2.6	3.2	81
Hispanic men	3.0	4.8	63
Hispanic women	1.2	1.0	120
Asian men	1.2	1.2	100
Asian women	0.1	0.3	33
Native American men	0.4	0.9	44
Native American women	0.0	0.2	0
BLUE COLLAR			
White men	68.6	65.4	105
White women	3.1	9.8	32
Black men	16.1	9.1	177
Black women	0.6	2.2	27
Hispanic men	6.5	8.7	75
Hispanic women	0.3	1.5	20
Asian men	0.8	1.7	47
Asian women	0.0	0.5	0
Native American men	3.7	0.8	463
Native American women	0.3	0.2	150

Note: Columns may not add up to 100 percent due rounding.

Source: Data for the National Park Service workforce and the CLF are from the 1992 CPDF and 1990 Census, respectively.

Table I.5: Representation Indexes by PATCOB Categories in the NPS San Francisco Units

EEO group by PATCOB category	Percentage of NPS workforce	CLF percentage (San Francisco CMSA)	Representation index
PROFESSIONAL			
White men	69.2	45.0	154
White women	16.9	27.6	61
Blacks	3.0	4.7	64
Hispanics	6.2	5.4	115
Asians	4.6	16.7	28
Native Americans	0.0	0.3	0
ADMINISTRATIVE			
White men	50.0	34.0	147
White women	31.5	37.8	83
Blacks	3.4	7.5	45
Hispanics	6.8	8.3	82
Asians	7.3	11.8	62
Native Americans	1.1	0.5	220
TECHNICAL			
White men	43.5	26.3	165
White women	23.9	33.4	72
Blacks	8.7	8.9	98
Hispanics	15.2	12.8	119
Asians	8.7	17.9	49
Native Americans	0.0	0.6	0
CLERICAL			
White men	17.5	12.6	139
White women	36.5	47.8	76
Blacks	9.6	10.4	92
Hispanics	12.7	12.7	100
Asians	23.8	15.9	150
Native Americans	0.0	0.5	0
OTHER			
White men	73.2	54.9	133
White women	3.6	14.1	26
Blacks	12.5	10.3	121
Hispanics	5.4	11.3	48
Asians	5.4	8.5	64
Native Americans	0.0	0.7	0

EEO group by PATCOB category	Percentage of NPS workforce	CLF percentage (San Francisco CMSA)	Representation index
BLUE COLLAR			
White men	62.6	45.0	139
White women	6.1	6.3	97
Blacks	11.1	9.8	113
Hispanics	16.1	23.5	69
Asians	2.0	14.4	14
Native Americans	2.0	0.8	250

Note: Columns may not add up to 100 percent due to rounding.

Source: OPM's CPDF and U.S. Bureau of the Census, 1990 Census.

METHODOLOGY USED IN ANALYZING CHANGES IN THE
RELATIVE REPRESENTATION OF WHITE WOMEN AND MINORITIES

To analyze changes in the representation of women and minorities in the agency we used a ratio-base technique introduced in our March 8, 1993 report (GAO/GGD-93-65). The technique involves comparing ratios of numbers in the different EEO groups. Because white men have historically predominated the workforce at NPS, we considered how the numbers of women and minorities changed overtime relative to them. We calculated how many women and how many employees in the different categories of minority groups there were for every 100 white men in each of the years for which we had data. We call these ratios relative numbers throughout the text.

Using the ratio-based technique, we examined the relative representation of women and minorities in the overall workforce, in key and nonkey white-collar jobs, and in blue-collar jobs. We further analyzed the grade level distribution of EEO groups in NPS key jobs. We also used the ratio-based technique to analyze (1) changes in the representation of women and minorities in fiscal years 1984 to 1992³ and (2) how personnel events such as entries, separations, and promotions of women and minorities in NPS key jobs affected the changes in relative representation over time. Appendix IV of our March 8th report provides a detailed discussion of this technique.

Data on the number of employees entering the agency workforce is referred to as entries. In our analysis, entries included both appointments and conversions. Appointments are personnel actions that bring individuals into the agency's staff rolls. Conversions refer to personnel actions that change an employee from one type of appointment (e.g. career-conditional appointment) to another (e.g. career appointment). Separations from employment included both voluntary (e.g. resignation and retirement) and involuntary ones (e.g. removal). Promotions included both competitive and noncompetitive ones.

To analyze personnel events, we determined by EEO group the relative number of persons who entered NPS, who were promoted, or who left NPS during the 5 fiscal years for which we had data. We then compared these numbers with the relative numbers of individuals from each group who were employed in the last month (i.e., Sept.) of each of those years. We recognize that the end number was affected by the events that occurred during the year. Nevertheless, the comparison does indicate whether progress was made or not. For example, progress in the representation of women and minorities would have occurred as a

³Due to ease in presentation and time constraints we used data for even number years from fiscal year 1984 to 1992.

result of entries into the workforce if the relative numbers that entered the workforce were greater than the relative numbers employed at year's end.

The analyses of entries, promotions, and separations cannot directly account for the overall changes that took place in the composition of the NPS workforce between fiscal years 1984 and 1992. Accounting for those changes would require year-by-year calculations of numbers of each EEO group added and subtracted through entries and separations, and we did not have data for all of the years. Despite this limitation, analyses of entry and separation data can nonetheless yield useful information about how certain personnel events affected the composition of the NPS workforce.

We used OPM's CPDF for employment and personnel event data. The employment data was as of September 30th for the even number years starting in 1984 and ending in 1992. Data on the number of entries, separations, and promotions contain information on all of these personnel actions that took place throughout the years we reviewed. As noted earlier in this correspondence, our analysis covers full-time permanent employees.

CHANGES IN THE RELATIVE REPRESENTATION OF WOMEN AND MINORITIES
AT THE NATIONAL PARK SERVICE FROM FISCAL YEARS 1984 THROUGH 1992

In this enclosure, we show how the relative numbers of white women and minority men and women in NPS changed from fiscal years 1984 through 1992 in overall terms and in three segments of the NPS workforce: key white-collar jobs, nonkey white-collar jobs, and blue-collar jobs.⁴ Key white-collar jobs were those designated in the NPS 1992 Affirmative Employment Program Plan as jobs in the agency which occupied more than 100 employees and could lead to middle and upper management positions.⁵ All other white-collar jobs were classified as nonkey white-collar jobs. Blue-collar jobs were those occupied by primarily wage grade employees (e.g. electricians and maintenance mechanics).

The total NPS workforce increased 21 percent from about 11,300 workers in fiscal year 1984 to about 13,700 workers in fiscal year 1992. Over this period the percentage of key white-collar workers in the total workforce increased, while the percentage of nonkey white-collar workers remained about the same and the percentage of blue-collar workers decreased. In fiscal year 1984, about 27 percent of the workers at NPS were in key white-collar jobs, about 39 percent were in nonkey white-collar jobs, and 30 percent were in blue-collar jobs.⁶ In fiscal year 1992, about 36 percent of the workers at NPS were in key white-collar jobs, while 40 percent were in nonkey white-collar jobs, and 24 percent were in blue-collar jobs.

⁴Overall refers to all full time permanent jobs in all segments of the workforce including white collar and blue collar jobs.

⁵Park rangers were the most sizable category of key job employees. They represented slightly more than 60 percent of all key job workers in 1992. The other key jobs were landscape architecture, civil engineering, general biological science, history, outdoor recreation planning, computer specialist, archeology, architecture, contracting, facilities management, and administrative officer.

⁶In 1984, information on type of job was missing for some 4 percent of the workers at NPS. In all other years missing information involved only a small percentage of workers (i.e., fewer one-tenth of 1 percent of all workers).

CHANGES IN RELATIVE NUMBERS OVERALL

Table III.1 shows the relative numbers of women and minorities in the overall NPS workforce in each of the years for which we had data.⁷ In calculating these relative numbers, we first determined for the total workforce at NPS how many white women and different minority groups there were for every 100 white men for the even number years beginning in 1984 and ending in 1992.⁸ To assess how these relative numbers changed over time, we computed ratios of those numbers by dividing the relative number in 1992 by the relative number in 1984. These ratios are also given in table III.1.

⁷The numbers from which we derived the relative numbers in table III.1 and in the other tables in this enclosure are given in enclosure VII table VII.1.

⁸We took the ratio of the number in each EEO group to the number of white men and multiplied by 100. In 1984, for example, there were 2,281 white women and 6,918 white men. The ratio of white women to white men in that year was $2,281/6,918 = 0.3297$. This number tells us how many white women there were for every white man or, multiplied by 100, how many white women there were for every 100 white men; i.e., 32.97 white women for every 100 white men.

Table III.1: Numbers of White Women and Minority Men and Women per 100 White Men in All Full-time Permanent Jobs at the National Park Service From Fiscal Year 1984 Through 1992.

Fiscal year ^a	EEO group								
	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women
1984	32.97	13.50	5.32	5.13	1.94	1.21	0.75	2.63	0.58
1986	38.15	13.02	6.49	4.98	2.14	1.23	0.93	2.47	0.68
1988	41.56	13.32	6.76	5.23	2.44	1.31	0.98	2.80	0.88
1990	45.91	12.99	6.89	5.44	2.74	1.29	1.07	2.81	0.77
1992	49.88	12.84	7.38	5.63	3.24	1.26	1.23	2.83	1.14
Ratio 1992:1984^b	1.51	0.95	1.39	1.10	1.67	1.04	1.64	1.08	1.97

^aNumbers shown are as of September 30th of each fiscal year.

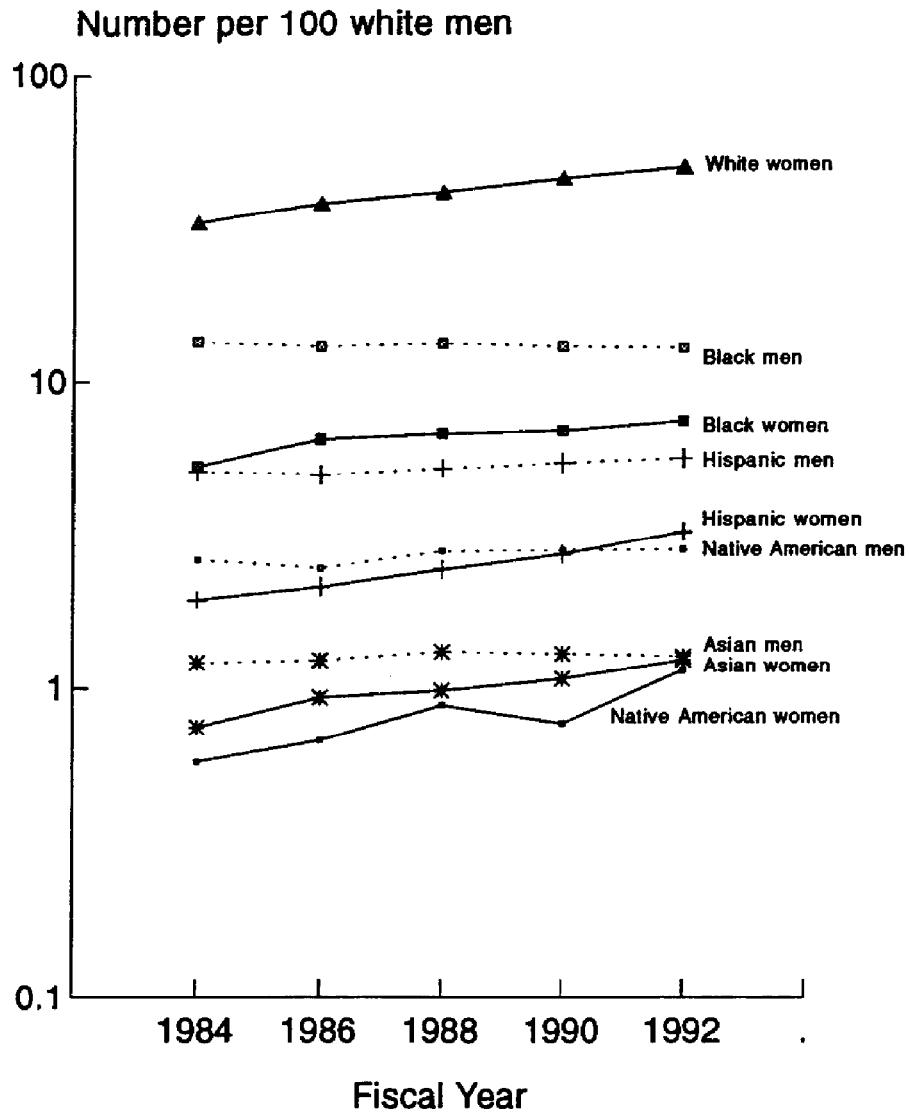
^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure III.1 illustrates the relative magnitude of the changes that occurred across the years we examined.⁹

⁹The ratios we calculated indicate how much change occurred over the entire period from 1984 through 1992. Changes, as we point out in various points in the text, were not always similar from one even-numbered year to the next, so these simple ratios do not completely convey how these changes occurred or how relative numbers sometimes fluctuated up and down. This can be seen clearly, however, in the figures we offer to accompany the tables in which these relative numbers and ratios are presented.

Figure III.1: Numbers of White Women and Minority Men and Women per 100 White Men in All Full-Time Permanent Jobs at the National Park Service From Fiscal Year 1984 Through 1992



Source: OPM's CPDF data.

Table III.1 and figure III.1 indicate that the numbers of white and minority women, relative to the number of white men, increased substantially from 1984 through 1992, while the relative numbers of minority men increased little, except for black men who declined slightly.¹⁰ The relative number of white women went up over this period by a factor of 1.51--or by 51 percent--from about 33 per 100 white men to nearly 50 per 100 white men.¹¹ The relative numbers of black, Hispanic, Asian, and Native American women increased by factors of 1.39, 1.67, 1.64, and 1.97, respectively. By contrast, Hispanic, Asian, and Native American men all increased in relative number by 10 percent or less, while black men actually decreased slightly in relative number, from 13.5 per 100 white men to 12.8 per 100 white men.

In spite of the progress that NPS white and minority women have achieved, in 1992 the number of white men still exceeded the number of white women by two to one. Similarly, the number of minority men, except Asian men, were larger than the number of minority women. This is clear from looking at figure III.1. A comparison of the relevant relative numbers in table III.1 provides a more precise estimate of the extent to which minority men exceeded minority women in each fiscal year. For example, in fiscal year 1992 there were $12.84/7.38 = 1.7$ black men for every black woman, $5.63/3.24 = 1.7$ Hispanic men for every Hispanic woman, $1.26/1.23 = 1.02$ Asian man for every Asian woman, and $2.83/1.14 = 2.5$ Native American men for every Native American woman.

CHANGES IN RELATIVE NUMBERS IN KEY WHITE-COLLAR JOBS

Table III.2 and figure III.2 show that white women and all minority groups in key white-collar jobs increased in the relative numbers from fiscal year 1984 to 1992. For all groups the key job increases were as large as or larger than the increases in the total NPS workforce.

¹⁰Graphically, results from loglinear analyses are depicted using a multiplicative scale. On a multiplicative scale, distances between two sets of points are equal when their ratios are equal. Thus, a change from 1 per 100 to 2 per 100 will appear similar in size to a change from 10 per 100 to 20 per 100. Both involve a doubling, or an increase in magnitude, by a factor of two.

¹¹The change over time in relative numbers is obtained by dividing the relative number for 1992 by the relative number for 1984. From table III.1, the change in relative numbers of white women is calculated as $49.88/32.97 = 1.51$. Changes in the relative numbers of the various groups of minority men and women were similarly computed.

The increases in the relative numbers of white and minority women were larger than the increases for minority men. While the relative numbers of white and minority women almost doubled (in the case of white and Native American women) or tripled (in the case of Hispanic and Asian women), the relative numbers of minority men increased by factors ranging from 1.13 (for Hispanic men) to 1.44 (for Native American men).

Table III.2: Numbers of White Women and Minority Men and Women per 100 White Men in Key White-Collar Jobs at the National Park Service From Fiscal Year 1984 Through 1992

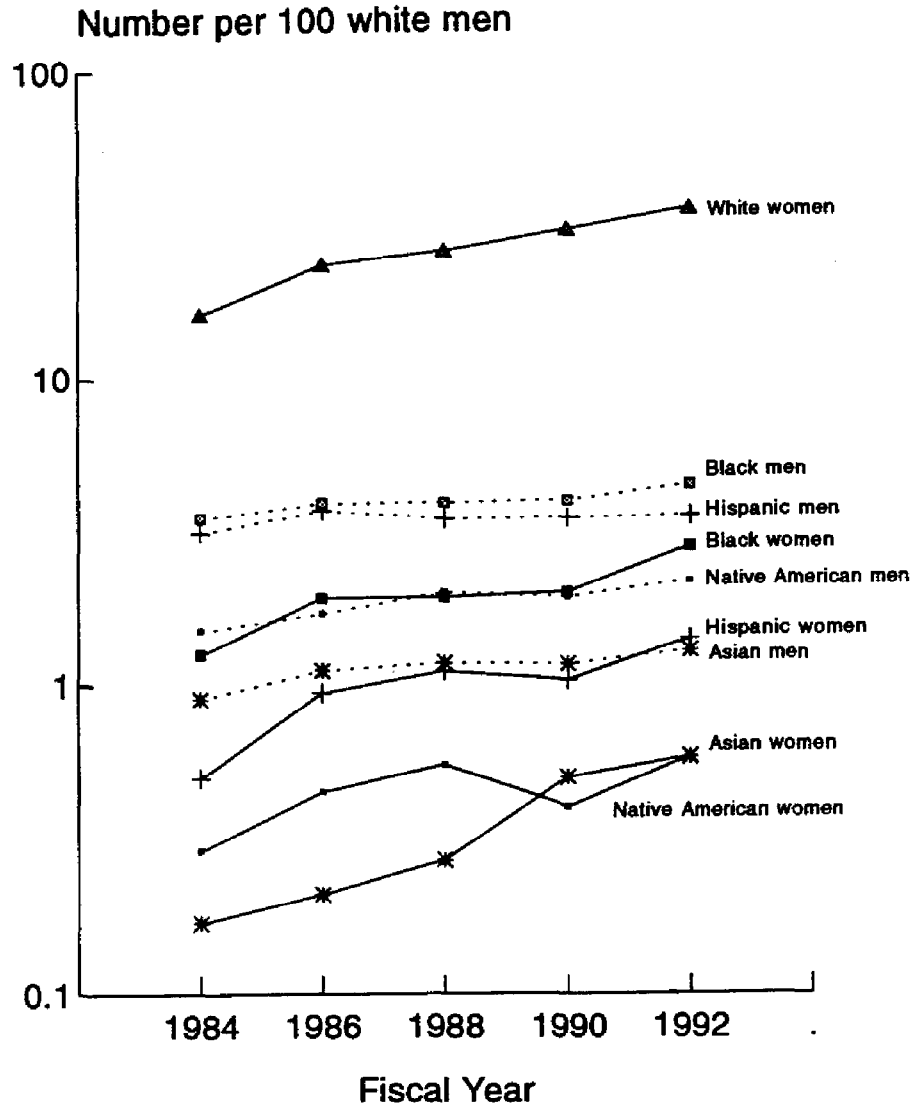
Fiscal year ^a	EEO group								
	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women
1984	16.13	3.50	1.25	3.13	0.50	0.92	0.17	1.50	0.29
1986	23.47	3.89	1.91	3.69	0.94	1.11	0.21	1.70	0.45
1988	26.02	3.91	1.92	3.46	1.10	1.17	0.27	1.82	0.55
1990	30.39	3.97	1.99	3.48	1.03	1.16	0.50	1.92	0.40
1992	35.36	4.45	2.80	3.53	1.40	1.28	0.58	2.16	0.58
Ratio 1992:1984^b	2.19	1.27	2.24	1.13	2.80	1.39	3.41	1.44	2.00

^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure III.2: Numbers of White Women and Minority Men and Women per 100 White Men in Key White-Collar Jobs at the National Park Service From Fiscal Year 1984 Through 1992



Source: OPM's CPDF data.

Although the increases from 1984 to 1992 in the relative numbers of white women and minority men and women were larger among key white-collar employees than in the overall NPS workforce, the representation of each of these groups except Asian men remained lower in 1992 among key white-collar workers than in the overall NPS workforce. Comparing the numbers in tables III.1 and III.2 reveals, for example, that while there were 50 white women for every 100 white men in the total NPS workforce there were only 35 white women for every 100 white men among key white-collar employees. Similarly, there were in 1992, 13 black men and 7 black women for every 100 white men in the total NPS workforce, but only 4 black men and 3 black women for every 100 white men in the key white-collar workforce. Similar differences existed for all other groups except Asian men, who in 1992 were as well represented among key white-collar workers as in the total NPS workforce.

As in the overall NPS workforce, there were more minority men than minority women in key white-collar jobs in 1992. There were 1.6 black men for every black woman, 2.5 Hispanic men for every Hispanic woman, 2.2 Asian men for every Asian woman, and 3.7 Native American men for every Native American women.¹²

¹²As before, these numbers are obtained by calculating 4.45/2.80, 3.53/1.40, 1.28/0.58, and 2.16/0.58 among blacks, Hispanics, Asians, and Native Americans, respectively.

CHANGES IN RELATIVE NUMBERS IN NONKEY WHITE-COLLAR JOBS

Table III.3 and figure III.3 show that, in the nonkey white-collar workforce, the relative numbers of white and minority women increased from fiscal year 1984 to 1992, by factors ranging from 1.44 for white women to 2.00 for Native American women. Black men increased slightly in relative number (i.e. by 17 percent) over this period, while Hispanic and Asian men showed smaller increases. Native American men diminished in relative number, from about 1.6 per 100 white men to less than 1 per 100 white men.

Unlike the key white-collar workforce, in the nonkey white-collar workforce, the number of women exceeded the number of men since 1986. In 1992, in the nonkey white-collar workforce, there were 129 white women for every 100 white men, or 1.3 white women for every white man. At the same time, there were 1.6 black women for every black man, 2.1 Hispanic women for every Hispanic man, 2.9 Asian women for every Asian man, and 3.1 Native American women for every Native American man.

Table III.3: Numbers of White Women and Minority Men and Women per 100 White Men in Nonkey White-Collar Jobs at the National Park Service From Fiscal Year 1984 Through 1992

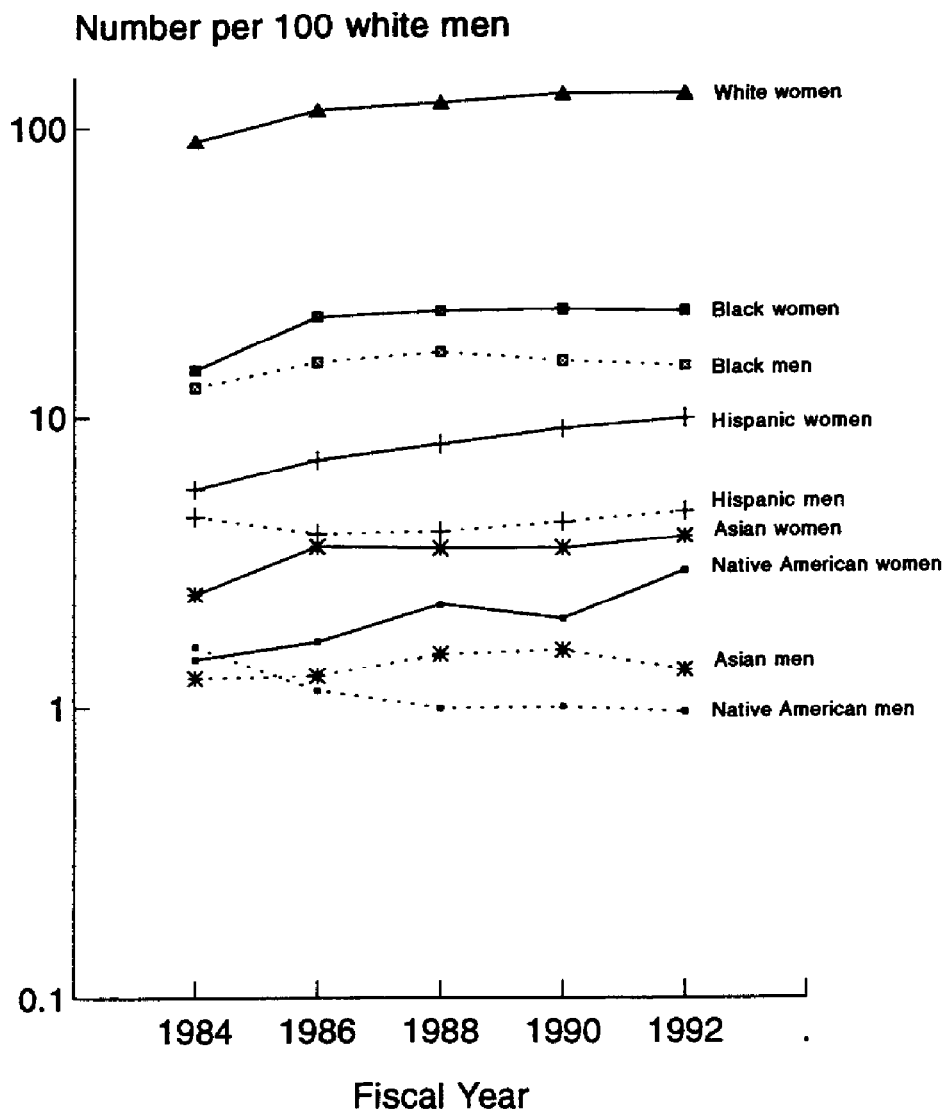
Fiscal year ^a	EEO group								
	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women
1984	89.69	12.77	14.60	4.55	5.65	1.26	2.46	1.62	1.47
1986	114.38	15.46	22.24	3.97	7.12	1.28	3.56	1.14	1.68
1988	121.00	16.64	23.18	4.03	8.06	1.52	3.50	0.99	2.25
1990	129.47	15.55	23.51	4.33	9.09	1.57	3.51	1.00	2.01
1992	129.45	14.91	23.14	4.70	9.83	1.34	3.85	0.96	2.94
Ratio 1992:1984 ^b	1.44	1.17	1.58	1.03	1.74	1.06	1.57	0.59	2.00

^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure III.3: Numbers of White Women and Minority Men and Women per 100 White Men in Nonkey White-Collar Jobs at the National Park Service From Fiscal Year 1984 Through 1992



Source: OPM's CPDF data.

CHANGES IN RELATIVE NUMBERS IN BLUE-COLLAR JOBS

Table III.4 and figure III.4 indicate that the only sizable increases in the blue-collar segment of the NPS workforce were for white, Hispanic, and Native American women, whose numbers relative to white men increased by factors of 2.4, 3.1, and 11.3, respectively. Black men and women and Asian men decreased in relative numbers among blue-collar employees from fiscal year 1984 through 1992, while the relative numbers of Hispanic and Native American men increased slightly. Except in 1988, there were no Asian women in the blue-collar workforce at NPS.

Table III.4: Numbers of White Women and Minority Men and Women per 100 White Men in Blue-Collar Jobs at the National Park Service From Fiscal Year 1984 Through 1992

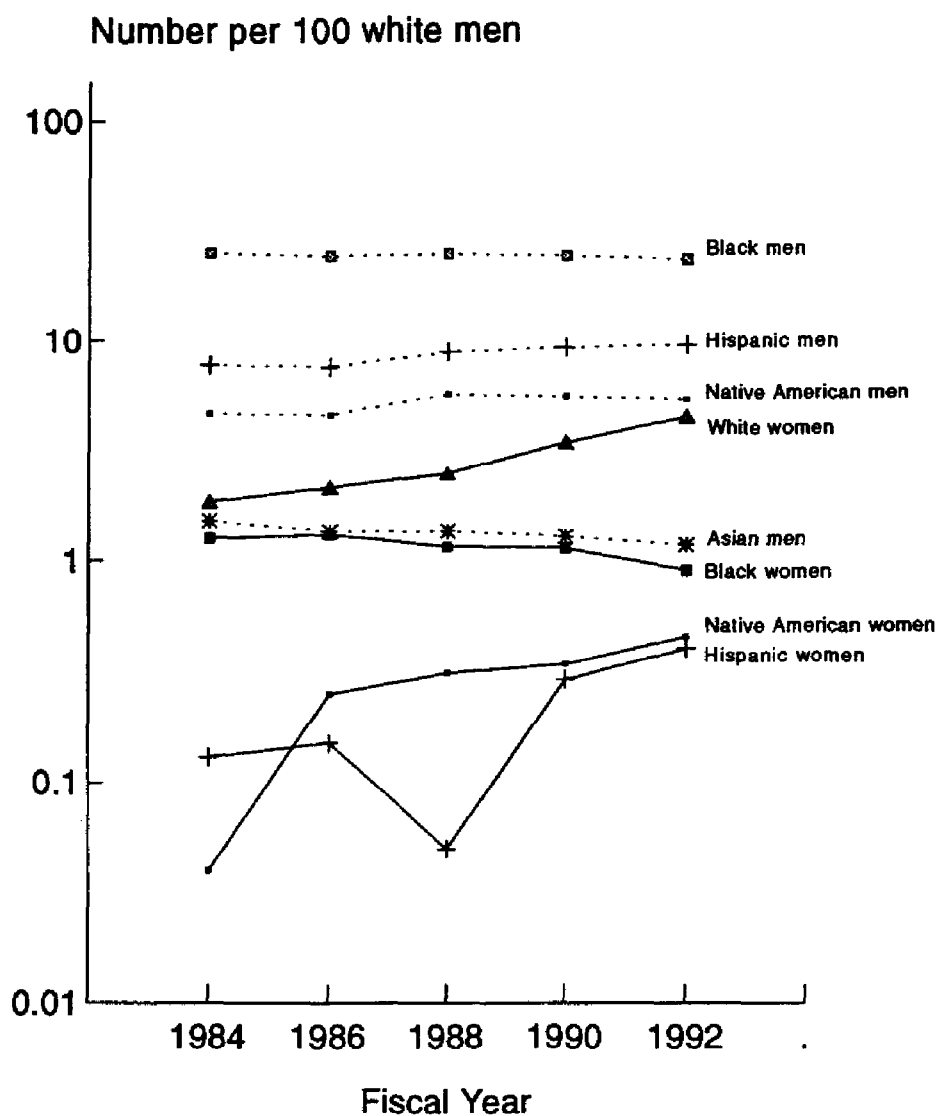
Fiscal year ^a	EEO group								
	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women
1984	1.87	25.28	1.27	7.77	0.13	1.53	0.00	4.67	0.04
1986	2.17	24.46	1.31	7.63	0.15	1.36	0.00	4.60	0.25
1988	2.50	25.01	1.15	8.86	0.05	1.35	0.05	5.73	0.31
1990	3.44	24.39	1.13	9.24	0.29	1.28	0.00	5.56	0.34
1992	4.49	23.46	0.90	9.51	0.40	1.17	0.00	5.38	0.45
Ratio 1992:1984 ^b	2.40	0.93	0.71	1.22	3.08	0.76	...	1.15	11.25

^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure III.4: Numbers of White Women and Minority Men and Women per 100 White Men in Blue-Collar Jobs at the National Park Service From Fiscal Year 1984 Through 1992



Note: There were no Asian women in the blue-collar workforce at NPS, except for one in 1988.

Source: OPM's CPDF data.

In fiscal year 1992, Asian men were represented in about the same relative number in the blue-collar workforce at NPS as in the key and nonkey white-collar workforces. There were 1.17, 1.28, and 1.34 Asian men for every 100 white men employed in blue-collar, key white-collar, and nonkey white-collar jobs, respectively.

All other groups of minority men were better represented among the blue-collar workforce than in either of the other two segments of the NPS workforce, while white women and all groups of minority women were less well represented among blue-collar workers than among the other two. In fiscal year 1992, there were fewer than 5 white women for every 100 white men among blue-collar workers, or more than 20 white men for every white woman. The number of men was also greater than the number of women by more than 20 to 1 among blacks, Hispanics, and Asians, and 12 to 1 among Native Americans.

RELATIVE NUMBERS OF WOMEN AND MINORITIES
IN KEY WHITE-COLLAR JOBS ACROSS GRADE LEVELS AT NPS

This enclosure focuses on NPS employees in key white-collar jobs. It shows the distribution of white women and minorities groups across various grades and how the relative numbers of these employee groups changed across grades from fiscal years 1984 to 1992.

WHITE WOMEN

As shown in table IV.1 and figure IV.1, white women remained better represented at lower grades than at higher grades in fiscal year 1992. At grades 1 through 10 there were 49 white women for every 100 white men. At grade 11 to 12 there were 30 white women for every 100 white men, while at grades 13 through 15 there were 13 white women for every 100 white men.

Table IV.1 and figure IV.1 also show that the relative numbers of white women in key white-collar jobs at grades 1 through 10 nearly doubled between 1984 and 1992, while the relative numbers at grades 11 to 12 and 13 through 15 more than doubled.¹³

¹³The actual numbers of key white collar workers in each EEO group at each of the three grade levels in the different fiscal years, which we used to derive these relative numbers, are given in enclosure VII, table VII.2.

Table IV.1: Numbers of White Women per 100 White Men at Various Grade Levels in Key Jobs at National Park Service in the From Fiscal Year 1984 Through 1992

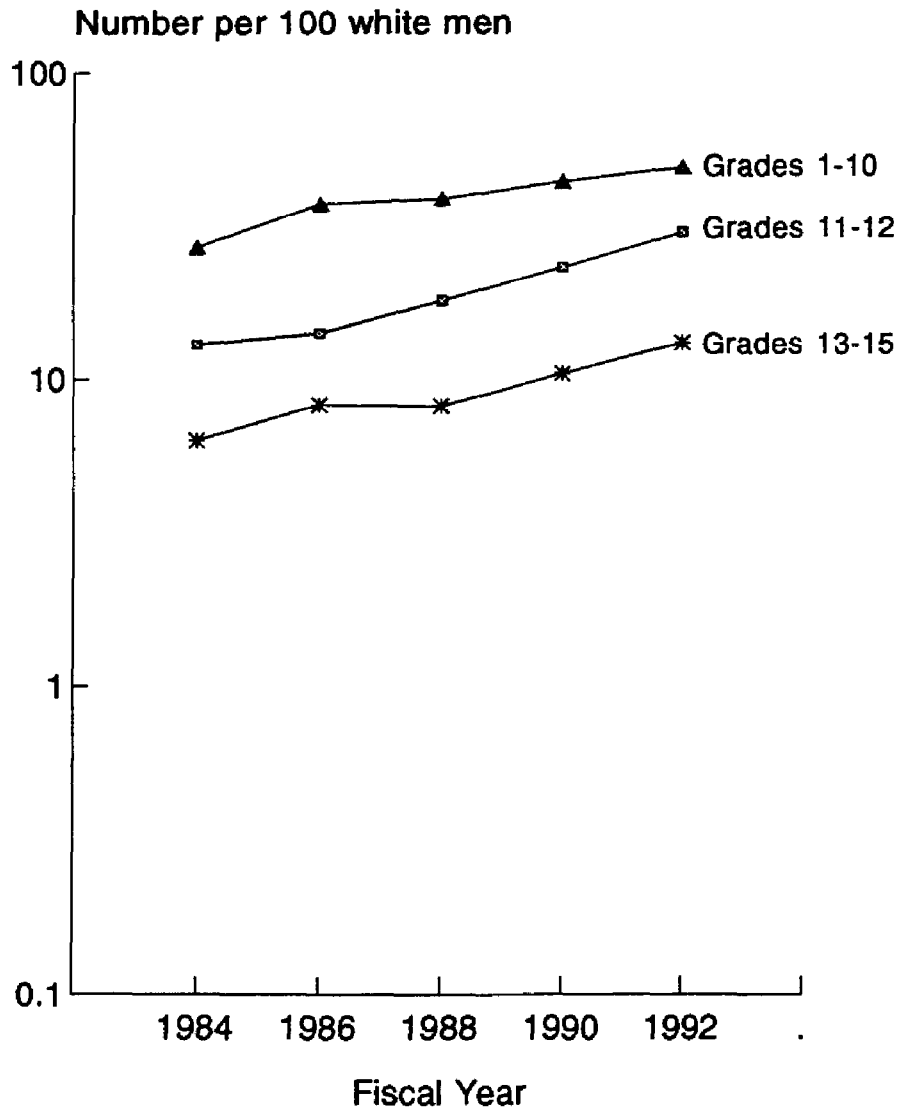
Fiscal year ^a	Grades 1-10	Grades 11-12	Grades 13-15
1984	26.96	12.99	6.33
1986	37.48	14.18	8.27
1988	38.93	17.99	8.19
1990	44.01	23.06	10.39
1992	48.86	29.88	13.06
Ratio 1992:1984 ^b	1.81	2.30	2.06

^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure IV.1: Numbers of White Women per 100 White Men at Various Grade Levels in Key White-Collar Jobs at the National Park Service From Fiscal Year 1984 Through 1992



Source: OPM's CPDF data.

BLACK MEN AND WOMEN

Table IV.2 and figure IV.2 show that at all three grade levels, increases in relative number were greater for black women than black men. At grades 11 to 12 and 13 through 15, the relative numbers of black women more than doubled, from fiscal year 1984 through 1992, while at grades 1 through 10 the relative number of black women increased by a factor of 1.67, or by 67 percent. The largest increase in the relative number of black men was at grades 13 through 15, where it increased by 43 percent, from 2.5 for every 100 white men in 1984 to 3.6 for every 100 white men in 1992.

Notwithstanding the greater increases in relative numbers for black women, black men remained in 1992 better represented at all grade levels than black women, and both black men and women remained better represented at grades 1 to 10 than at grades 13 through 15.

Table IV.2: Numbers of Black Men and Women per 100 White Men at Various Grade Levels in Key White-Collar Jobs at the National Park Service From Fiscal Year 1984 Through 1992

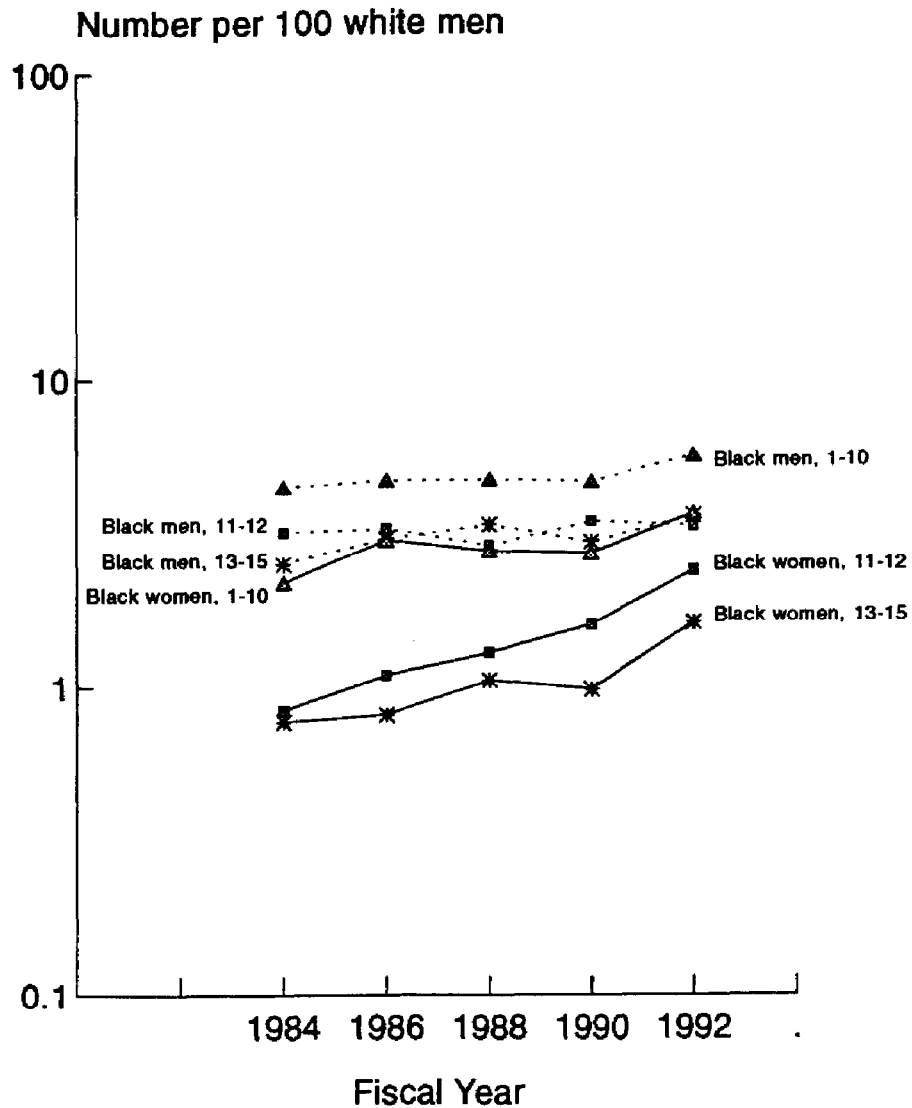
Fiscal year ^a	Black men			Black women		
	Grade 1-10	Grade 11-12	Grade 13-15	Grades 1-10	Grades 11-12	Grades 13-15
1984	4.49	3.18	2.50	2.18	0.84	0.77
1986	4.72	3.27	3.02	2.99	1.09	0.81
1988	4.75	2.86	3.36	2.75	1.29	1.05
1990	4.67	3.45	2.94	2.70	1.59	0.98
1992	5.65	3.32	3.58	3.65	2.37	1.61
Ratio 1992:1984 ^b	1.26	1.04	1.43	1.67	2.82	2.09

^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure IV.2: Numbers of Black Men and Women per 100 White Men at Various Grade Levels in Key White-Collar Jobs at National Park Service From Fiscal Year 1984 Through 1992



Source: OPM's CPDF data.

HISPANIC MEN AND WOMEN

Table IV.3 and figure IV.3 indicate that the relative number of Hispanic men decreased slightly from fiscal year 1984 through 1992 at grades 1 through 10 and at grades 13 through 15, but increased by 62 percent at grades 11 to 12.

Hispanic women increased in relative number at all grade levels, including at grades 13 through 15 where there were no Hispanic women prior to 1990. Still, Hispanic men exceeded Hispanic women at all grade levels, and both Hispanic men and women remained in 1992 better represented at lower grades than at higher grades.

Table IV.3: Numbers of Hispanic Men and Women per 100 White Men at Various Grade Levels in Key White-Collar Jobs at National Park Service From Fiscal Year 1984 Through 1992

Fiscal year ^a	Hispanic men			Hispanic women		
	Grade 1-10	Grade 11-12	Grade 13-15	Grades 1-10	Grades 11-12	Grades 13-15
1984	5.39	2.15	1.73	1.16	0.19	0.00
1986	4.72	3.45	1.61	1.97	0.18	0.00
1988	4.09	3.78	1.05	1.93	0.55	0.00
1990	4.31	3.36	1.57	1.68	0.62	0.20
1992	4.34	3.48	1.61	2.34	0.79	0.36
Ratio: 1992:1984 ^b	0.81	1.62	0.93	2.02	4.16	^c

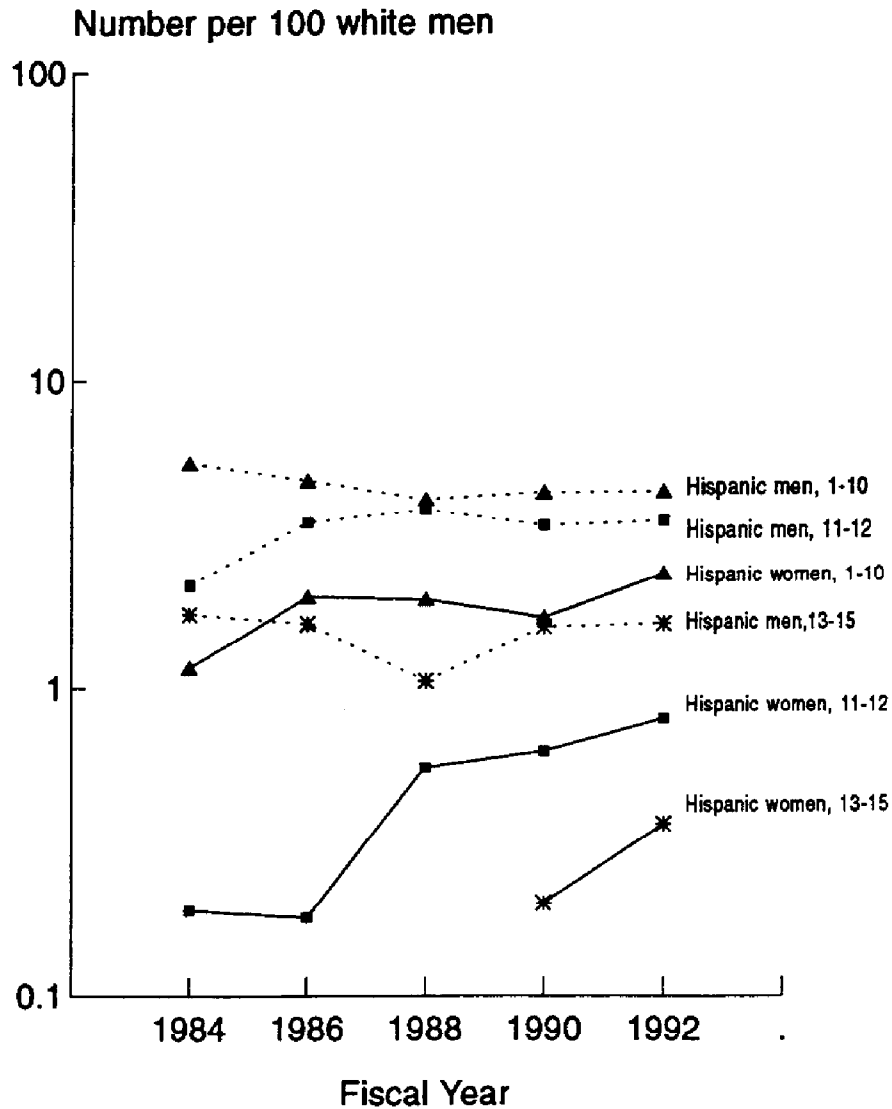
^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

^cSince the base year 1984 was zero, a ratio was not computed.

Source: OPM's CPDF data.

Figure IV.3: Numbers of Hispanic Men and Women per 100 White Men at Various Grade Levels in Key White-Collar Jobs at the National Park Service From Fiscal Year 1984 Through 1992



Source: OPM's CPDF data.

ASIAN MEN AND WOMEN

When comparing fiscal years 1984 and 1992, we found that both Asian men and women increased in relative numbers at grades 1 through 10 and 11 through 12, the latter more than the former. (See Table IV.4 and figure IV.4.) However, the relative number of Asian men declined slightly at grades 13 through 15 in those years. There were no Asian women at grades 13 through 15 in the years we examined.

As with the other minority groups, the relative number of men exceeded the relative number of women among Asians in 1992 at every grade level, and both Asian men and women remained better represented at lower grades than at upper grades.

Table IV.4: Numbers of Asian Men and Women per 100 White Men at Various Grade Levels in Key White-Collar Jobs at National Park Service From Fiscal Year 1984 Through 1992

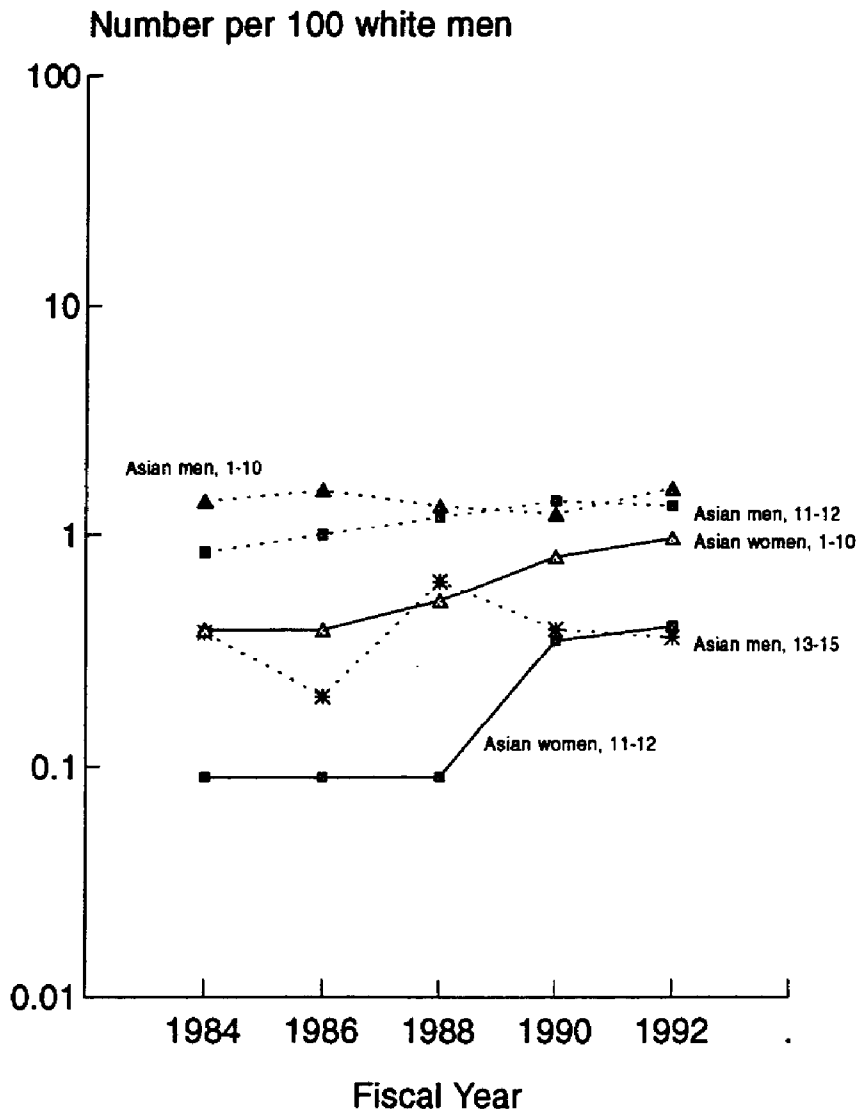
Fiscal year ^a	Asian men			Asian women		
	Grade 1-10	Grade 11-12	Grade 13-15	Grades 1-10	Grades 11-12	Grades 13-15
1984	1.41	0.84	0.38	0.39	0.09	0.00
1986	1.57	1.00	0.20	0.39	0.09	0.00
1988	1.34	1.20	0.63	0.52	0.09	0.00
1990	1.24	1.41	0.39	0.80	0.35	0.00
1992	1.59	1.34	0.36	0.96	0.40	0.00
Ratio 1992:1984 ^b	1.13	1.60	0.95	2.46	4.44	0.00

^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure IV.4: Numbers of Asian Men and Women per 100 White Men at Various Grade Levels in Key White-Collar Jobs at the National Park Service From Fiscal Year 1984 Through 1992



Note: There were no Asian women at grades 13 through 15 in any of the years for which we had data.

Source: OPM's CPDF data.

NATIVE AMERICAN MEN AND WOMEN

Table IV.5 and figure IV.5 show that from fiscal year 1984 to 1992 the relative number of Native American men nearly doubled at grades 1 through 10, but increased only modestly at grades 11 to 12 and 13 through 15. The relative number of Native American women tripled at grades 1 through 10, but diminished at both of the higher grade levels, during this period. Men were better represented than women among Native Americans, and in 1992 both Native American men and women were represented in larger relative numbers at lower grades than at higher grades.

Table IV.5: Numbers of Native American Men and Women per 100 White Men at Various Grade Levels in Key White-Collar Jobs at National Park Service From Fiscal Year 1984 Through 1992

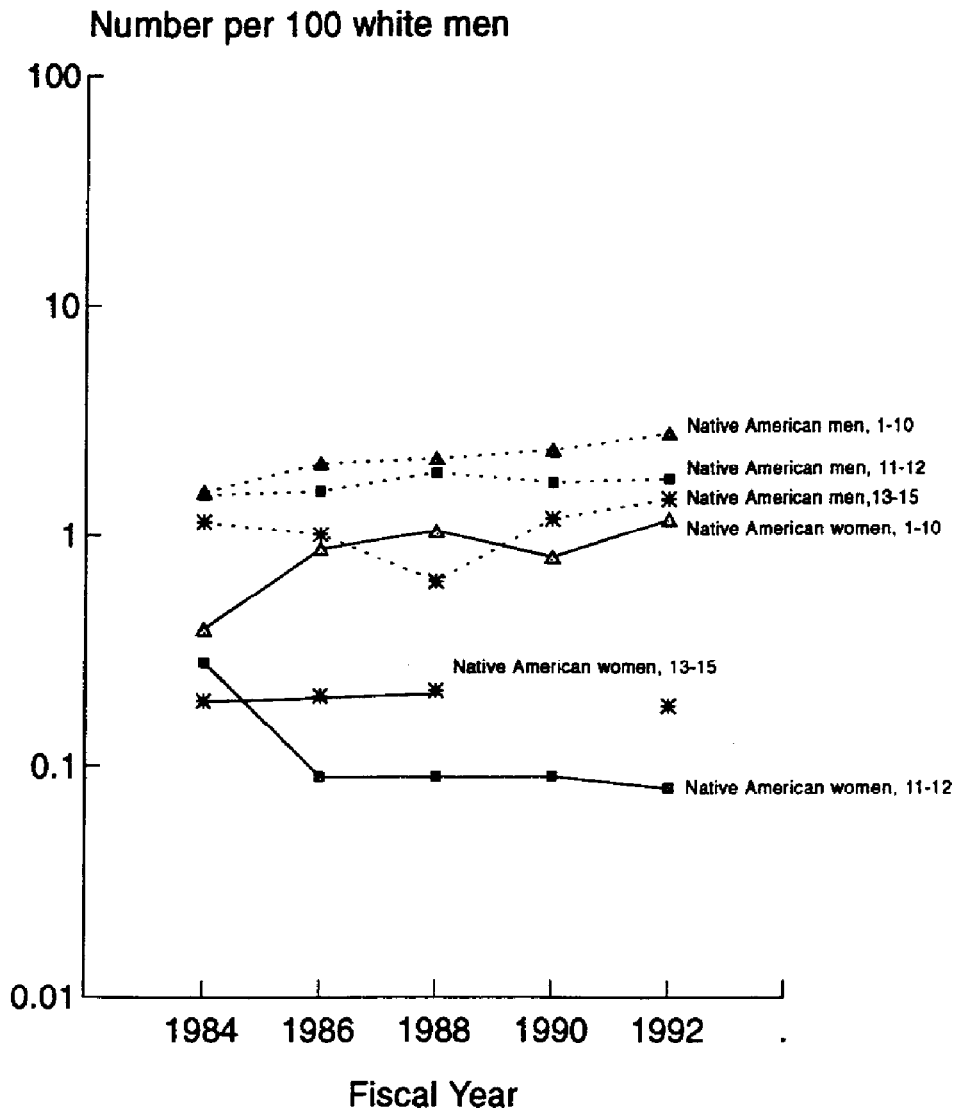
Fiscal year ^a	Native American men			Native American women		
	Grades 1-10	Grades 11-12	Grades 13-15	Grades 1-10	Grades 11-12	Grades 13-15
1984	1.54	1.50	1.15	0.39	0.28	0.19
1986	2.05	1.55	1.01	0.87	0.09	0.20
1988	2.15	1.85	0.63	1.04	0.09	0.21
1990	2.34	1.68	1.18	0.80	0.09	0.00
1992	2.76	1.74	1.43	1.17	0.08	0.18
Ratio 1992:1984 ^b	1.79	1.16	1.24	3.00	0.29	0.95

^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure IV.5: Numbers of Native American Men and Women per 100 White Men at Various Grade Levels in Key White-Collar Jobs at National Park Service From Fiscal Year 1984 Through 1992



Source: OPM's CPDF data.

RELATIVE NUMBERS OF NPS WOMEN AND MINORITIES
ENTERING, SEPARATING AND BEING PROMOTED IN KEY WHITE-COLLAR JOBS

We also examined the involvement of EEO groups in certain critical personnel events--entries, separations, and promotions--that affected the composition of the NPS workforce and the distribution of these groups across the various grades of its workforce.

ENTRIES AND SEPARATIONS

Table V.1 shows the relative numbers in each EEO group that entered the NPS key white-collar workforce in each of the years for which we had data, and the relative numbers that separated from that workforce.¹⁴ Table V.1 also shows, as we did in table III.2, the relative numbers in each EEO group that were employed in key white-collar jobs at NPS in those years. Shaded areas in Table V.1 indicate where the relative numbers entering the workforce were less than the relative numbers employed or where the relative numbers separating from the NPS workforce were higher than the relative numbers employed.

As Table V.1 shows most groups, in most of the years for which we had data, entered key white-collar jobs in higher relative numbers than those at which they were employed. Only black and Asian women and Hispanic men entered that workforce in lower relative numbers than those at which they were employed in a majority of the years for which we had data.

Table V.1 also shows that all of the EEO groups except Asian women separated from the key white-collar workforce at NPS in higher relative numbers than those at which they were employed in a majority of the five fiscal years we looked at. This would be deleterious to affirmative employment efforts, though the increase in representation levels experienced by these groups over this period indicates that the negative effects of these high separation rates were offset by high entry rates in many years.¹⁵ However, if in the future the number of separations becomes greater than the number of entries, the high separation rates for many of these EEO groups could be troublesome to affirmative employment efforts.

¹⁴The actual numbers of workers who entered and separated from key white collar jobs at NPS in the different fiscal years, which were used to derive the relative numbers in table V.1, are given in enclosure VII, table VII.3 and table VII.4.

¹⁵Increased representation might also, of course, have resulted from high entry rates or low separation rates in the odd numbered fiscal years for which we did not have data.

Table V.1: Numbers of White Women and Minorities per 100 White Men that Entered, Were Employed in, and Separated From Key White-Collar Jobs at National Park Service From Fiscal Year 1984 Through 1992

EEO group	Fiscal year	Entered	Employed	Separated
White women	1984	30.36	16.13	33.33
	1986	53.09	23.47	38.31
	1988	70.15	26.02	39.50
	1990	71.35	30.39	42.11
	1992	57.98	35.36	41.12
Black men	1984	3.57	3.50	7.29
	1986	8.64	3.89	3.25
	1988	5.22	3.91	5.04
	1990	4.32	3.97	6.02
	1992	4.79	4.45	0.93
Black women	1984	0.00	1.25	3.13
	1986	4.94	1.91	3.25
	1988	1.49	1.92	4.20
	1990	2.16	1.99	3.76
	1992	2.13	2.80	1.87
Hispanic men	1984	3.57	3.13	4.17
	1986	2.47	3.69	4.55
	1988	3.73	3.46	5.88
	1990	2.70	3.48	3.76
	1992	2.66	3.53	2.80
Hispanic women	1984	0.00	0.50	2.08
	1986	3.70	0.94	1.30
	1988	0.75	1.10	2.52
	1990	1.08	1.03	0.75
	1992	2.66	1.40	0.93

EEO group	Fiscal year	Entered	Employed	Separated
Asian men	1984	0.00	0.92	0.00
	1986	2.47	1.11	2.25
	1988	2.99	1.17	3.36
	1990	1.62	1.16	3.01
	1992	0.53	1.28	0.93
Asian women	1984	0.00	0.17	0.00
	1986	0.00	0.21	0.00
	1988	0.75	0.27	0.00
	1990	1.08	0.50	1.50
	1992	0.53	0.58	0.00
Native American men	1984	0.00	1.50	4.17
	1986	2.47	1.70	0.65
	1988	0.75	1.82	1.68
	1990	3.24	1.92	3.01
	1992	2.66	2.16	2.80
Native American women	1984	0.00	0.29	0.00
	1986	2.47	0.45	0.00
	1988	0.75	0.55	1.68
	1990	1.62	0.40	2.26
	1992	1.06	0.58	1.87

Note: Shaded areas indicate where the relative numbers that entered the workforce at NPS were less than the relative numbers employed or where the relative numbers that separated from the workforce at NPS were greater than the relative numbers employed.

Source: OPM's CPDF data.

PROMOTIONS

We also analyzed whether the relative numbers in each EEO group promoted in key white-collar jobs were greater or less than the relative numbers employed in them. Table V.2 shows these results, and shaded areas in this table indicate where the relative numbers

promoted were lower than the relative numbers employed.¹⁶ Some of the differences between the relative numbers promoted and employed are small (i.e., in 1992, there were 4.45 black men for every 100 white men employed in key white-collar jobs at all grades, and 4.38 black men for every 100 white men promoted), but the following general observations seem noteworthy.

When all grades are considered together, only Asian men and women and Native American men were promoted in lower relative numbers than those at which they were employed in a majority of the fiscal years for which we had data. When we considered promotions at the three different grade levels, we found that these same three groups, and Native American women as well, were promoted to the various grade levels in lower relative numbers than those at which they were employed in a majority of the 5 fiscal years. Additionally, Hispanic men were promoted in jobs at grades 1 through 10 in lower relative numbers than those at which they were employed in 4 of the 5 years, and black men and women were promoted to grades 13 through 15 in lower relative numbers than those at which they were employed in 3 of the 5 years.

¹⁶The numbers of promoted workers in each group from which these relative numbers were derived are given in enclosure VII, table VII.5.

Table V.2: Numbers of White Women and Minority Men and Women per 100 White Men Employed in and Promoted in Key White-Collar Jobs by Grade at the National Park Service From Fiscal Year 1984 Through 1992

EEO group	Year	All grades		Grades 1-10		Grades 11-12		Grades 13-15	
		Employed	Promoted	Employed	Promoted	Employed	Promoted	Employed	Promoted
White women	1984	16.13	33.61	26.96	41.32	12.99	25.00	6.33	28.57
	1986	23.47	48.70	37.48	54.90	14.18	35.38	8.27	20.00
	1988	26.02	40.76	38.93	54.10	17.99	30.28	8.19	9.09
	1990	30.39	50.65	44.01	66.95	23.06	38.75	10.39	23.19
	1992	35.36	49.71	48.86	65.10	29.88	40.63	13.06	21.79
Black men	1984	3.50	4.15	4.49	5.44	3.18	6.52	2.50	3.57
	1986	3.89	4.64	4.72	5.49	3.27	5.94	3.02	3.88
	1988	3.91	3.99	4.75	4.85	2.86	4.23	3.36	3.59
	1990	3.97	4.55	4.67	4.72	3.45	5.00	2.94	3.50
	1992	4.45	4.28	5.65	4.75	3.32	3.65	3.58	5.13
Black women	1984	1.25	1.43	2.18	2.09	0.84	1.09	0.77	3.57
	1986	1.91	3.77	2.99	4.31	1.09	3.08	0.81	2.60
	1988	1.92	3.68	2.75	3.33	1.29	2.11	1.05	3.03
	1990	1.99	2.38	2.70	3.86	1.59	1.25	0.98	3.80
	1992	2.80	3.81	3.65	4.31	2.37	4.17	1.61	3.28
Hispanic men	1984	3.13	3.32	5.39	4.13	2.15	2.17	1.73	3.57
	1986	3.69	4.06	4.72	3.34	3.45	7.69	1.61	4.00
	1988	3.46	4.20	4.09	3.73	3.78	7.04	1.05	2.58
	1990	3.48	3.68	4.31	4.29	3.36	2.50	1.57	4.35
	1992	3.53	4.00	4.34	5.88	3.48	3.13	1.61	2.84
Hispanic women	1984	0.50	0.83	1.16	1.65	0.19	0.70	0.00	0.00
	1986	0.94	1.45	1.97	2.59	0.18	1.54	0.00	0.00
	1988	1.10	1.26	1.93	1.49	0.55	1.41	0.00	0.00
	1990	1.03	2.60	1.68	4.29	0.62	0.63	0.20	1.45
	1992	1.40	2.67	2.34	3.92	0.79	1.56	0.36	1.28
Asian men	1984	0.92	0.43	1.41	0.80	0.84	1.09	0.38	0.53
	1986	1.11	0.87	1.57	1.12	1.00	0.80	0.20	0.59
	1988	1.17	1.05	1.34	0.75	1.20	2.11	0.63	2.55
	1990	1.16	1.30	1.24	1.29	1.41	1.88	0.39	0.55
	1992	1.28	1.33	1.59	1.96	1.34	1.34	0.36	0.53
Asian women	1984	0.17	0.99	0.39	0.88	0.09	0.98	0.00	0.00
	1986	0.21	0.58	0.39	0.78	0.09	0.80	0.00	0.00
	1988	0.27	0.21	0.52	0.37	0.09	0.85	0.00	0.00
	1990	0.50	0.23	0.80	0.86	0.35	0.80	0.00	0.00
	1992	0.58	0.38	0.96	0.78	0.40	0.80	0.00	0.00

EEO group	Year	All grades		Grades 1-10		Grades 11-12		Grades 13-15	
		Employed	Promoted	Employed	Promoted	Employed	Promoted	Employed	Promoted
Native American men	1984	1.50	2.49	1.54	2.48	1.50	2.17	1.15	3.57
	1986	1.70	0.99	2.05	0.96	1.55	0.05	1.01	0.00
	1988	1.82	1.44	2.15	1.47	1.85	2.82	0.63	0.00
	1990	1.92	1.52	2.34	1.77	1.68	1.25	1.18	1.45
	1992	2.16	2.48	2.76	3.92	1.74	1.84	1.43	1.48
Native American women	1984	0.29	1.24	0.39	2.48	0.28	0.05	0.19	0.00
	1986	0.45	0.58	0.87	0.78	0.09	0.00	0.20	0.00
	1988	0.55	0.44	1.04	0.75	0.09	0.08	0.21	0.00
	1990	0.40	0.43	0.80	0.43	0.09	0.63	0.00	0.00
	1992	0.58	1.33	1.17	2.75	0.08	0.08	0.18	0.00

Note: Shaded areas indicate where the relative numbers promoted were less than the relative numbers employed.

Source: OPM's CPDF data.

CHANGES IN THE REPRESENTATION OF WHITE WOMEN AND MINORITIES
IN THE SAN FRANCISCO NATIONAL PARK SERVICE UNITS FROM FISCAL YEAR
1984 THROUGH 1992

This enclosure discusses how the relative numbers of white women and minorities in the San Francisco NPS units changed overall from fiscal year 1984 through 1992 and how those relative numbers changed for employees in different types of jobs. As in enclosure III, which pertained to NPS as a whole, the types of jobs we considered were key white-collar jobs, nonkey white-collar jobs, and blue-collar jobs.

The total workforce in the San Francisco NPS units increased in size from fiscal year 1984 through 1992, from 441 employees to 507 (15%) employees. As was true for the NPS as a whole, the percentage of key white-collar employees in the San Francisco units increased, while the percentage of nonkey white-collar employees remained about the same and the percentage of blue-collar employees decreased. In fiscal year 1984, about 20 percent of the NPS employees in San Francisco were in key white-collar jobs, about 51 percent were in nonkey white-collar jobs, and 25 percent were in blue-collar jobs.¹⁷ In fiscal year 1992, about 31 percent of the employees in the San Francisco NPS were in key white-collar jobs, while 50 percent were in nonkey white-collar jobs, and 19 percent were in blue-collar jobs.

Given the small size of the workforce in San Francisco and the very small numbers of employees in certain of the EEO groups in that workforce, we were unable to do a detailed analysis of the EEO groups across grade levels and their participation in personnel events (i.e., entries, separations, and promotions). Also, because of the small numbers in some of the EEO groups, we restricted our attention to changes in the representation of white women, blacks, Hispanics, and Asians, without concern for whether the different specific minority individuals were men or

¹⁷Here too there was some missing data on type of job in 1984, for approximately 4 percent of the San Francisco workforce. In all other years the amount of missing data was nil, or virtually nil.

women.¹⁸ Apart from that, our analysis in this enclosure parallels the analysis offered in enclosure III.

CHANGES IN RELATIVE NUMBERS OVERALL

Table VI.1 and figure VI.1 indicate that in the San Francisco units of NPS, when all types of jobs are considered together, white women and Asians increased modestly in number relative to white men from fiscal year 1984 to 1992, while Hispanics increased substantially in relative number, and Blacks decreased in relative number.¹⁹ In 1984, blacks were represented in the San Francisco units we examined in about the same relative number as in NPS generally; that is, there were 19 blacks for every 100 white men in the San Francisco NPS units in 1984, and 19 blacks for every 100 white men at the National Park Service as a whole in that year.²⁰ While the relative number of blacks at the National Park Service as a whole increased slightly by 1992 to more than 20 per 100 white men, the number of blacks in San Francisco decreased to only slightly more than 13 for every 100 white men.

¹⁸We did not include Native Americans in these analyses as their numbers were too small to provide meaningful results. There were two Native Americans in the San Francisco NPS workforce in 1984, five in 1986, and four in each of the subsequent years for which we had data.

¹⁹The actual numbers of white men and women and minority men and women from which these relative numbers and the numbers in the remaining tables of this enclosure were derived are given in enclosure VII, table VII.6.

²⁰Recall, from table III.1, that in 1984 there were 13.5 Black men and 5.3 black women, or 18.8 blacks overall, for every 100 white men.

Table VI.1: Numbers of White Women and Minorities per 100 White Men in All Full-time Permanent Jobs in the San Francisco NPS Units From Fiscal Year 1984 Through 1992

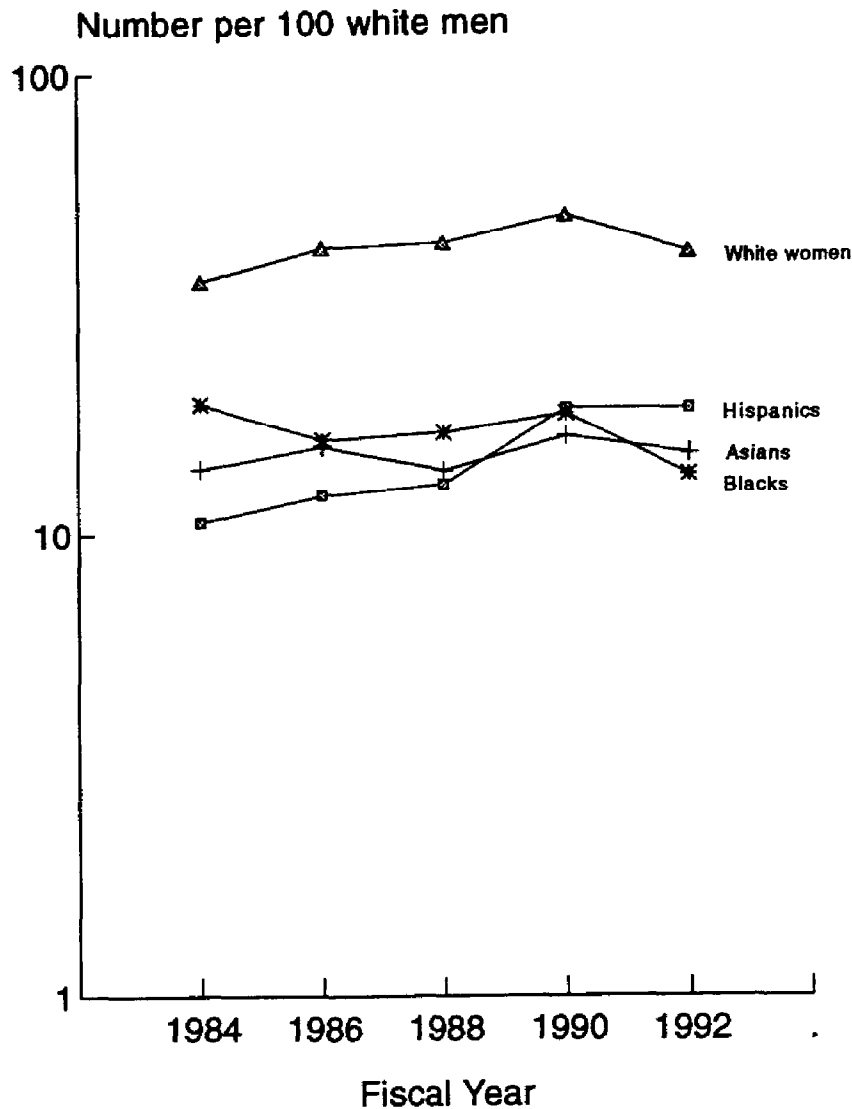
Fiscal year ^a	EEO group			
	White women	Blacks	Hispanics	Asians
1984	35.51	19.18	10.62	13.88
1986	41.75	16.02	12.14	15.53
1988	42.65	16.59	12.80	13.74
1990	48.80	18.19	18.66	16.27
1992	40.67	13.43	18.66	14.92
Ratio 1992:1984 ^b	1.15	0.70	1.76	1.08

^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure VI.1: Numbers of White Women and Minorities per 100 White Men in All Full-time Permanent Jobs in the San Francisco NPS Units Fiscal Year 1984 Through 1992.



Note: We did not include Native Americans in this analysis because the numbers were too small to provide meaningful results.

Source: OPM's CPDF data.

CHANGES IN RELATIVE NUMBERS IN KEY WHITE-COLLAR

Table VI.2 and figure VI.2 show that, among employees in key jobs in the San Francisco NPS units, white women nearly tripled in relative numbers from fiscal year 1984 through 1992 and Hispanics nearly doubled. Asians increased by 29 percent and blacks diminished in relative numbers from 6 for every 100 white men to 2 for every 100 white men.²¹ All of these groups, except for white women in fiscal year 1992, were less well represented in the key white-collar workforce in the San Francisco NPS units than in the San Francisco workforce as a whole. This disparity, in 1992, was most pronounced for blacks. While there were, as we saw in table VI.1, more than 13 Blacks for every 100 white men in the total San Francisco workforce in 1992, there were 2 blacks for every 100 white men in key white-collar jobs.

²¹In this section and in the following sections of this enclosure, we calculate relative numbers, as before, by taking ratios and multiplying by 100. This allows us to be consistent in expressing how many women and minorities there were for every 100 white men, though readers should note that in most types of jobs in San Francisco, in most years, there were fewer than 100 white men. (See table VII.6).

Table VI.2: Numbers of White Women and Minorities per 100 White Men in Key White-Collar Jobs in the San Francisco NPS Units From Fiscal Year 1984 Through 1992

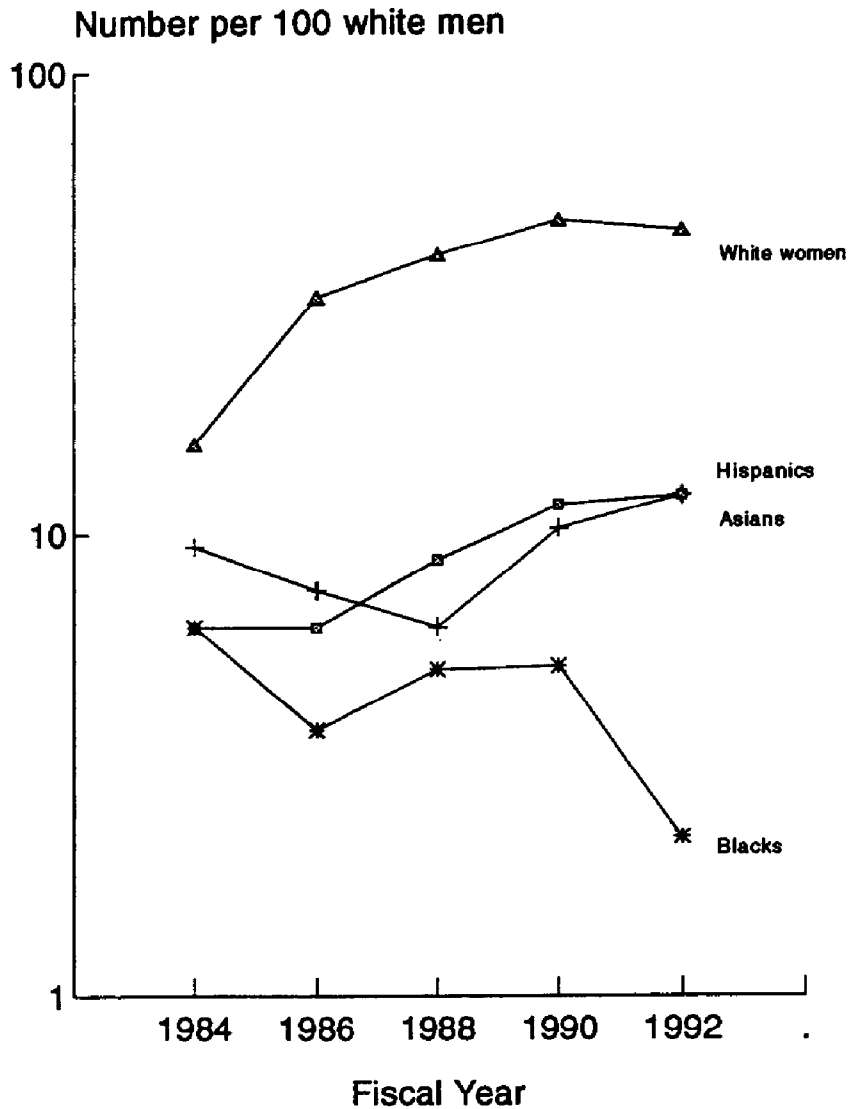
Fiscal year ^a	EEO group			
	White women	Blacks	Hispanics	Asians
1984	15.63	6.25	6.25	9.38
1986	32.50	3.75	6.25	7.50
1988	40.00	5.00	8.75	6.25
1990	47.44	5.13	11.53	10.26
1992	45.05	2.20	12.08	12.08
Ratio 1992:1984 ^b	2.88	0.35	1.93	1.29

^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure VI.2: Numbers of White Women and Minorities per 100 White Men in Key White-Collar Jobs in the San Francisco NPS Units From Fiscal Year 1984 Through 1992.



Note: We did not include Native Americans in this analysis because the numbers were too small to provide meaningful results.

Source: OPM's CPDF data.

CHANGES IN RELATIVE NUMBERS IN NONKEY WHITE-COLLAR JOBS

Table VI.3 and figure VI.3 indicate that, among employees in nonkey white-collar jobs in the San Francisco NPS units, only Hispanics increased substantially in relative number from fiscal year 1984 through 1992. Hispanics more than doubled in relative number, from 10 to 20 for every 100 white men, while Asians increased slightly (from almost 20 to more than 23 for every 100 white men), and white women and blacks diminished in relative number. All of these groups were, in all years, better represented in these nonkey white-collar jobs than in key white-collar jobs. In 1992, for example, when there were 20 blacks for every 100 white men in nonkey white-collar jobs, there were 2 blacks for every 100 white men in key white-collar jobs.

Table VI.3: Numbers of White Women and Minorities per 100 White Men in Nonkey White-Collar Jobs in the San Francisco NPS Units From Fiscal Year 1984 Through 1992.

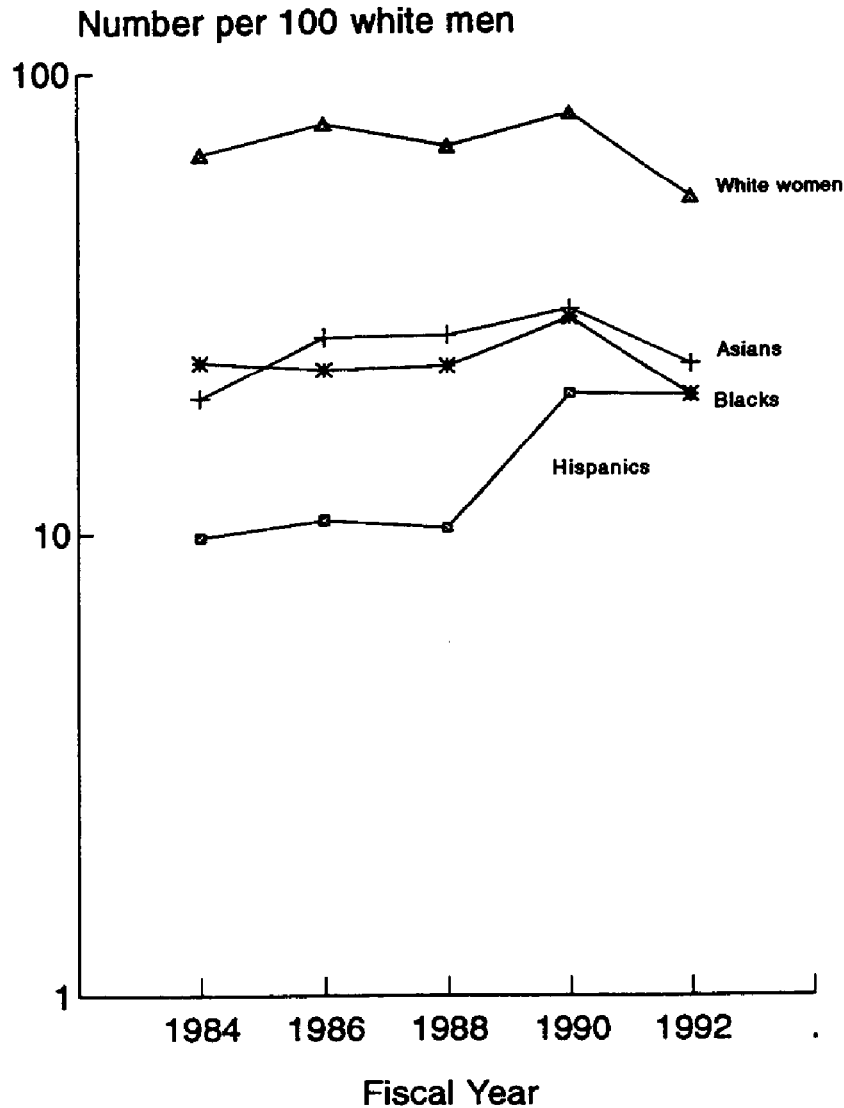
Fiscal year ^a	EEO group			
	White women	Blacks	Hispanics	Asians
1984	66.67	23.52	9.80	19.61
1986	77.33	22.67	10.66	26.66
1988	69.23	23.07	10.26	26.92
1990	81.33	29.33	20.00	30.66
1992	53.45	19.82	19.83	23.27
Ratio 1992:1984 ^b	0.80	0.84	2.02	1.19

^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure VI.3: Numbers of White Women and Minorities per 100 White Men in Nonkey White-Collar Jobs in the San Francisco NPS Units From Fiscal Year 1984 Through 1992.



Note: Native Americans were excluded from this analysis because their numbers were too small to provide meaningful results.

Source: OPM's CPDF data.

CHANGES IN RELATIVE NUMBERS IN BLUE-COLLAR JOBS

Table VI.4 and figure VI.4 indicate that, in blue-collar jobs in the San Francisco NPS workforce, white women and Hispanic both roughly doubled in relative number from fiscal year 1984 through 1992, though the former remained, in spite of their increase, only a small segment of that workforce (i.e., in 1992 there were less than 10 white women for every 100 white men). Blacks and Asians diminished in relative number over this period, the former from 28 to 18 for every 100 white men, and the latter from 13 to 3 for every 100 white men.

Table VI.4: Numbers of White Women and Minorities per 100 White Men in Blue-Collar Jobs in the San Francisco NPS Units From Fiscal Year 1984 Through 1992

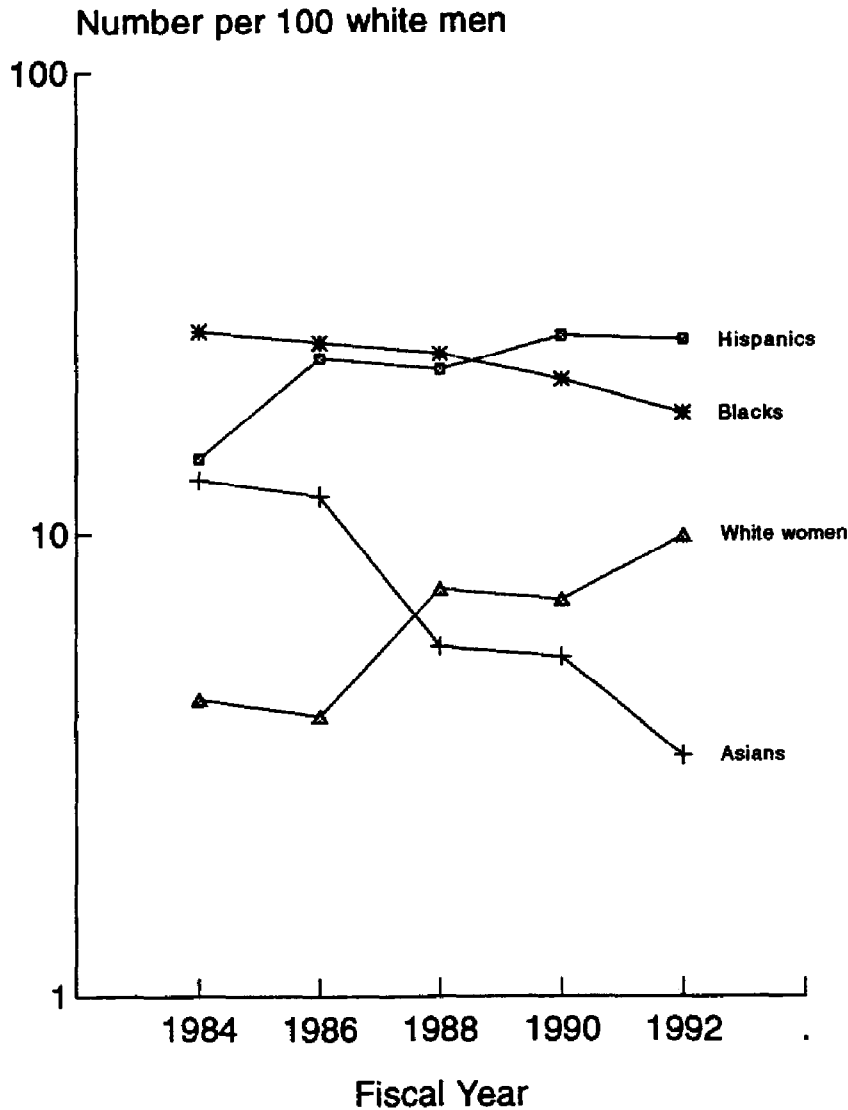
Fiscal year ^a	EEO group			
	White women	Blacks	Hispanics	Asians
1984	4.35	27.54	14.49	13.04
1986	4.00	26.00	24.00	12.00
1988	7.55	24.53	22.64	5.66
1990	7.14	21.43	26.79	5.36
1992	9.84	18.03	26.23	3.28
Ratio 1992:1984 ^b	2.26	0.65	1.81	0.25

^aNumbers shown are as of September 30th of each fiscal year.

^bRatios were calculated from relative numbers before we rounded the relative numbers. Slight discrepancies between the ratios given in the table and ratios calculated from the relative numbers given are the result of rounding.

Source: OPM's CPDF data.

Figure VI.4: Numbers of White Women and Minorities per 100 White Men in Blue-Collar Jobs in the San Francisco NPS Units From Fiscal Year 1984 Through 1992.



Note: We did not include Native Americans in this analysis because the numbers were too small to provide meaningful results.

Source: OPM's CPDF data.

DATA TABLESTable VII.1: Numbers of Full-time Permanent Employees in the National Park Service by EEO Group and Job Type From Fiscal Year 1984 Through 1992

Fiscal year ^a	Job Type	White men	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian Women	Native American men	Native American women
1984	Key	2400	387	84	30	75	12	22	4	36	7
	Nonkey	1911	1714	244	279	87	108	24	47	31	28
	Blue collar	2354	44	595	30	183	3	36	0	110	1
	Missing	253	136	11	29	10	11	2	1	5	4
	Total	6,918	2,281	934	368	355	134	84	52	182	40
1986	Key	2876	675	112	55	106	27	32	6	49	13
	Nonkey	1488	1702	230	331	59	106	19	53	17	25
	Blue collar	1979	43	484	26	151	3	27	0	91	5
	Missing	1	0	0	0	0	0	0	0	0	0
	Total	6,344	2,420	826	412	316	136	78	59	157	43
1988	Key	2917	759	114	56	101	32	34	8	53	16
	Nonkey	1514	1832	252	351	61	122	23	53	15	34
	Blue Collar	1919	48	480	22	170	1	26	1	110	6
	Missing	0	0	0	0	0	0	0	0	0	0
	Total	6,350	2,639	846	429	332	155	83	62	178	56
1990	Key	3021	918	120	60	105	31	35	15	58	12
	Nonkey	1595	2065	248	375	69	145	25	56	16	32
	Blue Collar	2034	70	496	23	188	6	26	0	113	7
	Missing	0	0	0	0	0	0	0	0	0	0
	Total	6,650	3,053	864	458	362	182	86	71	187	51
1992	Key	3283	1161	146	92	116	46	42	19	71	19
	Nonkey	1871	2422	279	433	88	184	25	72	18	55
	Blue Collar	2229	100	523	20	212	9	26	0	120	10
	Missing	0	0	0	0	0	0	0	0	0	0
	Total	7,383	3,683	948	545	416	239	93	91	209	84

^aNumbers shown are as of September 30th of each fiscal year.

Source: OPM's CPDF data.

Table VII.2: Numbers of White and Minority Men and Women Employed in Key White-collar Full-time Permanent Jobs at the National Park Service by Grade From Fiscal Year 1984 Through 1992

Fiscal year ^a	Grade	White men	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women
1984	1-10	779	210	35	17	42	9	11	3	12	3
	11-12	1070	139	34	9	23	2	9	1	16	3
	13-15	521	33	13	4	9	0	2	0	6	1
	Total	2,370	382	82	30	74	11	22	4	34	7
1986	1-10	1270	476	60	38	60	25	20	5	26	11
	11-12	1100	156	36	12	38	2	11	1	17	1
	13-15	496	41	15	4	8	0	1	0	5	1
	Total	2,866	673	111	54	106	27	32	6	48	13
1988	1-10	1346	524	64	37	55	26	18	7	29	14
	11-12	1084	195	31	14	41	6	13	1	20	1
	13-15	476	39	16	5	5	0	3	0	3	1
	Total	2,906	758	111	56	101	32	34	8	52	16
1990	1-10	1370	603	64	37	59	23	17	11	32	11
	11-12	1132	261	39	18	38	7	16	4	19	1
	13-15	510	53	15	5	8	1	2	0	6	0
	Total	3,012	917	118	60	105	31	35	15	57	12
1992	1-10	1451	709	82	53	63	34	23	14	40	17
	11-12	1265	378	42	30	44	10	17	5	22	1
	13-15	559	73	20	9	9	2	2	0	8	1
	Total	3,275	1,160	144	92	116	46	42	19	70	1

^aNumbers shown are as of September 30th of each fiscal year.

Source: OPM's CPDF data.

Table VII.3: Numbers of White and Minority Men and Women Entering Key White-Collar Full-time Permanent Jobs at the National Park Service From Fiscal Year 1984 Through 1992

Fiscal year ^a	White men	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women
1984	56	17	2	0	2	0	0	0	0	0
1986	81	43	7	4	2	3	2	0	2	2
1988	134	94	7	2	5	1	4	1	1	1
1990	185	132	8	4	5	2	3	2	6	3
1992	188	109	9	4	5	5	1	1	5	2

^aNumbers shown are as of September 30th of each fiscal year.

Source: OPM's CPDF data.

Table VII.4: Numbers of White and Minority Men and Women Separating from Key White-Collar Full-time Permanent Jobs at the National Park Service From Fiscal Year 1984 Through 1992

Fiscal year ^a	White men	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women
1984	96	32	7	3	4	2	0	0	4	0
1986	154	59	5	5	7	2	5	0	1	0
1988	119	47	6	5	7	3	4	0	2	2
1990	133	56	8	5	5	1	4	2	4	3
1992	107	44	1	2	3	1	1	0	3	2

^aNumbers shown are as of September 30th of each fiscal year.

Source: OPM's CPDF data.

Table VII.5: Numbers of White and Minority Men and Women Promoted in Key White-Collar Full-time Permanent Jobs at the National Park Service by Grade From Fiscal Year 1984 Through 1992

Fiscal year ^a	Grade	White men	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian women	Native American men	Native American women
1984	1-10	121	50	3	0	5	2	0	0	3	3
	11-12	92	23	6	1	2	0	1	0	2	0
	13-15	28	8	1	1	1	0	0	0	1	0
	Total	241	81	10	2	8	2	1	0	6	3
1986	1-10	255	140	14	11	8	4	3	2	0	2
	11-12	65	23	2	2	5	1	0	0	0	0
	13-15	25	5	0	0	1	0	0	0	0	0
	Total	345	168	16	13	14	5	3	2	0	2
1988	1-10	268	145	13	3	10	4	2	1	4	2
	11-12	142	43	6	3	10	2	3	0	4	0
	13-15	66	6	0	2	0	0	0	0	0	0
	Total	476	194	19	8	20	6	5	1	8	2
1990	1-10	233	156	11	9	10	10	3	2	4	1
	11-12	160	62	8	2	4	1	3	0	2	1
	13-15	69	16	2	0	3	1	0	0	1	0
	Total	462	234	21	11	17	12	6	2	7	2
1992	1-10	255	166	12	11	15	10	5	2	10	7
	11-12	192	78	7	8	6	3	2	0	2	0
	13-15	78	17	4	1	0	1	0	0	1	0
	Total	525	261	23	20	21	14	7	2	13	7

^aNumbers shown are as of September 30th of each fiscal year.

Source: OPM's CPDF data.

Table VII.6: Numbers of Full-time Permanent Employees in the San Francisco NPS' Units by EEO Group and Job Type From Fiscal Year 1984 Through 1992

Fiscal year*	Job Type	White men	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian Women	Native American men	Native American women
1984	Key	64	10	3	1	3	1	3	1	0	0
	Nonkey	102	68	12	12	5	5	3	17	1	0
	Blue collar	69	3	17	2	10	0	9	0	1	0
	Missing	10	6	0	0	1	1	0	1	0	0
	Total	245	87	32	15	19	7	15	19	2	0
1986	Key	80	26	2	1	3	2	3	3	1	0
	Nonkey	75	58	6	11	4	4	4	16	1	1
	Blue collar	50	2	12	1	11	1	6	0	2	0
	Missing	1	0	0	0	0	0	0	0	0	0
	Total	206	86	20	13	18	7	13	19	4	1
1988	Key	80	32	2	2	4	3	3	2	1	0
	Nonkey	78	54	6	12	3	5	5	16	1	0
	Blue Collar	53	4	12	1	11	1	3	0	2	0
	Missing	0	0	0	0	0	0	0	0	0	0
	Total	211	90	20	15	18	9	11	18	4	0
1990	Key	78	37	2	2	7	2	3	5	2	0
	Nonkey	75	61	9	13	5	10	7	16	0	0
	Blue Collar	56	4	11	1	14	1	3	0	2	0
	Missing	0	0	0	0	0	0	0	0	0	0
	Total	209	102	22	16	26	13	13	21	4	0

ENCLOSURE VII

ENCLOSURE VII

Fiscal year*	Job Type	White men	White women	Black men	Black women	Hispanic men	Hispanic women	Asian men	Asian Women	Native American men	Native American women
1992	Key	91	41	1	1	6	5	6	5	2	0
	Nonkey	116	62	12	11	5	18	6	21	0	0
	Blue Collar	61	6	10	1	14	2	2	0	2	0
	Missing	0	0	0	0	0	0	0	0	0	0
	Total	268	109	23	13	25	25	14	26	4	0

*Numbers shown are as of September 30th of each fiscal year.

Source: OPM's CPDF data.

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