

August 1988

SENIOR EXECUTIVE SERVICE

The Extent to Which SES Members Have Used the Sabbatical Program



General Government Division

B-226026

August 4, 1988

The Honorable Patricia Schroeder
Chairwoman, Subcommittee on Civil Service
Committee on Post Office and Civil Service
House of Representatives

Dear Madam Chairwoman:

The Civil Service Reform Act of 1978 (Public Law 95-454) gave agency heads the authority to grant sabbaticals to career members of the Senior Executive Service (SES) for the purpose of contributing to their development and effectiveness through study or work experiences. Your committee asked us to determine the costs of sabbaticals taken, and the positions to which SES members returned when the sabbaticals were completed. Additionally, we were asked to determine whether (1) participants met the Reform Act's requirement that they remain in federal service for at least 2 consecutive years after completing their sabbaticals and (2) the agencies from which SES members took sabbaticals considered the program worthwhile.

Results in Brief

As of May 1987, 15 of the 71 agencies that were contacted had granted 21 sabbaticals since the program began in July 1981. Officials in nearly two thirds (44 of 71) of the agencies said the level of participation in the sabbatical program was appropriate, while the rest thought participation should be higher (16 of 71) or had no response (11 of 71). The most frequently cited reasons for the level of participation were that additional SES members could not be spared for sabbaticals and that few SES members expressed interest in the sabbatical program.

As of May 1988, seven sabbatical participants had left either SES or the federal service after completing their sabbaticals, and two of these individuals left before meeting the 2-year service requirement contained in the Reform Act.

**Objectives, Scope, and
Methodology**

To obtain information on the sabbatical program, we held structured telephone interviews with personnel directors or other agency officials knowledgeable about sabbaticals in the executive branch departments and agencies that had at least one career SES member as of

September 30, 1986.¹ (See app. I.) Information we received in telephone interviews identified sabbatical activities as of May 19, 1987, as well as their estimated costs. To the extent possible, we verified the accuracy of this information by checking agency documents, such as sabbatical proposals and personnel files. However, documents were not readily available for some of the responses provided.

When agency documents were available, they were generally consistent with the information provided in the telephone survey. Inconsistencies we identified generally involved sabbatical costs. For example, one agency said a sabbatical cost \$52,954, while the source documents showed it cost \$53,680. We did not attempt to determine if more sabbaticals were actually taken than were identified by the agencies. Such an effort would have entailed reviewing the personnel files of all SES members in the government.

To obtain background information about the sabbatical program, we interviewed the Director of the Office of Personnel Management's (OPM) Office of Executive Personnel and officials in OPM's Executive Programs Division. We also reviewed the provision in the Reform Act (5 U.S.C. 3396) and OPM guidance in the Federal Personnel Manual (FPM) pertaining to sabbaticals. We did our review from March 1987 to May 1988 in accordance with generally accepted government auditing standards.

Requirements for Participating in the Sabbatical Program

According to OPM, there were 6,180 career SES members as of June 30, 1987, and about one third of them were eligible to take a sabbatical. The Reform Act specifies that to be eligible, an SES member must have 7 or more years of SES or equivalent executive experience in the civil service and cannot be eligible for voluntary retirement (i.e., age 55 with 30 years of service, age 60 with 20 years, or age 62 with 5 years). Also, an SES member cannot take more than one sabbatical in any 10-year period.

The Reform Act does not limit the number of sabbaticals an agency can offer. However, the FPM suggests that agencies limit the number of sabbaticals each fiscal year to the larger of 1 or 1 percent of their career SES population.

¹We contacted 64 executive branch departments and agencies. The Office of the Secretary of Defense provided separate responses for the Office of the Secretary of Defense, the Defense Advanced Research Projects Agency, the Defense Communications Agency, the Defense Contract Audit Agency, the Defense Investigative Service, the Defense Logistics Agency, the Defense Mapping Agency, and the Defense Nuclear Agency, bringing our respondent total to 71.

Few SES Members Have Taken Sabbaticals

Information we obtained from agency officials indicated that as of May 1987, SES members in a total of 15 agencies had participated in the sabbatical program. Twenty sabbaticals were completed, and 1 was in progress.² (The information the officials provided on each of these sabbaticals is contained in app. II.) Agency officials also told us that since January 1, 1986, six sabbaticals had been proposed by SES members but not granted, and that they knew of at least 34 inquiries made by SES members who did not submit proposals.

We asked agency officials whether they considered the number of sabbaticals taken by SES members to be appropriate or if the number should be higher. Forty-four officials said the level of participation was appropriate, while 16 said participation should be higher. The remaining 11 said they did not know, did not respond to the question, or said the question was not applicable. Of the 44 agencies whose officials said the number of sabbaticals was appropriate, 36 had granted no sabbaticals. Of the 16 agencies whose officials said the number should be higher, 8 had at least one sabbatical and 8 had none.

In response to a question about the reason for the level of participation, officials most frequently said the number was low because SES members could not be spared for sabbaticals (32 agencies). Thirteen of these officials were in agencies with 10 or fewer career SES members; three agencies had only 1. Seven such officials were in agencies that had more than 100 career SES members, including two with over 400 members. The next two most frequent explanations of the low participation level were that SES members have expressed little interest in the sabbatical program (25 agencies) and that the agency uses other means of long-term executive development (23 agencies), such as the mobility program authorized by the Intergovernmental Personnel Act³ and courses, workshops, and seminars offered by the Federal Executive Institute.

FPM guidance suggests that agencies publicize the program's availability to SES members. In response to our inquiry, 28 officials said that their agencies had not publicized the program; 3 officials said they did not

²When we spoke to an OPM official in June 1987, we were told that one sabbatical at that agency was scheduled to begin later in the summer. During a subsequent call, we learned that the sabbatical began on August 30, 1987, bringing the number of sabbaticals to 22 and the number of participating agencies to 16 (see app. III).

³The Intergovernmental Personnel Act permits the exchange of personnel for up to 2 years between federal agencies and state and local governments. In addition, this act permits personnel exchanges among institutions of higher education, Indian tribal governments, and certain nonprofit organizations.

know if the program had been publicized; and 4 did not respond to our question about program publicity. About half (36) of the officials said that their agencies have publicized the sabbatical program using methods ranging from issuing policy statements or agency regulations on the program to discussing the program in meetings attended by SES members.

OPM's Promotion of the Sabbatical Program

OPM officials acknowledged that OPM's efforts to publicize the sabbatical program have been limited. It issued a pamphlet to all SES members in February 1980 that briefly mentioned sabbaticals, citing authority from the Reform Act. The pamphlet gave no information other than what was stated in the law. OPM plans to issue an updated revision of this pamphlet later this year; however, information to be contained in this pamphlet is essentially the same as in 1980. OPM has also published occasional announcements of sabbatical opportunities in a bi-weekly OPM publication entitled Senior Executive Service Vacancy Announcements.

In July 1987, OPM's Director announced an SES fellowship program. The program will begin in October 1988. The program, initiated because of a concern that sabbaticals and other developmental programs were underutilized, will consist of grants to SES members to cover nonsalary developmental expenses associated with sabbaticals, or any other type of developmental experience currently provided by law or regulation. The fellowship is intended to stimulate interest in existing SES developmental programs.

Sabbatical Activities and Their Duration

Examples of possible sabbatical activities as stated in the FPM include study, research, and teaching at academic institutions; and work with private nonprofit organizations or state, local, or foreign governments. Our survey showed that most sabbaticals have been taken at educational institutions (15 of 21). Other participants went to organizations, such as the Royal Australian Air Force and a nonprofit research organization.

While on sabbatical, participants generally did research, developed and taught courses, studied, and wrote. For instance, the Chief of the Biomedical Research Division at the National Aeronautics and Space Administration taught and did research at Stanford University's School of Medicine to update his knowledge of cardiovascular research practices. Also, one Treasury participant developed and taught a course on

federal tax litigation at the University of Virginia and worked on legislative proposals with the Joint Committee on Taxation.

The Reform Act specifies that sabbaticals can last up to 11 months. Additionally, the FPM suggests that no sabbatical be less than 3 months in length. Sabbaticals completed thus far have been from about 3 to 11 months, with the majority of them (14) lasting 11 months.

Agency Officials Generally Believe Sabbaticals Granted Were Worthwhile

Officials in 13 of the 15 agencies that granted sabbaticals said the sabbaticals benefited their agencies. The benefits these officials described were generally consistent with those discussed in human resources literature: (1) the sabbaticals broadened professional skills, (2) provided information on how to deal with stress and burnout, (3) provided an opportunity for personal growth, and (4) enhanced the agencies' SES recruitment and retention. The benefit these officials most commonly cited was the knowledge and experience the SES members gained (nine participants). Five officials said SES members' performance improved as a result of the sabbaticals. Agency officials also said that the SES members returned with renewed enthusiasm and that the agency's relationship with the academic community improved. Officials in three agencies did not describe specific program benefits.

Most Participants Returned to the Positions They Occupied Before Their Sabbaticals

Of the twenty participants who had completed sabbaticals as of May 19, 1987, 14 returned to the same positions and 6 went to different SES positions.⁴

Compliance With the Reform Act's Continued Service Requirement

The Reform Act requires sabbatical participants to agree to remain in federal employment for 2 consecutive years after the sabbatical is completed. The Reform Act states that participants are liable for payment of all sabbatical expenses including salary if they do not abide by the agreement, except for good and sufficient reason as determined by the head of the agency who granted the sabbatical.

⁴We were told that one of the six SES members who returned to a different SES position transferred 4 months thereafter to a GM-14 position in a district office for personal reasons.

At the completion of our review in May 1988, two participants had not met the 2-year continued service requirement. One participant retired rather than accept a reassignment to another geographic location. Air Force officials considered this involuntary retirement under federal retirement law (5 U.S.C. 8336 [d]). Therefore, the agency's Under Secretary, acting on authority delegated by the agency head, waived the repayment requirement. This was an appropriate action according to FPM guidance. The other participant retired involuntarily after his position was abolished. This participant has requested a waiver of the repayment requirement, but a decision had not been made.

While available evidence indicates no other sabbatical participant failed to meet the 2-year continued service requirement, five additional participants had left SES as of May 1988. Although remaining federal employees, two participants requested GS-15 positions within 13 and 20 months after completing their sabbaticals; and one participant requested a transfer to a GS-14 position 4 months after completing her sabbatical. In addition, two participants left federal service within 25 to 36 months after completing their sabbaticals—one retired and one resigned.

Sabbatical Costs Are Primarily for Salary

According to estimates provided by agency officials or developed by us, agency costs for the 21 sabbaticals totaled \$1,197,949. The SES members' salaries while on sabbatical accounted for 87 percent of this cost. The remaining costs to the agencies included travel and related expenses (12 sabbaticals), educational expenses (7 sabbaticals), moving expenses (3 sabbaticals), and miscellaneous expenses such as providing a leased car (5 sabbaticals). We did not obtain agency data on or estimate the cost to the agencies of employee benefit programs for the sabbatical participants.

Some organizations hosting the sabbatical participants also incurred expenses. Five agency officials reported that the hosting organizations paid for such costs as office space, administrative support, and computer time. Additionally, agency officials said that for five sabbaticals, the hosting organizations paid for travel. Collecting cost information from the host organizations was not in the scope of this review.

Conclusions

Information was not available to determine what would constitute an appropriate level of use for the sabbatical program. Our review showed that officials in most of the agencies that granted sabbaticals said that the sabbaticals benefited their agencies. However, we also found that

the program was not extensively used because, according to agency officials, SES members could not be spared to participate in the program and had expressed little interest. About one-third of the participants either left SES or the federal service within 3 years after completing their sabbaticals.

Recommendation to the Director, OPM

In view of the above, we recommend that OPM assess the sabbatical program's contribution to the development and effectiveness of SES members through study or work experience and as an incentive for recruitment and retention. The study should define what would constitute an appropriate level of use for the program and determine what can be done to reduce the level of attrition by SES members who have completed their sabbaticals. If OPM determines that participation should be increased, it should also assess how factors such as those identified in our review are precluding SES members from participating.

Agency Views

We did not obtain written agency comments on a draft of this report. We did, however, discuss our findings and observations with OPM officials.

The officials generally concurred that the sabbatical program had not been extensively used. They said the program began at a time when several agencies were experiencing reductions-in-force and thus SES members were reluctant to indicate that they could be spared from their jobs for up to 11 months to take a sabbatical. OPM officials also pointed out that agencies were often not willing to allow their SES members to participate in the program and that neither they nor OPM encouraged its use.

These officials also concurred with our proposal that OPM should examine the extent to which the factors cited in this report contributed to limited use of the sabbatical program and to the proportion of participants who left SES or federal service after completing their sabbaticals. Along these lines, they said OPM plans to propose legislation to allow SES members who are eligible for voluntary retirement to participate in the sabbatical program. These individuals are currently prohibited from participation.

Allowing these individuals to take sabbaticals would make the program available to more SES members and could discourage individuals from retiring. However, OPM still needs to reassess the program. If sabbatical participation is not viewed positively by federal agencies, making it available to more SES members may not help it to achieve its objectives.

As agreed with the Subcommittee, we will send copies of this report to other interested congressional committees and members, the Director of OPM, and other agencies that participated in the review. We will also make copies available to others upon request.

Sincerely yours,

A handwritten signature in cursive script that reads "John W. Finch". The signature is written in black ink and is positioned above the typed name.

Richard L. Fogel
Assistant Comptroller General

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Abbreviations

FEI	Federal Executive Institute
FPM	Federal Personnel Manual
OPM	Office of Personnel Management
SES	Senior Executive Service

Sabbaticals in Agencies With at Least One Career SES Member as of September 30, 1986^a

Agency	Number of career SES members	Number of sabbatical participants ^b
ACTION	5	0
Administrative Conference of the United States	3	0
Advisory Council on Historic Preservation	1	0
Arms Control and Disarmament Agency	18	2
Board for International Broadcasting	4	0
Commission on Civil Rights	1	0
Commission on Fine Arts	1	0
Commodity Futures Trading Commission	19	0
Consumer Product Safety Commission	7	0
Department of Agriculture	266	0
Department of Commerce	351	0
Department of Defense		
Office of the Secretary of Defense	245	1
Defense Advanced Research Projects Agency	17	0
Defense Communications Agency	28	0
Defense Contract Audit Agency	12	0
Defense Investigative Service	3	0
Defense Logistics Agency	22	0
Defense Mapping Agency	22	1
Defense Nuclear Agency	12	1
Department of the Air Force	192	3
Department of the Army	346	2
Department of the Navy	389	0
Total Department of Defense	1,288	8
Department of Education	41	1
Department of Energy	377	0
Department of Health and Human Services	456	0
Department of Housing and Urban Development	80	0
Department of the Interior	223	1
Department of Justice	201	0
Department of Labor	128	0
Department of State	79	0
Department of Transportation	308	1
Department of the Treasury	464	1
Environmental Protection Agency	201	0
Equal Employment Opportunity Commission	32	1
Executive Office of the President	17	0
Farm Credit Administration	13	0
Federal Communications Commission	31	0

(continued)

**Appendix I
Sabbaticals in Agencies With at Least One
Career SES Member as of September 30, 1986**

Agency	Number of career SES members	Number of sabbatical participants^b
Federal Emergency Management Agency	37	0
Federal Energy Regulatory Commission	32	0
Federal Home Loan Bank Board	6	0
Federal Labor Relations Authority	18	0
Federal Maritime Commission	8	0
Federal Mediation and Conciliation Service	3	0
Federal Trade Commission	17	0
General Services Administration	96	0
International Development Cooperation Agency	28	0
International Trade Commission	7	1
Interstate Commerce Commission	23	0
Merit Systems Protection Board	14	1
National Aeronautics and Space Administration	422	2
National Archives and Records Administration	8	0
National Capital Planning Commission	4	0
National Credit Union Administration	10	0
National Endowment for the Arts	2	0
National Endowment for the Humanities	5	0
National Labor Relations Board	59	0
National Mediation Board	1	0
National Science Foundation	91	0
National Transportation Safety Board	10	0
Nuclear Regulatory Commission	190	2
Occupational Safety and Health Review Commission	3	0
Office of the Federal Inspector of the Alaska Natural Gas Transportation System	1	0
Office of Management and Budget	60	0
Office of Personnel Management	36	0
Office of the Special Counsel, Merit Systems Protection Board	5	0
Railroad Retirement Board	9	0
Securities and Exchange Commission	42	0
Selective Service System	1	0
Small Business Administration	29	0
U.S. Information Agency	26	0
Veterans Administration	126	0
Total	6,044	21

^aThis was the latest information available at OPM in March 1987, when we selected the agencies for our review.

^bInformation on sabbatical participation was obtained during our survey, which had a cut-off date of May 19, 1987.

Sabbaticals Completed or in Progress as of May 19, 1987

Table II.1: Arms Control and Disarmament Agency

Sabbatical 1

Beginning date:	August 17, 1981	
Ending date:	July 16, 1982	
Position before sabbatical:	Deputy Assistant Director	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	University of North Carolina	
Objectives:	To broaden professional background through exposure to academic issues related to arms control.	
Activities:	Participated in seminars, lectures, and discussions on national security policy and U.S./Soviet relations with the general public, students, and faculty members.	
Estimated cost(s) to the agency:	Salary	\$46,102 ^a
Estimated cost(s) to the host organization:	Office/secretarial support	Not available

Sabbatical 2

Beginning date:	September 15, 1981	
Ending date:	August 14, 1982	
Position before sabbatical:	Chief, Technology Transfer Group	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	Georgetown University, Center for Strategic and International Studies	
Objectives:	To obtain a broader background on Third World countries' military, political, and technological motivation and objectives for developing arms industries.	
Activities:	Researched, wrote, lectured, and held seminars.	
Estimated cost(s) to the agency:	Salary	\$46,102 ^a
Estimated cost(s) to the host organization:	Travel and related expenses	Not available

^aWe estimated salary cost based upon agency information on the length of the sabbatical and the participant's salary level at the start of the sabbatical.

**Appendix II
Sabbaticals Completed or in Progress as of
May 19, 1987**

Table II.2: Department of Defense: Office of the Secretary of Defense

Sabbatical

Beginning date:	January 1, 1986	
Ending date:	November 30, 1986	
Position before sabbatical:	Assistant Deputy Under Secretary of Defense (Land Warfare)	
Position after sabbatical:	Special Assistant for Conventional Force Modernization Assessment (Land Warfare)	
Organization where sabbatical was taken:	University of Southern California, Washington Public Affairs Center	
Objectives:	To research policy and obtain knowledge of public affairs issues.	
Activities:	Performed research and graduate study.	
Estimated cost(s) to the agency:	Salary	\$62,733
	Educational expenses	10,932
	Total	<u>\$73,665</u>
Estimated cost(s) to the host organization:	None	

Table II.3: Department of Defense: Defense Nuclear Agency

Sabbatical

Beginning date:	June 4, 1984	
Ending date:	May 3, 1985	
Position before sabbatical:	Comptroller, Defense Nuclear Agency	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	University of Southern California, Washington Public Affairs Center	
Objectives:	To complete a social science research project of interest to the Defense Nuclear Agency.	
Activities:	Performed research and conducted interviews.	
Estimated cost(s) to the agency:	Salary	\$61,087 ^a
	Travel and related expenses	2,500
	Miscellaneous	1,500
	Educational expenses	1,168
	Total	<u>\$66,255</u>
Estimated cost(s) to the host organization:	None	

^aWe estimated salary cost based upon agency information on the length of the sabbatical and the participant's salary level at the start of the sabbatical.

**Appendix II
Sabbaticals Completed or in Progress as of
May 19, 1987**

Table II.4: Department of Defense: Defense Mapping Agency

Sabbatical

Beginning date:	January 10, 1983		
Ending date:	December 9, 1983		
Position before sabbatical:	Comptroller, Defense Mapping Agency		
Position after sabbatical:	Same		
Organization where sabbatical was taken:	University of Southern California, Washington Public Affairs Center		
Objectives:	Professional development		
Activities:	Attended graduate school in public administration.		
Estimated cost(s) to the agency:	Salary		\$58,695 ^a
	Travel and related expenses		3,147
	Educational expenses		<u>Not available</u>
	Total		<u>\$61,842</u>
Estimated cost(s) to the host organization:	None		

^aWe estimated salary cost based upon agency information on the length of the sabbatical and the participant's salary level at the start of the sabbatical.

Appendix II
Sabbaticals Completed or in Progress as of
May 19, 1987

Table II.5: Department of the Air Force

Sabbatical 1

Beginning date:	February 9, 1983	
Ending date:	August 9, 1983	
Position before sabbatical:	Assistant Deputy Chief of Staff, Logistics Operations	
Position after sabbatical:	Assistant to the Commander, International Logistics Center	
Organization where sabbatical was taken:	Royal Australian Air Force	
Objectives:	To compare U.S. Air Force and Royal Australian Air Force aircraft maintenance procedures to identify cost-saving applications.	
Activities:	Studied Royal Australian Air Force maintenance systems, tested the validity of U.S. material deficiency reporting methods, and performed other activities to compare U.S. maintenance operations with the Royal Australian Air Force operations.	
Estimated cost(s) to the agency:	Salary	\$32,750
	Travel and related expenses	20,064
	Miscellaneous	866
	Total	<u>\$53,680</u>
Estimated cost(s) to the host organization:	Local travel	About \$900

Sabbatical 2

Beginning date:	June 1, 1984	
Ending date:	November 30, 1984	
Position before sabbatical:	Chief, Mechanics and Surface Interaction Branch, AF Wright Aeronautical Laboratories	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	Various organizations	
Objectives:	To gather technical information on designing with composite materials.	
Activities:	Consulted with various European university and industry engineers to develop a handbook incorporating new approaches to composite materials design.	
Estimated cost(s) to the agency:	Salary	\$34,000
	Travel and related expenses	20,200
	Total	<u>\$54,200</u>
Estimated cost(s) to the host organization:	None	

(continued)

**Appendix II
Sabbaticals Completed or in Progress as of
May 19, 1987**

Sabbatical 3

Beginning date: January 3, 1984

Ending date: June 8, 1984

Position before sabbatical: Assistant General Counsel, Installations

Position after sabbatical: Same

Organization where sabbatical was taken: Bates College

Objectives: To improve teaching techniques.

Activities: Developed and taught three courses in political science and introduced defense issues to campus and community as a visiting associate professor of political science.

Estimated cost(s) to the agency:

Salary	\$28,560
Travel and related expenses	5,042
Miscellaneous Total	160
Total	\$33,762

Estimated cost(s) to the host organization: None

**Appendix II
Sabbaticals Completed or in Progress as of
May 19, 1987**

Table II.6: Department of the Army

Sabbatical 1

Beginning date:	September 1, 1981	
Ending date:	August 1, 1982	
Position before sabbatical:	Director, Division of Biochemistry	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	Salk Institute for Biological Studies and the School of Medicine, University of California, San Diego	
Objectives:	To gain research experience.	
Activities:	Lectured, and conducted seminars and research in pharmacology and molecular biology.	
Estimated cost(s) to the agency:	Salary	\$50,112
	Educational expenses	10,000
	Travel and related expenses	22,000
	Total	<u>\$82,112</u>
Estimated cost(s) to the host organization:	None	

Sabbatical 2

Beginning date:	April 30, 1984	
Ending date:	March 31, 1985	
Position before sabbatical:	Deputy Assistant Secretary for Financial Management	
Position after sabbatical:	Deputy for Cost Analysis	
Organization where sabbatical was taken:	Various organizations	
Objectives:	To become familiar with a non-Army, Department of Defense undertaking; to gain experience working on nondefense-related issues; and to undertake broadening academic studies in accounting.	
Activities:	Participated in an exercise aboard a U.S. Naval vessel; studied hydrilla, an aquatic plant threatening the Potomac River; created a new professional society and trade association for the information technologies marketplace; and completed Certified Public Accountant preparation and review courses.	
Estimated cost(s) to the agency:	Salary	\$67,800
Estimated cost(s) to the host organization:	None	

**Appendix II
Sabbaticals Completed or in Progress as of
May 19, 1987**

Table II.7: Department of Education

Sabbatical

Beginning date:	June 12, 1985	
Ending date:	September 20, 1985	
Position before sabbatical:	Associate General Counsel for Program Service	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	Independent study and research at University of London, School of Law	
Objectives:	To perform a comparative study of administrative adjudication, court review, and regulations governing central education in the United Kingdom and the United States.	
Activities:	Performed legal research; interviewed government, academic, and local education officials; attended meetings; and wrote.	
Estimated cost(s) to the agency:	Salary	\$21,620 ^a
	Educational expenses	4,165
	Travel and related expenses	6,129
	Total	\$31,914
Estimated cost(s) to the host organization:	None	

^aWe estimated salary cost based upon agency information on the length of the sabbatical and the participant's salary level at the start of the sabbatical.

Table II.8: Department of the Interior

Sabbatical

Beginning date:	October 1, 1983	
Ending date:	July 1, 1984	
Position before sabbatical:	Assistant Director for Economics, Office of Policy Analysis	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	University of California (Davis)	
Objectives:	To study water market conditions in the West, identify federal water policy role, and improve federal water policy initiatives.	
Activities:	Independently researched and conducted case studies and issue analysis, conducted numerous and varied interviews, and issued interim and final reports to supervisor.	
Estimated cost(s) to the agency:	Salary	\$42,758
	Moving costs	400
	Travel and related expenses	1,304
	Total	\$44,462
Estimated cost(s) to the host organization:	Miscellaneous	Not available

**Appendix II
Sabbaticals Completed or in Progress as of
May 19, 1987**

Table II.9: Department of Transportation

Sabbatical

Beginning date:	May 1, 1982	
Ending date:	April 1, 1983	
Position before sabbatical:	Director, Passenger Vehicle Research	
Position after sabbatical:	Deputy Associate Administrator for Rulemaking	
Organization where sabbatical was taken:	Oxford University, England	
Objectives:	To develop biomedical information on injury tolerances from motor vehicle accident victims.	
Activities:	Evaluated vehicle crashes and crash reconstruction.	
Estimated cost(s) to the agency:	Salary	\$56,395 ^a
	Travel and moving expenses	4,000
	Total	\$60,395
Estimated cost(s) to the host organization:	Staff support	Not available
	Computer and lab time	Not available
	Office space	Not available
	Tuition	\$10,000

^aWe estimated salary cost based upon agency information on the length of the sabbatical and the participant's salary level at the start of the sabbatical.

Table II.10: Department of the Treasury

Sabbatical

Beginning date:	September 1, 1985	
Ending date:	March 1, 1986	
Position before sabbatical:	Associate Chief Counsel (Litigation)	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	University of Virginia and the Joint Committee on Taxation	
Objectives:	To develop and teach a course on federal tax litigation and to develop new legislative proposals.	
Activities:	Developed and taught a course on federal tax litigation and developed new legislative proposals.	
Estimated cost(s) to the agency:	Salary	\$35,132 ^a
Estimated cost(s) to the host organization:	Travel	Not available

^aWe estimated salary cost based upon agency information on the length of the sabbatical and the participant's salary level at the start of the sabbatical.

**Appendix II
Sabbaticals Completed or in Progress as of
May 19, 1987**

Table II.11: Equal Employment Opportunity Commission

Sabbatical

Beginning date:	July 30, 1982	
Ending date:	June 30, 1983	
Position before sabbatical:	Director, Office of Systemic Programs	
Position after sabbatical:	Attorney Advisor, Executive Assistant to the Chairman	
Organization where sabbatical was taken:	Various organizations	
Objectives:	To perform research and write on the burden-of-proof in age discrimination cases. Study and write report on use of age discrimination law.	
Activities:	Performed research at the Human Rights Commission at two locations in Pennsylvania and at the Philadelphia and Houston district offices of the Equal Employment Opportunity Commission.	
Estimated cost(s) to the agency:	Salary	\$53,819 ^a
	Educational expenses	800
	Total	<u>\$54,619</u>
Estimated cost(s) to the host organization:	None	

^aWe estimated salary cost based upon agency information on the length of the sabbatical and the participant's salary level at the start of the sabbatical.

Table II.12: International Trade Commission

Sabbatical

Beginning date:	October 15, 1984	
Ending date:	June 5, 1985	
Position before sabbatical:	Director, Office of Operations	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	George Washington University and the London Business School	
Objectives:	To develop knowledge of international finance.	
Activities:	Taught international finance at George Washington University and the London Business School and became familiar with certain mainframe and minicomputer languages.	
Estimated cost(s) to the agency:	Salary	\$45,000
	Travel and related expenses	2,500
	Total	<u>\$47,500</u>
Estimated cost(s) to the host organization:	None	

**Appendix II
Sabbaticals Completed or in Progress as of
May 19, 1987**

Table II.13: Merit Systems Protection Board

Sabbatical

Beginning date:	January 1, 1987	
Ending date:	November 30, 1987	
Position before sabbatical:	Managing Director	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	Annenberg/Corporation for Public Broadcasting Project and other private nonprofit organizations	
Objectives:	To enhance executive leadership and management skills.	
Activities:	Performed policy planning for, and management of, complex multipurpose programs.	
Estimated cost(s) to the agency:	Salary	\$70,319
Estimated cost(s) to the host organization:	None	

**Appendix II
Sabbaticals Completed or in Progress as of
May 19, 1987**

Table II.14: National Aeronautics and Space Administration

Sabbatical 1

Beginning date:	July 1, 1983	
Ending date:	May 31, 1984	
Position before sabbatical:	Chief, Biomedical Research Division	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	Stanford University, School of Medicine	
Objectives:	To update knowledge of practices in cardiovascular research.	
Activities:	Taught and performed research.	
Estimated cost(s) to the agency:	Salary	\$58,695 ^a
Estimated cost(s) to the host organization:	Research costs	\$30,000
	Malpractice insurance	10,000
	Office/secretarial support	8,000
	Total	\$48,000

Sabbatical 2

Beginning date:	September 1, 1983	
Ending date:	August 1, 1984	
Position before sabbatical:	Chief Scientist, Geodynamics Branch	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	Defense Advanced Research Projects Agency, Center for Seismic Studies	
Objectives:	To conduct research on nature of earth's inner core and write a book on satellite geophysics.	
Activities:	Wrote and performed research.	
Estimated cost(s) to the agency:	Salary	\$56,593 ^a
	Miscellaneous	Not available
Estimated cost(s) to the host organization:	Office space	Not available
	Computer time	Not available

^aWe estimated salary cost based upon agency information on the length of the sabbatical and the participant's salary level at the start of the sabbatical.

**Appendix II
Sabbaticals Completed or in Progress as of
May 19, 1987**

Table II.15: Nuclear Regulatory Commission

Sabbatical 1

Beginning date:	August 1, 1983	
Ending date:	June 30, 1984	
Position before sabbatical:	Deputy Director, Division of Quality Assurance, Safeguards and Inspection Programs	
Position after sabbatical:	Same	
Organization where sabbatical was taken:	Battelle Human Affairs Research Center, Seattle, Washington	
Objectives:	To improve understanding of broad organizational management and structure and technical and human affairs problem solving.	
Activities:	Participated in a variety of projects and worked with Far Eastern governments and industrial organizations as a consultant.	
Estimated cost(s) to the agency:	Salary	\$55,000
	Moving costs	4,000
	Leased car	2,000
	Travel and related expenses	18,500
	Total	\$79,500
Estimated cost(s) to the host organization:	Office space	Not available
	Travel	Not available

Sabbatical 2

Beginning date:	January 16, 1984	
Ending date:	December 15, 1984	
Position before sabbatical:	Director, Office of Inspection and Audit	
Position after sabbatical:	Special Assistant to the Director of Resource Management	
Organization where sabbatical was taken:	University of Virginia	
Objectives:	To expand overall accounting and auditing knowledge.	
Activities:	Took courses in computers, accounting, taxation, and auditing.	
Estimated cost(s) to the agency:	Salary	\$60,000
	Travel and related expenses	10,300
	Educational expenses	3,000
	Total	\$73,300
Estimated cost(s) to the host organization:	None	

Sabbatical in Progress as of August 30, 1987

Table III.1: Office of Personnel Management

Sabbatical

Beginning date:	August 30, 1987	
Ending date:	Not to exceed May 27, 1988	
Position before sabbatical:	Director Emeritus, Senior Faculty Member, Federal Executive Institute	
Position after sabbatical:	Not applicable. sabbatical still in progress at the time of our review.	
Organization where sabbatical was taken:	University of Virginia	
Objectives:	To enhance the relationship between the Federal Executive Institute and the University of Virginia.	
Activities:	Do research, teach, and organize conferences.	
Estimated cost(s) to the agency:	Salary	Amount not available
Estimated cost(s) to the host organization:		Amount not available

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