Federal Acquisition Institute

ANNUAL REPORT ON THE
FEDERAL ACQUISITION WORKFORCE

FISCAL YEAR 2007

May 2008

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FOREWORD

This Report's Purpose: This is the Federal Acquisition Institute's (FAI's) annual demographic report on the federal acquisition workforce, showing trends by occupational series, employment grade and educational level, as well as turnover and hiring data for fiscal year (FY) 2007. FAI has published this report since 1977, and the purpose of the data is to assist federal managers with planning and evaluating the acquisition workforce overall and the acquisition workforce programs in respective agencies. Historical reports are located at http://www.fai.gov/fapis.asp.

FAI continuously evaluates whether this report, in its current format and content, best serves the needs of the acquisition community. Any feedback on how this report might be modified to increase its utility would be appreciated. This year's report has been modified to include new sections, additional data, and other information suggested from reader feedback. FAI welcomes your suggestions. Please send any feedback to the contact information below:

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About the Federal Acquisition Institute: The Federal Acquisition Institute (FAI), created in 1976, is charged with promoting the development of a professional federal acquisition workforce and performing a wide range of activities supporting management of the acquisition workforce. FAI draws its mandate from the Office of Federal Procurement Policy Act (41 U.S.C. 405(d) and 433). The Act established FAI under the Office of Federal Procurement Policy (OFPP) and located it in the General Services Administration (GSA). FAI's mission includes these workforce initiative areas:

Workforce Shaping – Developing a structured approach using common processes and tools across the federal acquisition community to shape a workforce to meet current and future needs. Workforce shaping includes competency development and management, strategic human capital planning, workforce data collection and management, and standardized certifications that recognize skill and experience.

Talent Supply – Developing and implementing an organized process to attract and retain new employees at all levels. This meets the urgent need to retain essential knowledge and skills necessary for successful acquisition management. Attracting and managing talented workers involves outreach to and alliances with government and nongovernmental organizations to consolidate resources focused on recruitment and maximize successful, innovative initiatives.

Career Management – Enabling career planning and retention in the federal acquisition environment through cross-agency initiatives and networking opportunities for acquisition professionals. FAI supports agency Acquisition Career Managers by highlighting agency best practices, providing opportunities for cross-agency exchanges, and augmenting agency development programs with professional association and university alliances that promote continuing acquisition education.

Corporate University – Integrating training and development, capability tracking and mapping, experiential assignments, and knowledge transfer governmentwide to optimize agency resources and information in support of OFPP initiatives in the priority areas above. FAI facilitates relationships and partnerships with organizations including GSA's Center for Acquisition Excellence and 508 Universe, the Defense Acquisition University (DAU), and the Treasury Acquisition Institute to provide acquisition professionals training in topics ranging from building 508 compliant requirements to green procurements.

Under the leadership of OFPP and the Chief Acquisition Officers Council, FAI receives input and feedback from across the federal government's acquisition community as well as from key private and public sector partners. The challenges facing the acquisition workforce are not unique, but mirror larger national and global workforce challenges. The dedicated focus that OFPP and the Chief Acquisition Officers Council are directing to the acquisition workforce and the coalition of government and private sector organizations with which FAI has built partnerships provides agencies with some of the tools, procedures, and processes they may use in planning and developing the acquisition workforce needed to meet missions.

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EXECUTIVE SUMMARY

The Annual Report on the Federal Acquisition Workforce (the "report") for FY 2007 identifies acquisition workforce highlights for the past year and summarizes workforce demographics across five federal occupational series that support federal acquisition programs as well as selected agency Program and Project Managers (P/PMs). While Contracting Officer's Technical Representatives (COTRs) are included in an agency's acquisition workforce, the requirement to enter COTRs into the Acquisition Career Management Information System (ACMIS) did not take effect during the data collection period for this year's report. Preliminary P/PM and COTR data are presented here for the first time. However, because the data are not yet complete, these roles are not included in this year's analysis.

In FY 2007, the Office of Management and Budget, Office of Federal Procurement Policy (OFPP):

☐ Established Federal Acquisition Certification programs for Contracting Officer's Technical Representatives and Program/Project Managers (to standardize competencies within these roles and improve the collective stewardship of taxpayer dollars).

☐ Directed that agencies enhance recruiting/retaining top talent through improved acquisition intern programs, cross-agency rotational assignments, and special training for interns and new members of the workforce and supported this requirement through governmentwide activities at FAI.

☐ Directed and facilitated the first governmentwide contracting workforce competency survey, releasing initial results of the FAI survey in October 2007. The survey was voluntary and anonymous and was designed to gather baseline workforce information that agencies may use in strategic human capital planning.

☐ Initiated the Shine program to recognize the achievements of acquisition employees.

In January 2007, the Acquisition Advisory Panel (AAP) established under the Services Acquisition Reform Act (SARA) issued a final report with 89 recommendations for improving federal acquisition and the Congress and Executive branch launched initiatives to respond to them.

The report presents the facts of acquisition workforce distribution across occupational groupings and agencies and points out demographics of significance in conducting strategic human capital planning for the acquisition workforce and executing policy promoting effective performance of federal acquisition responsibilities. Table 7-E-1 provides an overview of this workforce:

TABLE 7-E-1 ACQUISITION WORKFORCE AT A GLANCE FY 2007

	General Business and Industry (GS-1101)	Contracting (GS-1102)	Purchasing (GS-1105)	Procurement Clerical and Assistance (GS-1106)	Industrial Specialist (GS-1150)	Total
Population	26,846	28,434	3,114	1,898	1,142	61,434
DOD	10,388	19,119	995	1,351	1,023	32,876
Civilian Agencies	16,458	9,315	2,119	547	119	28,558
Average Grade[1]	10.01	11.68	7.11	6.22	11.64	10.49
Average Age	48.11	46.46	49.1	49.89	52.37	47.53
Percent Female	57%	60%	73%	83%	29%	60%
Percent Eligible To Retire FY 2007[2]	16%	14%	20%	24%	34%	16%
Percent Eligible To Retire FY 2017[2]	56%	54%	64%	67%	84%	57%
Percent College Graduates	40%	75%	15%	12%	37%	54%
Members, Senior Executive Service	103	92	0	0	0	195

As noted above, this report introduces two new categories of acquisition professionals that civilian agencies across the government have begun to identify in 2007 as mandated by OFPP Policy Letter 05-01—Program/Project Managers (P/PMs) and Contracting Officer's Technical Representatives (COTRs). These positions do not comprise one or more specific government position classification series. These roles may be performed by professionals in many series and are frequently time-limited. That is, individuals may take on acquisition management responsibilities related to their normal duties for months or years for a specific initiative and terminate acquisition duties when the initiative is completed or the professional moves to a new position. For these and other reasons, agencies are currently refining their identification of such positions. Data available from the Department of Defense (DOD) and preliminary data from the civilian agencies for these two new acquisition roles is presented here for the first time. Capturing data improved during the second quarter of 2008 as shown in the attached tables. However, it remains an incomplete snapshot of these disciplines. By FY 2008, more authoritative data on these newly identified acquisition professionals should be available in the Report.

FY 2007—THE ACQUISITION YEAR IN REVIEW AND CHALLENGES AHEAD

Paul A. Denett, Administrator for Federal Procurement Policy testified, "As agencies increasingly turn to contractors for their expertise and innovation, the skills and good judgment of our acquisition workforce become more closely tied to our government's ability to buy needed goods and services and deliver effective results." [1] The United States Government is not alone in relying on the strength of its talent to deliver mission-critical services. Both the public and private sectors in countries around the world are struggling to confront the challenges presented by the growing competition for a highly skilled workforce that is more diverse, more transient, and more mature than in previous times. The report addresses the data, the issues, and the solutions of how the federal government is managing its acquisition workforce to meet this challenge.

Fiscal Year 2007 was an active year for the acquisition workforce in the government. The Services Acquisition Reform Act (SARA) Acquisition Advisory Panel (AAP) delivered final recommendations at the end of the first quarter. The AAP supported a broader definition of the acquisition workforce, as did Congress in the Clinger-Cohen Act of 1996 and the Services Acquisition Reform Act of 2003.   OFPP Policy Letter 05-01, *Developing and Managing the Acquisition Workforce[2],* also incorporates a broad definition of the acquisition workforce. OFPP, with the support of FAI, instituted guidelines for identifying civilian agency acquisition workforce members and standards for certification for Program and Project Managers and Contracting Officer's Technical Representatives.

Defining and Identifying the Federal Acquisition Workforce

Each civilian agency must identify employees comprising their agency acquisition workforce and populate the Acquisition Career Management Information System (ACMIS). ACMIS is the governmentwide database containing information on the federal acquisition workforce in civilian agencies and is used to identify training needs and to support strategic human capital plans and decisions. This report not only continues to include demographic information on occupations traditionally considered part of the acquisition workforce but also adds, for the first time, similar preliminary information on Program and Project Managers and Contracting Officer's Technical Representatives.

This report for FY 2007, like its predecessors over the past 30 years, provides a snapshot across select federal acquisition occupations, the dynamics that affected them over the past year, and those that will continue to influence the federal acquisition workforce. The report's view of the acquisition workforce is defined by those occupations identified by the Chief Acquisition Officers in agencies. For the first time this year, FAI began collecting the records related to acquisition P/PMs and COTRs from civilian agencies as part of the acquisition workforce consistent with the new Office of Management and Budget (OMB) policy.

During FY 2007:

- ☐ OMB's Office of Federal Procurement Policy established new certification programs (FAC-P/PM and FAC-COTR) for acquisition professionals in civilian agencies and issued a policy creating a supplemental emergency contracting cadre.
- ☐ The Acquisition Advisory Panel (AAP) issued a 450-page final report that contained 89 recommendations for enhancing federal acquisition. Although not required by law, the Panel decided to address acquisition workforce issues, given their significance. It devoted a 40-page

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[1] Senate Subcommittee on Oversight of Government Management, The Federal Workforce, and the District of Columbia, Committee on Homeland Security and Governmental Affairs, Paul A. Denett, Administrator for Federal Procurement Policy, January 31, 2007.

[2] To review Policy Letter 05-01 in its entirety, please refer to the following link: http://www.whitehouse.gov/omb/procurement/policy_letters/05-01_041505.html

chapter to this topic and made 13 recommendations for improvements to workforce skills, metrics, management, and development.

☐ Legislation was initiated to recognize and provide resources for the acquisition workforce. Congress specifically designated funds to ensure proper acquisition oversight staffing, updated skills, and continuing workforce development in the Department of Defense (DOD), and it removed the sunset provision from the Acquisition Workforce Training Fund.

☐ The Office of Management and Budget released the initial results of FAI's first Contracting Workforce Competencies Survey, which baselined the competency proficiency levels of the civilian agency acquisition workforce. Ongoing analysis of the Competencies Survey data has helped to define the strategies needed for both maintaining a healthy acquisition workforce and determining future human capital solutions to support acquisition in the federal government.

Office of Federal Procurement Policy Acquisition Workforce Priorities

Certification Programs

OFPP launched two new certification programs for civilian agencies in FY 2007 and early FY 2008: the Federal Acquisition Certification for Program and Project Managers (FAC-P/PM) and the Federal Acquisition Certification for Contracting Officer's Technical Representatives (FAC-COTR). These new programs are aligned with the more robust definition of the acquisition workforce and, when combined with the Federal Acquisition Certification in Contracting (FAC-C) program, launched in FY 2006, form the core around which acquisition planning, development, and management is carried out. These competency-based certification programs reflect the key skills required to perform these roles successfully across the full federal spectrum while retaining flexibility for agencies or functional communities to provide supplemental skills and guidance to continue meeting agency specific or functional community specific needs.

The FAC-P/PM promotes development of essential acquisition competencies governmentwide and facilitates employee mobility as well as achievement of agency missions. The FAC-P/PM is recognized and accepted by, at a minimum, all civilian executive branch agencies. It is built on core competencies shared across the federal spectrum (including the Department of Defense). Agencies may require additional competencies for functional areas, agency programs, or assignment as a program or project manager; however, the FAC-P/PM competencies were developed by an interagency working group[3] and are agreed to as essential for successful program and project managers in the federal government.

FAC-P/PM has three certification levels: Entry Level, Mid/Journeyman Level, and Senior/Expert Level. FAC-P/PM is not mandatory for all program and project managers; however, at a minimum, program and project managers assigned to major acquisitions[4] must be Senior/Expert Level certified within a year of assuming their duties, unless a waiver is granted by the appropriate agency official. An individual may certify at any of the levels without being certified at the lower levels, as long as the individual meets the certification requirements at the level desired.

The FAC-COTR program, announced by OMB in November 2007, establishes general training requirements for civilian agency COTRs, also known as Contracting Officer's Representatives (CORs)[5]—individuals who are authorized in writing by the Contracting Officer (CO) to perform prescribed administrative and/or technical functions.

OFPP Policy Letter 05-01 formalized this broader definition of the acquisition workforce and required the Federal Acquisition Institute to develop and the Chief Acquisition Officers Council (CAOC) to approve

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[3] The full interagency report is available at http://www.fai.gov/pdfs/FAI%20Working%20Group%20Report%20FAC-PPM%20certification.pdf

[4] *Major acquisitions* are defined in Office of Management and Budget Circular A-11, Part 7, Exhibit 300.

[5] Contracting Officer's Technical Representatives, including, in this context, Contracting Officer's Representatives (CORs) and others performing the functions noted above.

better standards for training and managing COTRs as well as Program and Project Managers. The interagency working group chartered to develop the program and project management certification also recommended a separate certification for COTRs.

The FAC-COTR program applies to all executive agencies, except those subject to the Defense Acquisition Workforce Improvement Act (DAWIA, 10 U.S.C. §§ 1741-46), and its certification shall be accepted by civilian agencies as evidence that an employee meets core training requirements to perform COTR functions. Furthermore, the new standard requires certification within six months of COTRs appointed after the policy is effective and also requires meeting continuous learning requirements to maintain proficiency.[6]

ACMIS is currently being populated with information on COTRs/CORs, and over 11,000 acquisition-related records were added in 2007. However, current records reflect the ambiguities of identifying these positions and agency records, along with guidance on what records are required, continue to be refined. This report, therefore, defers analysis of COTR demographics until definitions and capture of accurate agency data can be verified.

Contracting Workforce Competencies Survey

The strategic approach to acquisition workforce management envisioned by OFPP required data points on the skills resident in the current acquisition workforce in order to make informed decisions. This formed the rationale for the contracting workforce competencies survey accomplished in 2007, the first ever governmentwide look at contracting skills. OFPP directed a Contracting Workforce Competencies Survey during FY 2007 to gather this information for contracting professionals (GS-1102s), the core series within the acquisition occupations. FAI provided agencies with the mechanisms to gather this baseline data. Fifty agencies used this tool to achieve a 50% response rate from the target population in civilian agencies. OFPP provided initial data results in October 2007. The DOD is using a different tool during FY 2008 to survey its contracting workforce.

Released on October 17, 2007, the initial survey results indicated that the workforce generally is well trained and would find beneficial additional instruction in project management, requirements definition, performance-based acquisition, and negotiation. Among the survey's specific findings:

- ☐ Overall, contracting workforce technical competencies meet expected levels. Of the 17 technical competencies surveyed, gaps requiring attention were identified in project management, defining requirements, and financial management. General business competency gaps were identified in influencing/negotiating and oral communication.

- ☐ A significant number of workers with intermediate to advanced level proficiency in both technical and general business competencies will be leaving the government acquisition workforce over the next 10 years; roughly 40% of those with intermediate to advanced level proficiency in the technical competencies and about 45% of those with intermediate to advanced level proficiency in the general business competencies.

- ☐ Respondents indicated that their normal work activities are evenly distributed among the three phases of contract planning, contract formulation, and contract administration.

- ☐ Respondents indicated that both individual and organizational training in project management, defining government requirements, performance-based acquisition, and effective management of requirements for contract administration would be beneficial.

- ☐ Contracting professionals indicated that training in negotiation skills, strategic planning, and the effective resolution of contract disputes and closeout would be beneficial.

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[6] More information on these certification programs can be found at: http://www.fai.gov/certification/index.asp

The competencies for this survey were developed in 2003 by an FAI-led interagency working group and re-verified in 2006 by a DOD/DAU-led interagency workgroup. Data from this survey augment the findings of this report, and the combined conclusions will be useful at various levels: to provide a governmentwide baseline of federal contracting workforce competencies, as well as to help determine areas where training would be most beneficial to augment current contracting capabilities. Agencies and Chief Acquisition Officers are using the data to develop plans to help their acquisition workforce meet mission-critical needs as well as for broader strategic human capital planning.[7]

Human Capital Planning

To provide a consistent method of organizing and analyzing data on workforce composition and skills, as well as guidelines and strategies for mitigating human capital issues, FAI used Office of Personnel Management (OPM) best practices and agency input to develop the Acquisition Workforce Strategic Human Capital Plan Model for agency use in Spring 2007. This approach offers a standard civilian agency methodology for performing an acquisition workforce inventory and analysis of agency acquisition talent management, including: recruitment, retention, development, succession planning, and knowledge management of the acquisition workforce. The approach and document are based on the Human Capital Assessment and Accountability Framework (HCAAF) from OPM.

Federal Acquisition Intern Coalition – Be America's Buyer (www.fai.gov/careers)

The federal government is increasingly faced with a competitive market for incoming acquisition professionals. In order to address this recruiting and retention challenge, FAI implemented the Federal Acquisition Intern Coalition (FAIC) in January 2008.[8] This initiative is designed to raise the visibility and awareness of a career in acquisitions with the federal government as well as coordinate a variety of activities across civilian agencies, from internship opportunities and career branding messages to recruiting strategies. This interagency collaboration will focus on highlighting the advantages of the acquisition profession both to recent college graduates and mid-career candidates seeking a change. By leveraging resources, tools, and brand messages through FAI, agencies will expand their options for recruiting the best-qualified candidates and retaining stellar performers in the federal government. The FAIC will be implemented in phases with the first concentrated effort directed to the contracting profession.

The Federal Acquisition Intern Coalition program was announced on January 30, 2008, by the Administrator, OFPP and the Director, OPM. As part of the FAIC, FAI launched an expanded section on its website pertaining to the Federal Acquisition Intern Coalition and internship opportunities. At present there are 10 internship programs listed from various agencies. The Intern Coalition will be participating in several college career fairs in FY 2008. Branding and marketing materials about careers in acquisition have been developed for general use and can be customized by agencies.

Shine Initiative

The Administrator for OFPP, Paul Denett, launched the "Shine" initiative to increase the visibility of acquisition excellence within the workforce, stating that, "Too often, we fail to recognize when acquisitions are conducted well and miss opportunities for employees to learn through the successes of their peers." The Shine initiative consists of a series of acquisition-related awards, some carrying stipends, which cover outstanding performance by teams and individuals across the federal community. The awards have highlighted best practices and innovation. The Federal Acquisition Institute website (http://www.fai.gov/acm/awards.asp) features descriptions of award-winning and nominated practices to ensure that these practices can be applied in other organizations.[9]

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[7] For more information on the Competency Survey see: http://www.fai.gov/acm/compsurvey.asp.

[8] For more information on the Federal Acquisition Intern Coalition, see: http://www.fai.gov/FAIC/Default.asp .

[9] http://www.whitehouse.gov/omb/legislative/testimony/ofpp/denett_013107.html

Technology Support for the Acquisition Workforce

For the past decade, the government has recognized the need to address attrition and transition in the acquisition workforce. The changes in both acquisition and the acquisition workforce represent an opportunity for technology to facilitate enhancements in business processes and acquisition workforce solutions. Two potential areas for technology enhancements are: support for the acquisition process and employee training and development.

Acquisition process technology is still maturing, with solutions in the Integrated Acquisition Environment and across agencies being introduced to facilitate acquisition planning, development, and management.

Knowledge management and other acquisition tools offer key advantages in both the purchasing and management components of acquisition. Agencies such as the National Aeronautics and Space Administration, the Department of Energy, the Federal Aviation Administration, the Department of Health and Human Services, the Army, and the Navy, as well as smaller agencies such as the National Archives and Records Administration, are exploring lifecycle toolsets. In future reports, this section will examine the tools, technology, and applications that are helping the acquisition workforce accomplish their objectives and how those resources will make the acquisition function more efficient, effective, and productive.

Web 2.0 and Enterprise 2.0 applications hold tremendous potential for learning and development of the acquisition workforce, as well as knowledge management of the acquisition function. FAI is partnering with organizations such as the Defense Acquisition University, the Treasury Acquisition Institute and not-for-profit organizations such as the Partnership for Public Service to develop more technology-based acquisition workforce solutions. Tools such as automated certification management, individual development planning, and other career development efforts will supplement more on-line training and learning opportunities, making acquisition workforce solutions available around the world at the pace of the workforce. These technology-focused solutions will be essential in capturing knowledge of the existing workforce and recruiting the workforce of the future.

Legislative Initiatives

Congress emphasized the importance of the acquisition workforce with several key legislative initiatives in FY 2007. Most significantly, the National Defense Authorization Act for Fiscal Year 2008 (Public Law 110-181), signed by the President on January 28, 2008, did the following:

☐ Established an acquisition workforce development fund to ensure the DOD has the capacity, in both personnel and skills, needed to properly perform its mission, provide oversight of contractors, and ensure the best value from the expenditure of public funds.

☐ Provided authority to fill shortage category positions for certain federal acquisition positions (in both DOD and civilian agencies).

☐ Repealed the sunset requirement with respect to the Acquisition Workforce Training Fund.

☐ Directed the Administrator of OFPP to designate a member of the Senior Executive Service as Associate Administrator for Acquisition Workforce Programs to work with agency heads to establish workforce training programs; develop performance standards on training programs; ensure agency heads collect and maintain standardized information on the acquisition workforce; work with agency heads to develop acquisition workforce human capital plans; and work with the Office of Personnel Management to encourage agency heads to use existing authorities to recruit and retain qualified acquisition personnel.

Workforce Dynamics

Several crosscutting themes are prevalent in the 2007 events and initiatives surrounding the acquisition workforce:

□ The importance of identifying and measuring the competencies and skills needed to perform acquisition work;

□ The need to recruit and retain skilled employees; and

□ The importance of planning for change as the roles traditionally played by the acquisition workforce are broadened and clarified.

Many of these same themes are reinforced by or reflected in the statistics included in the report tables and the acquisition workforce initiatives underway across the government.

The actual size of the Federal Acquisition Workforce is becoming easier to gauge with the inclusion of key acquisition roles (Program and Project Managers and COTRs) into ACMIS. The 2007 contracting workforce competencies survey provides a "qualitative" perspective on the contracting workforce as well as supplemental demographic data to complement the "quantitative" data in this Annual Report. A follow-up survey to include Program and Project Managers and COTRs in 2008 should add to the information agencies may use in making strategic human capital decisions regarding the acquisition workforce.

The contracting workforce survey results reveal that 51% of both the total survey population and the Contracting Series (GS-1102) are eligible to retire over the next 10 years, and 47% of both populations actually plan to retire within that time frame. Results also revealed that those eligible to retire between April 2007 and April 2008 intended to delay retirement as only 3% out of 10% eligible actually planned to retire.

The survey found that the Contracting Series (GS -1102) population has:

□ A higher education level than the overall survey population.

□ A higher percentage with 24 hours of business credits.

□ A higher percentage with bachelor's and master's degrees.

The number of newly hired personnel in the Contracting Series (GS-1102) with college degrees has increased steadily, from 52% in FY 1998 to 81% in FY 2007 [see Table 7-02-1, Turnover in the Contracting Series (GS-1102) FY 1998 - FY 2007]. These new hires come with an expectation of increased training and challenging work as well as a clear path for professional development and advancement. If the expectations of these employees are not met, they could find other opportunities. Therefore, for the first time, FAI has included in this FY 2007 report statistical information regarding the movement of employees out of the GS-1102 series into other government professions.

In recognition of the retirement plans and resident skills of the senior level employees as well as the expectations of new entrants FAI is working to expand its learning and development opportunities. Activities such as seminars, rotation assignments, online knowledge sharing tools, career paths, and revised training modes are underway to share knowledge across professionals and better meet career development expectations.

Statistical Information on the Federal Acquisition Workforce

For the past three decades, FAI has published an Annual Report on the Federal Acquisition Workforce to provide demographic information to better understand the acquisition workforce. Because the acquisition workforce of each agency is subject to judgments by the agency as to the composition of their workforce, the report, at this time, is not structured to address the full federal acquisition workforce. Rather, it provides a comprehensive set of data on five occupational series traditionally considered to be an agency's acquisition workforce. As CAOs continue to identify members of the acquisition workforce, FAI will adjust this report. Additional data on the workforce can be found using OPM's FedScope

system and FAI's ACMIS system. The information in this report is based on official data as reported to OPM and can be compared with their reports in FedScope at http://www.fedscope.opm.gov/.

Beginning with this year's report, coverage will focus on five series: General Business and Industry (GS-1101), Contracting (GS-1102), Purchasing (GS-1105), Procurement Clerical and Assistance (GS-1106), and Industrial Specialists (GS-1150). In addition, demographics are included on Program/Project Managers (P/PMs) and Contracting Officer's Technical Representatives (COTRs). Demographics on Industrial Property Management (GS-1103) and Property Disposal (GS-1104) will continue to be monitored but not published. Both of these series have diminished populations, limited to a few agencies.

As of September 30, 2007, there were 61,434 personnel in the five series addressed in this report. Since 1988, the size of the acquisition workforce has fluctuated from a high of 67,085 in 1992 to a low of 56,384 in 2000, consistently hovering around the 60,000 mark overall. Specific functions/series have shown more dramatic fluctuations over this time period. Here are some of the more salient statistics for the past 20 years:

- The General Business and Industry Series (GS-1101) increased by 79%, from 15,006 to 26,846.
- The Contracting Series (GS-1102) decreased from 30,263 in 1988 to 26,608 in 2001, but has been rising steadily since 2002. The series increased 3% in FY 2005, 1% in 2006, and 2% in FY 2007, adding a total of 1,498 personnel in the last three years.
- The increases to the Contracting Series (GS-1102) have been primarily in the civilian agencies, where numbers have increased from 7,995 in 2000 to a high of 9,315 in 2007.
- Overall, in civilian agencies, personnel in the Contracting Series (GS-1102) have increased from 7,250 in 1988 to 9,315 in 2007, an increase of 23%.
- The Purchasing Series (GS-1105) decreased by 51%, from 6,378 in 1988 to 3,114 in 2007.
- The Purchasing Series (GS-1105) decrease was most pronounced in DOD, where it decreased from 3,521 in 1988 to 995 in 2007.
- Civilian agencies saw a decrease in the Purchasing Series (GS-1105) from 2,857 in 1988 to 2,032 in 2001; with a slight increase from 2002 onwards.
- Procurement Clerical and Assistance Series (GS-1106) saw the most significant decrease, from 10,016 in 1988 to 1,898 in 2007; a decrease of 81%.
- The decrease in the Purchasing Series (GS-1105) and the Procurement Clerical and Assistance Series (GS-1106) over the past 20 years reflects the changing nature and increasing professionalism of contracting as it has moved from a primarily procurement function to a more specialized business advisor role.
- The percentage of college graduates has steadily risen over the past 20 years in all five of the series, most notably in the Contracting Series (GS-1102) from 52% in 1988 to 75% in 2007.

Appendix B provides a graphical comparison of certain DOD and civilian agency demographic information. Because the number of individuals falling outside the traditional General Schedule salary grades has risen to almost 20% of the acquisition workforce in certain agencies and series, a new set of salary-based tables is included in the FY 2007 report. A preliminary set of salary tables was introduced as Appendix B in last year's report. The data in these tables augment the grade level data, revealing comparable demographics for agencies where the migration to pay-banding and alternative pay scales is prevalent.

Retirement

Retirement eligibility in the Contracting Series (GS-1102) increased from 12% in FY 2006 to 14% in FY 2007. Eligibility for full retirement climbs to 34% in FY 2012 and 55% in FY 2017 [See Table 7-02-13, Retirement Eligibility in the Contracting Series (GS-1102) by Agency FY 2007].

For purposes of this report, retirement rates for both Civil Service Retirement System (CSRS) and Federal Employees Retirement System (FERS) employees were calculated by comparing the number of employees who were eligible to retire, using the CSRS rules for regular retirement, with the number who actually retired. Despite the much-publicized risk of high attrition across the government from retirements, in FY 2007, compared to FY 2006, loss rates for those eligible to retire increased only slightly—no more than 2%—in the three series:

- General Business and Industry Series (GS-1101): 20% in FY 2007 vs. 19% in FY 2006;
- Contracting Series (GS-1102): 19% in FY 2007 vs. 17% in FY 2006; and
- Industrial Specialists Series (GS-1150): 22% in FY 2007 vs. 20% in FY 2006.

Among procurement and purchasing positions, loss rates for those eligible to retire actually decreased a little:

- Procurement Clerical and Assistance Series (GS-1106): 21% in FY 2007 vs. 22% in FY 2006.

The Purchasing Series (GS-1105) remained constant at 17% (See Table 7-S-3, Turnover During FY 2007).

Turnover
Attrition

Although retirement levels have hovered below anticipated numbers, turnover has been relatively stable, ranging between 6.5% and 9.1% (7.8% average) over the past seven years. Statistics show that FY 2000 was the first year in the previous five that the government lost fewer than 2,000 positions per year in the Contracting Series (GS-1102) through retirements, separations, and departures from the series.

- In FY 2001, losses edged up slightly but remained under 2,000;
- For FY 2002, losses remained under 2,000, decreasing to 1,761;
- For FY 2003, losses again were in excess of 2,000, rising to 2,197, and
- Have remained above 2,000 since then: 2,443 (FY 2004), 2,108 (FY 2005), 2,255 (FY 2006) and 2,247 (FY 2007).

Hires

During the same period, agencies matched attrition by attracting new hires. New hires kept ahead of losses in all but one (FY 2003) of the past eight years, maintaining the steady state of the workforce with respect to GS-1102 contracting professionals. With respect to GS-1102 hires:

- In FY 2000, hires nearly kept up with losses in the Contracting Series (GS-1102). This relationship continued in FY 2001.
- In FY 2002, hires exceeded losses by 686.
- For FY 2003, hires fell behind losses by 445, and hires exceeded losses in FY 2004 by 87.
- For FY 2005, FY 2006 and FY 2007, hires continued to exceed losses by 653, 355 and 490 respectively.

Hires in the General Business and Industry Series (GS-1101) remained above losses again in FY 2007, as did those in the Purchasing Series (GS-1105). In the other series addressed in the respective tables, losses outpaced hires in FY 2007, indicating a common trend in the workforce to move away from positions in these series (see Table 7-S-5, Attrition and Attrition Rates from Acquisition Positions by Year FY 2001 - FY 2007, and Table 7-S-6, Hires and Accession Rates for the Acquisition Workforce by Year FY 2001 - FY 2007).

Average Age

The average age for internal hires in the Contracting Series (GS-1102) decreased slightly in FY 2007 to 43.6, as did the average age for external hires (34.3), as well as the age of that series as a whole (46.5) [see Table 7-02-6, Contracting Series (GS-1102) Hires During FY 2007].

The average age for the General Business and Industry Series (GS-1101) and the Purchasing Series (GS-1105) decreased slightly in FY 2007 while that for the Procurement Clerical and Assistance Series (GS-1106) and the Industrial Specialist Series (GS-1150) increased slightly. Again, agencies in general appear to be allowing incumbents to remain in the latter two series but are more actively replenishing the ranks in the three primary acquisition series (1101, 1102, and 1105).

Education

The percent of college graduates in the Contracting Series (GS-1102) rose from 71% in FY 2006 to 75% in FY 2007 [see Table 7-02-4, Females, Supervisors, Managers, & College Graduates in the Contracting Series (GS-1102) by Grade FY 2007].

The percentage of college graduates among external hires in the Contracting Series (88%) continued to exceed that of internal hires (74%) for FY 2007. The percentage of college graduates hired externally increased over FY 2006 (from 85% to 88%). Those hired internally also increased over the same period (from 67% to 74%) [see Table 7-02-6, Contracting Series (GS-1102) Hires During FY 2007]. These are all particularly impressive statistics given that less than 30% of the total U.S. workforce holds a college degree.[10] The business advisor role of the contracting profession recognizes the transformative nature of education and how, combined with training and experience, this will lead to enhanced acquisition performance. At the same time, however, the government must be sensitive to the declining size of the post-boomer U.S. workforce and the increasingly attractive corporate market for professionals with acquisition knowledge and experience.

Supervisors and Managers

The increasing significance of acquisition occupations to their agencies and the complexity and sensitivity of the discipline are reflected in the increasing numbers of supervisors and managers in the acquisition professions. Management oversight positions increased from 8,588 in FY 2006 to 9,135 in FY 2007 (see Table 7-S-9, Supervisory and Managerial Positions by Occupation FY 2007). In FY 2007, 103 employees in the General Business and Industry Series (GS-1101) and 81 in the Contracting Series (GS-1102) were in the Senior Executive Service (SES). For FY 2007, the number of SES positions in the General Business and Industry Series stabilized, remaining the same, while those in the Contracting Series increased to 92 (see Table 7-S-2, Acquisition Workforce at a Glance FY 2007).

Migration from the Contracting Series GS-1102 to Other Series

Along with the expansion of acquisition occupations to include the P/PM and COTR roles, the government is tracking the career progression of acquisition professionals across agencies and out of government as well as to other occupational series within the federal government. To enable analysis of these movements, the FY 2007 report is introducing statistics on the migration of personnel from the Contracting Series (GS-1102) to other series [see Table 7-02-18, Migrations from the Contracting Series (GS-1102) to Other Occupations in the Government during FY 2007]. These data are essential to better understand the dynamics influencing career decisions by personnel in the Contracting Series (GS-1102). Preliminary data indicate that 444 individuals who held positions in the Contracting Series at the beginning of FY 2007 had migrated to other series in the federal government by the end of FY 2007. Regarding the positions to which these personnel migrated:

- 219, or 49%, were at the journeyman level of GS-12 or GS-13;
- 177, or 40%, moved to the General Business and Industry Series (GS-1101);

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[10]*Charting the U.S. Labor Market in 2005,* Bureau of Labor Statistics, U.S. Department of Labor, Chart 2-1.

☐ 109, or 25%, entered the Miscellaneous Administration and Program Series (GS-301);

☐ 117, or 26%, migrated to either the Program Management Series (GS-340) or the Management and Program Analysis Series (GS-343);

☐ 257, or 58%, of the migrations were to or within the DOD; and

☐ Two civilian agencies sustained 20 or more migrations to or within their agency: the General Services Administration (27), and the Department of Homeland Security (31).

TECHNICAL NOTES

Source of Data   The data in this report were derived from the Central Personnel Data File (CPDF), which is established and maintained by the Office of Personnel Management (OPM). Data in this report, unless otherwise noted, are current as of September 30, 2007.

Agencies   This report covers personnel in the Executive Branch. However, it does not cover employees of the U.S. Postal Service, the Postal Rate Commission, the Board of Governors of the Federal Reserve Board, the White House Office, the Office of the Vice President, the Tennessee Valley Authority, the Defense Intelligence Agency, the Federal Bureau of Investigation, the Central Intelligence Agency, or the National Security Agency.

Agency Data   The numbers in this report may differ slightly from those reported by the personnel information system of the department or agency. Usually, such differences are a matter of timing (e.g., differences in schedules for data verification, correction, and updating during the first part of the succeeding fiscal year).

Retirement Eligibility   This report includes data only on employees who are eligible for regular retirement. The minimum combinations of age and years of service qualifying for regular retirement under the Civil Service Retirement System (CSRS) are:

- ☐ Age 62 with 5 years of service,
- ☐ Age 60 with 20 years of service, and
- ☐ Age 55 with 30 years of service.

Since 1987, all new employees are covered by the Federal Employees Retirement System (FERS). Some CSRS employees also opted to transfer to the FERS system. Under FERS, the minimum age for retirement increases gradually from 55 for those born before 1948 until it reaches 57 years for those born after 1969. Unless otherwise noted, the tables in this report are based on the CSRS combination of age and years of service to qualify for retirement including those in FERS. No data are provided on employees eligible for *"early"* retirement. During preparation of next year's report, consideration will be given to developing retirement eligibility percentages which blend both CSRS and FERS employees.

Turnover   Turnover data in this report were derived by tracking data on each individual in the workforce across fiscal years. Social Security Numbers were used to locate and merge files from different fiscal years on the same individual.

For example, an individual's occupational code might read as follows:

	FY 2004	**FY 2005**	**FY 2006**	**FY 2007**
Series:*	1105	1105	1102	0

At the Fiscal Year's end.

In this report, the individual would be reported as a "loss" to the GS-1105 series during FY 2006 and an "internal hire" for the GS-1102 series in FY 2006. The individual would also be counted as a "loss" to the GS-1102 series in FY 2007.

Losses/Attrition   Losses include employees who left the series for any reason, such as separation from government service or promotion to a position in a different series. *Attrition* is used to characterize these losses in the statistical tables which follow this narrative.

Hires	Hires include employees who entered the series from any source, such as outside hires, transfers from other series, and returns to active duty following extended leave without pay. For the purposes of this report, "internal" hires include both:

- ☐ Movement from one to another of the five principal series (i.e., GS-1101, GS-1102, GS-1105, GS-1106, and GS-1150) tracked in this report. For example, if an employee began the fiscal year in a Purchasing Agent (GS-1105) position and ended the year in a Contracting Series (GS-1102) position, that employee has been counted as a GS-1102 internal hire.
- ☐ Hires of Tenure Group I employees. Tenure Group I, for the most part, includes "career" employees—that is, employees with at least three years of *substantially continuous creditable* civilian federal service. (See Federal Personnel Manual, Chapters 315 and 351.)

"External" hires, in contrast, include any hire of a Tenure Group II employee who was not employed in any of the five principal series at the beginning of the fiscal year. Tenure Group II, for the most part, consists of "career-conditional" employees (i.e., employees with less than three years of *substantially continuous creditable* civilian service). (Tenure Group III employees are classified as "Other.")

Education Levels In 1974, the educational levels attained by all full-time, permanent employees were recorded in their CPDF files. Since that time, federal agencies have been required to report educational level at accession of new employees. Agencies also may, on a voluntary basis, update employee CPDF files to record changes in their educational levels after accession. Thus, data in this report may understate both educational levels and the number of employees with relevant academic majors.

Grade Levels According to OPM, the General Schedule and Related Grade Framework was developed as an analytical tool used to fit federal employees into the General Schedule grade matrix and provide an approximation of GS grade for gross statistical analysis. However, this framework is transitioning with the advent of pay systems such as those in the Department of Commerce, Department of Homeland Security and the Department of Defense. OPM's Workforce Planning and Information Group will work toward developing a more meaningful approach and conversion algorithms that accurately capture the acquisition workforce by grade structure.

The Annual Report on the Federal Acquisition Workforce includes a number of tables that display various demographics by grade. With the advent of special pay plans, the original algorithms developed to provide those data have produced some inconsistent results, and FAI is refining the algorithms for improvement.

Average Grade Average grade computations exclude employees in the Senior Executive Service and others whose grades are not identified at a specific GS level, such as those in payband positions.

Core Based Statistical Area Past reports included tables for several of the series showing the location of those in the series by Metropolitan Statistical Area (MSA). Beginning with the report for FY 2005, the relevant tables are based on Core Based Statistical Areas (CBSA), reflecting a change to the CPDF by the Office of Personnel Management. As a result, a far larger number of locations are used to locate individuals geographically. To keep data at a manageable level, CBSA tables in the report show only locations where 15 or more personnel are located.

SUMMARY STATISTICS

FY 2007

TABLE 7-S-1 HISTORY OF THE ACQUISITION WORKFORCE FY 1988 - FY 2007

Fiscal Year:	1988	1991	1992	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
General Business and Industry (GS 1101)															
Total	15,006	16,625	17,159	20,427	20,048	20,298	20,955	21,225	22,132	22,865	23,008	23,514	23,937	24,533	26,846
DOD	4,959	5,113	5,307	6,126	6,385	6,332	6,241	6,190	6,546	6,749	6,880	7,021	7,490	7,761	10,388
Civilian Agencies	10,047	11,494	11,852	14,301	13,663	13,976	14,714	15,035	15,586	16,116	16,128	16,493	16,447	16,772	16,458
Average Grade	8.92	9.08	9.43	10.06	10.22	10.35	10.51	10.6	10.66	10.56	10.6	10.59	10.57	11.01	10.01
Average Age	NA	44.03	44.36	45.79	46.07	46.58	46.97	47.51	47.91	48.11	49.42	48.6	48.73	48.85	48.11
Percent Female	55%	57%	58%	57%	55%	55%	55%	55%	55%	56%	56%	56%	56%	56%	57%
Eligible To Retire in That FY[1]	7%	5%	5%	5%	6%	7%	10%	8%	11%	13%	19%	16%	15%	14%	16%
Eligible To Retire in FY+10[1]	35%	26%	27%	31%	34%	39%	54%	42%	50%	52%	60%	58%	55%	54%	56%
College Graduates	34%	34%	34%	38%	40%	41%	39%	41%	41%	41%	41%	41%	42%	42%	40%
Members, Senior Executive Service	NA	101	94	112	109	96	106	105	95	110	105	102	108	103	103
Contracting (GS-1102)															
Total	30,263	31,436	31,794	28,684	28,003	27,400	26,775	26,751	26,608	27,294	26,849	26,936	27,589	27,944	28,434
DOD	23,013	22,772	22,577	20,020	19,701	19,226	18,787	18,756	18,565	18,885	18,393	18,322	18,749	18,928	19,119
Civilian Agencies	7,250	8,664	9,217	8,628	8,302	8,174	7,988	7,995	8,043	8,409	8,456	8,614	8,840	9,016	9,315
Average Grade	10.78	11.11	11.2	11.38	11.36	11.31	11.17	11.16	11.2	11.17	11.14	11.09	11.09	10.94	11.68
Average Age	NA	42.62	43.08	44.4	44.78	45.41	45.84	46.32	46.64	46.79	47.98	46.9	46.84	46.69	46.46
Percent Female	54%	56%	56%	58%	59%	59%	60%	61%	61%	61%	61%	61%	60%	60%	60%
Eligible To Retire in That FY[1]	6%	5%	5%	5%	5%	7%	8%	8%	10%	12%	18%	15%	13%	12%	14%
Eligible To Retire in FY+10[1]	30%	26%	27%	33%	34%	42%	50%	45%	52%	54%	61%	58%	54%	50%	54%
College Graduates	52%	53%	54%	58%	58%	58%	59%	59%	61%	63%	65%	67%	69%	71%	75%
Members, Senior Executive Service	NA	82	86	75	65	62	66	68	71	71	69	68	74	81	92
Purchasing (GS-1105)															
Total	6,378	6,754	6,809	5,558	4,875	4,248	3,793	3,414	3,252	3,321	3,210	3,186	3,098	3,038	3,114
DOD	3,521	3,490	3,426	2,833	2,494	2,071	1,638	1,363	1,220	1,193	1,097	1,069	989	961	995
Civilian Agencies	2,857	3,264	3,383	2,725	2,381	2,177	2,155	2,051	2,032	2,128	2,113	2,117	2,109	2,077	2,119
Average Grade	5.8	5.95	6.05	6.39	6.47	6.5	6.55	6.62	6.65	6.71	6.77	6.81	6.86	7.1	7.11
Average Age	NA	41.76	42.22	44.05	44.8	45.58	46.29	46.86	47.26	47.73	49.11	48.61	48.79	49.25	49.1
Percent Female	80%	80%	80%	80%	80%	79%	79%	78%	77%	77%	76%	75%	75%	74%	73%
Eligible To Retire in That FY[1]	5%	4%	4%	4%	4%	5%	7%	6%	10%	13%	20%	18%	18%	16%	20%
Eligible To Retire in FY+10[1]	26%	21%	22%	27%	NA	34%	47%	39%	51%	54%	63%	61%	62%	59%	64%
College Graduates	11%	10%	10%	11%	11%	11%	12%	11%	10%	11%	11%	12%	12%	12%	15%
Members, Senior Executive Service	NA	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Fiscal Year:	1988	1991	1992	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Procurement Clerical and Assistance (GS-1106)															
Total	10,016	8,956	8,616	5,923	5,296	4,645	3,966	3,583	3,276	3,120	2,831	2,565	2,370	2,073	1,898
DOD	8,397	7,363	7,005	4,812	4,331	3,777	3,175	2,863	2,582	2,380	2,116	1,904	1,748	1,540	1,351
Civilian Agencies	1,619	1,593	1,611	1,111	965	868	791	720	694	740	715	661	622	533	547
Average Grade	4.91	5.12	5.18	5.54	5.59	5.64	5.67	5.73	5.8	5.87	5.92	5.95	5.99	6.17	6.22
Average Age	NA	39.88	40.63	43.16	43.8	44.81	45.64	46.44	47.27	47.66	49.01	48.49	49.21	49.58	49.89
Percent Female	90%	89%	89%	88%	88%	88%	87%	87%	87%	86%	86%	86%	85%	84%	83%
Eligible To Retire That FY*	5%	4%	4%	4%	4%	6%	8%	9%	14%	17%	22%	21%	21%	22%	24%
Eligible To Retire in FY+10*	20%	18%	20%	25%	27%	36%	44%	44%	56%	59%	64%	64%	64%	63%	67%
College Graduates	6%	7%	8%	8%	8%	8%	8%	8%	7%	8%	9%	8%	9%	8%	12%
Members, Senior Executive Service	NA	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Industrial Specialist (GS-1150)															
Total	3,048	2,728	2,707	1,891	1,714	1,563	1,458	1,411	1,413	1,364	1,299	1,308	1,291	1,230	1,142
DOD	2,818	2,202	2,442	1,685	1,514	1,381	1,290	1,249	1,281	1,238	1,181	1,202	1,171	1,106	1,023
Civilian Agencies	230	526	265	206	200	182	168	162	132	126	118	106	120	124	119
Average Grade	10.21	11.56	11.6	11.57	11.59	11.4	11.38	11.33	11.08	11.16	11.23	11.11	11.11	11.54	11.64
Average Age	NA	47.6	48	48.79	49.07	49.68	50	50.54	50.76	51.23	52.63	51.51	51.57	52.1	52.37
Percent Female	15%	17%	16%	19%	20%	21%	22%	24%	26%	27%	28%	29%	29%	28%	29%
Eligible To Retire in That FY[1]	13%	13%	14%	12%	14%	17%	18%	19%	24%	28%	36%	31%	34%	28%	34%
Eligible To Retire in FY+10[1]	48%	43%	48%	52%	54%	66%	71%	71%	76%	79%	84%	82%	81%	72%	84%
College Graduates	32%	33%	32%	34%	35%	35	34%	33%	32%	33%	32%	32%	33%	32%	37%
Members, Senior Executive Service	NA	2	1	1	0	0	0	0	0	0	0	0	0	0	0
Total, Contracting and Related Personnel															
Total	64,711	66,499	67,085	62,483	59,936	58,154	56,947	56,384	56,681	57,964	57,197	57,509	58,285	58,818	61,434
DOD	42,708	40,940	40,757	35,476	34,425	32,787	31,131	30,421	30,194	30,445	29,667	29,518	30,147	30,296	32,876
Civilian Agencies	22,003	25,541	26,328	26,971	25,511	25,377	25,816	25,963	26,487	27,519	27,530	27,991	28,138	28,522	28,558

[1]Based on CSRS retirement rules, includes both FERS and CSRS employees.

TABLE 7-S-2 ACQUISITION WORKFORCE AT A GLANCE FY 2007

	General Business and Industry (GS-1101)	Contracting (GS-1102)	Purchasing (GS-1105)	Procurement Clerical and Assistance (GS-1106)	Industrial Specialist (GS-1150)	Total
Population	26,846	28,434	3,114	1,898	1,142	61,434
DOD	10,388	19,119	995	1,351	1,023	32,876
Civilian Agencies	16,458	9,315	2,119	547	119	28,558
Average Grade[1]	10.01	11.68	7.11	6.22	11.64	10.49
Average Age	48.11	46.46	49.1	49.89	52.37	47.53
Percent Female	57%	60%	73%	83%	29%	60%
Percent Eligible To Retire FY 2007[2]	16%	14%	20%	24%	34%	16%
Percent Eligible To Retire FY 2017[2]	56%	54%	64%	67%	84%	57%
Percent College Graduates	40%	75%	15%	12%	37%	54%
Members, Senior Executive Service	103	92	0	0	0	195

[1]Calculation based on only those in a specific grade level, excludes those in pay bands or special pay plans.
[2]Based on CSRS retirement rules, includes both FERS and CSRS employees.

TABLE 7-S-3 TURNOVER DURING FY 2007

	General Business and Industry (GS-1101)	Contracting (GS-1102)	Purchasing (GS-1105)	Procurement Clerical and Assistance (GS-1106)	Industrial Specialist (GS-1150)	Total
Beginning Strength	**24,533**	**27,944**	**3,038**	**2,073**	**1,230**	**58,818**
DOD	7,761	18,928	961	1,540	1,106	30,296
Civilian Agencies	16,772	9,016	2,077	533	124	28,522
Attrition	3,687	2,247	514	430	225	7,103
Attrition Rate[1]	15%	8%	17%	21%	18%	12%
Attrition of Persons Eligible To Retire	856	771	98	110	83	1,918
Attrition Rate of Persons Eligible To Retire[2]	20%	19%	17%	21%	22%	17%
Total Hires	6,000	2,737	590	255	137	9,719
Ratio of Internal to External Hires	2.3	0.7	2.2	1.8	4.5	1.9
Percent Hires with College Degrees	30%	81%	22%	19%	27%	44%
Net Change	2,313	490	76	-175	-88	2,616
End Strength	**26,846**	**28,434**	**3,114**	**1,898**	**1,142**	**61,434**
DOD	10,388	19,119	995	1,351	1,023	32,876
Civilian Agencies	16,458	9,315	2,119	547	119	28,558

[1] Attrition rate is a percentage of total population at the beginning of the fiscal year
[2] Attrition rate is a percentage of all persons eligible for regular retirement at the beginning of FY 2007, plus those who become eligible to retire.

TABLE 7-S-4 AVERAGE SALARY BY OCCUPATIONAL SERIES FY 2007

Agency	GS-1101	GS-1102	GS-1105	GS-1106	GS-1150
USAF	$76,396.32	$72,520.02	$40,999.41	$40,359.70	$70,073.36
Army	$61,385.04	$73,848.38	$45,204.46	$41,373.83	$71,605.99
Navy	$69,669.98	$77,603.80	$45,247.39	$40,535.49	$82,160.38
Other DOD	$56,010.85	$72,913.50	$43,618.93	$42,525.34	$71,354.79
Average DOD	$64,391.55	$73,994.02	$44,641.83	$41,664.61	$74,564.48
USDA	$50,220.08	$75,927.11	$44,930.83	$41,034.41	$77,953.25
DOC	$91,769.11	$89,059.80	$50,269.32	$38,437.67	$115,914.90
ED	$84,363.97	$97,349.17	N/A	N/A	N/A
DOE	$98,759.83	$90,922.88	$51,839.25	$42,692.17	$98,069.50
EPA	$82,425.81	$87,722.16	$58,331.27	$45,329.83	N/A
GSA	$85,706.93	$81,302.97	$45,316.51	$44,374.52	N/A
HHS	$82,843.09	$85,083.33	$48,314.67	$42,263.93	N/A
DHS	$84,395.03	$84,923.22	$47,164.90	$42,478.75	N/A
HUD	$90,370.51	$93,024.10	$49,523.00	$47,964.50	N/A
DOI	$65,777.57	$74,713.23	$43,629.95	$40,958.49	$91,974.00
DOJ	$81,347.15	$78,615.71	$50,791.52	$48,229.25	$77,076.32
DOL	$85,884.96	$89,015.87	$46,121.28	$40,457.63	N/A
NASA	$99,484.40	$90,159.69	$53,561.50	$46,605.75	$83,664.20
NSF	$93,905.14	$88,814.50	N/A	N/A	N/A
NRC	$116,136.00	$94,296.63	$57,321.00	N/A	N/A
SBA	$62,754.97	$97,635.95	N/A	$45,433.20	$105,935.25
DOS	$88,878.74	$95,363.56	$63,711.33	$35,864.40	.
DOT	$85,588.88	$86,381.73	$51,528.94	$49,659.20	$128,898.25
Treas	$65,837.86	$88,743.30	$52,976.41	$45,753.00	$86,991.00
VA	$62,367.23	$70,722.88	$40,631.36	$41,670.91	N/A
All Other Civilian Agencies	$101,811.66	$90,843.37	$50,607.22	$45,120.08	N/A
Average, Civilian Agencies	$73,956.00	$83,291.13	$44,293.35	$42,323.45	$90,880.88
Average, All Agencies	$70,255.06	$77,039.76	$44,404.70	$41,854.48	$76,264.70

TABLE 7-S-5 ATTRITION AND ATTRITION RATES FROM ACQUISITION POSITIONS BY YEAR FY 2001 - FY 2007

Fiscal Year:	2001	2002	2003	2004	2005	2006	Population on 10/01/2006	2007
General Business and Industry (GS-1101)	2,666	3,040	2,942	3,112	3,517	3,377	24,533	3,687
	13%[1]	14%	13%	14%	15%	14%		15%
Contracting (GS-1102)	1,947	1,761	2,197	2,443	2,108	2,255	27,944	2,247
	7%	7%	8%	9%	8%	8%		8%
Purchasing (GS-1105)	686	483	556	491	508	545	3,038	514
	20%	15%	17%	15%	16%	18%		17%
Procurement Clerical and Assistance (GS-1106)	735	632	590	586	442	530	2,073	430
	21%	19%	19%	21%	17%	22%		21%
Industrial Specialist (GS-1150)	205	190	197	188	174	202	1,230	225
	15%	13%	14%	14%	13%	16%		18%

[1]Attrition rates reflect the number that left the series compared to the population at the beginning of the fiscal year.

TABLE 7-S-6 HIRES AND ACCESSION RATES FOR THE ACQUISITION WORKFORCE BY YEAR FY 2001 - FY 2007

Fiscal Year:	2001	2002	2003	2004	2005	2006	Population on 09/30/2007	2007
General Business and Industry (GS-1101)	3,575	3,773	3,085	3,618	3,940	3,973	26,846	6,000
	16%[1]	17%	13%	15%	16%	16%		22%
Contracting (GS-1102)	1,804	2,447	1,752	2,530	2,761	2,610	28,434	2,737
	7%	9%	7%	9%	10%	9%		10%
Purchasing (GS-1105)	524	552	445	467	420	485	3,114	590
	16%	17%	14%	15%	14%	16%		19%
Procurement Clerical and Assistance (GS-1106)	428	476	301	320	247	233	1,898	255
	14%	15%	11%	12%	10%	11%		13%
Industrial Specialist (GS-1150)	207	141	132	197	157	141	1,142	137
	15%	10%	10%	15%	12%	11%		12%

[1]Accession rates reflect the number who was hired in that series compared to the population at the end of the fiscal year.

TABLE 7-S-7 EDUCATIONAL LEVELS BY OCCUPATION FY 2007

	General Business and Industry (GS-1101)	Contracting (GS-1102)	Purchasing (GS-1105)	Procurement Clerical and Assistance (GS-1106)	Industrial Specialist (GS-1150)	Total
No Degree	15,236	7,028	2,641	1,655	718	27,278
Bachelor of Arts/Bachelor of Science	5,845	12,539	358	141	251	19,134
Post Graduate Study	4,997	8,708	103	88	173	14,069
Unknown	768	159	12	14	0	953
Total	**26,846**	**28,434**	**3,114**	**1,898**	**1,142**	**61,434**
Percent College Graduates[1]	40%	75%	15%	12%	37%	54%

[1]Percent college graduates are sum of the Bachelor of Arts, Bachelor of Science and Post-Graduate, divided by the total.

TABLE 7-S-8 ACADEMIC MAJORS OF COLLEGE GRADUATES FY 2007

	General Business and Industry (GS-1101)	Contracting (GS-1102)	Purchasing (GS-1105)	Procurement Clerical and Assistance (GS-1106)	Industrial Specialist (GS-1150)	Total
Business	4,605	13,531	186	69	171	18,562
Information Management	199	305	15	4	6	529
Engineering	670	152	1	1	40	864
Law	202	322	2	1	1	528
Mathematics	75	89	2	0	5	171
Physical Sciences	102	58	7	1	6	174
Public Administration	446	750	14	3	9	1,222
Other	4,388	5,757	232	146	174	10,697
Major Unknown	155	283	2	4	12	456
Total	**10,842**	**21,247**	**461**	**229**	**424**	**33,203**
Business, Law & Public Administration[1]	**48%**	**69%**	**44%**	**32%**	**43%**	**61%**

[1]Percentage of college graduates with degrees in business, law, and public administration (vs. degrees in other fields)

TABLE 7-S-9 SUPERVISORY AND MANAGERIAL POSITIONS BY OCCUPATION FY 2007

Occupation	Supervisory/ Managerial	Other	Total
General Business and Industry (GS 1101)	4,966	21,880	26,846
Contracting (GS-1102)	4,025	24,409	28,434
Purchasing (GS-1105)	40	3,074	3,114
Procurement Clerical and Assistance (GS-1106)	4	1,894	1,898
Industrial Specialist (GS-1150)	100	1,042	1,142
Total	**9,135**	**52,299**	**61,434**

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MANAGEMENT OVERSIGHT

(PROGRAM/PROJECT MANAGERS-P/PMS AND CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVES-COTRS)

PRELIMINARY FY 2007 YEAREND DATA & PROGRESS THROUGH FIRST QUARTER FY 2008

TABLE 7-M-1 PRELIMINARY DEMOGRAPHICS OF PROGRAM/PROJECT MANAGERS (P/PMs) FY 2007[1]

	DOD	Civilian Agencies
Population	7,939	858
Average Grade[2]	12.63	12.74
Average Age	49.83	49.55
Percent Female	32%	51%
Percent Eligible To Retire FY 2007	19%	17%
Percent Eligible To Retire FY 2017	73%	48%
Percent College Graduates	76%	69%
Members, Senior Executive Service	134	8

[1]Data on P/PMs in Civilian Agencies cited here represent initial extracts from FAI's ACMIS database input by the individual agencies cited in Table 7-M-3 as of the end of FY 2007.
[2]Calculation based on only those in a specific grade, excludes those in pay bands or special pay plans.

TABLE 7-M-2 PRELIMINARY DEMOGRAPHICS OF CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVES (COTRs) IN CIVILIAN AGENCIES FY 2007[1]

	Civilian Agencies
Population	8,529
Average Grade[2]	12.48
Average Age	49.11
Percent Female	41%
Percent Eligible To Retire FY 2007	16%
Percent Eligible To Retire FY 2017	47%
Percent College Graduates	69%

[1]Data on COTRs in Civilian Agencies cited here represent initial extracts from FAI's ACMIS database input by the individual agencies cited in Table 7-M-3 as of the end of FY 2007.
[2]Calculation based on only those in a specific grade, excludes those in pay bands or special pay plans.

TABLE 7-M-3 PROGRESSIVE SUMMARY DATA ON PROGRAM/PROJECT MANAGERS (P/PMS) AND CONTRACTING OFFICER'S TECHNICAL REPRESENTATIVES (COTRS) FY 2007 YEAREND COMPARED TO 1Q 08[1]

Department/Agency Name	P/PMs on 09/30/07	P/PMs on 12/31/07	Percent Increase	COTRs on 09/30/07	COTRs on 12/31/07	Percent Increase
USAF	1,501					
Army	3,149					
Navy	2,616					
Other DOD	673					
Total DOD	7,939					
USDA	3	7	133%	15	39	160%
DOC	0	0	N/A	4	4	0%
ED	6	6	0%	10	10	0%
DOE	20	22	10%	485	575	19%
EPA	244	258	6%	3,702	4,059	10%
GSA	169	181	7%	709	731	3%
HHS	207	238	15%	446	495	11%
DHS	6	5	-17%	21	25	19%
HUD	1	1	0%	1	1	0%
DOI	72	74	3%	2,207	2,264	3%
DOJ	4	4	0%	33	34	3%
DOL	0	0	N/A	2	3	50%
NASA	0	0	N/A	0	0	N/A
NSF	0	0	N/A	0	0	N/A
NRC	1	1	0%	0	0	N/A
SBA	0	0	N/A	1	1	0%
DOS	0	0	N/A	2	4	100%
DOT	17	19	12%	293	304	4%
Treas	14	14	0%	226	234	4%
VA	74	76	3%	304	314	3%
Major Agency Subtotal	838	906	8%	8,461	9,097	8%
Agency for International Development	15	15	0%	32	34	6%
Consumer Product Safety Commission	1	2	100%	26	39	50%
Export-Import Bank of the US	1	1	0%	0	0	N/A
Federal Communications Commission	0	0	N/A	1	1	0%
Federal Emergency Management Agency	0	0	N/A	0	0	N/A
Millennium Challenge Corporation	0	0	N/A	1	1	0%
Office of Administration	1	1	0%	0	0	N/A
Office of Personnel Management	0	0	N/A	7	7	0%
Securities and Exchange Commission	0	0	N/A	0	1	100%
Smithsonian Institution	0	0	N/A	0	1	100%
Social Security Administration	2	2	0%	1	1	0%
Other Agency Subtotal	20	21	5%	68	85	25%
Total, Civilian Agencies	858	927	8%	8,529	9,182	8%
Total, All Agencies	8,797					

[1]Data for Civilian Agencies reflects preliminary agency input to ACMIS through 12/31/07. It does not include several major agency data conversions completed after first quarter FY 2008.

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CONTRACTING SERIES

(GS-1102)

FY 2007

TABLE 7-02-1 TURNOVER IN THE CONTRACTING SERIES (GS-1102) FY 1998 - FY 2007

Fiscal Year:	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Beginning Strength	**28,003**	**27,400**	**26,775**	**26,751**	**26,608**	**27,294**	**26,849**	**26,936**	**27,589**	**27,944**
DOD	19,701	19,226	18,787	18,756	18,565	18,885	18,393	18,322	18,749	18,928
Civilian Agencies	8,302	8,174	7,995	7,995	8,043	8,409	8,456	8,614	8,840	9,016
Attrition	**2,134**	**2,188**	**1,843**	**1,947**	**1,761**	**2,197**	**2,443**	**2,108**	**2,255**	**2,247**
Attrition Rate	8%	8%	7%	7%	7%	8%	9%	8%	8%	8%
Attrition of Persons Eligible To Retire in That FY[1]	343	637	440	613	586	834	884	860	779	771
Attrition Rate of Persons Eligible To Retire in That FY[1]	18%	23%	17%	19%	16%	16%	19%	17%	17%	19%
Total Hires	**1,531**	**1,563**	**1,819**	**1,804**	**2,447**	**1,752**	**2,530**	**2,761**	**2,610**	**2,737**
Percent Hires With College Degrees	52%	59%	57%	73%	75%	78%	79%	80%	76%	81%
Net Change	-603	-625	-24	-143	686	-445	87	653	355	490
End Strength	**27,400**	**26,775**	**26,751**	**26,608**	**27,294**	**26,849**	**26,936**	**27,589**	**27,944**	**28,434**
DOD	19,226	18,787	18,756	18,565	18,885	18,393	18,322	18,789	18,928	19,119
Civilian Agencies	8,174	7,988	7,995	8,043	8,043	8,456	8,614	8,840	9,016	9,315

[1]Based on CSRS retirement rules, includes both FERS and CSRS employees.

TABLE 7-02-2 CONTRACTING SERIES (GS-1102) BY AGENCY BY GRADE

Agency	Grade											Average Grade[3]
	5	7	9	11	12	13	14	15	Other[1]	NS[2]	All	
USAF	11	156	406	775	1,375	338	43	9	0	1,713	4,826	11.23
Army	30	330	535	792	1,399	718	60	5	0	1,807	5,676	11.12
Navy	23	251	229	343	1,171	725	165	54	0	717	3,678	11.58
Other DOD	13	309	259	1,563	1,649	583	150	43	0	370	4,939	11.35
Total, DOD	**77**	**1,046**	**1,429**	**3,473**	**5,594**	**2,364**	**418**	**111**	**0**	**4,607**	**19,119**	**11.31**
USDA	4	12	41	108	254	131	46	9	0	5	610	11.89
DOC	1	0	8	14	41	27	34	15	0	53	193	12.68
ED	0	0	3	3	5	19	11	6	0	12	59	13.00
DOE	0	9	18	22	129	146	128	52	0	12	516	12.87
EPA	0	9	10	30	64	94	49	19	0	5	280	12.52
GSA	7	27	49	115	607	400	128	38	0	6	1,377	12.24
HHS	2	17	59	85	191	225	118	59	0	16	772	12.37
DHS	5	22	66	106	191	196	167	129	0	111	993	12.53
HUD	0	0	1	7	25	21	18	13	0	2	87	13.01
DOI	2	27	84	110	247	134	58	15	1	10	688	11.67
DOJ	3	6	13	93	64	93	83	18	0	135	508	12.35
DOL	0	0	3	6	12	24	17	6	0	0	68	12.90
NASA	1	5	26	45	204	215	112	84	0	15	707	12.77
NSF	0	0	0	3	3	5	3	2	0	0	16	12.88
NRC	0	0	0	0	0	0	0	0	0	40	40	12.82
SBA	0	0	0	1	4	42	8	1	0	2	58	13.07
DOS	0	1	0	11	12	44	49	9	0	5	131	13.21
DOT	2	1	7	14	24	32	34	13	0	234	361	12.67
Treas	2	17	25	43	96	89	115	13	0	58	458	12.35
VA	16	33	79	152	399	133	58	7	2	5	884	11.54
All Other Civilian Agencies	0	5	10	38	70	92	72	35	0	187	509	12.77
Total, Civilian Agencies	**45**	**191**	**502**	**1,006**	**2,642**	**2,162**	**1,308**	**543**	**3**	**913**	**9,315**	**12.31**
Total, All Agencies	**122**	**1,237**	**1,931**	**4,479**	**8,236**	**4,526**	**1,726**	**654**	**3**	**5,520**	**28,434**	**11.68**

[1]Other grades (1-4, 6, 8, 10).
[2]NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.
[3]Average grade includes only positions for which grade was specified; excludes NS category in calculation.

TABLE 7-02-3 CONTRACTING SERIES (GS-1102) BY AGENCY BY SALARY LEVEL FY 2007

Agency	Salary in Thousands of Dollars[1]															Total
	20-30	30-40	40-50	50-60	60-70	70-80	80-90	90-100	100-110	110-120	120-130	130-140	140-150	>150	NS[2]	
USAF	4	127	416	799	1,023	884	793	397	172	99	62	33	12	4	1	4,826
Army	16	287	594	787	935	895	879	598	350	134	98	57	32	8	6	5,676
Navy	9	232	227	302	614	620	729	407	259	108	73	52	36	8	2	3,678
Other DOD	4	274	234	847	1,030	887	794	392	214	110	68	35	33	7	10	4,939
Total, DOD	**33**	**920**	**1,471**	**2,735**	**3,602**	**3,286**	**3,195**	**1,794**	**995**	**451**	**301**	**177**	**113**	**27**	**19**	**19,119**
USDA	1	15	31	77	107	146	108	56	43	11	10	2	3	0	0	610
DOC	0	1	8	21	24	25	28	15	28	13	18	4	6	2	0	193
ED	0	0	2	4	6	0	12	9	8	5	7	3	1	2	0	59
DOE	0	4	21	15	52	73	87	92	80	34	31	17	8	2	0	516
EPA	0	9	5	27	25	40	44	40	44	22	12	4	7	1	0	280
GSA	0	28	41	109	147	299	359	192	120	43	26	8	2	1	2	1,377
HHS	1	10	47	73	115	105	119	84	107	33	40	18	16	4	0	772
DHS	0	33	65	101	117	140	124	122	100	85	61	28	10	7	0	993
HUD	0	0	0	8	6	11	19	11	11	9	8	1	3	0	0	87
DOI	0	20	65	99	124	126	97	70	46	22	14	3	1	1	0	688
DOJ	0	5	40	109	84	43	73	43	53	25	21	4	5	3	0	508
DOL	0	0	2	7	7	4	16	13	10	2	4	2	1	0	0	68
NASA	0	2	18	36	86	108	132	105	90	41	39	26	18	6	0	707
NSF	0	0	0	3	3	0	3	0	4	1	1	1	0	0	0	16
NRC	0	0	7	3	1	1	1	7	8	3	4	2	2	1	0	40
SBA	0	0	0	1	2	3	9	17	17	7	1	1	0	0	0	58
DOS	0	1	0	8	4	15	30	16	32	9	9	2	3	2	0	131
DOT	0	9	15	39	43	51	43	46	46	29	27	6	2	5	0	361
Treas	0	14	25	38	53	45	46	56	95	31	27	11	13	4	0	458
VA	10	30	63	122	224	204	104	63	40	9	3	3	4	0	5	884
All Other Civilian Agencies	0	4	8	38	50	82	81	62	78	41	38	14	7	6	0	509
Total, Civilian Agencies	**12**	**185**	**463**	**938**	**1,280**	**1,521**	**1,535**	**1,119**	**1,060**	**475**	**401**	**160**	**112**	**47**	**7**	**9,315**
Total, All Agencies	**45**	**1,105**	**1,934**	**3,673**	**4,882**	**4,807**	**4,730**	**2,913**	**2,055**	**926**	**702**	**337**	**225**	**74**	**26**	**28,434**

[1]Actual range for each column is $20,000-29,999, etc.
[2]NS: Salary not stated.

TABLE 7-02-4 FEMALES, SUPERVISORS, MANAGERS, & COLLEGE GRADUATES IN THE CONTRACTING SERIES (GS-1102) BY GRADE FY 2007

GS Grade	Population on 09/30/2007	Female	Supervisory/ Managerial	College Graduates
5	122	52%	NA	80%
7	1,237	60%	NA	86%
9	1,931	61%	NA	76%
11	4,479	62%	1%	69%
12	8,236	64%	3%	68%
13	4,526	59%	14%	78%
14	1,726	56%	35%	84%
15	654	51%	69%	91%
Other[1]	3	67%	0%	0%
NS[2]	5,520	57%	37%	78%
Total	**28,434**	**60%**	**14%**	**75%**

[1]Other grades (1-4, 6, 8, 10).
[2]NS: Grade was not specified; includes alternative pay plans and SES positions.

TABLE 7-02-5 FEMALES, SUPERVISORS, MANAGERS, & COLLEGE GRADUATES IN THE CONTRACTING SERIES (GS-1102) BY SALARY LEVEL FY 2007

Salary Level	Population on 09/30/2007	Female	Supervisory/ Managerial	College Graduates
$20,000-29,999	45	47%	NA	89%
$30,000-39,999	1,105	59%	NA	89%
$40,000-49,999	1,934	61%	NA	81%
$50,000-59,999	3,673	61%	1%	74%
$60,000-69,999	4,882	63%	4%	70%
$70,000-79,999	4,807	65%	8%	67%
$80,000-89,999	4,730	61%	14%	72%
$90,000-99,999	2,913	58%	24%	79%
$100,000-109,999	2,055	54%	33%	81%
$110,000-119,999	926	51%	52%	85%
$120,000-129,999	702	48%	59%	88%
$130,000-139,999	337	47%	72%	91%
$140,000-149,999	225	34%	73%	88%
$150,000+	74	31%	95%	93%
Not Stated	26	69%	4%	73%
Total	**28,434**	**60%**	**14%**	**75%**

FIGURE 7-02-1 RECRUITMENT PATTERN FOR CONTRACTING SERIES (GS-1102) POSITIONS

Contracting Series (GS-1102s)

During FY 2007, a total of 2,737 individuals joined the Contract Specialist (GS-1102) series and an additional 1,123 changed from one agency to another. Of those individuals new to the series, 1,509 (55%) were recruited from outside the government. Another 1,115 (41%) came from various series within the government. The hiring source was not indicated for the remaining 113 (4%) hires.

- Recruited outside Government
- Recruited within Government
- Source not indicated
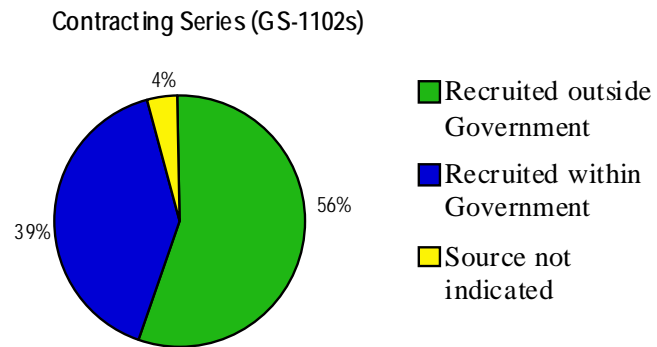
FIGURE 7-02-2 PERCENTAGE OF COLLEGE GRADUATES IN THE CONTRACTING SERIES (GS-1102)

In FY 2007, 88% of the external hires were college graduates, compared with 74% of the internal hires, 66% of the hires where the source was not indicated, 85% of those who changed agencies and 75% of the total Contracting Series. About 65% of all college graduates in the Contracting Series majored in business, law, or public administration.
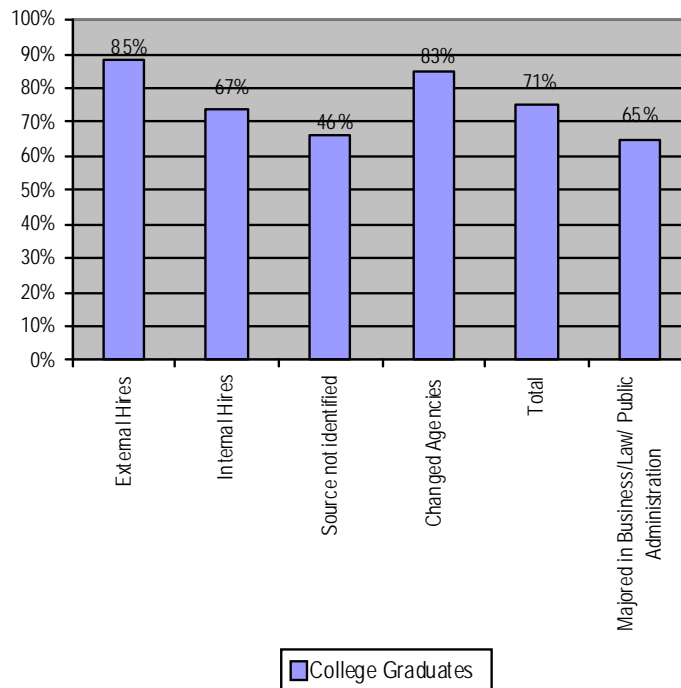
TABLE 7-02-6 CONTRACTING SERIES (GS-1102) HIRES DURING FY 2007

	Internal Hires	External Hires	Source Not Identified	Changed Agencies	Remained with Agency	Population on 09/30/2007
Total	**1,115**	**1,509**	**113**	**1,123**	**24,574**	**28,434**
Percent FY 2007 Workforce	4%	5%	0%	4%	86%	100%
Percent College Graduates	74%	88%	66%	85%	74%	75%
Percent Business, Law, or Public Administration Majors[1]	65%	67%	61%	70%	65%	65%
Average Age	43.60	34.32	44.42	44.78	47.42	46.46
Percent Eligible To Retire in FY 2007	7%	1%	14%	9%	15%	14%
Percent Eligible To Retire in FY 2012	21%	4%	26%	30%	36%	34%
Percent Eligible To Retire in FY 2017	42%	16%	48%	53%	58%	55%

[1]Percent of college graduates only. Figures do not include the majors of those who attended college but did not graduate.

TABLE 7-02-7 CONTRACTING SERIES (GS-1102) HIRES DURING FY 2007 BY GRADE

GS Grade	Internal Hires	External Hires	Source Not Identified	Changed Agencies	Remained with Agency	Population on 09/30/2007
5	26	84	6	0	6	122
7	198	840	9	5	185	1,237
9	140	193	30	44	1,524	1,931
11	140	164	7	143	4,025	4,479
12	168	85	16	317	7,650	8,236
13	107	45	5	205	4,164	4,526
14	41	11	2	122	1,550	1,726
15	22	5	0	47	580	654
Other[1]	1	0	0	0	2	3
NS[2]	272	82	38	240	4,888	5,520
Total	**1,115**	**1,509**	**113**	**1,123**	**24,574**	**28,434**

[1]Other grades (1-4, 6, 8, 10).
[2]Grade was not specified; includes positions assigned to alternative pay plans and SES positions.

TABLE 7-02-8 CONTRACTING SERIES (GS-1102) HIRES DURING FY 2007 BY SALARY LEVEL

Salary Level	Internal Hires	External Hires	Source Not Identified	Changed Agencies	Remained with Agency	Population on 09/30/2007
$20,000-29,999	2	34	7	0	2	45
$30,000-39,999	118	807	12	4	164	1,105
$40,000-49,999	225	275	28	36	1,370	1,934
$50,000-59,999	205	188	9	137	3,134	3,673
$60,000-69,999	148	88	13	248	4,385	4,882
$70,000-79,999	98	40	8	200	4,461	4,807
$80,000-89,999	114	28	15	154	4,419	4,730
$90,000-99,999	61	20	7	137	2,688	2,913
$100,000-109,999	63	13	3	95	1,881	2,055
$110,000-119,999	25	8	1	50	842	926
$120,000-129,999	28	3	2	33	636	702
$130,000-139,999	15	3	2	16	301	337
$140,000-149,999	7	2	5	6	205	225
$150,000+	4	0	1	5	64	74
NS[1]	2	0	0	2	22	26
Total	**1,115**	**1,509**	**113**	**1,123**	**24,574**	**28,434**

[1]NS: Salary not stated

TABLE 7-02-9 CONTRACTING SERIES (GS-1102) HIRES DURING FY 2007 BY AGENCY

Agency	Internal Hires	External Hires	Source Not Identified	Recruited From Other Agencies	Total Hires	Remained with Agency	Population on 09/30/2007	Total Hires as a Percent of the Workforce on 09/30/07
USAF	168	162	7	60	397	4,429	4,826	8%
Army	208	315	26	190	739	4,937	5,676	13%
Navy	123	278	3	96	500	3,178	3,678	14%
Other DOD	179	346	14	182	721	4,218	4,939	15%
Total, DOD	678	1,101	50	528	2,357	16,762	19,119	12%
USDA	33	17	1	48	99	511	610	16%
DOC	10	9	0	25	44	149	193	23%
ED	12	2	0	4	18	41	59	31%
DOE	26	19	0	35	80	436	516	16%
EPA	9	13	1	9	32	248	280	11%
GSA	46	46	1	46	139	1,238	1,377	10%
HHS	41	47	4	42	134	638	772	17%
DHS	50	83	13	131	277	716	993	28%
HUD	6	0	0	13	19	68	87	22%
DOI	35	36	3	32	106	582	688	15%
DOJ	44	16	2	18	80	428	508	16%
DOL	4	4	0	11	19	49	68	28%
NASA	11	17	12	34	74	633	707	10%
NSF	1	0	0	5	6	10	16	38%
NRC	4	4	1	2	11	29	40	28%
SBA	0	1	0	3	4	54	58	7%
DOS	6	3	0	4	13	118	131	10%
DOT	9	18	0	27	54	307	361	15%
Treas	19	21	1	14	55	403	458	12%
VA	44	43	17	53	157	727	884	18%
All Other Civilian Agencies	27	9	7	39	82	427	509	16%
Total, Civilian Agencies	437	408	63	595	1,503	7,812	9,315	16%
Total, All Agencies[1]	1,115	1,509	113	1,123	3,860	24,574	28,434	10%

[1]The "All Agency" figure for the percent of the FY 2007 workforce (10%) excludes employees who changed agencies (e.g., recruited from Agriculture to work for Navy).

TABLE 7-02-10 ATTRITION IN THE CONTRACTING SERIES (GS-1102) DURING FY 2007 BY AGENCY

Agency	Population on 10/01/2006	Left the Series	Changed Agencies	Remained with Agency	Attrition Rate[1]
USAF	5,027	395	203	4,429	12%
Army	5,532	376	219	4,937	11%
Navy	3,603	268	157	3,178	12%
Other DOD	4,766	395	153	4,218	11%
Total, DOD	18,928	1,434	732	16,762	11%
USDA	602	65	26	511	15%
DOC	182	20	13	149	18%
ED	52	7	4	41	21%
DOE	481	38	7	436	9%
EPA	291	29	14	248	15%
GSA	1,401	117	46	1,238	12%
HHS	716	57	21	638	11%
DHS	834	67	51	716	14%
HUD	82	10	4	68	17%
DOI	686	53	51	582	15%
DOJ	485	39	18	428	12%
DOL	55	5	1	49	11%
NASA	698	46	19	633	9%
NSF	17	3	4	10	41%
NRC	33	4	0	29	12%
SBA	62	8	0	54	13%
DOS	135	14	3	118	13%
DOT	365	37	21	307	16%
Treas	492	58	31	403	18%
VA	838	78	33	727	13%
All Other Civilian Agencies	509	58	24	427	16%
Total, Civilian Agencies	9,016	813	391	7,812	13%
Total, All Agencies[1]	27,944	2,247	1,123	24,574	8%

[1]For agencies, attrition include employees who changed agencies. Hence, the attrition rate for an individual agency includes employees who left that agency to work in some other agency. However, the attrition rate for the GS-1102 series as a whole excludes employees who changed agencies and is based only on the number who left the series.

TABLE 7-02-11 ATTRITION IN THE CONTRACTING SERIES (GS-1102) DURING FY 2007 BY GRADE

GS Grade	Population on 10/01/2006	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
5	154	10	6%	3	2%
7	1,239	72	6%	31	3%
9	2,131	118	6%	90	4%
11	4,973	375	8%	247	5%
12	8,633	684	8%	310	4%
13	5,173	436	8%	197	4%
14	1,993	166	8%	89	4%
15	706	79	11%	28	4%
Other[1]	13	3	23%	0	0%
NS[2]	2,929	304	10%	128	4%
Total	**27,944**	**2,247**	**8%**	**1,123**	**4%**

[1]Other: Other grade levels (1-4, 6, 8, 10).
[2]NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.

TABLE 7-02-12 ATTRITION IN THE CONTRACTING SERIES (GS-1102) DURING FY 2007 BY SALARY LEVEL

Salary Level	Population on 10/01/2006	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
$20,000-29,999	63	7	11%	2	3%
$30,000-39,999	1,104	67	6%	24	2%
$40,000-49,999	1,997	104	5%	99	5%
$50,000-59,999	3,861	245	6%	209	5%
$60,000-69,999	5,078	344	7%	224	4%
$70,000-79,999	5,089	391	8%	173	3%
$80,000-89,999	4,346	398	9%	147	3%
$90,000-99,999	2,743	267	10%	107	4%
$100,000-109,999	1,798	186	10%	73	4%
$110,000-119,999	868	103	12%	35	4%
$120,000-129,999	498	59	12%	15	3%
$130,000-139,999	325	51	16%	10	3%
$140,000-149,999	71	10	14%	1	1%
$150,000+	51	10	20%	1	2%
Not Stated	52	5	10%	3	6%
Total	**27,944**	**2,247**	**8%**	**1,123**	**4%**

[1]NS: Salary not stated

TABLE 7-02-13 RETIREMENT ELIGIBILITY IN THE CONTRACTING SERIES (GS-1102) BY AGENCY FY 2007

Agency	Population on 09/30/2007	Eligible in FY 2007[1]	Eligible in FY 2012[1]	Eligible in FY 2017[1]
USAF	4,826	5%	14%	34%
Army	5,676	18%	43%	64%
Navy	3,678	16%	38%	58%
Other DOD	4,939	19%	41%	62%
Total, DOD	**19,119**	**15%**	**34%**	**55%**
USDA	610	11%	30%	54%
DOC	193	8%	26%	49%
ED	59	7%	19%	41%
DOE	516	19%	45%	68%
EPA	280	12%	34%	55%
GSA	1,377	10%	26%	44%
HHS	772	15%	35%	59%
DHS	993	13%	38%	59%
HUD	87	16%	37%	55%
DOI	688	15%	39%	62%
DOJ	508	4%	17%	37%
DOL	68	15%	26%	50%
NASA	707	17%	37%	58%
NSF	16	19%	38%	63%
NRC	40	13%	28%	45%
SBA	58	24%	60%	79%
DOS	131	6%	15%	34%
DOT	361	18%	47%	68%
Treas	458	10%	30%	53%
VA	884	11%	32%	56%
All Other Civilian Agencies	509	15%	32%	56%
Total, Civilian Agencies	**9,315**	**13%**	**33%**	**55%**
Total, All Agencies	28,434	14%	34%	55%

[1]Based on CSRS retirement rules, includes both FERS and CSRS employees.

TABLE 7-02-14 COLLEGE GRADUATES IN THE CONTRACTING SERIES (GS-1102) BY AGENCY AND GRADE FY 2007

Agency	GS 5 & 7	GS 9-12	GS 13-15	All Grades[1]
USAF	95%	85%	95%	87%
Army	84%	73%	81%	76%
Navy	92%	71%	78%	75%
Other DOD	87%	71%	76%	73%
Total, DOD	**88%**	**75%**	**81%**	**77%**
USDA	44%	55%	75%	61%
DOC	100%	60%	78%	70%
ED	0%	100%	89%	91%
DOE	89%	67%	90%	82%
EPA	100%	65%	92%	82%
GSA	88%	58%	77%	67%
HHS	58%	51%	76%	65%
DHS	81%	43%	82%	66%
HUD	0%	36%	79%	62%
DOI	83%	51%	84%	62%
DOJ	56%	48%	68%	58%
DOL	0%	48%	77%	68%
NASA	67%	72%	94%	85%
NSF	0%	67%	90%	81%
NRC	NA	NA	NA	95%
SBA	0%	80%	65%	66%
DOS	0%	35%	58%	53%
DOT	67%	67%	84%	77%
Treas	63%	48%	72%	62%
VA	71%	60%	89%	67%
All Other Civilian Agencies	60%	58%	76%	69%
Total, Civilian Agencies	**73%**	**56%**	**81%**	**68%**
Total, All Agencies	**86%**	**70%**	**81%**	**75%**

[1]Includes grades GS 1-4, 6, 8 & 10.
[2]Members of the Contracting Series at the Nuclear Regulatory Commission are not in GS series.

TABLE 7-02-15 COLLEGE GRADUATES IN THE CONTRACTING SERIES (GS-1102) BY AGENCY AND SALARY LEVEL FY 2007

Agency	Less than $46,000	$46,000 - $79,000	Greater than $79,000	All Salaries
USAF	94%	82%	90%	86%
Army	85%	74%	77%	77%
Navy	92%	73%	75%	76%
Other DOD	84%	70%	78%	74%
Total, DOD	**88%**	**75%**	**80%**	**78%**
USDA	55%	56%	68%	61%
DOC	100%	61%	78%	72%
ED	0%	100%	91%	93%
DOE	100%	68%	88%	83%
EPA	92%	71%	87%	83%
GSA	81%	68%	65%	67%
HHS	53%	52%	74%	65%
DHS	59%	48%	76%	65%
HUD	0%	30%	72%	62%
DOI	71%	50%	77%	62%
DOJ	50%	55%	65%	59%
DOL	0%	53%	73%	68%
NASA	83%	74%	91%	85%
NSF	0%	67%	90%	81%
NRC	0%	100%	93%	95%
SBA	0%	83%	65%	67%
DOS	0%	43%	55%	53%
DOT	68%	66%	75%	71%
Treas	69%	51%	70%	64%
VA	79%	61%	77%	67%
All Other Civilian Agencies	60%	43%	70%	61%
Total, Civilian Agencies	**70%**	**58%**	**75%**	**68%**
Total, All Agencies	**85%**	**71%**	**78%**	**75%**

TABLE 7-02-15 EMPLOYMENT IN THE CONTRACTING SERIES (GS-1102) BY CORE BASED STATISTICAL AREA FY 2007

Core Based Statistical Area	Civilian Agencies	DOD	All
Alamogordo, NM	0	20	20
Albany, GA	0	33	33
Albany-Schenectady-Troy, NY	0	24	24
Albuquerque, NM	106	150	256
Altus, OK	0	17	17
Anchorage, AK	25	68	93
Anniston-Oxford, AL	0	35	35
Atlanta-Sandy Springs-Marietta, GA	277	156	433
Atlantic City, NJ	26	0	26
Augusta-Richmond County, GA-SC	37	36	73
Austin-Round Rock, TX	29	0	29
Bakersfield, CA	0	124	124
Baltimore-Towson, MD	193	258	451
Battle Creek, MI	0	40	40
Billings, MT	18	0	18
Binghamton, NY	0	16	16
Birmingham-Hoover, AL	0	25	25
Boise City-Nampa, ID	39	0	39
Boston-Cambridge-Quincy, MA-NH	105	351	456
Bremerton-Silverdale, WA	0	94	94
Bridgeport-Stamford-Norwalk, CT	0	28	28
Brunswick, GA	27	0	27
Buffalo-Niagara Falls, NY	0	19	19
Burlington-South Burlington, VT	15	0	15
Chambersburg, PA	0	15	15
Charleston-North Charleston, SC	0	131	131
Cheyenne, WY	0	32	32
Chicago-Naperville-Joliet, IL-IN-WI	270	77	347
Cincinnati-Middletown, OH-KY-IN	76	19	95
Clarksville, TN-KY	0	23	23
Cleveland-Elyria-Mentor, OH	83	22	105
Clovis, NM	0	17	17
Colorado Springs, CO	0	277	277
Columbia, SC	0	25	25
Columbus, GA-AL	0	30	30
Columbus, OH	0	636	636
Corpus Christi, TX	0	21	21
Dallas-Fort Worth-Arlington, TX	263	156	419
Davenport-Moline-Rock Island, IA-IL	0	409	409
Dayton, OH	0	728	728
Del Rio, TX	0	16	16
Denver-Aurora, CO	258	81	339
Detroit-Warren-Livonia, MI	0	487	487
Dover, DE	0	19	19

Core Based Statistical Area	Civilian Agencies	DOD	All
Durham, NC	63	21	84
El Paso, TX	0	31	31
Elizabeth City, NC	34	0	34
Elizabethtown, KY	0	47	47
Enterprise-Ozark, AL	0	17	17
Fayetteville, NC	0	78	78
Fort Collins-Loveland, CO	26	0	26
Fort Leonard Wood, MO	0	25	25
Fort Polk South, LA	0	17	17
Fort Walton Beach-Crestview-Destin, FL	0	187	187
Great Falls, MT	0	18	18
Gulfport-Biloxi, MS	60	46	106
Harrisburg-Carlisle, PA	0	211	211
Hartford-West Hartford-East Hartford, CT	0	49	49
Hinesville-Fort Stewart, GA	0	24	24
Honolulu, HI	0	254	254
Houston-Sugar Land-Baytown, TX	137	39	176
Huntsville, AL	104	824	928
Idaho Falls, ID	22	0	22
Indianapolis, IN	47	42	89
Jackson, MS	19	0	19
Jacksonville, FL	0	132	132
Jacksonville, NC	0	37	37
Kansas City, MO-KS	202	50	252
Kennewick-Richland-Pasco, WA	27	0	27
Killeen-Temple-Fort Hood, TX	0	50	50
Knoxville, TN	29	0	29
Las Cruces, NM	0	29	29
Las Vegas-Paradise, NV	32	20	52
Lawton, OK	0	26	26
Lexington Park, MD	0	374	374
Lexington-Fayette, KY	15	0	15
Little Rock-North Little Rock, AR	0	37	37
Los Angeles-Long Beach-Santa Ana, CA	69	340	409
Louisville, KY-IN	0	31	31
Manchester-Nashua, NH	0	17	17
Manhattan, KS	0	27	27
Memphis, TN-MS-AR	0	20	20
Miami-Fort Lauderdale-Miami Beach, FL	31	22	53
Milwaukee-Waukesha-West Allis, WI	23	0	23
Minneapolis-St. Paul-Bloomington, MN-WI	34	46	80
Minot, ND	0	15	15
Missoula, MT	16	0	16
Mobile, AL	0	26	26
Montgomery, AL	0	92	92
Morgantown, WV	25	0	25

Core Based Statistical Area	Civilian Agencies	DOD	All
Nashville-Davidson--Murfreesboro, TN	22	16	38
New Bern, NC	0	19	19
New Orleans-Metairie-Kenner, LA	26	74	100
New York-Northern New Jersey-Long Island, NY-NJ-PA	207	662	869
Norwich-New London, CT	0	35	35
Ogden-Clearfield, UT	0	326	326
Oklahoma City, OK	93	415	508
Omaha-Council Bluffs, NE-IA	0	77	77
Orlando-Kissimmee, FL	0	216	216
Oxnard-Thousand Oaks-Ventura, CA	0	70	70
Palm Bay-Melbourne-Titusville, FL	98	101	199
Panama City-Lynn Haven, FL	0	73	73
Parkersburg-Marietta-Vienna, WV-OH	64	0	64
Pascagoula, MS	0	25	25
Pensacola-Ferry Pass-Brent, FL	0	17	17
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	162	1,190	1,352
Phoenix-Mesa-Scottsdale, AZ	55	65	120
Pine Bluff, AR	0	15	15
Pittsburgh, PA	66	30	96
Portland-South Portland-Biddeford, ME	0	36	36
Portland-Vancouver-Beaverton, OR-WA	122	18	140
Poughkeepsie-Newburgh-Middletown, NY	0	34	34
Providence-New Bedford-Fall River, RI-MA	0	82	82
Rapid City, SD	0	19	19
Richmond, VA	0	706	706
Riverside-San Bernardino-Ontario, CA	0	75	75
Sacramento--Arden-Arcade--Roseville, CA	50	30	80
Salinas, CA	0	19	19
Salt Lake City, UT	30	38	68
San Antonio, TX	17	546	563
San Diego-Carlsbad-San Marcos, CA	22	440	462
San Francisco-Oakland-Fremont, CA	161	0	161
San Jose-Sunnyvale-Santa Clara, CA	50	20	70
San Juan-Caguas-Guaynabo, PR	19	0	19
Santa Barbara-Santa Maria, CA	0	48	48
Savannah, GA	0	40	40
Seattle-Tacoma-Bellevue, WA	133	120	253
Shreveport-Bossier City, LA	0	15	15
Sierra Vista-Douglas, AZ	29	67	96
Spokane, WA	0	15	15
Springfield, MA	0	16	16
St. Louis, MO-IL	17	421	438
Stockton, CA	0	26	26
Sumter, SC	0	20	20
Syracuse, NY	15	0	15
Tampa-St. Petersburg-Clearwater, FL	24	96	120
Texarkana, TX-Texarkana, AR	0	15	15

Core Based Statistical Area	Civilian Agencies	DOD	All
Tucson, AZ	19	59	78
Tulsa, OK	0	16	16
Utica-Rome, NY	0	44	44
Valdosta, GA	0	16	16
Vallejo-Fairfield, CA	0	30	30
Vicksburg, MS	0	45	45
Virginia Beach-Norfolk-Newport News, VA-NC	135	613	748
Walla Walla, WA	0	19	19
Warner Robins, GA	0	343	343
Washington-Arlington-Alexandria, DC-VA-MD-WV	3,786	2,064	5,850
Watertown-Fort Drum, NY	0	28	28
Wichita Falls, TX	0	25	25
Wichita, KS	0	34	34
Winchester, VA-WV	0	25	25
York-Hanover, PA	0	36	36
Yuma, AZ	0	25	25
Subtotal	**8,284**	**17,846**	**26,130**
Outside CBSAs	194	681	875
Other CBSAs	837	592	1,429
Total	**9,315**	**19,119**	**28,434**

TABLE 7-02-17 EMPLOYMENT IN THE CONTRACTING SERIES (GS-1102)
HIGHEST CONCENTRATIONS FY 2007

#	Top 25 Locations for GS-1102s in Civilian Agencies			
	Core Based Statistical Area	**Civilian Agencies**	**DOD**	**All**
1	Washington-Arlington-Alexandria, DC-VA-MD-WV	3,786	2,064	5,850
2	Atlanta-Sandy Springs-Marietta, GA	277	156	433
3	Chicago-Naperville-Joliet, IL-IN-WI	270	77	347
4	Dallas-Fort Worth-Arlington, TX	263	156	419
5	Denver-Aurora, CO	258	81	339
6	New York-Northern New Jersey-Long Island, NY-NJ-PA	207	662	869
7	Kansas City, MO-KS	202	50	252
8	Baltimore-Towson, MD	193	258	451
9	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	162	1,190	1,352
10	San Francisco-Oakland-Fremont, CA	161	0	161
11	Houston-Sugar Land-Baytown, TX	137	39	176
12	Virginia Beach-Norfolk-Newport News, VA-NC	135	613	748
13	Seattle-Tacoma-Bellevue, WA	133	120	253
14	Portland-Vancouver-Beaverton, OR-WA	122	18	140
15	Albuquerque, NM	106	150	256
16	Boston-Cambridge-Quincy, MA-NH	105	351	456
17	Huntsville, AL	104	824	928
18	Palm Bay-Melbourne-Titusville, FL	98	101	199
19	Oklahoma City, OK	93	415	508
20	Cleveland-Elyria-Mentor, OH	83	22	105
21	Cincinnati-Middletown, OH-KY-IN	76	19	95
22	Los Angeles-Long Beach-Santa Ana, CA	69	340	409
23	Pittsburgh, PA	66	30	96
24	Parkersburg-Marietta-Vienna, WV-OH	64	0	64
25	Durham, NC	63	21	84

#	Top 25 Locations for GS 1102s in DOD			
	Core Based Statistical Area	**DOD**	**Civilian Agencies**	**All**
1	Washington-Arlington-Alexandria, DC-VA-MD-WV	2,064	3,786	5,850
2	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	1,190	162	1,352
3	Huntsville, AL	824	104	928
4	Dayton, OH	728	0	728
5	Richmond, VA	706	0	706
6	New York-Northern New Jersey-Long Island, NY-NJ-PA	662	207	869
7	Columbus, OH	636	0	636
8	Virginia Beach-Norfolk-Newport News, VA-NC	613	135	748
9	San Antonio, TX	546	17	563
10	Detroit-Warren-Livonia, MI	487	0	487
11	San Diego-Carlsbad-San Marcos, CA	440	22	462
12	St. Louis, MO-IL	421	17	438
13	Oklahoma City, OK	415	93	508
14	Davenport-Moline-Rock Island, IA-IL	409	0	409
15	Lexington Park, MD	374	0	374
16	Boston-Cambridge-Quincy, MA-NH	351	105	456
17	Warner Robins, GA	343	0	343
18	Los Angeles-Long Beach-Santa Ana, CA	340	69	409
19	Ogden-Clearfield, UT	326	0	326
20	Colorado Springs, CO	277	0	277
21	Baltimore-Towson, MD	258	193	451
22	Honolulu, HI	254	0	254
23	Orlando-Kissimmee, FL	216	0	216
24	Harrisburg-Carlisle, PA	211	0	211
25	Fort Walton Beach-Crestview-Destin, FL	187	0	187

TABLE 7-02-18 MIGRATIONS FROM THE CONTRACTING SERIES (GS-1102) TO OTHER OCCUPATIONS IN THE GOVERNMENT DURING FY 2007

Occupation	Grade	USAF	Army	Navy	Other DOD	Total, DOD	USDA	DOC	ED	DOE	EPA	GSA	HHS	DHS	HUD	DOI	DOJ	DOL	NASA	NSF	NRC	SBA	DOS	DOT	Treas	VA	All Other	Total Civilian	Total
0028 - Environmental Protection Specialist	13					0					1																	1	1
0301 - Miscellaneous Administration and Program	7		1			1																						0	1
	9					0				1		1					1											3	3
	11			1	3	4					1						2								1			4	8
	12	4	5	1	8	18						4	1	1			1											7	25
	13		8	1	2	11						2	2	1	2	1									1			9	20
	14				3	3					1	2		1					4					1				9	12
	15			1		1	1			1				2			1		1									6	7
	NS	4	16	4	1	25								3					1					1		3		8	33
	Total	8	30	8	17	63	1			2	2	9	3	8	2	1	5		6					2	2	3		46	109
0340 - Program Management	11		1			1																						0	1
	13		1	1		2								2														2	4
	14					0											1											1	1
	15			1		1						1	1	1								1						4	5
	NS		2	1	1	4					3											1						4	8
	Total		4	3	1	8					3	1	1	3			1					2						11	19
0343 - Management and Program Analysis	7		1			1																						0	1
	9		3			3																						0	3
	11		1	1		2					1						2	1										4	6
	12	1	1	2	3	7	1	1		2		1	1	3			1		1				1	1	1			14	21
	13			4	4	8				1	2	2		3			1	1	1						3			14	22
	14			1	3	4					2	1		4			1		1							1		10	14
	15				1	1					1	1		4			1		1						2	1		11	12
	NS	1	2	3	3	9																		6		1	3	10	19
	Total	2	8	11	14	35	1	1		3	6	5	1	14			6	2	4				1	7	6	3	3	63	98
0346 - Logistics Management	11		1			1																						0	1
	12	1	2			3																						0	3
	13			1		1																				1		1	2
	14		1			1																1				1		2	3
	15		1			1																						0	1
	NS	2			1	3																						0	3
	Total	3	5	1	1	10																1				2		3	13

Occupation	Grade	USAF	Army	Navy	Other DOD	Total, DOD	USDA	DOC	ED	DOE	EPA	GSA	HHS	DHS	HUD	DOI	DOJ	DOL	NASA	NSF	NRC	SBA	DOS	DOT	Treas	VA	All Other	Total Civilian	Total
1101 - General Business and Industry	7			1		1																						0	1
	9					0	1					1																2	2
	11		1	1		2								1		1												2	4
	12	3	2		11	16	3					2	1			3											1	10	26
	13	1		6	66	73	2	1				1	2	2	2				1							2		13	86
	14		2	1	4	7				1		1	2	3						1		1			2	1		12	19
	15				1	1	1					1	1							1			1	1				6	7
	NS	12	8	2	3	25		2													2			2			1	7	32
	Total	16	13	11	85	125	7	3		1		6	6	6	2	4			1	2	2	1	1	3	2	3	2	52	177
1103 - Industrial Property Management	11				1	1																						0	1
	NS		1			1																						0	1
	Total		1		1	2																						0	2
1105 - Purchasing	9			1		1	1																					1	2
	Other	1				1																						0	1
	Total	1		1		2	1																					1	3
1106 - Procurement Clerical and Technician	13					0																				1		1	1
	Other				1	1																						0	1
	Total				1	1																				1		1	2
1150 - Industrial Specialist	11				2	2																						0	2
	12			1		1																						0	1
	13			1		1																						0	1
	Total			2	2	4																						0	4
1170 - Realty	12		1			1																						0	1
	13					0						1																1	1
	Total		1			1						1																1	2
1176 - Building Management	7					0						1																1	1
	11					0						1																1	1
	Total					0						2																2	2
1910 - Quality Assurance	12				1	1																						0	1
2001 - General Supply	9		1			1																						0	1
	14					0						1																1	1
	Total		1			1						1																1	2

Occupation	Grade	USAF	Army	Navy	Other DOD	Total, DOD	USDA	DOC	ED	DOE	EPA	GSA	HHS	DHS	HUD	DOI	DOJ	DOL	NASA	NSF	NRC	SBA	DOS	DOT	Treas	VA	All Other	Total Civilian	Total
2003 - Supply Program Management	11					0						1																1	1
	13			1		1											1									1		2	3
	14			1		1																						0	1
	NS	1				1																						0	1
	Total	1		2		3						1					1									1		3	6
2010 - Inventory Management	9					0																				1		1	1
2101 - Transportation Specialist	9	1				1																						0	1
2150 - Transportation Operations	11					0						1																1	1
Total	7	0	2	1	0	3	0	0	0	0	0	1	0	0	0												1	4
	9	1	4	1	0	6	2	0	0	1	0	2	0	0	0	1	0	0	0	0	0	0	0	0	1	0	0	7	13
	11	0	4	3	6	13	0	0	0	0	1	3	0	1	0	1	4	1	1	0	0	0	0	1	0	0	0	13	26
	12	9	11	4	23	47	3	1	0	2	0	9	2	2		3	3	0	1				1	1	1	1	1	31	78
	13	1	9	14	73	97	2	1	1		5	6	3	9	2	1	2		2						4	6		44	141
	14		3	3	10	16				3	2	4	2	9				1	5	1	1	1	1		2		3	35	51
	15		1	2	2	5	2				2	2	4	4	2		2			1	1		1	1	1	2		2	27	32
	Other	1			1	2																						0	2
	NS	20	29	11	8	68		2		3				6							1	2	1	9		5		29	97
	Total	32	63	39	123	257	9	4	1	9	10	27	11	31	4	5	12	2	11	2	2	3	3	12	10	11	8	187	444

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PURCHASING SERIES

(GS-1105)

FY 2007

TABLE 7-05-1 TURNOVER IN THE PURCHASING SERIES (GS-1105) FY 1998 - FY 2007

Fiscal Year:	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Beginning Strength	**4,857**	**4,248**	**3,793**	**3,414**	**3,252**	**3,321**	**3,210**	**3,186**	**3,098**	**3,038**
DOD	2,494	2,071	1,638	1,363	1,220	1,193	1,097	1,069	989	961
Civilian Agencies	2,381	2,177	2,155	2,051	2,032	2,128	2,113	2,117	2,109	2,077
Attrition	1,110	883	810	686	483	556	491	508	545	514
Attrition Rate	23%	21%	21%	20%	15%	17%	15%	16%	18%	17%
Attrition of Persons Eligible To Retire in That FY[1]	77	106	66	94	68	129	107	132	111	98
Attrition Rate of Persons Eligible To Retire in That FY[1]	28%	28%	25%	25%	15%	19%	17%	20%	17%	17%
Total Hires	483	428	431	524	552	445	467	420	485	590
Percent Hires With College Degrees	15%	15%	10%	10%	14%	17%	21%	17%	17%	22%
Net Change	-627	-455	-379	-162	69	-111	-24	-88	-60	76
End Strength	**4,248**	**3,793**	**3,414**	**3,252**	**3,321**	**3,210**	**3,186**	**3,098**	**3,038**	**3,114**
DOD	2,071	1,638	1,363	1,220	1,193	1,097	1,069	989	961	995
Civilian Agencies	2,177	2,155	2,051	2,032	2,128	2,113	2,117	2,109	2,077	2,119

[1]Based on CSRS retirement rules, includes both FERS and CSRS employees.

TABLE 7-05-2 CONTRACTING SERIES (GS-1105) BY AGENCY BY GRADE

Agency	Grade									Average Grade[3]
	5	7	9	11	12	15	Other[1]	NS[2]	All	
USAF	19	38	3	0	0	0	53	10	123	6.41
Army	28	85	55	0	0	0	70	71	309	7.17
Navy	37	181	66	1	0	0	160	77	522	7.12
Other DOD	8	8	5	0	0	0	14	6	41	6.77
Total, DOD	**92**	**312**	**129**	**1**	**0**	**0**	**297**	**164**	**995**	**7.02**
USDA	18	159	79	0	0	0	99	0	355	7.35
DOC	0	5	8	0	1	0	11	13	38	8.60
DOE	0	2	5	0	0	0	5	0	12	8.92
EPA	0	0	6	0	0	0	5	0	11	9.45
GSA	3	24	0	1	0	0	31	0	59	6.95
HHS	9	67	53	2	0	0	100	0	231	7.84
DHS	1	39	32	0	0	0	29	1	102	7.78
HUD	0	1	0	0	0	0	0	0	1	7.00
DOI	25	111	33	0	0	0	83	12	264	7.05
DOJ	0	13	23	0	0	0	19	5	60	8.15
DOL	0	12	1	0	0	0	12	0	25	7.48
NASA	0	5	7	0	0	0	12	0	24	8.75
NRC	0	0	0	0	0	0	0	6	6	NA
DOS	1	1	1	0	0	0	0	0	3	7.00
DOT	0	4	6	0	0	0	6	0	16	8.38
Treas	0	4	1	0	0	0	9	3	17	7.79
VA	55	459	14	1	0	0	325	0	854	6.55
All Other Civilian Agencies	2	5	7	1	0	1	14	11	41	8.07
Total, Civilian Agencies	**114**	**911**	**276**	**5**	**1**	**1**	**760**	**51**	**2,119**	**7.14**
Total, All Agencies	**206**	**1,223**	**405**	**6**	**1**	**1**	**1,057**	**215**	**3,114**	**7.11**

[1] Other grades (1-4, 6, 8, 10).
[2] NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.
[3] Average grade includes only positions for which grade was specified; excludes NS category in calculation.

TABLE 7-05-3 PURCHASING SERIES (GS-1105) BY AGENCY BY SALARY LEVEL FY 2007

Agency	Salary in Thousands of Dollars[1]									Total
	20-30	30-40	40-50	50-60	60-70	70-80	80-90	120-130	NS[2]	
USAF	8	42	61	12	0	0	0	0	0	123
Army	8	72	141	78	7	1	0	0	2	309
Navy	19	100	270	120	12	0	1	0	0	522
Other DOD	5	8	19	7	2	0	0	0	0	41
Total, DOD	40	222	491	217	21	1	1	0	2	995
USDA	3	76	192	81	3	0	0	0	0	355
DOC	0	4	13	16	5	0	0	0	0	38
DOE	0	0	5	7	0	0	0	0	0	12
EPA	0	0	0	7	4	0	0	0	0	11
GSA	0	11	38	10	0	0	0	0	0	59
HHS	0	35	96	87	12	0	0	0	1	231
DHS	0	15	51	30	6	0	0	0	0	102
HUD	0	0	1	0	0	0	0	0	0	1
DOI	4	78	138	40	4	0	0	0	0	264
DOJ	0	9	13	35	3	0	0	0	0	60
DOL	0	3	14	8	0	0	0	0	0	25
NASA	0	2	6	11	5	0	0	0	0	24
NRC	0	0	2	1	3	0	0	0	0	6
DOS	0	0	1	1	0	0	1	0	0	3
DOT	0	1	6	7	2	0	0	0	0	16
Treas	0	1	7	4	5	0	0	0	0	17
VA	22	356	438	33	1	0	0	0	4	854
All Other Civilian Agencies	1	7	14	17	1	0	0	1	0	41
Total, Civilian Agencies	30	598	1,035	395	54	0	1	1	5	2,119
Total, All Agencies	70	820	1,526	612	75	1	2	1	7	3,114

[1]Actual range for each column is $20,000-29,999, etc.
[2]NS: Salary not stated

TABLE 7-05-4 ATTRITION IN THE PURCHASING SERIES (GS-1105) DURING FY 2007 BY GRADE

GS Grade	Population on 10/01/2006	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
4	11	2	18%	0	0%
5	223	59	26%	0	0%
6	637	113	18%	8	1%
7	1,183	177	15%	6	1%
8	352	59	17%	4	1%
9	411	75	18%	2	<1%
10	61	8	13%	0	0%
11	8	2	25%	0	0%
15	2	1	50%	0	0%
Other	150	18	12%	1	1%
Total	3,038	514	17%	21	1%

TABLE 7-05-5 ATTRITION IN THE PURCHASING SERIES (GS-1105) DURING FY 2007 BY SALARY LEVEL

Salary Level	Population on 10/01/2006	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
$20,000-29,999	63	21	33%	0	0%
$30,000-39,999	892	169	19%	4	<1%
$40,000-49,999	1,479	223	15%	15	1%
$50,000-59,999	550	90	16%	2	<1%
$60,000-69,999	45	10	22%	0	0%
$80,000-89,999	1	0	0%	0	0%
$120,000-129,999	2	1	50%	0	0%
NS[1]	6	0	0%	0	0%
Total	3,038	514	17%	21	1%

[1]NS: Salary not stated

TABLE 7-05-6 EMPLOYMENT IN THE PURCHASING SERIES (GS-1105) BY CORE BASED STATISTICAL AREA FY 2007

Albuquerque, NM	39	New York-Northern New Jersey-Long Island, NY-NJ-PA	43
Atlanta-Sandy Springs-Marietta, GA	35	Norwich-New London, CT	17
Augusta-Richmond County, GA-SC	24	Oklahoma City, OK	17
Baltimore-Towson, MD	64	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	46
Boston-Cambridge-Quincy, MA-NH	26	Phoenix-Mesa-Scottsdale, AZ	29
Bremerton-Silverdale, WA	36	Pittsburgh, PA	26
Charleston-North Charleston, SC	23	Portland-Vancouver-Beaverton, OR-WA	38
Chicago-Naperville-Joliet, IL-IN-WI	25	Riverside-San Bernardino-Ontario, CA	24
Cleveland-Elyria-Mentor, OH	22	Sacramento--Arden-Arcade--Roseville, CA	21
Dallas-Fort Worth-Arlington, TX	33	Salinas, CA	16
Denver-Aurora, CO	27	Salt Lake City, UT	23
Detroit-Warren-Livonia, MI	17	San Antonio, TX	48
East Stroudsburg, PA	16	San Diego-Carlsbad-San Marcos, CA	81
Fayetteville, NC	15	San Francisco-Oakland-Fremont, CA	45
Gainesville, FL	17	Seattle-Tacoma-Bellevue, WA	54
Honolulu, HI	33	St. Louis, MO-IL	32
Jacksonville, FL	32	Tampa-St. Petersburg-Clearwater, FL	27
Kansas City, MO-KS	24	Tucson, AZ	19
Killeen-Temple-Fort Hood, TX	17	Virginia Beach-Norfolk-Newport News, VA-NC	90
Los Angeles-Long Beach-Santa Ana, CA	33	Washington-Arlington-Alexandria, DC-VA-MD-WV	386
Miami-Fort Lauderdale-Miami Beach, FL	26	Subtotal	1,705
Minneapolis-St. Paul-Bloomington, MN-WI	24	Outside CBSAs	204
Montgomery, AL	15	Other CBSAs	1,205
		Total	3,114

PROCUREMENT CLERICAL AND ASSISTANCE SERIES

(GS-1106)

FY 2007

TABLE 7-06-1 TURNOVER IN THE PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106) FY 1998 - FY 2007

Fiscal Year:	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Beginning Strength	**5,296**	**4,645**	**3,966**	**3,583**	**3,276**	**3,120**	**2,831**	**2,565**	**2,370**	**2,073**
DOD	4,331	3,777	3,175	2,863	2,582	2,380	2,116	1,904	1,748	1,540
Civilian Agencies	965	868	791	720	694	740	715	661	622	533
Attrition	1,251	1,127	871	735	632	590	586	442	530	430
Attrition Rate	24%	24%	22%	21%	19%	19%	21%	17%	22%	21%
Attrition of Persons Eligible To Retire in That FY[1]	83	111	70	113	111	158	132	91	129	110
Attrition Rate of Persons Eligible To Retire in That FY[1]	29%	27%	19%	21%	19%	21%	21%	15%	22%	21%
Total Hires	600	448	488	428	476	301	320	247	233	255
Percent Hires With College Degrees	12%	12%	13%	11%	11%	16%	14%	17%	18%	19%
Net Change	-651	-679	-383	-307	-156	-289	-266	-195	-297	-175
End Strength	**4,645**	**3,966**	**3,583**	**3,276**	**3,120**	**2,831**	**2,565**	**2,370**	**2,073**	**1,898**
DOD	3,777	3,175	2,863	2,582	2,380	2,116	1,904	1,748	1,540	1,351
Civilian Agencies	868	791	720	694	740	715	661	622	533	547

[1]Based on CSRS retirement rules, includes both FERS and CSRS employees.

TABLE 7-06-2 PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106) BY AGENCY BY GRADE FY 2007

Agency	Grade							Average Grade[3]
	5	7	9	13	Other[1]	NS[2]	All	
USAF	66	92	0	0	76	25	259	6.09
Army	56	100	0	0	70	41	267	6.10
Navy	28	23	0	0	49	48	148	5.83
Other DOD	70	228	0	0	374	5	677	6.21
Total, DOD	**220**	**443**	**0**	**0**	**569**	**119**	**1,351**	**6.14**
USDA	18	84	2	0	34	1	139	6.48
DOC	3	2	0	0	1	0	6	5.50
DOE	0	3	0	0	9	0	12	6.25
EPA	0	3	0	0	3	0	6	6.83
GSA	8	31	0	0	13	0	52	6.56
HHS	5	22	0	0	16	0	43	6.63
DHS	1	11	1	0	11	0	24	6.79
HUD	0	2	0	0	0	0	2	7.00
DOI	11	39	0	0	31	0	81	6.28
DOJ	1	0	0	0	2	1	4	7.67
DOL	0	4	0	0	4	0	8	6.50
NASA	1	1	0	0	2	0	4	6.50
SBA	0	2	0	0	3	0	5	6.40
DOS	1	4	0	0	0	0	5	6.60
DOT	0	1	0	0	0	4	5	7.00
Treas	4	3	1	0	1	2	11	6.22
VA	17	36	2	1	32	0	88	6.19
All Other Civilian Agencies	0	7	0	0	3	42	52	7.10
Total, Civilian Agencies	**70**	**255**	**6**	**1**	**165**	**50**	**547**	**6.44**
Total, All Agencies	**290**	**698**	**6**	**1**	**734**	**169**	**1,898**	**6.22**

[1]Other grades (1-4, 6, 8, 10).
[2]NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.
[3]Average grade includes only positions for which grade was specified; excludes NS category in calculation.

TABLE 7-06-3 PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106) BY AGENCY BY SALARY LEVEL FY 2007

Agency	Salary in Thousands of Dollars[1]								Total
	< 20	20-30	30-40	40-50	50-60	60-70	90-100	NS[2]	
USAF	0	9	110	134	6	0	0	0	**259**
Army	0	8	95	146	18	0	0	0	**267**
Navy	1	8	66	59	13	1	0	0	**148**
Other DOD	0	5	147	496	25	2	0	2	**677**
Total, DOD	**1**	**30**	**418**	**835**	**62**	**3**	**0**	**2**	**1,351**
USDA	0	7	49	77	6	0	0	0	**139**
DOC	0	0	4	2	0	0	0	0	**6**
DOE	0	0	2	10	0	0	0	0	**12**
EPA	0	0	1	4	1	0	0	0	**6**
GSA	0	0	9	38	5	0	0	0	**52**
HHS	0	1	16	22	4	0	0	0	**43**
DHS	0	0	6	17	1	0	0	0	**24**
HUD	0	0	0	2	0	0	0	0	**2**
DOI	0	7	23	50	1	0	0	0	**81**
DOJ	0	0	1	1	2	0	0	0	**4**
DOL	0	0	3	5	0	0	0	0	**8**
NASA	0	0	1	2	1	0	0	0	**4**
SBA	0	0	0	4	1	0	0	0	**5**
DOS	0	0	0	4	0	0	0	1	**5**
DOT	0	0	0	3	2	0	0	0	**5**
Treas	0	2	3	2	2	2	0	0	**11**
VA	0	7	29	46	5	0	1	0	**88**
All Other Civilian Agencies	0	0	10	35	7	0	0	0	**52**
Total, Civilian Agencies	**0**	**24**	**157**	**324**	**38**	**2**	**1**	**1**	**547**
Total, All Agencies	**1**	**54**	**575**	**1,159**	**100**	**5**	**1**	**3**	**1,898**

[1]Actual range for each column is $20,000-29,999, etc.
[2]NS: Salary not stated

TABLE 7-06-4 ATTRITION IN THE PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106) DURING FY 2007 BY GRADE LEVEL

GS Grade	Population on 10/01/2006	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
3	7	3	43%	0	0%
4	81	17	21%	0	0%
5	333	76	23%	0	0%
6	752	128	17%	2	<1%
7	713	165	23%	0	0%
8	34	9	26%	1	3%
9	12	7	58%	0	0%
10	1	0	0%	0	0%
15	1	1	100%	0	0%
Other	139	24	17%	1	1%
Total	2,073	430	21%	4	0%

TABLE 7-06-5 ATTRITION IN THE PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106) DURING FY 2007 BY SALARY LEVEL

Salary Level	Population on 10/01/2006	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
$20,000-29,999	69	28	41%	0	0%
$30,000-39,999	750	153	20%	3	<1%
$40,000-49,999	1,177	225	19%	1	<1%
$50,000-59,999	68	21	31%	0	0%
$60,000-69,999	3	1	33%	0	0%
$120,000-129,999	1	1	100%	0	0%
NS[1]	5	1	20%	0	0%
Total	2,073	430	21%	4	0%

[1]NS: Salary not stated

TABLE 7-06-6 EMPLOYMENT IN THE PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106) BY CORE BASED STATISTICAL AREA FY 2007

Albuquerque, NM	21	Ogden-Clearfield, UT	20
Atlanta-Sandy Springs-Marietta, GA	27	Oklahoma City, OK	36
Bakersfield, CA	19	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	111
Baltimore-Towson, MD	35	Phoenix-Mesa-Scottsdale, AZ	17
Boston-Cambridge-Quincy, MA-NH	49	Richmond, VA	70
Chicago-Naperville-Joliet, IL-IN-WI	25	San Antonio, TX	47
Columbus, OH	117	San Diego-Carlsbad-San Marcos, CA	38
Dallas-Fort Worth-Arlington, TX	23	San Francisco-Oakland-Fremont, CA	15
Davenport-Moline-Rock Island, IA-IL	16	Seattle-Tacoma-Bellevue, WA	39
Dayton, OH	39	St. Louis, MO-IL	21
Denver-Aurora, CO	24	Virginia Beach-Norfolk-Newport News, VA-NC	16
Detroit-Warren-Livonia, MI	22	Warner Robins, GA	28
Fort Walton Beach-Crestview-Destin, FL	17	Washington-Arlington-Alexandria, DC-VA-MD-WV	200
Honolulu, HI	17	Subtotal	1,259
Huntsville, AL	21	Outside CBSAs	46
Los Angeles-Long Beach-Santa Ana, CA	63	Other CBSAs	593
New York-Northern New Jersey-Long Island, NY-NJ-PA	66	Total	1,898

INDUSTRIAL SPECIALIST SERIES

(GS-1150)

FY 2007

TABLE 7-50-1 TURNOVER IN THE INDUSTRIAL SPECIALIST SERIES (GS-1150) FY 1998 - FY 2007

Fiscal Year:	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Beginning Strength	**1,714**	**1,563**	**1,458**	**1,411**	**1,413**	**1,364**	**1,299**	**1,308**	**1,291**	**1,230**
DOD	1,514	1,381	1,290	1,249	1,281	1,238	1,181	1,202	1,171	1,106
Civilian Agencies	200	182	168	162	132	126	118	106	120	124
Attrition	273	221	190	205	190	197	188	174	202	225
Attrition Rate	16%	14%	13%	15%	13%	14%	14%	13%	16%	18%
Attrition of Persons Eligible To Retire in That FY[1]	59	85	60	69	88	101	87	88	100	83
Attrition Rate of Persons Eligible To Retire in That FY[1]	22%	25%	19%	18%	20%	19%	19%	18%	20%	22%
Total Hires	122	116	143	207	141	132	197	157	141	137
Percent Hires With College Degrees	35%	27%	23%	30%	31%	23%	34%	41%	28%	27%
Net Change	-151	-105	-47	2	-49	-65	9	-17	-61	-88
End Strength	**1,563**	**1,458**	**1,411**	**1,413**	**1,364**	**1,299**	**1,308**	**1,291**	**1,230**	**1,142**
DOD	1,381	1,290	1,249	1,281	1,238	1,181	1,202	1,171	1,106	1,023
Civilian Agencies	182	168	162	132	126	118	106	120	124	119

[1]Based on CSRS retirement rules, includes both FERS and CSRS employees.

TABLE 7-50-2 INDUSTRIAL SPECIALIST SERIES (GS-1150) BY AGENCY BY GRADE FY 2007

Agency	Grade											Average Grade[3]
	5	7	9	11	12	13	14	15	Other[1]	NS[2]	All	
USAF	0	0	2	11	8	1	2	0	0	1	25	**11.50**
Army	0	0	14	44	33	8	3	0	2	18	122	**11.27**
Navy	0	0	5	32	123	107	11	1	0	25	304	**12.30**
Other DOD	4	11	11	328	171	40	3	0	0	4	572	**11.30**
Total, DOD	**4**	**11**	**32**	**415**	**335**	**156**	**19**	**1**	**2**	**48**	**1,023**	**11.04**
USDA	0	0	0	3	7	2	0	0	0	0	12	**11.92**
DOC	0	0	0	0	0	0	0	2	0	18	20	**15.00**
DOE	0	0	0	0	1	2	1	0	0	0	4	**13.00**
DOI	0	0	0	1	1	1	0	0	0	1	4	**12.00**
DOJ	0	0	0	14	33	6	0	0	0	0	53	**11.85**
NASA	0	0	0	0	3	2	0	0	0	0	5	**12.40**
SBA	0	0	1	0	0	9	5	0	0	1	16	**13.07**
DOT	0	0	0	0	0	0	0	0	0	4	4	**NA**
Treas	0	0	0	0	1	0	0	0	0	0	1	**12.00**
Total, Civilian Agencies	**0**	**0**	**1**	**18**	**46**	**22**	**6**	**2**	**0**	**24**	**119**	**12.20**
Total, All Agencies	**4**	**11**	**33**	**433**	**381**	**178**	**25**	**3**	**2**	**72**	**1,142**	**11.64**

[1]Other grades (1-4, 6, 8, 10).
[2]NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.
[3]Average grade includes only positions for which grade was specified; excludes NS category in calculation.

TABLE 7-50-3 INDUSTRIAL SPECIALIST SERIES (GS-1150) BY AGENCY BY SALARY LEVEL FY 2007

Agency	Salary in Thousands of Dollars[1]													Total
	30-40	40-50	50-60	60-70	70-80	80-90	90-100	100-110	110-120	120-130	130-140	140-150	NS[2]	
USAF	0	0	9	8	3	2	1	0	2	0	0	0	0	25
Army	0	7	31	33	18	16	6	3	3	3	1	1	0	122
Navy	0	2	14	39	59	117	50	13	8	2	0	0	0	304
Other DOD	5	16	102	148	171	87	23	15	0	0	1	3	1	572
Total, DOD	**5**	**25**	**156**	**228**	**251**	**222**	**80**	**31**	**13**	**5**	**2**	**4**	**1**	**1,023**
USDA	0	0	1	4	1	3	3	0	0	0	0	0	0	12
DOC	0	0	2	0	0	0	1	1	9	2	0	5	0	20
DOE	0	0	0	0	0	1	2	0	0	1	0	0	0	4
DOI	0	0	1	1	0	0	0	1	0	0	1	0	0	4
DOJ	0	0	1	19	11	16	5	1	0	0	0	0	0	53
NASA	0	0	0	0	1	4	0	0	0	0	0	0	0	5
SBA	0	0	0	1	0	0	1	9	2	2	1	0	0	16
DOT	0	0	0	0	0	0	0	0	0	2	2	0	0	4
Treas	0	0	0	0	0	1	0	0	0	0	0	0	0	1
Total, Civilian Agencies	**0**	**0**	**5**	**25**	**13**	**25**	**12**	**12**	**11**	**7**	**4**	**5**	**0**	**119**
Total, All Agencies	**5**	**25**	**161**	**253**	**264**	**247**	**92**	**43**	**24**	**12**	**6**	**9**	**1**	**1,142**

[1]Actual range for each column is $20,000-29,999, etc.
[2]NS: Salary not stated

TABLE 7-50-4 ATTRITION IN THE INDUSTRIAL SPECIALIST SERIES (GS-1150) DURING FY 2007 BY GRADE

GS Grade	Population on 10/01/2006	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
5	1	0	0%	0	0%
7	14	0	0%	0	0%
9	69	11	16%	0	0%
10	3	1	33%	0	0%
11	483	89	18%	0	0%
12	397	78	20%	0	0%
13	170	30	18%	0	0%
14	27	5	19%	0	0%
15	2	1	50%	0	0%
Other	64	10	16%	0	0%
Total	**1,230**	**225**	**18%**	**0**	**0%**

TABLE 7-50-5 ATTRITION IN THE INDUSTRIAL SPECIALIST SERIES (GS-1150) DURING FY 2007 BY SALARY LEVEL

Salary Level	Population on 10/01/2006	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
$20,000-29,999	1	0	0%	0	0%
$30,000-39,999	3	0	0%	0	0%
$40,000-49,999	55	4	7%	0	0%
$50,000-59,999	167	39	23%	0	0%
$60,000-69,999	293	51	17%	0	0%
$70,000-79,999	322	56	17%	0	0%
$80,000-89,999	222	48	22%	0	0%
$90,000-99,999	84	16	19%	0	0%
$100,000-109,999	39	6	15%	0	0%
$110,000-119,999	21	3	14%	0	0%
$120,000-129,999	9	0	0%	0	0%
$130,000-139,999	10	1	10%	0	0%
$140,000-149,999	2	0	0%	0	0%
NS[1]	2	1	50%	0	0%
Total	**1,230**	**225**	**18%**	**0**	**0%**

[1]NS: Salary not stated

TABLE 7-50-6 EMPLOYMENT IN THE INDUSTRIAL SPECIALIST SERIES (GS-1150) BY CORE BASED STATISTICAL AREA FY 2007

Albany, GA	19
Boston-Cambridge-Quincy, MA-NH	25
Bridgeport-Stamford-Norwalk, CT	15
Dallas-Fort Worth-Arlington, TX	21
Davenport-Moline-Rock Island, IA-IL	70
Denver-Aurora, CO	25
Huntsville, AL	19
Jacksonville, FL	21
Los Angeles-Long Beach-Santa Ana, CA	36
New Bern, NC	45
New York-Northern New Jersey-Long Island, NY-NJ-PA	78
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	91
Virginia Beach-Norfolk-Newport News, VA-NC	65
Washington-Arlington-Alexandria, DC-VA-MD-WV	59
Subtotal	**589**
Outside CBSAs	20
Other CBSAs	533
Total	**1,142**

GENERAL BUSINESS AND INDUSTRY SERIES

(GS-1101)

FY 2007

TABLE 7-01-1 TURNOVER IN THE GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101) FY 1998 - FY 2007

Fiscal Year:	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007
Beginning Strength	**20,048**	**20,298**	**20,995**	**21,225**	**22,132**	**22,895**	**23,008**	**23,514**	**23,937**	**24,533**
DOD	6,385	6,322	6,241	6,190	6,546	6,749	6,880	7,021	7,490	7,761
Civilian Agencies	13,663	13,976	14,714	15,035	15,586	16,146	16,128	16,493	16,447	16,772
Attrition	3,102	2,659	2,962	2,666	3,040	2,942	3,112	3,517	3,377	3,687
Attrition Rate	15%	13%	14%	13%	14%	13%	14%	15%	14%	15%
Attrition of Persons Eligible To Retire in That FY[1]	392	543	426	487	609	781	823	982	837	856
Attrition Rate of Persons Eligible To Retire in That FY[1]	26%	22%	22%	18%	19%	17%	19%	21%	19%	20%
Total Hires	3,352	3,316	3,232	3,573	3,773	3,085	3,618	3,940	3,973	6,000
Percent Hires With College Degrees	45%	37%	44%	40%	38%	39%	42%	41%	37%	30%
Net Change	250	657	270	907	733	143	506	423	596	2,313
End Strength	**20,298**	**20,955**	**21,225**	**22,132**	**22,895**	**23,008**	**23,514**	**23,937**	**24,533**	**26,846**
DOD	6,322	6,241	6,190	6,546	6,749	6,880	7,021	7,490	7,761	10,388
Civilian Agencies	13,976	14,714	15,035	15,586	16,146	16,128	16,493	16,447	16,772	16,458

[1]Based on CSRS retirement rules, includes both FERS and CSRS employees.

TABLE 7-01-2 GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101) BY AGENCY BY GRADE FY 2007

Agency	Grade								Other[1]	NS[2]	All	Average Grade[3]
	5	7	9	11	12	13	14	15				
USAF	12	158	134	499	476	410	9	3	44	1,104	2,849	11.09
Army	65	173	257	175	123	53	16	0	39	214	1,115	9.32
Navy	11	103	377	364	351	214	87	25	60	91	1,683	10.79
Other DOD	127	61	24	53	444	743	299	103	2,593	294	4,741	6.88
Total, DOD	215	495	792	1,091	1,394	1,420	411	131	2,736	1,703	10,388	8.70
USDA	352	2,085	179	172	208	375	39	29	599	32	4,070	7.91
DOC	2	22	28	27	84	103	59	47	10	397	779	12.21
ED	0	1	5	64	86	67	25	4	0	0	252	12.18
DOE	3	12	25	44	72	161	147	134	4	16	618	13.06
EPA	0	6	11	16	56	43	19	7	0	0	158	12.15
GSA	15	64	91	80	218	342	254	86	9	12	1,171	12.24
HHS	3	26	68	86	143	250	114	64	0	5	759	12.30
DHS	1	2	12	44	51	80	32	31	0	20	273	12.55
HUD	9	24	56	86	1,026	1,075	425	219	0	19	2,939	12.73
DOI	81	82	98	162	201	126	98	5	77	7	937	10.29
DOJ	0	0	40	68	133	145	36	11	0	18	451	12.14
DOL	0	0	2	5	13	18	6	2	0	0	46	12.54
NASA	0	0	0	4	13	19	10	6	0	1	53	13.02
NSF	0	0	4	2	6	16	10	7	1	4	50	12.85
NRC	0	0	0	0	0	0	0	0	0	7	7	NA
SBA	54	252	245	205	387	155	38	1	41	7	1,385	10.12
DOS	0	0	6	9	12	21	14	9	0	1	72	12.69
DOT	0	1	2	0	3	1	3	2	0	46	58	12.17
Treas	0	36	572	289	81	70	70	7	0	104	1,229	10.26
VA	0	0	0	4	12	41	18	8	0	306	389	13.17
All Other Civilian Agencies	4	5	19	67	64	117	68	52	1	365	762	12.58
Total, Civilian Agencies	524	2,618	1,463	1,434	2,869	3,225	1,485	731	742	1,367	16,458	10.77
Total, All Agencies	739	3,113	2,255	2,525	4,263	4,645	1,896	862	3,478	3,070	26,846	10.01

[1]Other grades (1-4, 6, 8, 10).
[2]NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.
[3]Average grade includes only positions for which grade was specified; excludes NS category in calculation.

TABLE 7-01-3 GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101) BY AGENCY BY SALARY LEVEL FY 2007

Agency	Salary in Thousands of Dollars[1]																Total
	< 20	20-30	30-40	40-50	50-60	60-70	70-80	80-90	90-100	100-110	110-120	120-130	130-140	140-150	>150	NS[2]	
USAF	0	13	127	283	398	450	348	433	375	179	96	67	40	28	12	0	2,849
Army	0	16	141	254	236	156	99	82	42	39	16	9	8	6	6	5	1,115
Navy	0	11	39	209	372	316	275	205	108	77	36	17	12	3	2	1	1,683
Other DOD	507	1,127	910	224	60	118	222	462	394	318	143	118	72	48	9	9	4,741
Total, DOD	**507**	**1,167**	**1,217**	**970**	**1,066**	**1,040**	**944**	**1,182**	**919**	**613**	**291**	**211**	**132**	**85**	**29**	**15**	**10,388**
USDA	0	130	1,067	1,887	220	146	106	177	240	46	16	20	6	6	2	1	4,070
DOC	0	1	3	45	60	71	120	137	66	66	59	58	20	38	34	1	779
ED	0	0	0	3	11	44	53	51	42	24	11	12	1	0	0	0	252
DOE	0	1	13	20	34	51	40	65	86	77	76	63	46	34	12	0	618
EPA	0	0	4	8	15	17	35	27	17	16	7	9	1	2	0	0	158
GSA	0	12	44	85	75	107	106	196	179	177	88	60	28	14	0	0	1,171
HHS	0	0	14	58	92	78	95	151	86	86	38	31	17	10	2	1	759
DHS	0	0	3	12	42	44	25	39	32	31	23	5	8	9	0	0	273
HUD	0	3	18	54	79	211	479	714	608	340	170	129	75	54	5	0	2,939
DOI	0	35	138	111	128	137	105	110	82	64	19	6	2	0	0	0	937
DOJ	0	0	1	21	41	69	86	104	62	32	14	11	4	6	0	0	451
DOL	0	0	0	1	6	2	11	5	9	8	1	2	1	0	0	0	46
NASA	0	0	0	0	0	2	8	11	7	9	4	7	4	1	0	0	53
NSF	0	0	0	0	6	5	5	8	6	9	4	2	1	1	3	0	50
NRC	0	0	0	0	0	0	0	1	1	0	2	1	1	0	1	0	7
SBA	0	16	210	313	203	88	180	196	96	44	18	12	1	2	0	6	1,385
DOS	0	0	0	3	6	10	8	16	3	10	7	8	0	0	1	0	72
DOT	0	0	0	3	6	6	10	10	6	10	4	1	1	0	1	0	58
Treas	0	0	6	156	516	230	101	66	42	54	29	14	8	2	5	0	1,229
VA	0	30	59	58	60	42	34	47	27	18	6	4	0	2	2	0	389
All Other Civilian Agencies	0	0	6	36	35	74	69	81	61	97	72	68	48	68	47	0	762
Total, Civilian Agencies	**0**	**228**	**1,586**	**2,874**	**1,635**	**1,434**	**1,676**	**2,212**	**1,758**	**1,218**	**668**	**523**	**273**	**249**	**115**	**9**	**16,458**
Total, All Agencies	**507**	**1,395**	**2,803**	**3,844**	**2,701**	**2,474**	**2,620**	**3,394**	**2,677**	**1,831**	**959**	**734**	**405**	**334**	**144**	**24**	**26,846**

[1]Actual range for each column is $20,000-29,999, etc.
[2]NS: Salary not stated

TABLE 7-01-4 ATTRITION IN THE GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101) DURING FY 2007 BY GRADE

GS Grade	Population on 10/01/2006	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
1	90	50	56%	0	0%
2	28	13	46%	0	0%
3	31	11	35%	0	0%
4	151	58	38%	0	0%
5	814	191	23%	0	0%
6	891	133	15%	0	0%
7	3,395	507	15%	0	0%
8	174	21	12%	0	0%
9	2,477	483	19%	3	<1%
10	20	5	25%	0	0%
11	2,540	430	17%	11	<1%
12	4,315	586	14%	11	<1%
13	4,650	510	11%	8	<1%
14	2,014	252	13%	3	<1%
15	977	137	14%	2	<1%
Other	1,966	300	15%	4	<1%
Total	**24,533**	**3,687**	**15%**	**42**	**0%**

TABLE 7-01-5 ATTRITION IN THE GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101) DURING FY 2007 BY SALARY LEVEL

Salary Level	Population on 10/01/2006	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
< $20,000	89	49	55%	0	0%
$20,000-29,999	536	197	37%	0	0%
$30,000-39,999	2,516	491	20%	0	0%
$40,000-49,999	3,843	586	15%	1	<1%
$50,000-59,999	2,678	410	15%	8	<1%
$60,000-69,999	2,492	363	15%	11	<1%
$70,000-79,999	2,944	373	13%	6	<1%
$80,000-89,999	3,166	380	12%	2	<1%
$90,000-99,999	2,409	293	12%	4	<1%
$100,000-109,999	1,675	216	13%	6	<1%
$110,000-119,999	914	124	14%	0	0%
$120,000-129,999	545	81	15%	1	<1%
$130,000-139,999	438	70	16%	3	1%
$140,000-149,999	155	32	21%	0	0%
$150,000+	113	17	15%	0	0%
NS[1]	20	5	25%	0	0%
Total	**24,533**	**3,687**	**15%**	**42**	**0%**

[1]NS: Salary not stated

TABLE 7-01-6 EMPLOYMENT IN THE GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101) BY CORE BASED STATISTICAL AREA FY 2007

Aberdeen, SD	17	Knoxville, TN	30
Alamogordo, NM	41	Las Cruces, NM	23
Albany, GA	35	Las Vegas-Paradise, NV	58
Albany-Schenectady-Troy, NY	70	Lawton, OK	63
Albuquerque, NM	109	Lexington Park, MD	94
Alexandria, LA	25	Lexington-Fayette, KY	24
Anchorage, AK	99	Lincoln, NE	15
Anniston-Oxford, AL	139	Little Rock-North Little Rock, AR	74
Asheville, NC	15	Los Angeles-Long Beach-Santa Ana, CA	491
Atlanta-Sandy Springs-Marietta, GA	677	Louisville, KY-IN	59
Augusta-Richmond County, GA-SC	29	Lubbock, TX	20
Austin-Round Rock, TX	48	Madison, WI	17
Bakersfield, CA	158	Manchester-Nashua, NH	23
Baltimore-Towson, MD	150	Manhattan, KS	18
Bangor, ME	32	Medford, OR	16
Baton Rouge, LA	18	Memphis, TN-MS-AR	150
Battle Creek, MI	20	Meridian, MS	23
Billings, MT	29	Miami-Fort Lauderdale-Miami Beach, FL	105
Birmingham-Hoover, AL	84	Milwaukee-Waukesha-West Allis, WI	63
Bismarck, ND	17	Minneapolis-St. Paul-Bloomington, MN-WI	152
Boise City-Nampa, ID	42	Missoula, MT	17
Boston-Cambridge-Quincy, MA-NH	502	Montgomery, AL	87
Bozeman, MT	16	Morgantown, WV	16
Bremerton-Silverdale, WA	189	Mountain Home, ID	37
Bridgeport-Stamford-Norwalk, CT	19	Nashville-Davidson--Murfreesboro, TN	98
Brigham City, UT	17	New Bern, NC	43
Buffalo-Niagara Falls, NY	165	New Orleans-Metairie-Kenner, LA	142
Chambersburg, PA	16	New York-Northern New Jersey-Long Island, NY-NJ-PA	614
Charleston, WV	18	Norwich-New London, CT	49
Charleston-North Charleston, SC	31	Oak Harbor, WA	51
Charlotte-Gastonia-Concord, NC-SC	20	Ogden-Clearfield, UT	266
Cheyenne, WY	16	Oklahoma City, OK	338
Chicago-Naperville-Joliet, IL-IN-WI	376	Omaha-Council Bluffs, NE-IA	45
Cincinnati-Middletown, OH-KY-IN	39	Orlando-Kissimmee, FL	63
Clarksville, TN-KY	16	Oxnard-Thousand Oaks-Ventura, CA	84
Cleveland-Elyria-Mentor, OH	118	Palm Bay-Melbourne-Titusville, FL	33
Clovis, NM	33	Parkersburg-Marietta-Vienna, WV-OH	25
College Station-Bryan, TX	24	Pascagoula, MS	23
Colorado Springs, CO	126	Pendleton-Hermiston, OR	15
Columbia, SC	79	Pensacola-Ferry Pass-Brent, FL	51
Columbus, OH	98	Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	528
Concord, NH	15	Phoenix-Mesa-Scottsdale, AZ	161
Corpus Christi, TX	126	Pittsburgh, PA	94
Dallas-Fort Worth-Arlington, TX	641	Portland-South Portland-Biddeford, ME	50
Davenport-Moline-Rock Island, IA-IL	53	Portland-Vancouver-Beaverton, OR-WA	225
Dayton, OH	624	Poughkeepsie-Newburgh-Middletown, NY	32

Denver-Aurora, CO	569	Providence-New Bedford-Fall River, RI-MA	55
Des Moines, IA	50	Raleigh-Cary, NC	34
Detroit-Warren-Livonia, MI	167	Rapid City, SD	19
Dover, DE	16	Richmond, VA	259
Durham, NC	15	Riverside-San Bernardino-Ontario, CA	213
East Stroudsburg, PA	26	Sacramento--Arden-Arcade--Roseville, CA	180
El Paso, TX	114	Salinas, CA	46
Enid, OK	28	Salt Lake City, UT	68
Fairbanks, AK	43	San Antonio, TX	267
Fallon, NV	18	San Diego-Carlsbad-San Marcos, CA	263
Fargo, ND-MN	22	San Francisco-Oakland-Fremont, CA	241
Fayetteville, NC	74	San Jose-Sunnyvale-Santa Clara, CA	60
Flagstaff, AZ	22	San Juan-Caguas-Guaynabo, PR	89
Fort Collins-Loveland, CO	21	Santa Barbara-Santa Maria, CA	70
Fort Leonard Wood, MO	60	Seattle-Tacoma-Bellevue, WA	319
Fort Polk South, LA	49	Shreveport-Bossier City, LA	73
Fort Walton Beach-Crestview-Destin, FL	127	Spokane, WA	58
Fresno, CA	59	Springfield, IL	30
Gettysburg, PA	25	St. Louis, MO-IL	716
Goldsboro, NC	43	Stillwater, OK	15
Grand Forks, ND-MN	40	Stockton, CA	21
Grand Rapids-Wyoming, MI	31	Syracuse, NY	34
Great Falls, MT	17	Tampa-St. Petersburg-Clearwater, FL	90
Greensboro-High Point, NC	71	Texarkana, TX-Texarkana, AR	42
Gulfport-Biloxi, MS	40	Topeka, KS	24
Hanford-Corcoran, CA	32	Tucson, AZ	75
Harrisburg-Carlisle, PA	34	Tullahoma, TN	26
Hartford-West Hartford-East Hartford, CT	70	Tulsa, OK	48
Helena, MT	23	Valdosta, GA	21
Hilton Head Island-Beaufort, SC	30	Vallejo-Fairfield, CA	19
Hinesville-Fort Stewart, GA	21	Virginia Beach-Norfolk-Newport News, VA-NC	797
Honolulu, HI	515	Walla Walla, WA	19
Houston-Sugar Land-Baytown, TX	143	Warner Robins, GA	414
Huntsville, AL	68	Washington-Arlington-Alexandria, DC-VA-MD-WV	4,742
Indianapolis, IN	84	Watertown-Fort Drum, NY	40
Jackson, MS	70	Wichita, KS	26
Jacksonville, FL	272	Yuma, AZ	46
Jacksonville, NC	56	**Subtotal**	**23,040**
Kansas City, MO-KS	348	Outside CBSAs	1,624
Killeen-Temple-Fort Hood, TX	32	Other CBSAs	2,182
		Total	**26,846**

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AGENCY REFERENCES

DHS	DEPARTMENT OF HOMELAND SECURITY
DOC	DEPARTMENT OF COMMERCE
DOD	DEPARTMENT OF DEFENSE
DOE	DEPARTMENT OF ENERGY
DOI	DEPARTMENT OF THE INTERIOR
DOJ	DEPARTMENT OF JUSTICE
DOL	DEPARTMENT OF LABOR
NAVY	UNITED STATES NAVY (INCLUDING MARINE CORPS)
DOS	DEPARTMENT OF STATE
DOT	DEPARTMENT OF TRANSPORTATION
ED	DEPARTMENT OF EDUCATION
EPA	ENVIRONMENTAL PROTECTION AGENCY
GSA	GENERAL SERVICES ADMINISTRATION
HHS	DEPARTMENT OF HEALTH AND HUMAN SERVICES
HUD	DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
NASA	NATIONAL AERONAUTICS AND SPACE ADMINISTRATION
NRC	NUCLEAR REGULATORY COMMISSION
NSF	NATIONAL SCIENCE FOUNDATION
OTHER DOD	INCLUDES OTHER DEPARTMENT OF DEFENSE COMPONENTS (e.g., Defense Contract Audit Agency, Defense Logistics Agency, Defense Contract Management Agency)
SBA	SMALL BUSINESS ADMINISTRATION
TREAS	DEPARTMENT OF THE TREASURY
USAF	UNITED STATES AIR FORCE
USA	UNITED STATES ARMY
USDA	DEPARTMENT OF AGRICULTURE
VA	DEPARTMENT OF VETERANS AFFAIRS

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APPENDIX A

RECOMMENDATIONS OF THE ACQUISITION ADVISORY PANEL WITH RESPECT TO THE FEDERAL ACQUISITION WORKFORCE (CHAPTER V)

Recommendation 1-1: Data Collection and Workforce Definition	Recommendation 1-2: Data Collection and Workforce Definition	Recommendation 1-3: Acquisition Workforce Database
- OFPP needs to ensure, going forward, that consistent and sensible definitions of the acquisition workforce are in place, and that accurate data are consistently collected about all of the relevant categories, from year to year and across all agencies. - Data should be collected both about the narrow contracting specialties (along the lines of the current FAI count) and about the broader acquisition-related workforce (along the lines of the current DOD AT&L workforce count methodology).	- OFPP should prescribe a consistent definition and a method for measuring the acquisition workforce of both civilian and military agencies. - Definitions and measures should be completed by OFPP within one year from the date of this Report.	- Consistent with Recommendations 1-1 and 1-2, OFPP should be responsible for the creation, implementation, and maintenance of a mandatory single governmentwide database for members of the acquisition workforce. The database should reflect the following purpose and elements: - Purpose: to provide information to support effective human capital management of the acquisition workforce. - Elements should include: employment experience, education, training, certifications, grade, pay, career series, and retirement eligibility.
Recommendation 2-1: Human Capital Planning for the Acquisition Workforce In each agency, as part of the overall agency human capital management plan, the CAO should be responsible for creating and implementing a distinct acquisition workforce human capital strategic plan designed to assess and meet the agency's needs for acquisition workforce.	**Recommendation 2-2: Human Capital Planning for the Acquisition Workforce** Agency CAOs should be responsible for measuring and predicting, to the extent possible, the agency's needs for procurement personnel.	**Recommendation 2-3: Human Capital Planning for the Acquisition Workforce** - It is not sufficient simply to try to retain and manage existing personnel resources. - Resources needed must be identified and gaps between needed resources and available resources must be forthrightly acknowledged.
Recommendation 2-4: Human Capital Planning for the Acquisition Workforce - Assessment of the role played by contractor personnel in the acquisition workforce should be part of the strategic plan. - The strategic plan should consider whether the current use of contractor personnel to supplement the acquisition workforce is efficient or not.	**Recommendation 2-5: Qualitative Assessment** Agencies' human capital planning for the acquisition workforce needs to address the adequacy of existing resources in meeting each agency's procurement needs throughout the acquisition life cycle. The standard should be whether the government is able to optimize the contribution of private-sector capabilities, secured through the market, to the accomplishment of federal agency missions.	**Recommendation 3: Workforce Improvements Need Prompt Attention** - Due to the severe lack of capacity in the acquisition workforce, aggressive action to improve the acquisition workforce must begin immediately. - All agencies should begin acquisition workforce human capital planning immediately, if such plans are not already underway. - Agencies should complete initial assessment and planning as quickly as possible. - If initial human capital planning reveals gaps, agencies should take immediate steps to address such gaps, whether they arise in hiring, allocation of resources, training, or otherwise.
Recommendation 3-1: Need to Recruit Talented Entry-Level Personnel · OFPP should establish a governmentwide acquisition internship program to attract first-rate entry-level personnel into acquisition careers.	**Recommendation 3-2: Hiring Streamlining Necessary** In order to compete effectively for desirable personnel, OFPP and agencies need to identify and eliminate obstacles to speedy hiring of acquisition workforce personnel.	**Recommendation 3-3: Need to Retain Senior Workforce** OFPP and agencies need to create and use incentives for qualified senior, experienced acquisition workforce personnel to remain in the acquisition workforce.

Recommendation 3-4: Training	Recommendation 3-5: Acquisition Workforce Education and Training Requirements	Recommendation 3-6: Acquisition Workforce University

• In order to ensure the availability of sufficient funds to provide training to the acquisition workforce, OMB should issue guidance directing agencies to:
  – Assure that funds in agency budgets identified for acquisition workforce training are actually expended for workforce training purposes, by appropriate means including "fencing" of those funds.
  – Require head of agency approval for use of workforce training funds for any other purpose.
  – Provide OFPP an annual report on the expenditure of acquisition workforce training funds identifying any excesses or shortfalls.
• OFPP should conduct an annual review to determine whether the funds identified by each agency for training of its acquisition workforce are sufficient to meet the agency's needs for acquisition workforce training.
• Once an agency's human capital strategic plan for the acquisition workforce is in place, that plan should guide this determination.
• OFPP's review should also ascertain whether funds identified for such training were actually expended for acquisition workforce training needs.
• Congress should reauthorize the SARA Training Fund and provide direct funding/ appropriations for the fund.
	• Currently, both the Defense Acquisition Workforce Improvement Act (DAWIA) and Clinger-Cohen provide for waivers to Congressionally established education and training requirements. In order to ensure that the government's acquisition workforce has both the competencies and skills to manage the life cycle of the acquisition process:
	  – Agencies should only grant permanent waivers to education and training requirements upon an objective demonstration that the grantee of the waiver possesses the competencies and skills necessary to perform his/her duties.
	  – Agencies should only grant temporary waivers to allow the grantee of the waiver sufficient time to acquire the lacking education or training.
	  – Agency CAOs (or equivalent) should report annually to OFPP on the agency's usage of waivers to meet statutory training and education requirements, justifying their usage consistent with the foregoing requirements and reporting on plans to overcome the need to rely excessively on waivers.
	• OFPP should review these annual reports and provide an annual summary report on the use of waivers of DAWIA and Clinger-Cohen requirements.
		• In order to promote consistent quality, efficiency, and effectiveness in the use of government training funds, OFPP should convene a twelve-month study panel to consider whether to establish a governmentwide Federal Acquisition University and/or alternative recommendations to improve training.

Recommendation 4: An Acquisition Workforce Focus is Needed in OFPP • There should be established in OFPP a senior executive with responsibility for acquisition workforce policy throughout the federal government. • As part of OMB's role in reviewing and approving agency human capital plans in conjunction with OPM, OFPP should be delegated responsibility for receiving and reviewing the agency acquisition workforce human capital strategic plans, and for identifying trends, good practices and shortcomings.	**Recommendation 5: Waiving Unnecessary Paperwork** • To the extent that agencies can demonstrate they have implemented any recommendations (or parts thereof) that require a report to OFPP, the process established by OFPP should include criteria for a waiver from the reporting requirements; any waiver should include a requirement for a sunset.	

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APPENDIX B

COMPARISON BETWEEN DEPARTMENT OF DEFENSE (DOD) AND CIVILIAN AGENCY CONTRACTING SERIES

**FIGURE 7-B-1 RETIREMENT ELIGIBILITY FOR THE CONTRACTING SERIES (GS-1102)
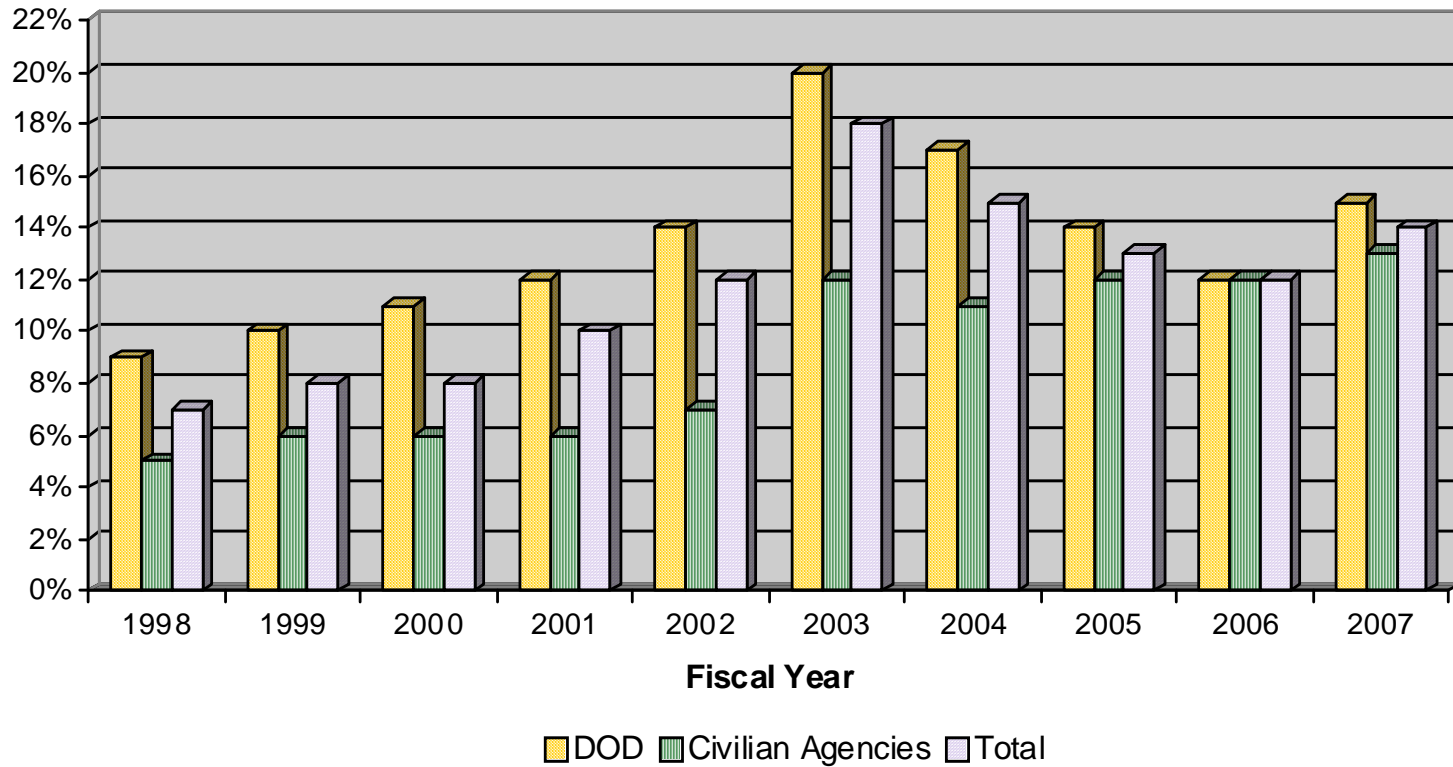COMPARING DOD AND CIVILIAN AGENCY PERSONNEL FY 1998 - FY 2007**

FIGURE 7-B-2 AVERAGE AGE OF PERSONNEL IN THE CONTRACTING SERIES (GS-1102)
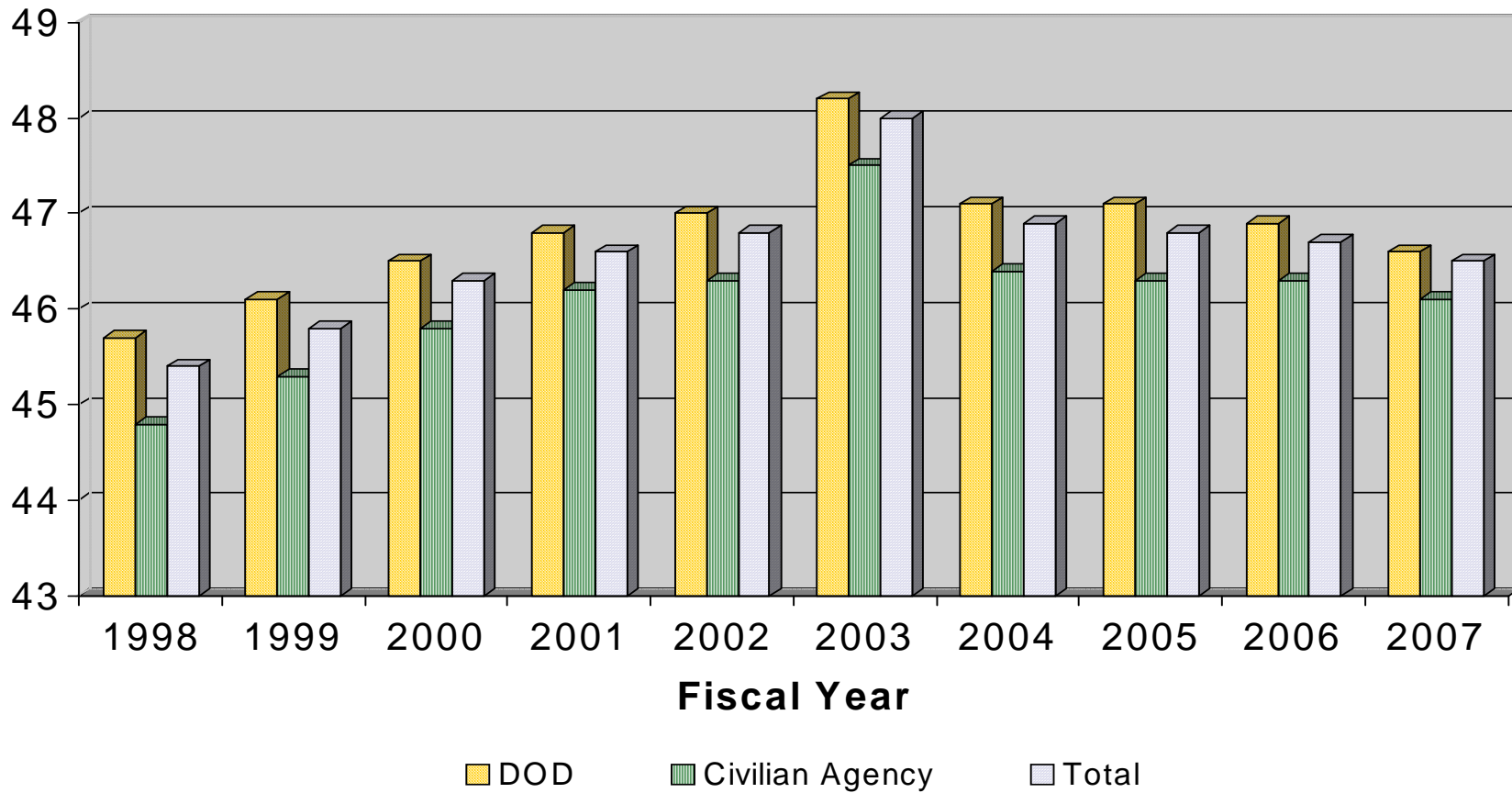COMPARING DOD AND CIVILIAN AGENCY PERSONNEL FY 1998 - FY 2007

Fiscal Year

DOD   Civilian Agency   Total

FIGURE 7-B-3 PERCENTAGE OF COLLEGE GRADUATES IN THE CONTRACTING SERIES (GS-1102) FY 1998 - FY 2007

Fiscal Year

☐DOD ☐Civilian Agency ☐Total
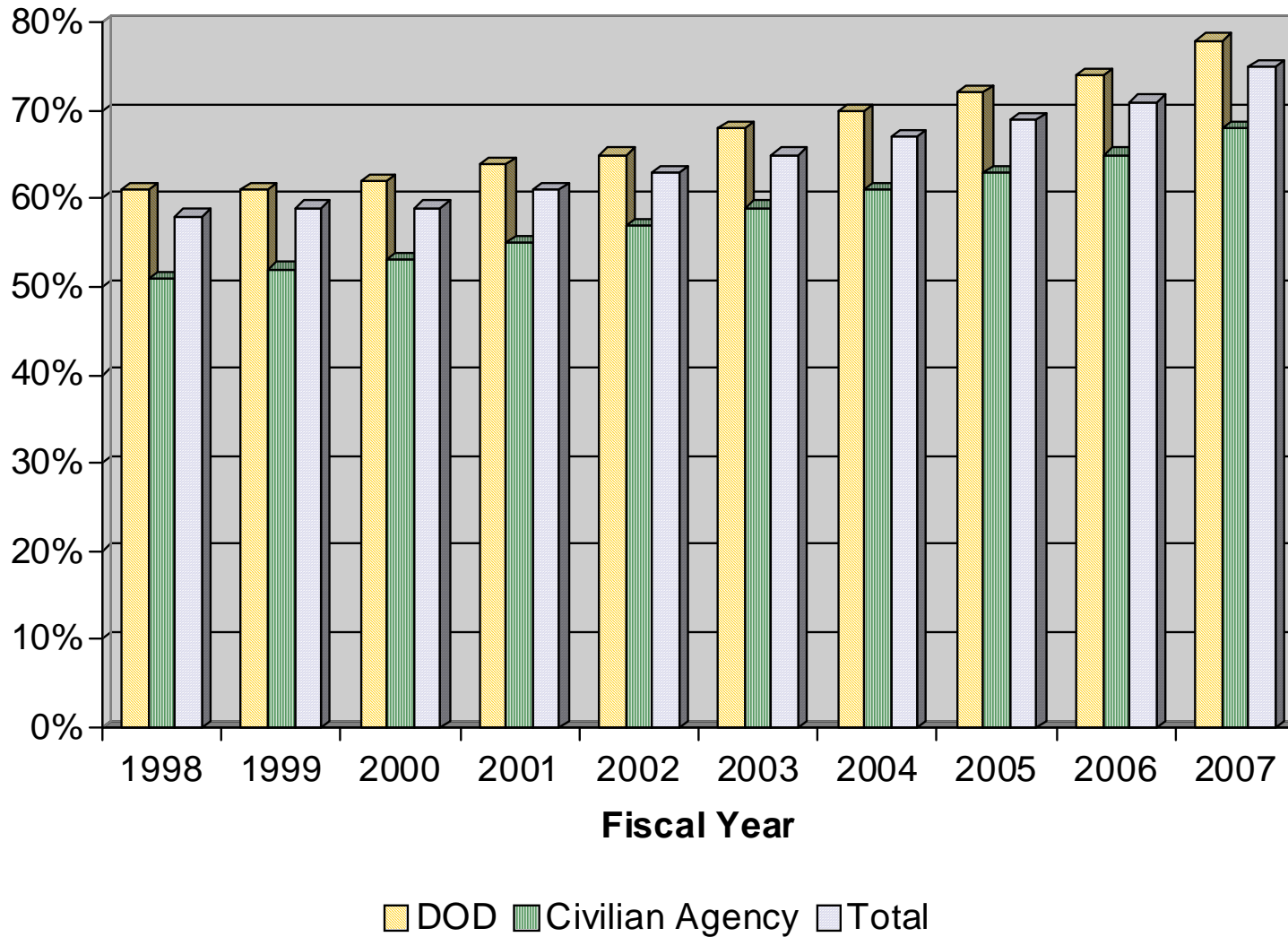
FIGURE 7-B-4 TOTAL NEW HIRES IN THE CONTRACTING SERIES (GS-1102) EXCLUDING
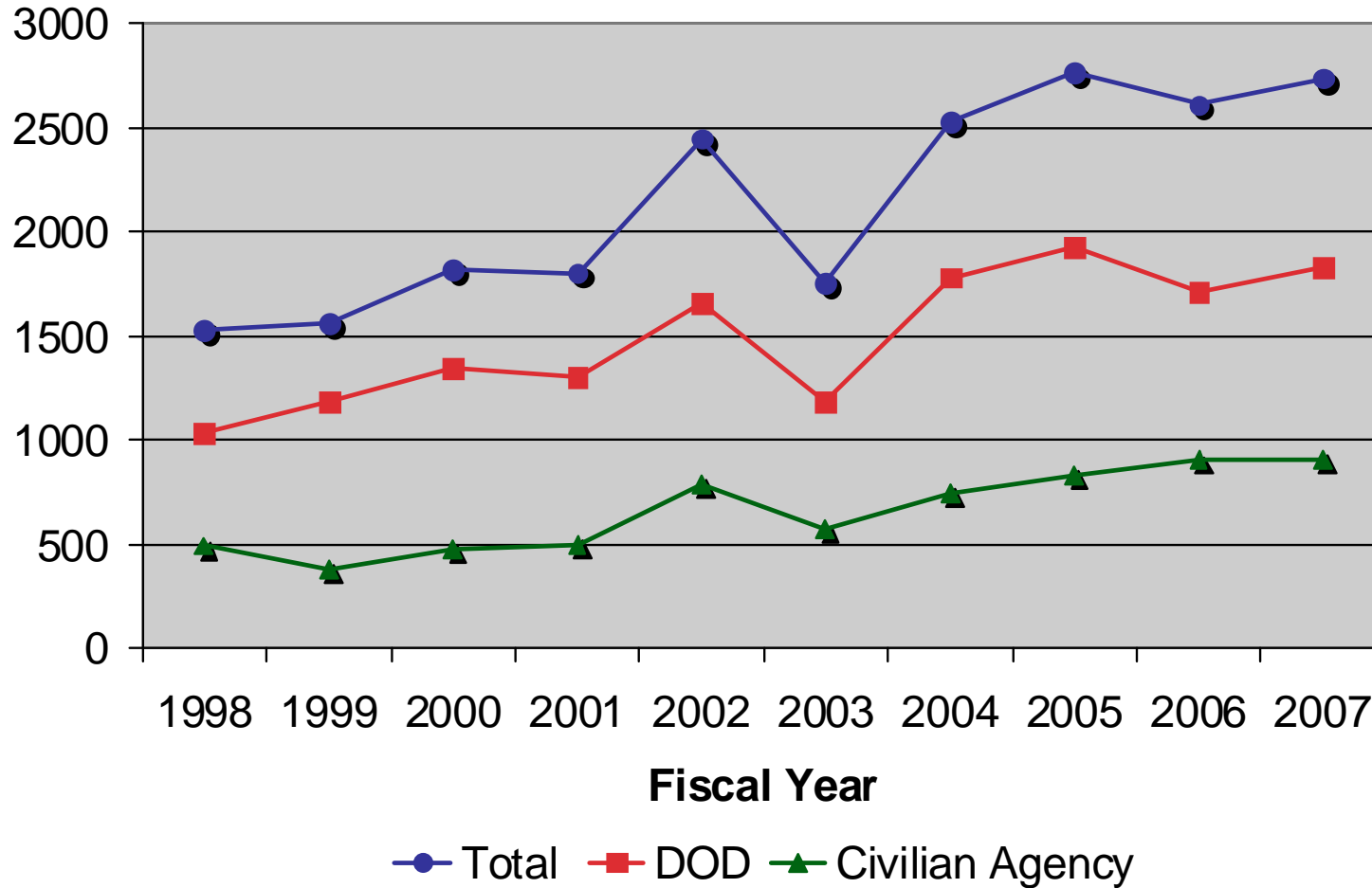PERSONNEL WHO CHANGED AGENCIES FY 1998 - FY 2007

Fiscal Year

Total   DOD   Civilian Agency

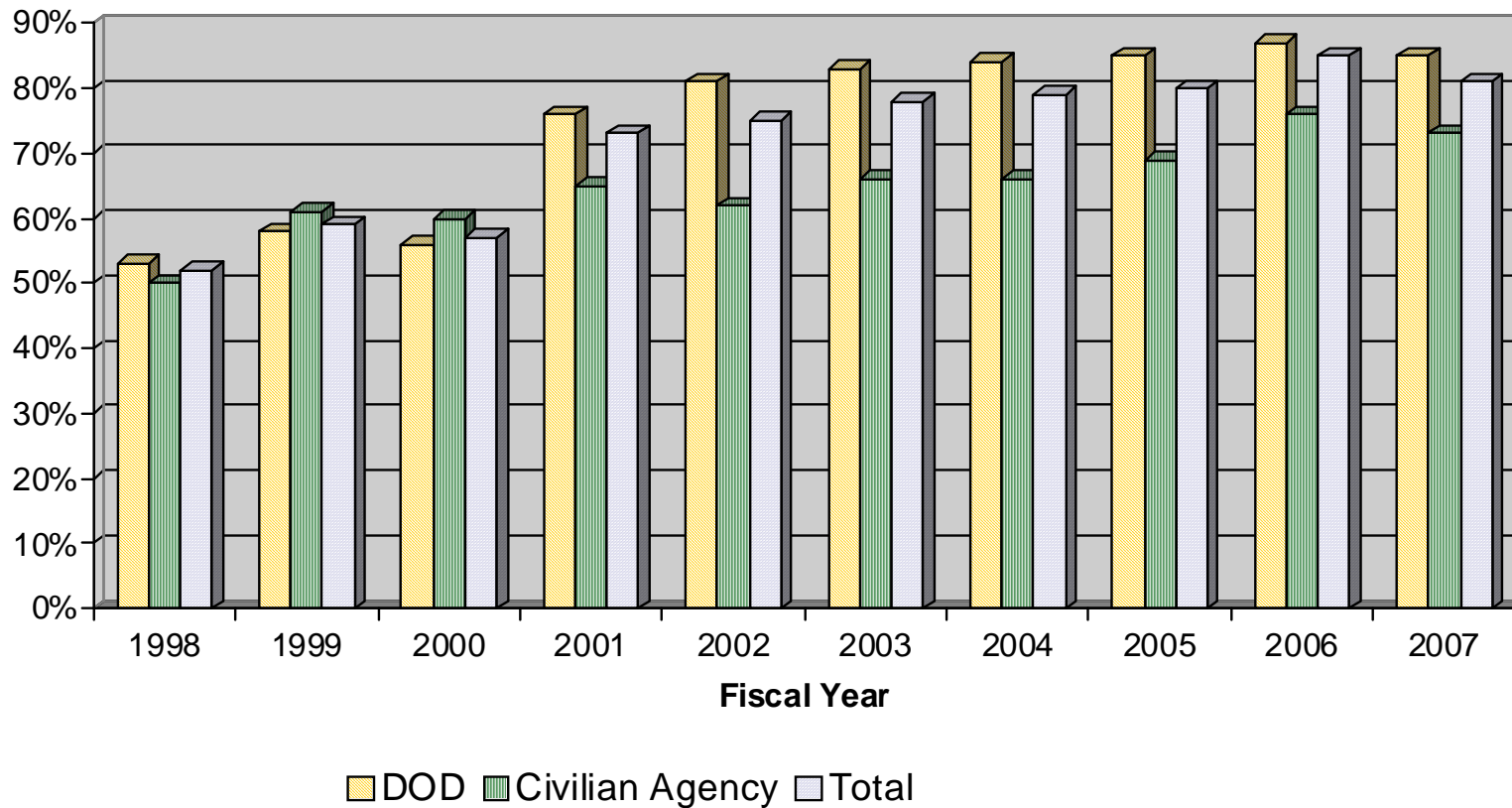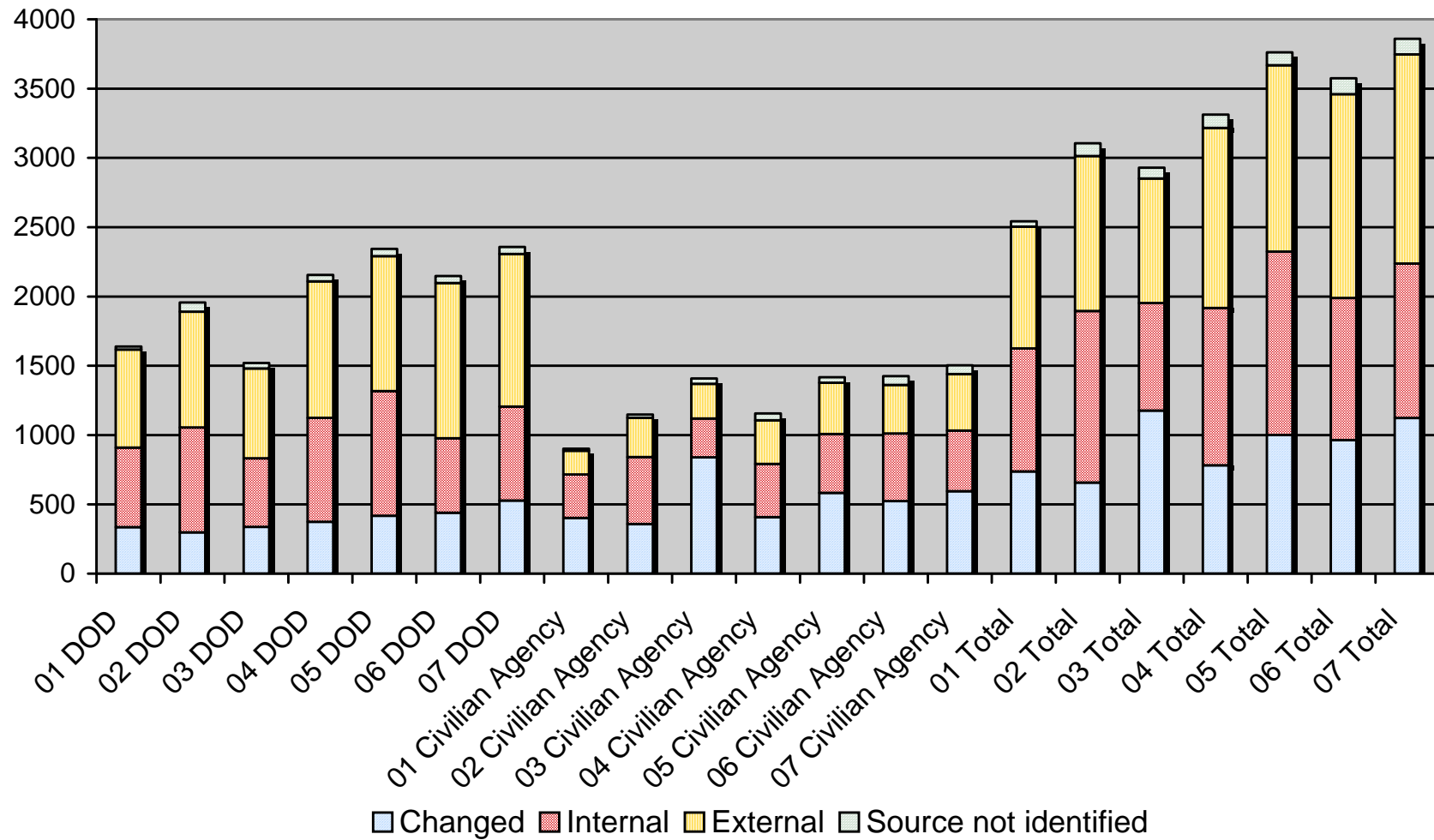FIGURE 7-B-5 PERCENT OF NEW HIRES WITH COLLEGE DEGREES IN THE CONTRACTING SERIES (GS-1102) FY 1998 - FY 2007

FIGURE 7-B-6 COMPARISON OF HIRES IN THE CONTRACTING SERIES (GS-1102) BY ORIGIN, INCLUDING THOSE WHO CHANGED AGENCIES FY 2001 - FY 2007

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