



FAI

FY 2008 Annual Report on the Federal Acquisition Workforce

Preparing Today's Workforce for Tomorrow's Challenges.

Federal Acquisition Institute

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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) 2008. FAI has published this report since 1977, and the purpose of the report 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) is the primary organization providing knowledge and support to the federal acquisition workforce. We focus on fostering professional development throughout the lifecycle of each individual. FAI is the advocate organization creating one voice for the acquisition community, to above all recruit, develop, and retain highly qualified professionals to achieve their agency's mission. Established in 1976 under the Office of Federal Procurement Policy (OFPP) Act, FAI establishes performance measures for assessing development programs; supports the identification, development and maintenance of competencies; establishes career development programs; establishes and administers certification programs; and manages the Acquisition Workforce Training Fund.

FAI offers solutions in four key areas that are integral to the federal acquisition community and represents our value proposition:

Workforce Shaping - This key area develops a structured approach by using common processes and tools across

the federal acquisition community to shape the workforce to meet current and future needs. This is accomplished through competency development and management, strategic human capital planning, workforce data collection and management, and certification programs. The foundation of successful recruiting, training, and performance in acquisition depends on identifying the right skills needed for the job, providing training and development opportunities for those skills, and hiring and retaining professionals with those skills.

Talent Supply - Talent supply develops and implements an organized process to attract and retain new employees at all levels. This is accomplished through recruiting and retention strategies, education and diversity alliances, and incentives. FAI partners with government agencies and non-governmental organizations (NGOs) to consolidate resources for increasing awareness and interest in government acquisition and contracting as career choices.

Career Management - Career management enables 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 (ACMs) 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. In addition, FAI is leveraging the career path research done by OPM to update current information available to acquisition professionals on career paths and developing new material based on existing needs across multiple generations.

Corporate University - Finally, this key area is a government-wide approach for integrating training and development, capability tracking and mapping, experiential assignments, and knowledge transfer. This initiative supports the Workforce Shaping, Talent Supply and Career Management initiatives by making resources and information available to the acquisition workforce. FAI facilitates relationships and partnerships across existing organizations to provide training to acquisition professionals on a variety of topics. In addition, FAI uses workforce data, competency analysis information, feedback from agencies, and reviews of audits and reports to identify potential needs for training. Once a need is identified, FAI reviews existing resources available across the federal spectrum and then determines if partnering with an existing resource is possible or if new opportunities need to be developed.

Table of Contents

- 1. Executive Summary iv
- 2. Introduction 1
- 3. The Federal Acquisition Workforce 1
- 4. FY 2008 – The Acquisition Year in Review 2
 - 4.1. Notable Legislative Activity 3
 - 4.2. OFPP Guidance 3
 - 4.3. Recruiting, Staffing and Succession Planning 4
 - 4.4. Workforce Preparation 6
 - 4.5. The SHINE Initiative 8
- 5. Workforce Statistics Overview 9
- 6. Priority Workforce Issues 10
 - 6.1. Employees Exiting the Workforce 10
 - 6.2. Recruitment, Hiring, and Succession Planning 13
 - 6.3. Workforce Preparation 16
- 7. Summary 18
- 8. Appendices 20
 - A. Summary Acquisition Workforce Data 22
 - B. Contracting Series GS-1102 29
 - C. Purchasing Series GS-1105 47
 - D. Procurement Clerical and Assistance Series GS-1106 54
 - E. General Business and Industry Series GS-1101 61
 - F. Management Oversight: PPMs, COTRs, and Contracting 70
 - G. 2008 Acquisition Workforce Competencies Survey General Analysis 73
 - H. Technical Notes 83

1. Executive Summary

The Annual Report on the Federal Acquisition Workforce reviews acquisition workforce highlights for the previous fiscal year and summarizes workforce statistics and information about Federal acquisition employees. This includes the General Business and Industry (GS-1101), Contracting Specialist (GS-1102), Purchasing (GS-1105); and Procurement, Clerical and Assistance (GS-1106) series; acquisition program and project managers (P/PMs), as well as contracting officer technical representatives (COTRs). This report also discusses the key initiatives that took place, the dynamics that have affected acquisition occupations over the previous year, and highlights the issues that will continue to influence the Federal acquisition workforce.

In FY2008, the acquisition community focused on the implementation and refinement of programs initiated in the previous fiscal year. This included the areas of recruiting, staffing, succession planning, and workforce preparation through the collaborative efforts of a number of Federal agencies. Additionally, the field's top performers were recognized through the SHINE Initiative awards program, a 2007 Office of Management and Budget (OMB) Office of Federal Procurement Policy (OFPP) initiative supported by the FAI. During the year, two major pieces of legislation impacting the workforce, the National Defense Authorization Act (NDAA) for 2008 and 2009, were signed into law. Also, OFPP issued two pieces of notable guidance for the acquisition community: the Federal Acquisition Certification–COTRs (FAC-COTR) in November 2007 and a memorandum on Conducting Acquisition Assessments under OMB A-123 in May 2008.

A range of workforce demographic data, both quantitative and qualitative, was reviewed within the context of three primary areas of focus: employees exiting the workforce; recruitment, hiring, and succession planning; and workforce preparation. According to the workforce data:

- A total of 91,000 acquisition professionals are included in the acquisition workforce this year. There were 9,826 acquisition program and project managers government-wide as well as the 16,560 COTRs defined as part of the acquisition workforce for civilian agencies of the Executive Branch.
- A total of 64,614 acquisition professionals were employed in the 1101, 1102, 1105, and 1106 occupational series in FY2008, representing a 7% increase from the close of the previous fiscal year. Most of the increase occurred within the Department Of Defense in the 1101 series.
- The average age within the occupational series ranges from 46.26 years (1102s) to 49.92 years (1106s), which is consistent with trends in the overall Federal workforce. The average age declined slightly from FY2007 for the 1101 and 1102 series and increased slightly for the 1105 and 1106 series. Among P/PMs as a whole, it increased slightly from 49.80 to 49.91 years. Among COTRs it increased from 49.11 to 50.03 years.
- In FY2008, 15% of the acquisition workforce was eligible for retirement. In ten years this will climb to 54% among current employees.

- For the 1101, 1105, and 1106 series, the average ages of employees are relatively high even at the lower grade levels.

The following table provides an overview of the acquisition workforce:

Table 8-E-1 Acquisition Workforce at a Glance FY2008

	General Business and Industry (GS-1101)	Contract Specialist (GS-1102)	Purchasing (GS-1105)	Procurement Clerical and Assistance (GS-1106)	PPM	COTR	TOTAL
Population	29,945	29,707	3,186	1,776	9,826	16,560	91,000
Total, DoD	12,975	19,786	997	1,235	8070	N/A	43,063
Total, Civilian Agencies	16,970	9,921	2189	541	1,756	16,560	47,937
Average Grade¹	9.29	11.65	7.11	6.24	12.74	12.54	10.89
Average Age	47.11	46.26	49.25	49.92	49.91	50.03	47.80
Percent Female	57%	60%	71%	81%	34%	40%	53%
Percent Eligible to Retire in FY2008	13%	13%	18%	22%	19%	21%	15%
Percent Eligible to Retire in FY2018	52%	52%	60%	65%	70%	52%	54%
Percent College Graduates	38%	76%	15%	11%	74%	71%	59%
Members, Senior Executive Service	107	92	0	0	136	18	353

¹ Average grade includes those positions for which a grade was specified.

2. Introduction

For over 30 years, the Federal Acquisition Institute's (FAI) Annual Report on the Federal Acquisition Workforce (ARFAW) has provided workforce statistics and information about Federal acquisition employees. This FY2008 report provides a current demographic (quantitative) snapshot of Federal acquisition employees within civilian and defense agencies, qualitative data on competencies resident in the acquisition workforce of civilian agencies, and includes the dynamics that have affected acquisition occupations over the past year.

This year's report differs from previous reports by focusing on several key acquisition workforce topics: employees exiting the workforce; recruiting, hiring, succession planning; and workforce preparation. These key acquisition workforce topics include the primary workforce challenges to, and form the basis for, major initiatives currently underway within the acquisition field. Within each area, the most relevant data and information are provided to help identify issues, concerns, and areas of progress.

Several other changes have been made to this year's report. The scope of data reported has been expanded to include additional large agencies from the Federal community, which were not previously included. These include the U.S. Agency for International Development (USAID), Office of Personnel Management (OPM), Securities and Exchange Commission (SEC), and Social Security Administration (SSA). New business rules for identifying and removing erroneous data have been introduced to enhance the accuracy of the data presented. Specifically, duplicate entries have been identified and removed from the datasets to produce more accurate workforce counts. Duplicate entries could be due to employees being counted twice by the same agency or by two separate agencies if an individual moves between the agencies during the course of the fiscal year.

This report is divided into the following sections:

- **The Federal Acquisition Workforce:** This section includes an overview of the workforce, the scope of this report, and the primary sources for the data described in following sections.
- **FY2008 – The Year in Review:** This section includes a discussion of the primary initiatives and events that have shaped and impacted the acquisition workforce.
- **Workforce Statistics Overview:** This section provides an overview of the acquisition workforce and highlights noteworthy trends.
- **Priority Workforce Issues:** This section provides an in-depth look at the data concerning several key strategic areas, including qualitative insight affecting the acquisition workforce and their implications.

3. The Federal Acquisition Workforce

In defining the acquisition workforce of the Federal government, this report uses the definition set forth by the Office of

Federal Procurement Policy (OFPP) Policy Letter 05-01, Developing and Managing the Acquisition Workforce. It defines the acquisition workforce as key occupation series (such as GS-1102 Contracting Specialists and the GS-1105 Purchasing series); key acquisition roles such as Program/Project Managers (P/PMs) and Contracting Officer Technical Representatives (COTRs); and additional occupations identified by the Chief Acquisition Officers (CAOs) within each agency. Last year, agencies began reporting to FAI the records related to acquisition P/PM and COTR roles from civilian agencies as part of the acquisition workforce and this report is the first to include summary quantitative and qualitative information for this broader definition of the acquisition workforce.

The scope of this report is limited to those acquisition occupations and roles as defined by the OFPP policy letter that are found across the Federal government (civilian and DoD agencies). This includes the General Business and Industry (GS-1101), Contract Specialist (GS-1102), Purchasing (GS-1105), and Procurement and Clerical (GS-1106) series, and P/PMs. This report also includes information on the COTRs for civilian agencies. The GS-1150 occupational series is found almost exclusively within the DoD and, while included in previous FAI reports, data on this series will no longer be included in this report.

To count and obtain demographic information regarding the acquisition workforce, this report draws from two primary sources: the Office of Personnel Management (OPM) Civilian Personnel Data File (CPDF) and the Acquisition Career Management Information System (ACMIS). The CPDF contains information regarding Federal civilian employees. It includes information from Executive Branch agencies with some exceptions such as the U.S. Postal Service, the Tennessee Valley Authority, the Federal Reserve System, and intelligence related agencies. Within the Legislative Branch, employees of the Government Printing Office, U.S. Tax Court, and certain commissions are also included. Data from the CPDF includes demographic, job, agency, and job location information. Supporting sources of information include agency workforce management information systems.

ACMIS is the government-wide database containing civilian agency Federal acquisition workforce information and is used to identify training needs and support strategic human capital plans and decisions. Civilian agencies are responsible for identifying employees comprising their agency's acquisition workforce and populating ACMIS with this information.

In an effort to improve existing data management systems and more accurately capture the Federal acquisition workforce, FAI, in coordination with OPM, is working to develop an enhanced system for tracking this information. This capability will be added to OPM's Enterprise Human Resources Integration (eHRI) effort. The system is meant to provide greater ease of entry and functionality for acquisition managers and relevant stakeholders. This functionality is expected to be operational in FY2009.

4. FY 2008 – The Acquisition Year in Review

In FY2008, the acquisition community including OFPP, the Chief Acquisition Officers Council (CAOC), and FAI built upon the initiatives of the previous year, working to solidify nascent programs and to further their progress towards meeting the challenges posed to the acquisition workforce. The past year marked an important phase in the life cycle of workforce initiatives in recruiting, staffing, succession planning, and workforce preparation. Additionally, the SHINE Initiative, a 2007 OFPP awards program supported by FAI, recognized some of the field's top performers. Progress in each of these areas is described below, in addition to evolving developments in the legislative environment and OMB requirements for the acquisition community.

4.1. Notable Legislative Activity

In FY2008, the Federal acquisition legislative climate continued to evolve. The National Defense Authorization Act (NDAA) for 2008 was signed into law. The legislation contains a number of provisions affecting the Defense acquisition workforce and also made permanent the Acquisition Workforce Training Fund (AWTF). The legislation established a DoD Acquisition Workforce Development Fund and also instructed agency Chief Acquisition Officers (CAOs) to develop succession plans for the acquisition workforce.

Late in FY2008, Congress passed the 2009 NDAA. This legislation authorized the preparation and completion of an actionable five year acquisition workforce development strategic plan for Federal agencies other than the DoD. The plan must include information on increasing the size of the workforce, development of a sustainable funding model, information on a government-wide acquisition intern program, training and certification standards to enhance mobility, and the strategic human capital planning necessary to hire, retain, and train the identified acquisition workforce. The plan is due one year from passage of the legislation. An additional element of this legislation was the creation of a contingency contracting corps to help agencies better respond to disasters and emergencies.

4.2. OFPP Guidance

In FY2008, OFPP issued two pieces of notable guidance for the acquisition community: the Federal Acquisition Certification for COTRs (FAC-COTR) in November 2007 and a memorandum on Conducting Acquisition Assessments under OMB A-123 in May 2008. The May 2008 memorandum provided guidelines for assessing the acquisition function in an agency. The assessments, based on a framework developed by the Government Accountability Office (GAO), include reviews of organization and leadership, policies and processes, human capital, and information management and stewardship. While all have implications for the workforce, the human capital area directly addresses personnel needs. It states that agencies must report on progress made in the areas of human capital: strategic human capital planning;

acquiring, developing, and retaining talent; and creating results-oriented cultures. Additionally, the organization and leadership section focuses specifically on the proper alignment of human capital and the accurate identification of personnel roles and responsibilities. Agencies identified in the Chief Financial Officers Act were required to provide implementation plans to OFPP by July of 2008 and to fully implement the assessments in FY2009.

In the first quarter of FY2008, OFPP issued the FAC-COTR memorandum, which mandated a structured training program for COTRs and personnel performing similar work. It required COTRs appointed after the memo's release to be certified within six months of appointment. All existing COTRs were required to verify that they possessed the necessary competencies and to become certified within 12 months of signature of the memo.

4.3. Recruiting, Staffing and Succession Planning

FY2008 was an active year for recruiting, staffing, and succession planning efforts as the acquisition community undertook a number of initiatives designed to meet the management challenges of the acquisition workforce. These include the following:

- The Federal Acquisition Intern Coalition (FAIC)** –The FAIC was launched in January 2008 to increase the number of high-quality employees filling acquisition vacancies. The initial phases of the program focused on entry-level contracting professionals with later phases to address mid-and senior-level contracting professionals and then other acquisition career fields. This effort is designed to increase the visibility of acquisition careers and enhance recruiting and retention efforts. Additionally, an FAIC Advisory Council was created to facilitate the exchange of information and collaboration in the implementation and planning of strategic intern programs for the acquisition community. The Advisory Council is comprised of acquisition professionals from various government agencies and other government professionals interested in furthering the acquisition workforce.



In FY2008, the FAIC, in coordination with OFPP, OPM, and FAI, held a series of informational workshops for Acquisition Career Managers (ACMs), human resource professionals, and others concerned with the acquisition workforce. The workshops focused on topics of interest to the acquisition field, including hiring flexibilities, human resource considerations, and sourcing strategies to obtain high quality job candidates across experience levels.

- **“Be America’s Buyer”** – FAIC efforts also included the development of improved recruiting materials and communications designed to raise awareness of the acquisition career field for entry-level employees. This included the design of an FAIC brand, “Be America’s Buyer,” which is reflected in recruiting materials to convey a common message about acquisition careers across government and to attract quality candidates. Other new materials included a Recruiting Packet for use by agency hiring managers. The packet contains relevant OPM and FAIC materials developed to-date and a community-wide New Hire Survey.
- **Central Register** - Another key initiative that started in FY2008 is a pilot activity involving a streamlined recruitment announcement for entry level GS-1102 contract specialists and a “centralized register” of qualified entry level candidates. OPM and FAI collaborated to develop a streamlined job announcement, reducing the number of pages from 12 to five and eliminating the need for knowledge, skills, and abilities (KSAs) essays. The announcement also uses plain language to describe the duties of the contract specialist position. This streamlined announcement was used in a centralized register to help assess the effectiveness of using a centralized job announcement as an additional source of quality candidates for entry-level contract specialist positions. Candidates are able to apply to a general contract specialist GS-5/7 (or equivalent) job opening using the streamlined job announcement. The pilot is designed to enhance communications between candidates and participating hiring agencies, facilitating contact and enabling candidates to be aware of their candidate status. The Central Register pilot also includes a Federal Career Intern Program (FCIP) Career Fair initiative. This program raises awareness through career fairs and enables university candidates to apply online through FCIP job openings.
- **Internet Recruiting Tools** - The FAIC website (<http://www.fai.gov/faic>) was launched in 2008 and matured to streamline navigation and more clearly and effectively communicate information to job seekers. Additionally, a “Featured Job” posting was added to USAJobs.gov for a week in October 2008, as part of the Central Register initiative to attract attention to entry-level Contract Specialist job openings. These improvements are designed to increase candidate interest and improve the likelihood that candidates will apply to acquisition jobs.
- **University Outreach** - University outreach was another important component of the FY2008 recruiting strategy. As an initial effort, FAI initiated contact with university career centers in the Washington, DC metro area to distribute FAIC recruiting materials. The combined efforts of the outreach program raises awareness and visibility of the acquisition career field for local university students and career centers during the job search while expanding outreach and awareness to universities nationwide regarding the acquisition career field.

The activities outlined above are important steps in supporting Federal agencies with their recruiting and retention needs. By helping to raise the visibility of the acquisition field to job seekers, these activities help to augment the numbers of potential job candidates for agencies. This, in turn, helps to close potential workforce gaps identified through agency human capital planning.

4.4. Workforce Preparation

The acquisition workforce bears important responsibilities in supporting the achievement of agency missions. Workforce efforts must focus on retaining the current capabilities of the workforce as well as planning and preparing for the future workforce. Key efforts in each of these areas include the following:

- Acquisition Certification** - Acquisition certification programs provide structured, competency-based programs for developing acquisition workforce professionals while serving as the foundation for development initiatives. The competency models used in these programs were developed and are maintained via multi-agency efforts and provide a foundation for training, recruiting, and hiring efforts.

A key benefit of the certification programs is that they provide standardization of competency requirements and expectations for acquisition professionals across civilian agencies. By standardizing requirements across the workforce, professionals have the ability to move between agencies with ease. This allows for shorter development and orientation times for incoming employees, enabling them to more quickly reach their full performance potential. This also creates more opportunities for acquisition professionals within the government so they can move around for increased development and job satisfaction without leaving for the private sector.



In FY2008, FAI focused new training initiatives on strengthening opportunities in the Federal Acquisition Certification programs while maintaining existing training. FAI introduced new learning opportunities to support the three OFPP Federal Acquisition Certification (FAC) programs with an extra focus on strengthening Federal Acquisition Certification for Program and Project Managers (FAC-P/PM). The FAC-P/PM efforts included designing a new course to support the Federal government specific requirements in the FAC-P/PM as well as developing a FAC-P/PM Training Crosswalk to identify FAC-P/PM training available from

Federal agencies (including Defense Acquisition University (DAU)), vendors, and educational institutions.

FAI introduced a vendor consortium and supporting process allowing interested vendors the opportunity to submit information on courses meeting the FAC-P/PM requirements. A consortium website was created for submissions meeting the FAC-P/PM requirement and is available through the FAI website:

<http://www.fai.gov/certification/vendorconsortium.asp>. The site provides information to acquisition professionals, human capital planners, acquisition career managers (ACMs), and others interested in the FAC-P/PM.

- **Competency Models** - In preparation for the 2008 acquisition workforce competencies survey and in line with best in practice human capital competency management, FAI completed a revalidation of the COTR competency model and a refinement of the FAC-P/PM model. These efforts resulted in an updated set of technical competencies and their respective aligned skills. By completing the process, the COTR competency model has been refined to provide a more accurate, specific, timely, and useful tool to the acquisition community. The FAC-P/PM effort included the specification of a number of behavioral indicators and proficiency benchmarks, allowing agencies to better identify performance gaps and workforce strengths.
- **Competency Survey** - The 2008 Acquisition Workforce Competency Survey (AWCS) was designed to provide agencies with qualitative information on their acquisition workforce with which to enhance human capital planning. The survey is a comprehensive review of an agency's acquisition workforce and provides information that can guide strategic development and succession planning efforts. The initial survey in 2007 focused on the Contracting workforce and the 2008 survey was expanded to include the broader definition of the acquisition workforce outlined in OFPP Policy Letter 05-01, with both P/PMs and COTRs.

The results of the 2007 CWCS competencies survey highlighted a number of needs for the contracting workforce that were used to guide the creation of developmental and learning programs for Contracting professionals in FY2008. These programs brought together multiple organizations, working cooperatively to help the contracting community address workforce competency gaps. The 2007 competency survey highlighted a need to augment the negotiations competencies of the contracting workforce. Responding to this need, the United States Air Force (USAF), DAU, and FAI partnered to develop a negotiations course based upon one successfully used by USAF within DoD. This new course was successfully piloted in October 2008 and is now available to acquisition personnel across the government.

The 2007 survey also identified requirements definition and performance-based acquisition as areas for additional development. In 2008, FAI introduced a new training opportunity for developing small business-

friendly requirements and expanded the previous three day class in performance based acquisition to a five day offering to focus more on writing effective statements of need.

- Collaboration in Providing Learning Opportunities** - The Partnership for Public Service (the Partnership), the General Service Administration's (GSA) Center for Acquisition Excellence, and FAI collaborated to translate research done by the Partnership on effective contract management into a new learning opportunity for acquisition professionals. The new on-line learning module provides instruction in four key component areas of contract management: partnering for success, conducting contract kickoff meetings, measuring and evaluating performance, and problem escalation and resolution processes. Drawing from acquisition experts in contracting, program management, and contracting administration from across the government, the private sector, and academia, the module's content was developed to reflect current challenges in the field. The module is available to both government and private sector acquisition professionals through the Partnership as well as on the DAU/FAI shared learning platform available at www.fai.gov.

FAI also collaborated with the GSA Federal Acquisition Service in providing new training opportunities to acquisition professionals at the GSA Expo 2008. Using results from the 2007 competencies survey as well as feedback from agency acquisition career managers, FAI provided learning sessions in project management, acquisition certification, performance metrics, and emergency contracting to over 1400 of the 9000 acquisition professionals who earned continuous learning points for certification.

Each of these activities serves an important role in fostering the overall preparedness of the acquisition workforce. Acquisition certification programs, by providing standards for the workforce, help to maintain skill levels across the Federal government. Identifying relevant coursework and training sources, as described above, helps to make it easier for employees to obtain the training they need and for vendors to provide it to them. The competency models and competency survey address the individual and agency needs of acquisition employees. In doing so, agencies can better target learning and developmental programs to required competencies as well as enhance recruitment efforts. The continuous learning module, discussed above, provides a source of valuable learning by incorporating insights from both private and public sector experts in a form that is easily accessible to personnel.

4.5. The SHINE Initiative

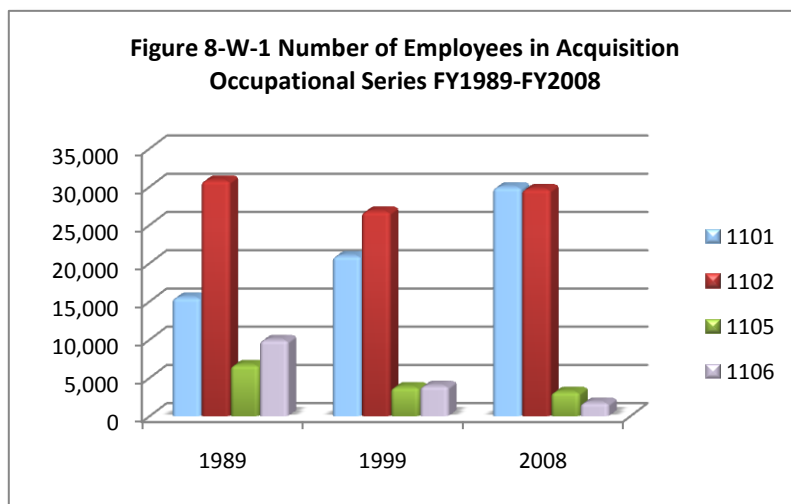
2008 Recipients of the Federal Acquisition Regulation Award, one of 17 awards presented as part of the Shine Initiative



The acquisition workforce awards and recognition program, the SHINE initiative, is a government-wide recognition program publicly acknowledging the best and brightest in the acquisition workforce from

across the Federal government. The initiative was established in 2007 by OFPP to increase the visibility of acquisition awards and improve the sharing of successful practices. In FY2008, a total of 17 different awards were awarded under the SHINE initiative. Award recipients represent a broad range of Federal agencies, demonstrating excellence in a variety of acquisition capacities. A complete list of the FY2008 awards, descriptions, and recipients can be viewed at the FAI website (<http://www.fai.gov/acm/awards.asp>). By recognizing high achievers in the field, such programs provide an important motivational and retention tool.

5. Workforce Statistics Overview

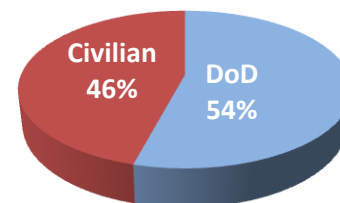


At the close of FY2008, a total of 74,440 acquisition professionals were employed in the 1101, 1102, 1105, and 1106 series and P/PM career fields. An additional 16,560 were identified as COTRs, a function included in the acquisition workforce in civilian agencies of the Executive Branch. This represents a 7% increase from the close of the previous fiscal year for the four occupational series.

As seen in Figure 8-W-1, the number of 1102's declined between FY1989 (30,828 employees) to FY1999 (26,775) and increased from FY1999 (26,775) to FY2008 (29,707). In this same time period, the number of 1101 employees has increased continually from 15,516 employees in FY1989 to 29,945 employees in FY2008 with 59% of the growth occurring in the DoD agencies. Numbers in the 1105 and 1106 series have both declined since FY1989. The bulk of these declines occurred within the DoD as the population of 1105's fell by 71% and 1106's fell by 83%.

Among the total population of employees in the four acquisition series of 1101, 1102, 1105, and 1106, 8% more are employed within the DoD (34,993 total personnel) than are employed in civilian agencies (29,621 total personnel).

Figure 8-W-2 Percent of Employees in Acquisition Occupational Series in DOD and Civilian Agencies FY2008



The overall size of the workforce in the four acquisition series has gradually increased over the past ten years by 17% for

the DoD workforce and 15% for the civilian agency workforce.

The number of supervisory and managerial positions within the workforce continued to increase. The largest percentage increase occurred within the 1105 series; however, the existing number (45) of supervisors and managers is relatively small. Managerial and supervisory positions have increased by 11% within the 1102 series.

Table 8-W-1 Supervisory and Managerial Positions by Occupational Series FY2007-FY2008

	1101	1102	1105	1106	TOTAL
2008	5,168	4,453	45	4	9,939
2007	4,966	4,025	40	4	9,035
Percentage Increase	4%	11%	13%	0%	10%

Note: The number of Supervisory and Managerial Positions among P/PMs and COTRs are not tracked in ACMIS.

This section has provided a brief overview of the summary statistics of the overall workforce. The following section provides greater detail with regard to certain key areas of interest. Note that additional statistics and information regarding each of the acquisition occupational series and key acquisition roles are provided in the appendices.

6. Priority Workforce Issues

This section focuses on areas identified in FY2008 by the Chief Acquisition Officers Council (CAOC) and the Office of Federal Procurement Policy (OFPP) as of strategic importance to the acquisition community. This section outlines the challenges present in each area, highlights relevant data, and provides a summary of activities initiated to address the challenges. The focus areas and activities are grouped by themes as follows:

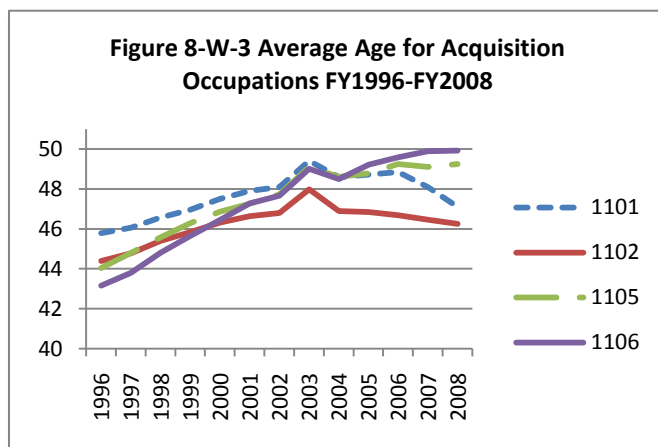
- **Employees Exiting the Workforce:** This includes retirements and other types of attrition.
- **Recruitment, Hiring, and Succession Planning:** This includes the flow of personnel into and through Federal agencies.
- **Workforce Preparation:** This includes workforce competencies, workforce proficiency levels and related certification programs. This section also includes a discussion of associated learning and development activities.

6.1. Employees Exiting the Workforce

Identifying the number of employees exiting the workforce each year and predicting how many will leave in the coming years is important in strategic human capital planning. Note that discussions of historical trends in this section are limited

to the 1101, 1102, 1105, 1106 acquisition workforce as historical data on the P/PM and COTR workforces are limited to two years. Additionally, while FAI began a process to collect information on why professionals were exiting the workforce, this information was not available to summarize in this FY2008 report.

The average age within the 1101 and 1102 occupational series reached a peak in 2003 (49.42 years for 1101s and 47.98 years for 1102s) and has declined since that time (47.11 years for 1101s and 46.26 years for 1102s in FY2008). As depicted in the graphs below, the average ages within the 1105 and 1106 occupational series has continued to climb and are currently at 49.25 years for 1105s and 49.92 years for 1106s. 48% of the 1101s and 1102s are over the age of 50. Figure 8-W-4 illustrates a high level of employees over the age of 60 years. The average age for P/PMs is 49.91 and for COTRs it is 50.03

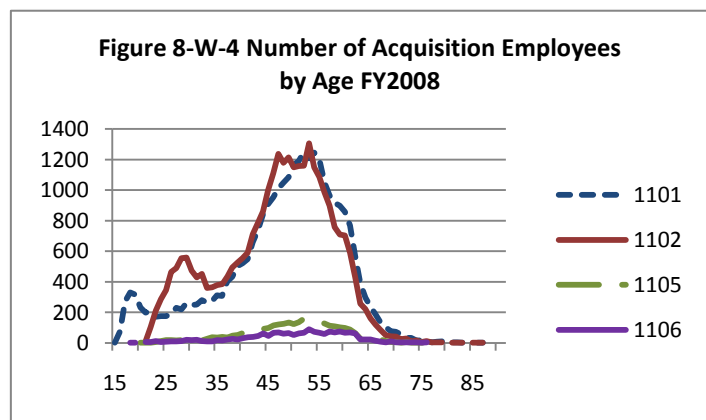


years.

The data indicate that 15% of the acquisition workforce (including the four occupational series, P/PMs, and COTRs) is currently eligible for retirement, compared to an estimated 17% of the overall Federal workforce.¹ When the retirement eligibility of current employees is projected outward ten years, 55% of the current workforce will be able to retire with full benefits and 47% plan on taking this

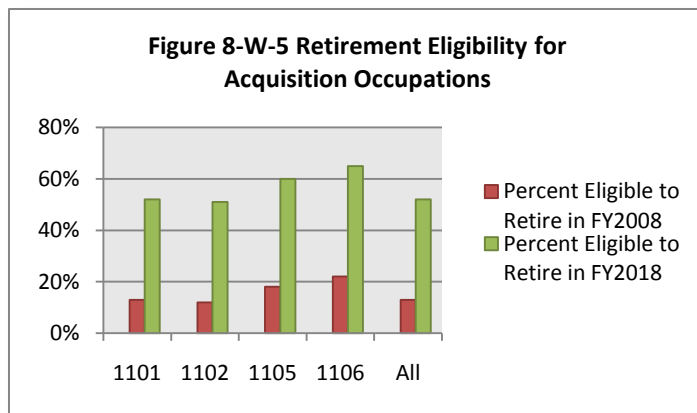
retirement according to the 2008 AWCS. According to a recent OPM study,² which tracked a sample of Federal employees who became retirement eligible between 1997 and 1999, the median time of retirement was four years after their eligibility date. One quarter of the workforce remained up to nine years after becoming retirement eligible.

Among the contract specialists reporting that they are eligible to retire in FY2008, the AWCS results indicate that they possess high proficiency levels in the areas of defining requirements and managing competition.



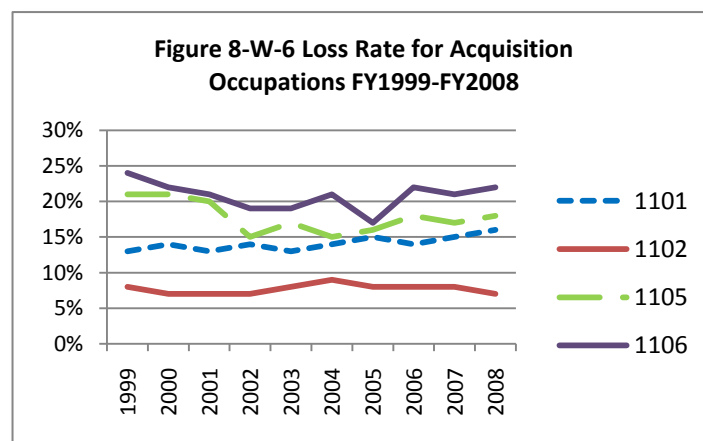
¹ Older Workers: Federal Agencies Face Challenges, but Have Opportunities to Hire and Retain Experienced Employees, GAO-08-630T, Government Accountability Office, April 30, 2008

² An Analysis of Federal Employee Retirement Data: Predicting Future Retirements and Examining Factors Relevant to Retiring from the Federal Service, Office of Personnel Management, March 2008



Future retirement cycles are likely to raise attrition levels, which have been relatively consistent over the past ten years. Within each of the acquisition occupations, loss rates have not varied by more than 3% in the past decade. Among retirement eligible employees loss rates have ranged from 18% for 1102s to 21% for 1106s. Additionally, the percentages of employees changing agencies have

typically been quite small. In FY2008 the percentage of employees transferring to another agency was nearly zero for 1101s and 1106s, around one percent for 1105s, and 5% for 1102s roughly mirroring that of FY2007.



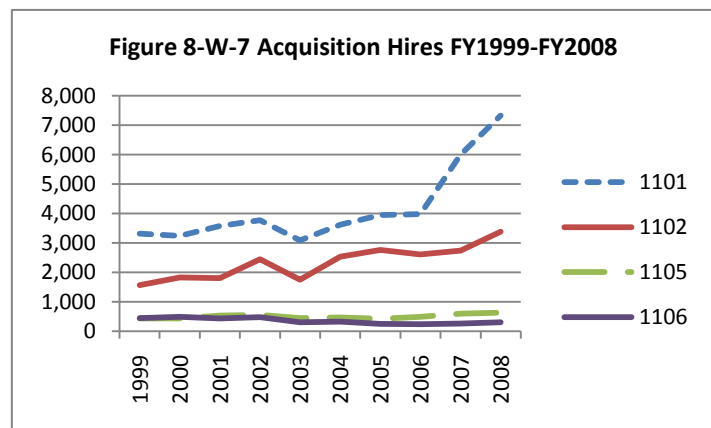
The data discussed in this section may have implications for the following human capital activities:

- Workforce Planning** – Workforce planning involves the projection of future workforce needs and the plans required to shape the workforce in order to meet these needs. This process entails examination of both quantitative data related to attrition as well as qualitative data related to competencies. Workforce planning provides a critical mechanism for planning for and mitigating the impact of changes in the workforce due to losses. Specific guidance and indicators of successful workforce planning can be found at OPM’s website (see: http://www.opm.gov/hcaaf_resource_center/assets/sa_wp_kepi.pdf).
- Knowledge Management** – Knowledge management involves an active approach to collecting and sharing information within and between organizations. Typical activities involve communities of practice, best practices, lessons learned, and the use of information systems. As experienced employees leave agencies, knowledge management programs can serve as a critical link for information retention and transfer between employees. Currently, websites such as those maintained by the Defense

Acquisition University Acquisition Community Connection (see: <https://acc.dau.mil/CommunityBrowser.aspx>) and FAI (<http://www.fai.gov>) provide a central source of shared information and resources.

6.2 Recruitment, Hiring, and Succession Planning

As experienced employees begin to retire, Federal agencies must be able to match incoming professionals with competency needs. Recruiting, hiring, and succession management involve the flow of personnel into and upward within the organization. Each is an integral part of managing and maintaining an effective workforce. Successful recruiting efforts increase the likelihood that agencies can attract the right people and can place them in positions that match their skill sets. Succession management prepares junior employees with the right skills for advancement to fill the gaps left by departing senior employees. This section examines the available workforce data that have implications for each of these important human capital functions.



Within the last decade, hires have remained relatively constant from FY1999 to FY2008 with

two exceptions. The number of new hires for 1101s has increased in recent years from 3,973 hires in FY2006 to 7,329 in FY2008. The growth in the 1101 series has occurred primarily within the DoD (expanding by 5,214 employees between FY2006 and FY2008). Civilian agency numbers have also increased, expanding by 198 between FY2006 and FY2008. Since FY2006, the number of 1102 employee hires has also increased from 2,610 to 3,379 in FY2008 with the growth nearly even between the DoD and civilian agencies.

The numbers of new hires for Contract Specialists (GS-11025) were split almost evenly between internal and external hires. An additional 1,429 employees changed agencies. Among GS-1102 new hires from FY2008, 83% were college graduates, compared to 81% in FY2007, and the average age was 46.3, compared to 46.5 in FY2007.

**Table 8-W-2 Contract Specialist
(GS-1102) Accessions FY2008**

	Internal Hires	External Hires	Other Hires *	Changed Agencies
DOD	1,087	1,059	82	730
Civilian	553	538	60	699
Total	1,640	1,597	142	1,429

* Other hires include Tenure III employees, such as temporary, term, or provisional appointments.

Note that the Contract Specialist (GS-1102) series is the only acquisition function with a positive education requirement. Among new hires in the 1102, 1105, and 1106, the percentage with college degrees has been increasing over the past decade. The increase among 1105 and 1106 series hires has been gradual, growing by 5% and 7% respectively. The gains have been more pronounced for the 1102 series where the number of college graduates has increased 24% over the past decade. The trend among the 1101 series has been in the opposite direction as the number of hires with college degrees has decreased by 9% over the same period.

In addition to an examination of the employees entering acquisition positions, it is also helpful to look at the demographic characteristics of employees already on the job as these data have implications for future recruiting and hiring practices. The average age of the acquisition workforce remains relatively high even in some of the lower pay grades. For example, the average age for GS-07 employees is 47.74 for 1101s, 50.12 for 1105s, and 50.62 for 1106s. This suggests that large numbers of employees will be retirement eligible and their attrition from the workforce will be felt at nearly all pay grade levels.

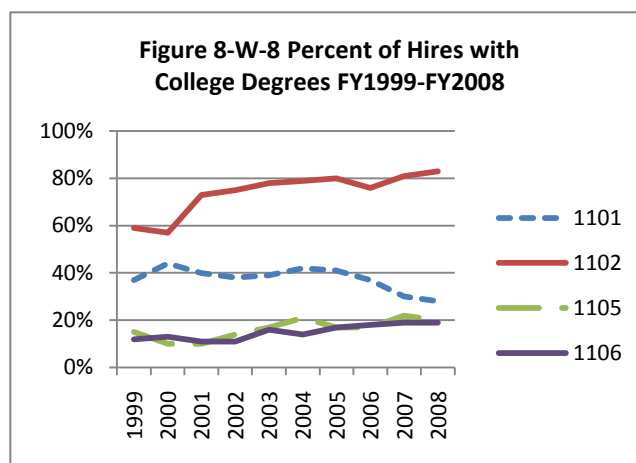


Table 8-W-3 Average Age of Employees by Grade Level

Grade	1101	1102	1105	1106
05	44.63	32.99	45.40	49.00
06	49.03	23.00	48.45	51.58
07	47.74	35.07	50.12	50.62
08	49.62	N/A	49.71	48.85
09	48.62	39.39	50.59	48.00
10	50.27	47.60	53.42	N/A
11	49.06	45.59	52.71	N/A
12	49.97	47.76	40.00	N/A
13	50.56	48.61	N/A	N/A
14	50.89	48.79	N/A	N/A
15	52.26	50.23	57.00	N/A

The current workforce data identify a need to increase recruiting at mid-career levels to augment the number of qualified employees entering into the workforce. In 2008, the CAOC and OFPP identified this as an area of focus for the FAI in 2009. Recruitments of Contracting professionals with advanced proficiency in the areas of Strategic Planning, Requirements Management, Bid Evaluation, Contract Award, Managing Competition, and Solicitation of Orders is especially important based upon the results of the 2008 AWCS as they relate to expected retirements.

- Recruiting and Hiring** –There are a number of Federal hiring flexibilities and authorities that can help agencies with recruitment and hiring of new contracting and acquisition professionals. Authorities such as excepted service employments, hiring authorities for veterans, direct hire authority, and employment of rehired annuitants are available to expedite and augment existing hiring processes. More information about hiring flexibilities and authorities is available from OPM and can be found at: http://www.opm.gov/Strategic_Management_of_Human_Capital/fhfr/default.asp.

One such flexibility allows agencies to hire Federal annuitants to fill critical acquisition vacancies.

A 2008 report by the Partnership for Public Service described the potential to hire Baby Boomers as a “golden opportunity” for government,³ which can help mitigate the impact of retirement losses. The flexibility to rehire annuitants provides agencies with a valuable tool for leveraging the experience and knowledge of this potential pool of employees. As described in an OFPP Memo to Chief Acquisition Officers⁴, rehired annuitants can serve as mentors, provide surge support for short-term projects, offer

³ A Golden Opportunity: Recruiting Baby Boomers into Government, Partnership for Public Service, January, 2008.

⁴ Memorandum for Chief Acquisition Officers, Senior Procurement Executives, Office of Federal Procurement Policy, September 4, 2007.

emergency acquisition support, lend best practices knowledge, serve as a consulting resource, and provide help to more effectively link contracting and program functions, and improve acquisition processes.

In the future, new approaches to marketing acquisition careers may be required to attract candidates and the FAIC is working with agencies to leverage best practices. For example, the Department of Education's job announcements seek "business advisors" and contain language designed to appeal to a sense of accomplishment in advancing the organizational mission.⁵ Such efforts, in addition to the FAIC "Be America's Buyer" program, discussed in the Year in Review section, can help to address the need to "elevate" the image of acquisition positions by conveying a positive image of acquisition careers among potential job candidates, a need previously identified by the GAO.⁶ Additionally, the FAIC, Central Register, online recruiting tools, and university outreach initiatives, also described in the Year in Review section all provide a solid foundation for strengthening recruiting and hiring initiatives.

- **Succession Management** – The data also illustrate that the numbers of retirement eligible employees extends below the senior grades. This suggests that future retirements can impact the work performed at nearly all grade levels. Succession management programs can be instrumental in helping employees to develop within their agencies along prescribed career ladders, thereby increasing the ranks of able employees at all grade or pay band levels. Key steps in succession management have been made through the competency development efforts above, which have provided a baseline to assess needed proficiency levels for employees at various career stages.

6.3. Workforce Preparation

Total employee numbers comprise one part of the equation when considering how well suited the workforce is to meet the challenges of the Federal acquisition environment. It is also important to consider the internal capabilities of the workforce, or how well prepared employees are to meet current and future organizational needs.

The percentage of employees in the 1102 series that possess a college degree has increased from 59% to 76% between FY1999 and FY2008 and from 75% to 76% from 2007 to 2008. The number of 1101 employees that possess bachelor's degrees reached a plateau throughout much of the past decade and declined between FY2006 to FY2008 from 42% to 38%. The 1102 series also contained the highest number of employees (30%) who have engaged in post-graduate work.

⁵ Recruiting for Acquisition, Federal Times, H. Hurwitz, July 13, 2008.

⁶ Highlights of a GAO Forum: Federal Acquisition Challenges and Opportunities in the 21st Century, GAO-07-45SP, October 2006; Human Capital: Transforming Federal Recruiting and Hiring Efforts, GAO-08-762T, Government Accounting Office, May 8, 2008.

During the same timeframe, the number of 1105 and 1106 series employees holding a bachelor's degree increased 3%. Among P/PMs, the number with college degrees decreased slightly by 1% for both civilian (69% to 68%) and DoD (76% to 75%) employees between FY2007 and FY2008.

In addition to demographic data above, the AWCS provides an additional point of reference through data regarding the level of preparedness resident in the acquisition workforce. The 2008 AWCS surveyed acquisition professionals to identify competency strengths and gaps across seven primary acquisition competencies consisting of 25 technical and general business competencies and 118 behavioral indicators. The Appendix (G) contains a general government-wide summary of the 2008 survey results and implications. A more detailed analysis is also available at FAI (see: <http://www.fai.gov/acm/2008compsurvey.asp>). Briefly, the key results are described below.

Among P/PMs, competency gaps government-wide were noted for the areas of Contracting and Business, Cost Estimating, and Financial Management. P/PMs also expressed a desire for continuing training and development in these areas. Competency strengths for P/PMs were in Requirements Development and Management Processes and Systems Engineering.

In the Contracting area, increases were noted in the areas of Strategic Planning, Project Management, and Dispute Resolution and Termination. When compared to the 2007 survey, respondents reported an increase of 0.50 or more out of a 5.0 proficiency scale in 9 of 17 Contracting competencies. Employees in the Contracting area desired more training in Performance-Based Acquisition; Financial Management; Dispute Resolution; Defining Requirements; and Negotiation. Competency strengths in the 2008 survey included Requirements Management and Strategic Planning.

COTRs desired more training in Negotiation; Market Research; and Defining Government Requirements in Commercial/Non-Commercial Terms. COTR strengths included Performance Management and Acquisition Planning.

The AWCS also contained a number of environmental questions regarding the workplace and organization. Responses of contracting professionals showed agreement in the organizational climates for fostering training and developmental experiences between 2007 and 2008 as seen in the table below.

Environmental Statement	2008 Average agreement	2007 Average agreement
My supervisor generally approves my requests for training to maintain or increase my certification level or to satisfy my continuous learning requirements.	4.20	4.19
I would benefit from working on different assignments or in new areas of acquisition to broaden my expertise.	3.93	4.02
My work duties allow me the opportunity to apply the training I receive.	3.93	3.98
A rotational assignment outside my immediate organization would broaden me expertise.	3.80	3.89
I am actively engaged in my Individual Development Planning.	3.77	3.78

Additionally, personnel across the three surveyed functions reported that their supervisors are supportive of their requests for training to support certifications. Among managerial respondents, 30% reported that they had adequate staff in place to support both their operations and developmental activities. In the aggregate, employees indicated a desire for more rotational assignments and mentoring/coaching. To view the 2008 Acquisition Workforce Competencies Report, go to <http://www.fai.gov/acm/2008compsurvey.asp>.

The certification and competency initiatives described earlier in the Year in Review section provide a platform for addressing the workforce preparedness needs. Survey results are used in making recommendations regarding introduction of new learning and development activities for the workforce. More information about available training resources for acquisition professionals is available via the FAI website at: <http://www.fai.gov/training/index.asp>.

In the future, innovative approaches may be needed to meet the shifting requirements of acquisition careers. As an example, the Department of Interior and the new Department of Veterans Affairs Acquisition Academy utilize training programs coupled with intern recruitment efforts. The programs include a mix of formal training, rotational assignments, mentoring, and on-the-job learning focused on the Federal budget, cost and price analysis, contract formation and administration, and contract negotiations. Additionally, the training allows interns to complete FAC-C Level I and II certifications.

One of the unique features of these programs is the use of rotational assignments that allow interns to gain exposure to a wide range of contracts, organizational cultures, and missions. Rotational assignments of this kind along with cross-training can also be utilized with more experienced employees, helping to mitigate the impact of employee turnover. These activities involve the temporary placement of employees in other positions, allowing them to develop additional skills. By developing and fostering a broad range of skills possessed by individual employees, it may enable agencies to better respond to challenges that arise when other employees leave the organization until the positions can be filled. More information about rotational assignments is available on the FAI website at: <http://www.fai.gov/RecoveryActRotationAssignments.asp>.

Another innovative program in place within the Air Force involves a partnership between a major logistics base of operations and a local university to provide training to employees and to serve as a recruiting source.⁷ The partnership is between Warner-Robins Air Logistics Center (ALC) and Macon State University and allows university students and ALC employees to study coursework designed by Air Force training and acquisition staff in conjunction with university staff. The program is designed to reduce the amount of training time required to prepare new employees for acquisition jobs, while providing learning opportunities for existing employees. In addition to coursework, college students are given the opportunity to develop job experience while in school through work at Warner-Robbins ALC.

This section has applied the existing workforce demographics data coupled with the results of the competencies survey to address priority workforce issues within the acquisition community. Effectively responding to the concerns discussed above will require a systems approach to managing human capital, addressing expected workforce needs through a mix of human capital initiatives such as those discussed here. Specifically, current trends will have implications for workforce planning, knowledge management, recruitment and hiring, succession management, and learning and development initiatives.

7. Summary

This FY2008 Annual Report on the Federal Acquisition Workforce has provided workforce statistics for acquisition employees across the Federal spectrum. In addition to distributing summary statistics of the workforce (qualitative data), this iteration of the annual report has also provided information on quantitative data for the acquisition workforce of civilian agencies, details on acquisition workforce priorities of the CAOC and OFPP, and activities designed to support further development of a professional acquisition workforce.

Effective and strategic human capital planning and management of the acquisition workforce remains a key priority of the OFPP, CAOC, and the acquisition community. Mitigating the existing challenges of the workforce in addition to preparing and planning for future challenges requires a thoughtful mix of short and long-term human capital initiatives to effectively maintain and strengthen the capabilities of the workforce. This report has described a range of initiatives from across the Federal acquisition community at a variety of Federal agencies that are well underway and are capable of providing a foundation for meeting the current and future needs of the acquisition workforce.

⁷ Contracting Workforce Development: How Warner Robins Air Logistics Center is Shaping its Future, Defense AT&L, Nov-Dec, 2008.

8. Appendices

**A. Summary Acquisition Workforce Data
FY2008**

TABLE 8-S-1 HISTORY OF THE ACQUISITION WORKFORCE FY 1991 - FY 2008

Fiscal Year:	1991	1992	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
General Business and Industry (GS 1101)															
Total	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	29,945
DoD	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	12,975
Civilian Agencies	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	16,970
Average Grade	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	9.29
Average Age	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	47.11
Percent Female	57%	58%	57%	55%	55%	55%	55%	55%	56%	56%	56%	56%	56%	57%	57%
Eligible To Retire in FY2008	5%	5%	5%	6%	7%	10%	8%	11%	13%	19%	16%	15%	14%	16%	13%
Eligible To Retire in FY2018	26%	27%	31%	34%	39%	54%	42%	50%	52%	60%	58%	55%	54%	56%	52%
College Graduates	34%	34%	38%	40%	41%	39%	41%	41%	41%	41%	41%	42%	42%	40%	38%
Members, Senior Executive Service	101	94	112	109	96	106	105	95	110	105	102	108	103	103	107
Contracting (GS-1102)															
Total	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	29,707
DoD	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	19,786
Civilian Agencies	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	9,921
Average Grade	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	11.65
Average Age	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	46.26
Percent Female	56%	56%	58%	59%	59%	60%	61%	61%	61%	61%	61%	60%	60%	60%	60%
Eligible To Retire in FY2008	5%	5%	5%	5%	7%	8%	8%	10%	12%	18%	15%	13%	12%	14%	13%
Eligible To Retire in FY2018	26%	27%	33%	34%	42%	50%	45%	52%	54%	61%	58%	54%	50%	54%	52%
College Graduates	53%	54%	58%	58%	58%	59%	59%	61%	63%	65%	67%	69%	71%	75%	83%
Members, Senior Executive Service	82	86	75	65	62	66	68	71	71	69	68	74	81	92	92
Purchasing (GS-1105)															
Total	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	3,186
DoD	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	997
Civilian Agencies	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	2,189
Average Grade	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	7.11
Average Age	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	49.10	49.25
Percent Female	80%	80%	80%	80%	79%	79%	78%	77%	77%	76%	75%	75%	74%	73%	71%
Eligible To Retire in FY2008	4%	4%	4%	4%	5%	7%	6%	10%	13%	20%	18%	18%	16%	20%	18%

Fiscal Year:	1991	1992	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Eligible To Retire in FY2018	21%	22%	27%	NA	34%	47%	39%	51%	54%	63%	61%	62%	59%	64%	60%
College Graduates	10%	10%	11%	11%	11%	12%	11%	10%	11%	11%	12%	12%	12%	15%	15%
Members, Senior Executive Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Procurement Clerical and Assistance (GS-1106)															
Total	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	1,776
DoD	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	1,235
Civilian Agencies	1,593	1,611	1,111	965	868	791	720	694	740	715	661	622	533	547	541
Average Grade	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	6.24
Average Age	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	49.92
Percent Female	89%	89%	88%	88%	88%	87%	87%	87%	86%	86%	86%	85%	84%	83%	81%
Eligible To Retire in FY2008	4%	4%	4%	4%	6%	8%	9%	14%	17%	22%	21%	21%	22%	24%	22%
Eligible To Retire in FY2018	18%	20%	25%	27%	36%	44%	44%	56%	59%	64%	64%	64%	63%	67%	65%
College Graduates	7%	8%	8%	8%	8%	8%	8%	7%	8%	9%	8%	9%	8%	12%	11%
Members, Senior Executive Service	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

TABLE 8-S-2 ACQUISITION WORKFORCE AT A GLANCE FY2008

	General Business and Industry (GS-1101)	Contract Specialist (GS-1102)	Purchasing (GS-1105)	Procurement Clerical and Assistance (GS-1106)	Total
Population	29,945	29,707	3,186	1,776	64,614
Average Grade ¹	9.29	11.65	7.11	6.24	8.02
Average Age	47.11	46.26	49.25	49.92	46.90
Percent Female	57%	60%	71%	81%	60%
Percent Eligible to Retire in FY2008	13%	13%	18%	22%	13%
Percent Eligible to Retire FY2018	52%	52%	60%	65%	52%
Percent College Graduates	38%	83%	15%	11%	54%
Members, Senior Executive Service	107	92	0	0	199

¹Average grade includes those positions for which a grade was specified.

TABLE 8-S-3 TURNOVER AND HIRES DURING FY2008

	General Business and Industry (GS-1101)	Contract Specialist (GS-1102)	Purchasing (GS-1105)	Procurement Clerical and Assistance (GS-1106)	Total
Losses	4,230	2,106	553	417	7,306
Percent of Losses ¹	16%	7%	18%	22%	12%
Retirement Eligible Employee Losses	911	768	115	107	1,901
Retirement Eligible Employees	4,947	4,778	730	524	10,979
Percent of Retirement Eligible Employee Losses ²	18%	16%	16%	20%	17%
Total Hires	7,329	3,379	625	295	11,628
Ratio of Internal to External Hires	1.4	1	1.7	1.7	1.3
Percent of Hires with College Degrees	28%	83%	20%	19%	43%
Net Change	3,099	1,273	72	-122	4,322
Population at End of FY2008	29,945	29,707	3,186	1,776	64,614
DoD	12,975	19,786	997	1,235	34,993
Civilian Agencies	16,970	9,921	2189	541	29,621

¹Percent of losses is based on the total population at the beginning of the fiscal year.

²Includes both those who are eligible for retirement at the beginning of the fiscal year and those who became eligible during the fiscal year.

TABLE 8-S-4 AVERAGE SALARY BY OCCUPATIONAL SERIES FY2008

Agency	General Business and Industry (GS-1101)	Contract Specialist (GS-1102)	Purchasing (GS-1105)	Procurement Clerical and Assistance (GS-1106)
USAF	\$80,068.84	\$75,137.47	\$42,495.02	\$41,742.73
Army	\$63,833.45	\$76,831.77	\$47,650.35	\$43,303.92
Navy	\$71,906.09	\$80,218.37	\$46,605.77	\$41,502.10
Other, DoD	\$48,107.21	\$76,635.81	\$45,482.69	\$44,281.68
Average, DoD	\$60,147.37	\$77,034.15	\$46,392.47	\$43,278.24
USDA	\$52,579.88	\$78,830.06	\$46,148.15	\$42,592.57
USAID	\$94,035.34	\$92,079.37	N/A	\$50,250.33
DOC	\$95,979.82	\$93,266.27	\$52,465.74	\$37,110.60
ED	\$87,072.62	\$102,905.75	N/A	N/A
DOE	\$103,682.21	\$93,055.79	\$54,814.10	\$39,690.80
EPA	\$86,359.68	\$91,843.63	\$59,847.56	\$47,288.00
GSA	\$89,236.25	\$85,018.90	\$47,249.20	\$45,681.21
HHS	\$87,537.54	\$89,704.87	\$50,058.27	\$44,704.41
DHS	\$91,833.99	\$88,463.16	\$50,097.84	\$41,686.10
HUD	\$92,932.46	\$96,078.95	\$51,184.00	\$49,643.00
DOI	\$68,753.09	\$76,090.02	\$45,078.44	\$42,256.91
DOJ	\$83,943.15	\$81,746.96	\$51,817.91	\$56,624.00
DOL	\$93,931.69	\$96,571.38	\$48,711.68	\$43,158.25
NASA	\$103,431.78	\$92,586.39	\$54,899.26	\$48,373.33
NSF	\$101,678.15	\$100,798.89	N/A	N/A
NRC	\$118,811.38	\$97,023.91	\$57,173.86	N/A
OPM	\$71,522.60	\$88,254.73	\$41,508.57	\$40,654.50
SEC	\$149,095.67	\$112,077.72	N/A	N/A
SBA	\$64,198.34	\$99,461.47	N/A	\$49,092.67
SSA	\$98,245.20	\$86,768.32	\$58,591.20	N/A
DOS	\$92,348.31	\$98,517.56	\$69,748.00	\$24,907.00
DOT	\$89,841.14	\$88,627.07	\$51,070.60	\$48,010.60
Treasury	\$69,123.98	\$92,707.98	\$57,385.35	\$48,183.56
VA	\$63,584.21	\$71,720.26	\$41,766.45	\$41,744.57
All Other Civilian Agencies	\$105,764.97	\$101,868.65	\$52,886.72	\$45,036.67
Average, Civilian Agencies	\$77,236.01	\$86,178.50	\$45,448.10	\$43,168.20
Average, All Agencies	\$69,831.60	\$80,088.01	\$45,743.62	\$43,244.72

Note: Salary data includes a wide variety of geographic locations. Given that the mix of employees in each occupational series varies by location, care should be taken when interpreting this data.

TABLE 8-S-5 EDUCATIONAL LEVELS BY OCCUPATION FY2008

Educational Level	General Business and Industry (GS-1101)	Contract Specialist (GS-1102)	Purchasing (GS-1105)	Procurement Clerical and Assistance (GS-1106)
No Degree	17,648	7,034	2,697	1,572
Bachelors Degree	6,191	13,704	388	140
Post Graduate Study	5,122	8,801	88	49
Unknown	984	168	13	15
Total	29,945	29,707	3,186	1,776
Percent of College Graduates in the Total Population	38%	76%	15%	11%

TABLE 8-S-6 ACADEMIC MAJORS OF COLLEGE GRADUATES FY2008

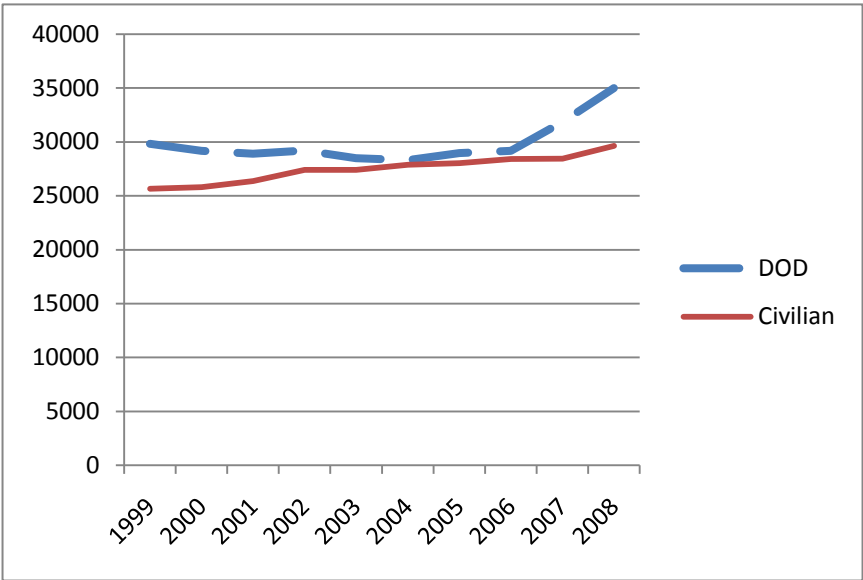
Academic Major	General Business and Industry (GS-1101)		Contract Specialist (GS-1102)		Purchasing (GS-1105)		Procurement Clerical and Assistance (GS-1106)	
	Total Number	Percent of Graduates	Total Number	Percent of Graduates	Total Number	Percent of Graduates	Total Number	Percent of Graduates
Business	4,910	40%	15,102	68%	209	44%	76	41%
Information Management	228	2%	337	2%	19	4%	5	3%
Engineering	718	6%	152	1%	4	1%	1	1%
Law	229	2%	359	2%	2	0%	1	1%
Mathematics	67	1%	97	0%	3	1%	0	0%
Physical Sciences	109	1%	61	0%	5	1%	1	1%
Public Administration	494	4%	799	4%	14	3%	2	1%
Other	4,328	35%	5,375	24%	214	46%	98	53%
Degree Unknown	230	2%	223	1%	6	1%	5	3%
Total with Degree	12,297	100%	22,282	100%	470	100%	184	100%

Note: Percentages include employees with a bachelors degree or higher.

TABLE 8-S-7 SUPERVISORY AND MANAGERIAL POSITIONS BY OCCUPATION FY2008

Occupation	Supervisory/ Managerial	Other	Total
General Business and Industry (GS-1101)	5,168	24,777	29,945
Contract Specialist (GS-1102)	4,453	25,254	29,707
Purchasing (GS-1105)	45	3,141	3,186
Procurement Clerical and Assistance (GS-1106)	4	1,772	1,776
Total	9,670	54,944	64,614

FIGURE 8-S-1 ACQUISITION EMPLOYEES IN DOD AND CIVILIAN AGENCIES FY1999-FY2008



**B. Contracting Series GS-1102
FY2008**

TABLE 8-02-1 TURNOVER AND HIRES IN THE CONTRACTING SERIES (GS-1102) FY 1999 - FY 2008

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total Losses	2,188	1,843	1,947	1,761	2,197	2,443	2,108	2,255	2,247	2,106
Percent of Losses	8%	7%	7%	7%	8%	9%	8%	8%	8%	7%
Retirement Eligible Employee Losses	637	440	613	586	834	884	860	779	771	768
Percent of Retirement Eligible Employee Losses	23%	17%	19%	16%	16%	19%	17%	17%	19%	16%
Total Hires	1,563	1,819	1,804	2,447	1,752	2,530	2,761	2,610	2,737	3,379
Percent of Hires with College Degrees	59%	57%	73%	75%	78%	79%	80%	76%	81%	83%
Net Change	-625	-24	-143	686	-445	87	653	355	490	1,273
Total Population at End of the Fiscal Year	26,775	26,751	26,608	27,294	26,849	26,936	27,589	27,944	28,434	29,707
Total, DoD	18,787	18,756	18,565	18,885	18,393	18,322	18,789	18,928	19,119	19,786
Total, Civilian Agencies	7,988	7,995	8,043	8,043	8,456	8,614	8,840	9,016	9,315	9,921

TABLE 8-02-2 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	12	226	369	746	1,335	334	43	5	0	1,667	4,737	11.14
Army	30	380	441	845	1,206	705	55	2	0	2,280	5,944	11.06
Navy	15	95	145	221	1,027	492	90	34	0	1,737	3,856	11.78
Other, DoD	7	265	349	1,485	1,562	485	56	8	0	1,032	5,249	11.22
Total, DoD	64	966	1,304	3,297	5,130	2,016	244	49	0	6,716	19,786	11.26
USDA	3	11	48	89	253	125	50	8	0	4	591	11.9
USAID	0	3	1	4	15	30	24	10	0	87	174	12.99
DOC	1	3	4	10	35	27	25	17	0	51	173	12.69
ED	0	1	2	4	8	12	19	8	0	14	68	13.09
DOE	2	14	26	17	109	128	94	51	0	122	563	12.66
EPA	0	5	13	21	73	89	52	20	0	5	278	12.62
GSA	3	51	44	58	647	383	129	43	0	4	1,362	12.22
HHS	6	14	50	81	202	243	125	72	0	15	808	12.46
DHS	4	63	61	102	221	213	205	166	0	105	1,140	12.48
HUD	0	0	3	4	23	27	20	13	0	1	91	13.03
DOI	8	35	95	111	254	143	64	14	1	6	731	11.56
DOJ	0	8	17	92	69	85	92	18	0	130	511	12.37
DOL	0	0	2	4	10	25	18	7	0	0	66	13.09
NASA	0	7	32	55	189	225	116	85	0	12	721	12.74
NSF	0	0	0	1	3	6	6	3	0	0	19	13.37
NRC	0	0	0	0	0	0	0	0	0	44	44	N/A
OPM	0	3	2	1	3	7	9	1	0	0	26	12.23
SEC	0	0	0	0	0	0	0	0	0	18	18	0
SBA	0	0	2	0	5	53	9	3	0	2	74	13.03
SSA	0	2	9	7	21	34	10	3	0	2	88	12.22
DOS	0	2	7	5	19	41	50	10	0	3	137	13.01
DOT	0	6	14	6	26	36	35	16	0	244	383	12.55
Treasury	0	16	34	37	108	88	117	14	0	63	477	12.35
VA	20	72	127	160	514	174	69	8	0	4	1,148	11.38
All Other Civilian Agencies	0	1	3	17	24	33	37	24	0	91	230	13.06
Total, Civilian Agencies	47	317	596	886	2,831	2,227	1,375	614	1	1,027	9,921	12.21
Total, All Agencies	111	1,283	1,900	4,183	7,961	4,243	1,619	663	1	7,743	29,707	11.65

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

TABLE 8-02-3 CONTRACTING SERIES (GS-1102) BY AGENCY BY SALARY LEVEL FY2008

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	176	363	639	815	960	807	430	255	120	90	41	27	9	1	4,737
Army	19	286	525	757	882	991	812	680	481	214	122	83	54	36	2	5,944
Navy	0	237	310	299	442	660	655	501	352	154	107	52	52	34	1	3,856
Other, DoD	2	214	350	623	973	1,060	783	536	322	142	101	65	45	29	4	5,249
Total, DoD	25	913	1,548	2,318	3,112	3,671	3,057	2,147	1,410	630	420	241	178	108	8	19,786
USDA	0	9	37	61	80	128	132	58	49	19	12	2	4	0	0	591
USAID	0	1	1	5	18	34	38	19	14	24	8	10	2	0	0	174
DOC	0	4	4	12	20	20	22	23	20	14	19	10	3	2	0	173
ED	0	1	0	5	4	6	2	16	9	7	9	3	2	4	0	68
DOE	0	15	16	31	28	71	88	94	89	53	37	20	18	3	0	563
EPA	0	4	12	17	23	34	37	49	46	23	17	6	9	1	0	278
GSA	0	38	44	55	113	257	366	215	158	54	35	19	8	0	0	1,362
HHS	0	15	28	62	91	113	129	109	85	71	45	26	30	4	0	808
DHS	0	60	63	93	121	99	179	136	107	104	85	53	29	10	1	1,140
HUD	0	0	1	3	8	5	22	20	10	6	9	5	1	1	0	91
DOI	2	28	68	101	115	121	112	74	56	29	12	10	2	1	0	731
DOJ	0	4	34	83	103	54	54	47	39	46	25	12	7	3	0	511
DOL	0	0	1	4	5	2	9	20	7	10	3	2	3	0	0	66
NASA	0	4	17	34	81	101	110	125	80	68	33	35	27	6	0	721
NSF	0	0	0	0	2	2	3	2	2	3	3	1	1	0	0	19
NRC	0	1	1	7	4	1	1	2	10	7	4	5	0	1	0	44
OPM	0	1	4	0	3	1	2	6	2	4	2	1	0	0	0	26
SEC	0	0	0	0	0	2	2	2	3	1	3	2	3	0	0	18
SBA	0	0	2	0	1	7	9	15	23	11	4	0	2	0	0	74
SSA	0	1	7	6	11	8	17	12	15	4	3	2	0	2	0	88
DOS	0	2	5	5	9	6	18	27	18	23	13	5	4	2	0	137
DOT	0	7	26	36	41	38	59	39	50	34	23	19	6	5	0	383
Treasury	0	7	34	35	42	50	43	52	82	54	40	12	19	7	0	477
VA	2	54	127	132	216	267	180	75	56	19	8	4	3	3	2	1,148
All Other Civilian Agencies	0	0	2	10	20	17	31	31	32	31	23	14	9	10	0	230
Total, Civilian Agencies	4	256	534	797	1,159	1,444	1,665	1,268	1,062	719	475	278	192	65	3	9,921
Total, All Agencies	29	1,169	2,082	3,115	4,271	5,115	4,722	3,415	2,472	1,349	895	519	370	173	11	29,707

¹Actual range for each column is \$20,000 - \$29,999, etc.; ²NS: Salary was not specified.

TABLE 8-02-4 FEMALES, SUPERVISORS, MANAGERS, & COLLEGE GRADUATES IN THE CONTRACTING SERIES (GS-1102) BY GRADE FY2008

Grade	Population	Percent Female	Percent Supervisors	Percent College Graduates
5	111	54%	0%	83%
7	1,283	57%	0%	86%
9	1,900	59%	0%	78%
11	4,183	62%	1%	70%
12	7,961	63%	1%	68%
13	4,243	59%	8%	79%
14	1,619	57%	29%	84%
15	663	51%	67%	90%
Other ¹	1	100%	0%	0%
NS or No Grade ²	7,743	57%	39%	79%
Total	29,707	60%	15%	76%

¹Other grades (1-4, 6, 8, 10).

²NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.

TABLE 8-02-5 FEMALES, SUPERVISORS, MANAGERS, & COLLEGE GRADUATES IN THE CONTRACTING SERIES (GS-1102) BY SALARY LEVEL FY2008

Salary	Population	Percent Female	Percent Supervisors	Percent College Graduates
\$20,000-29,999	29	55%	0%	86%
\$30,000-39,999	1,169	56%	0%	89%
\$40,000-49,999	2,082	59%	0%	84%
\$50,000-59,999	3,115	60%	1%	77%
\$60,000-69,999	4,271	62%	3%	72%
\$70,000-79,999	5,115	65%	7%	67%
\$80,000-89,999	4,722	62%	13%	71%
\$90,000-99,999	3,415	60%	22%	76%
\$100,000-109,999	2,472	56%	30%	79%
\$110,000-119,999	1,349	54%	47%	83%
\$120,000-129,999	895	52%	53%	86%
\$130,000-139,999	519	51%	65%	89%
\$140,000-149,999	370	38%	72%	88%
\$150,000+	173	39%	83%	91%
NS ¹	11	55%	0%	73%
Total	29,707	60%	15%	76%

¹NS: Salary was not specified.

TABLE 8-02-6 CONTRACTING SERIES (GS-1102) HIRES FY2008

	Internal Hires	External Hires	Other Hires	Changed Agencies	Remained with Agency	Population on 09/30/2008
Percent FY2008 Workforce	6%	5%	0%	5%	84%	100%
Percent College Graduates	78%	90%	65%	85%	74%	83%
Percent Business Law or Public Administration Majors ¹	68%	74%	66%	76%	68%	69%
Average Age	42.70	34.79	44.31	45.46	47.29	46.26
Percent Eligible to Retire	9%	1%	19%	10%	14%	13%
Percent Eligible to Retire in FY2013	23%	4%	27%	33%	34%	31%
Percent Eligible to Retire in FY2018	41%	18%	43%	56%	55%	52%

¹Percent of college graduates. Figures do not include those who attended college but did not graduate.

TABLE 8-02-7 CONTRACTING SERIES (GS-1102) HIRES DURING FY2008 BY GRADE FY2008

Grade	Internal Hires	External Hires	Other Hires	Changed Agencies	Remained with Agency	Population on 09/30/2008
5	20	66	14	0	11	111
7	228	883	14	4	154	1,283
9	214	302	21	34	1,329	1,900
11	153	147	20	173	3,690	4,183
12	167	100	22	417	7,255	7,961
13	83	27	7	231	3,895	4,243
14	40	14	2	133	1,430	1,619
15	28	2	2	49	582	663
Other ¹	1	0	0	0	0	1
NS ²	706	56	40	388	6,553	7,743
Total	1,640	1,597	142	1,429	24,899	29,707

¹Other grades (1-4, 6, 8, 10).

²NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.

TABLE 8-02-8 CONTRACTING SERIES (GS-1102) HIRES DURING FY2008 BY SALARY LEVEL FY2008

Salary	Internal Hires	External Hires	Other Hires	Changed Agencies	Remained with Agency	Population on 09/30/2008
\$20,000-29,999	1	24	4	0	0	29
\$30,000-39,999	294	721	30	4	120	1,169
\$40,000-49,999	327	449	22	30	1,254	2,082
\$50,000-59,999	259	176	13	153	2,514	3,115
\$60,000-69,999	146	112	10	286	3,717	4,271
\$70,000-79,999	138	40	15	229	4,693	5,115
\$80,000-89,999	110	31	11	249	4,321	4,722
\$90,000-99,999	117	19	8	178	3,093	3,415
\$100,000-109,999	106	13	13	118	2,222	2,472
\$110,000-119,999	53	5	1	86	1,204	1,349
\$120,000-129,999	36	5	7	47	800	895
\$130,000-139,999	27	1	2	28	461	519
\$140,000-149,999	18	1	2	13	336	370
\$150,000+	5	0	4	6	158	173
NS ¹	3	0	0	2	6	11
Total	1,640	1,597	142	1,429	24,899	29,707

¹NS: Salary was not specified.

TABLE 8-02-9 CONTRACTING SERIES (GS-1102) HIRES BY AGENCY FY2008

Agency	Internal Hires	External Hires	Other Hires	Total Hires	Changed Agencies	Remained with Agency	Population on 09/30/2008	Total Hires as a Percent of the Workforce on 09/30/2007
USAF	198	288	18	504	57	4,176	4,737	11%
Army	292	383	31	706	248	4,990	5,944	12%
Navy	316	120	6	442	139	3,275	3,856	11%
Other, DoD	281	268	27	576	286	4,387	5,249	11%
Total, DoD	1087	1059	82	2228	730	16828	19786	11%
USDA	35	12	0	47	28	516	591	8%
USAID	6	5	0	11	3	160	174	6%
DOC	9	6	0	15	11	147	173	9%
ED	4	3	1	8	7	53	68	12%
DOE	21	37	1	59	44	460	563	10%
EPA	12	3	0	15	19	244	278	5%
GSA	48	64	0	112	37	1,213	1,362	8%
HHS	43	27	0	70	38	700	808	9%
DHS	64	101	20	185	138	817	1,140	16%
HUD	4	2	0	6	16	69	91	7%
DOI	51	42	2	95	48	588	731	13%
DOJ	43	16	0	59	10	442	511	12%
DOL	3	2	0	5	5	56	66	8%
NASA	11	35	7	53	35	633	721	7%
NSF	0	0	0	0	6	13	19	0%
NRC	2	3	1	6	4	34	44	14%
OPM	3	3	0	6	4	16	26	23%
SEC	1	2	0	3	3	12	18	17%
SBA	6	2	0	8	14	52	74	11%
SSA	5	2	1	8	5	75	88	9%
DOS	10	6	1	17	3	117	137	12%
DOT	22	32	1	55	27	301	383	14%
Treasury	17	28	0	45	18	414	477	9%
VA	113	101	25	239	150	759	1,148	21%
All Other Civilian Agencies	20	4	0	24	26	180	230	10%
Total, Civilian Agencies	553	538	60	1151	699	8071	9921	12%
Total, All Agencies	1,640	1,597	142	3379	1,429	24,899	29,707	11%

TABLE 8-02-10 LOSSES IN THE CONTRACTING SERIES (GS-1102) BY AGENCY FY2008

Agency	Population on 09/30/2007	Left the Series	Changed Agencies	Remained with Agency	Loss Rate
USAF	4,826	313	337	4,176	13%
Army	5,676	394	292	4,990	12%
Navy	3,678	268	135	3,275	11%
Other, DoD	4,939	367	185	4,387	11%
Total, DoD	19,119	1,342	949	16,828	12%
USDA	610	56	38	516	15%
USAID	175	13	2	160	9%
DOC	193	20	26	147	24%
ED	59	4	2	53	10%
DOE	516	47	9	460	11%
EPA	280	23	13	244	13%
GSA	1,377	102	62	1,213	12%
HHS	772	45	27	700	9%
DHS	993	93	83	817	18%
HUD	87	8	10	69	21%
DOI	688	50	50	588	15%
DOJ	508	36	30	442	13%
DOL	68	8	4	56	18%
NASA	707	56	18	633	10%
NSF	16	2	1	13	19%
NRC	40	6	0	34	15%
OPM	24	1	7	16	33%
SEC	15	2	1	12	20%
SBA	58	5	1	52	10%
SSA	83	5	3	75	10%
DOS	131	12	2	117	11%
DOT	361	31	29	301	17%
Treasury	458	32	12	414	10%
VA	884	89	36	759	14%
All Other Civilian Agencies	212	18	14	180	15%
Total, Civilian Agencies	9315	764	480	8071	13%
Total, All Agencies	28,434	2,106	1,429	24,899	12%

TABLE 8-02-11 LOSSES IN THE CONTRACTING SERIES (GS-1102) BY GRADE FY2008

Grade	FY2007 End Strength	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
5	122	16	13%	2	2%
7	1,237	89	7%	26	2%
9	1,931	127	7%	115	6%
11	4,479	319	7%	259	6%
12	8,236	611	7%	361	4%
13	4,526	327	7%	192	4%
14	1,726	133	8%	108	6%
15	654	52	8%	31	5%
Other ¹	3	1	33%	0	0%
NS ²	5,520	431	8%	335	6%
Total	28,434	2,106	7%	1,429	5%

¹Other grades (1-4, 6, 8, 10).

²NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.

TABLE 8-02-12 LOSSES IN THE CONTRACTING SERIES (GS-1102) BY SALARY LEVEL FY2008

Salary	FY2007 End Strength	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
\$20,000-29,999	45	5	11%	0	0%
\$30,000-39,999	1,105	87	8%	27	2%
\$40,000-49,999	1,934	114	6%	117	6%
\$50,000-59,999	3,673	237	6%	259	7%
\$60,000-69,999	4,882	315	6%	278	6%
\$70,000-79,999	4,807	319	7%	223	5%
\$80,000-89,999	4,730	379	8%	215	5%
\$90,000-99,999	2,913	250	9%	123	4%
\$100,000-109,999	2,055	172	8%	93	5%
\$110,000-119,999	926	74	8%	48	5%
\$120,000-129,999	702	65	9%	29	4%
\$130,000-139,999	337	44	13%	9	3%
\$140,000-149,999	225	30	13%	7	3%
\$150,000+	74	13	18%	1	1%
NS ¹	26	2	8%	0	0%
Total	28,434	2,106	7%	1,429	5%

¹NS: Salary was not specified.

**TABLE 8-02-13 RETIREMENT ELIGIBILITY IN THE
CONTRACTING SERIES (GS-1102) BY AGENCY FY2008**

Agency	Population on 09/30/2008	Percent Eligible to Retire in 2008	Percent Eligible to Retire in 2013	Percent Eligible to Retire in 2018
USAF	4,737	5%	16%	35%
Army	5,944	19%	43%	63%
Navy	3,856	4%	13%	32%
Other, DoD	5,249	20%	42%	63%
Total, DoD	19,786	13%	30%	50%
USDA	591	13%	35%	57%
USAID	174	13%	37%	56%
DOC	173	9%	29%	51%
ED	68	9%	22%	44%
DOE	563	17%	44%	66%
EPA	278	14%	37%	57%
GSA	1,362	11%	27%	46%
HHS	808	15%	38%	60%
DHS	1,140	13%	36%	58%
HUD	91	13%	34%	55%
DOI	731	14%	37%	59%
DOJ	511	5%	18%	38%
DOL	66	14%	33%	58%
NASA	721	15%	35%	56%
NSF	19	21%	42%	63%
NRC	44	9%	30%	43%
OPM	26	12%	31%	50%
SEC	18	17%	39%	56%
SBA	74	28%	55%	76%
SSA	88	23%	41%	60%
DOS	137	8%	18%	32%
DOT	383	20%	46%	63%
Treasury	477	11%	31%	56%
VA	1,148	10%	32%	56%
All Other Civilian Agencies	230	14%	36%	60%
Total, Civilian Agencies	9921	13%	34%	55%
Total, All Agencies	29,707	13%	32%	52%

**TABLE 8-02-14 COLLEGE GRADUATES IN THE CONTRACTING SERIES (GS-1102)
BY AGENCY AND GRADE FY2008**

Agency	GS 5 & 7	GS 9 -12	GS 13-15	All Grades ¹
USAF	97%	85%	95%	87%
Army	86%	73%	77%	75%
Navy	91%	71%	81%	75%
Other, DoD	85%	73%	79%	74%
Total, DoD	89%	76%	82%	78%
USDA	79%	55%	78%	62%
USAID	100%	90%	83%	85%
DOC	75%	49%	75%	65%
ED	100%	93%	90%	91%
DOE	88%	64%	89%	80%
EPA	40%	66%	92%	81%
GSA	94%	60%	78%	68%
HHS	55%	53%	76%	66%
DHS	81%	45%	83%	69%
HUD	0%	30%	82%	64%
DOI	65%	56%	86%	66%
DOJ	100%	49%	70%	61%
DOL	0%	44%	82%	73%
NASA	86%	75%	95%	87%
NSF	0%	50%	87%	79%
OPM	100%	67%	88%	85%
SBA	0%	71%	66%	67%
SSA	50%	62%	66%	64%
DOS	100%	39%	59%	55%
DOT	50%	72%	84%	78%
Treasury	56%	55%	73%	64%
VA	82%	66%	89%	72%
All Other Civilian Agencies	100%	34%	77%	63%
Total, Civilian Agencies	79%	58%	82%	70%
Total, All Agencies	86%	70%	82%	75%

¹Includes grades GS 1-4, 6, 8, 10.

Note: Members of the 1102 Contracting Series at the Nuclear Regulatory Commission and Securities and Exchange Commission are not in the GS series pay plan.

**TABLE 8-02-15 PERCENT OF COLLEGE GRADUATES IN THE CONTRACTING SERIES (GS-1102)
BY AGENCY AND SALARY FY 2008**

Agency	Salary Group			Total
	< \$46,000	\$46,000-79,000	> \$79,000	
USAF	97%	83%	90%	87%
Army	86%	73%	74%	75%
Navy	95%	78%	75%	78%
Other, DoD	83%	73%	77%	75%
Total, DoD	90%	77%	79%	79%
USDA	67%	56%	69%	62%
USAID	100%	47%	68%	62%
DOC	75%	57%	75%	69%
EDU	100%	93%	92%	93%
DOE	90%	71%	85%	82%
EPA	40%	75%	85%	81%
GSA	95%	74%	64%	68%
HHS	58%	56%	71%	66%
DHS	77%	50%	76%	68%
HUD	0%	25%	72%	64%
DOI	65%	57%	77%	66%
DOJ	92%	56%	66%	62%
DOL	0%	58%	76%	73%
NASA	100%	78%	91%	87%
NSF	0%	50%	87%	79%
NRC	100%	100%	93%	95%
OPM	100%	67%	88%	85%
SEC	0%	100%	69%	72%
SBA	0%	67%	68%	68%
SSA	50%	68%	62%	64%
DOS	100%	50%	56%	55%
DOT	89%	66%	76%	73%
Treasury	58%	60%	71%	68%
VA	81%	68%	78%	72%
All Other Civilian Agencies	0%	31%	71%	63%
Total, Civilian Agencies	79%	62%	74%	70%
Total, All Agencies	88%	73%	77%	76%

**TABLE 8-02-16 CONTRACT SPECIALISTS (GS-1102) EMPLOYMENT
BY CORE BASED STATISTICAL AREAS FY2008**

Core Based Statistical Area	Civilian Agencies	DoD	Total
Alamogordo, NM	0	19	19
Albany, GA	0	35	35
Albany-Schenectady-Troy, NY	0	24	24
Albuquerque, NM	117	146	263
Anchorage, AK	30	73	103
Anniston-Oxford, AL	0	31	31
Atlanta-Sandy Springs-Marietta, GA	278	154	432
Atlantic City, NJ	28	0	28
Augusta-Richmond County, GA-SC	43	34	77
Austin-Round Rock, TX	44	0	44
Bakersfield, CA	0	125	125
Baltimore-Towson, MD	193	304	497
Battle Creek, MI	0	41	41
Billings, MT	17	0	17
Birmingham-Hoover, AL	0	23	23
Blacksburg-Christiansburg-Radford, VA	0	15	15
Boise City-Nampa, ID	42	0	42
Boston-Cambridge-Quincy, MA-NH	121	344	465
Bremerton-Silverdale, WA	0	97	97
Bridgeport-Stamford-Norwalk, CT	0	33	33
Brunswick, GA	31	0	31
Buffalo-Niagara Falls, NY	0	25	25
Burlington-South Burlington, VT	26	0	26
Chambersburg, PA	0	18	18
Charleston-North Charleston, SC	0	118	118
Cheyenne, WY	0	28	28
Chicago-Naperville-Joliet, IL-IN-WI	266	78	344
Cincinnati-Middletown, OH-KY-IN	78	22	100
Clarksville, TN-KY	0	25	25
Cleveland-Elyria-Mentor, OH	103	21	124
Clovis, NM	0	16	16
Colorado Springs, CO	0	279	279
Columbia, SC	0	26	26
Columbus, GA-AL	0	23	23
Columbus, OH	0	633	633
Corpus Christi, TX	0	24	24

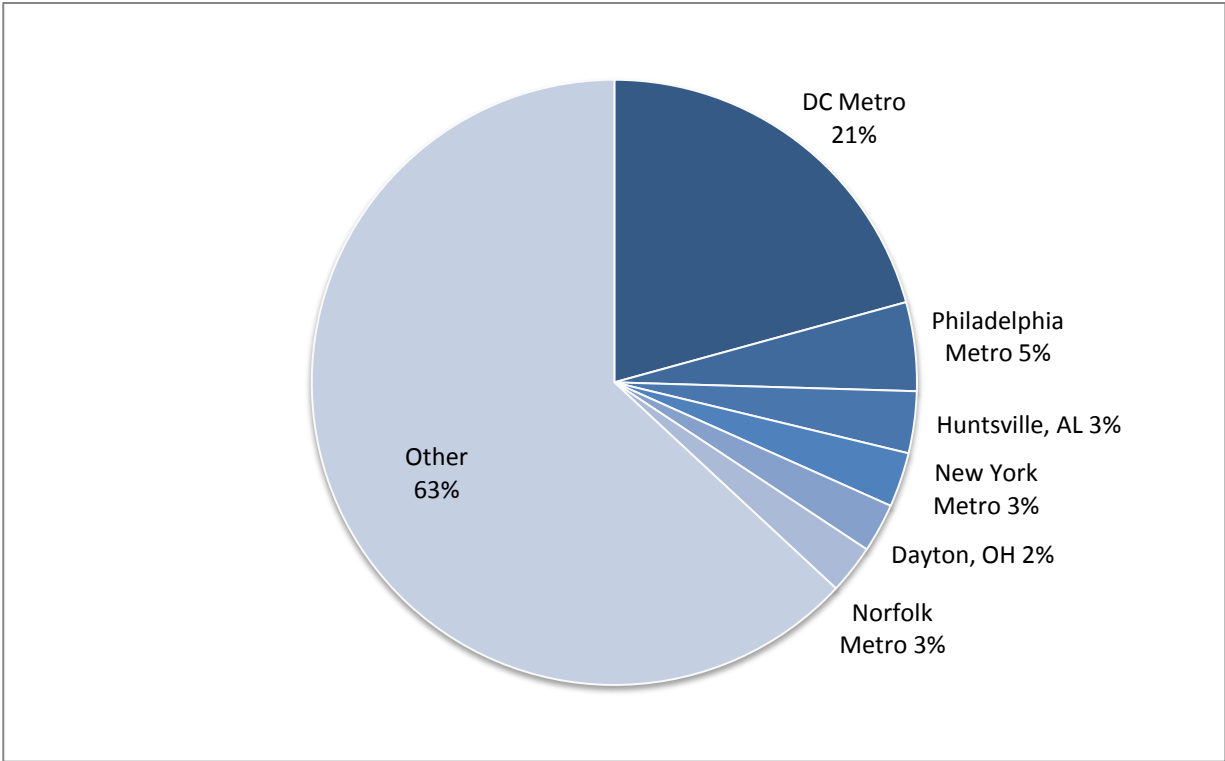
Core Based Statistical Area	Civilian Agencies	DoD	Total
Dallas-Fort Worth-Arlington, TX	285	171	456
Davenport-Moline-Rock Island, IA-IL	0	425	425
Dayton, OH	15	762	777
Denver-Aurora, CO	275	88	363
Detroit-Warren-Livonia, MI	0	523	523
Dover, DE	0	18	18
Durham, NC	61	22	83
East Stroudsburg, PA	0	17	17
El Paso, TX	0	35	35
Elizabeth City, NC	35	0	35
Elizabethtown, KY	0	58	58
Enterprise-Ozark, AL	0	18	18
Fayetteville, NC	0	82	82
Fort Collins-Loveland, CO	28	0	28
Fort Leonard Wood, MO	0	24	24
Fort Polk South, LA	0	18	18
Fort Walton Beach-Crestview-Destin, FL	0	180	180
Great Falls, MT	0	15	15
Greenville, SC	0	15	15
Gulfport-Biloxi, MS	71	39	110
Harrisburg-Carlisle, PA	0	211	211
Hartford-West Hartford-East Hartford, CT	0	49	49
Hinesville-Fort Stewart, GA	0	28	28
Honolulu, HI	0	265	265
Houston-Sugar Land-Baytown, TX	149	53	202
Huntsville, AL	106	874	980
Idaho Falls, ID	23	0	23
Indianapolis, IN	49	38	87
Jackson, MS	16	0	16
Jacksonville, FL	0	161	161
Jacksonville, NC	0	38	38
Kansas City, MO-KS	208	60	268
Kennewick-Richland-Pasco, WA	31	0	31
Killeen-Temple-Fort Hood, TX	0	56	56
Knoxville, TN	33	0	33
Las Cruces, NM	0	34	34
Las Vegas-Paradise, NV	34	19	53
Lawton, OK	0	27	27

Core Based Statistical Area	Civilian Agencies	DoD	Total
Lexington Park, MD	0	384	384
Lexington-Fayette, KY	15	0	15
Little Rock-North Little Rock, AR	0	31	31
Los Angeles-Long Beach-Santa Ana, CA	81	356	437
Louisville, KY-IN	0	35	35
Manchester-Nashua, NH	0	18	18
Manhattan, KS	0	32	32
Memphis, TN-MS-AR	0	23	23
Miami-Fort Lauderdale-Miami Beach, FL	33	16	49
Milwaukee-Waukesha-West Allis, WI	29	0	29
Minneapolis-St. Paul-Bloomington, MN-WI	43	40	83
Missoula, MT	17	0	17
Mobile, AL	0	30	30
Montgomery, AL	0	89	89
Morgantown, WV	27	0	27
Nashville-Davidson--Murfreesboro, TN	26	15	41
New Bern, NC	0	19	19
New Orleans-Metairie-Kenner, LA	31	68	99
New York-Northern New Jersey-Long Island, NY-NJ-PA	204	664	868
Norwich-New London, CT	0	36	36
Ogden-Clearfield, UT	0	320	320
Oklahoma City, OK	85	436	521
Omaha-Council Bluffs, NE-IA	0	80	80
Orlando-Kissimmee, FL	0	249	249
Oxnard-Thousand Oaks-Ventura, CA	0	79	79
Palm Bay-Melbourne-Titusville, FL	92	95	187
Panama City-Lynn Haven, FL	0	73	73
Parkersburg-Marietta-Vienna, WV-OH	63	0	63
Pascagoula, MS	0	28	28
Pensacola-Ferry Pass-Brent, FL	0	19	19
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	188	1,220	1,408
Phoenix-Mesa-Scottsdale, AZ	58	73	131
Pine Bluff, AR	0	16	16
Pittsburgh, PA	68	25	93
Portland-South Portland-Biddeford, ME	0	39	39
Portland-Vancouver-Beaverton, OR-WA	127	21	148

Core Based Statistical Area	Civilian Agencies	DoD	Total
Poughkeepsie-Newburgh-Middletown, NY	0	31	31
Providence-New Bedford-Fall River, RI-MA	16	78	94
Rapid City, SD	0	16	16
Richmond, VA	0	710	710
Riverside-San Bernardino-Ontario, CA	0	78	78
Sacramento--Arden-Arcade--Roseville, CA	60	34	94
Salinas, CA	0	19	19
Salt Lake City, UT	37	38	75
San Antonio, TX	18	592	610
San Diego-Carlsbad-San Marcos, CA	18	469	487
San Francisco-Oakland-Fremont, CA	173	0	173
San Jose-Sunnyvale-Santa Clara, CA	48	21	69
San Juan-Caguas-Guaynabo, PR	22	0	22
Santa Barbara-Santa Maria, CA	0	44	44
Savannah, GA	0	45	45
Seattle-Tacoma-Bellevue, WA	132	122	254
Sierra Vista-Douglas, AZ	31	69	100
Spokane, WA	0	15	15
St. Louis, MO-IL	16	446	462
Stockton, CA	0	20	20
Sumter, SC	0	15	15
Syracuse, NY	16	16	32
Tampa-St. Petersburg-Clearwater, FL	43	109	152
Texarkana, TX-Texarkana, AR	0	21	21
Tucson, AZ	28	65	93
Utica-Rome, NY	0	52	52
Vallejo-Fairfield, CA	0	27	27
Vicksburg, MS	0	48	48
Virginia Beach-Norfolk-Newport News, VA-NC	145	632	777
Walla Walla, WA	0	24	24
Warner Robins, GA	0	396	396
Washington-Arlington-Alexandria, DC-VA-MD-WV	4,015	2,143	6,158
Watertown-Fort Drum, NY	0	24	24
Wichita Falls, TX	0	26	26
Wichita, KS	0	35	35

Core Based Statistical Area	Civilian Agencies	DoD	Total
Winchester, VA-WV	0	36	36
York-Hanover, PA	0	44	44
Yuma, AZ	0	28	28
Subtotal	8,841	18,474	27,315
OTHER CBSAs	891	637	1,528
OUTSIDE CBSAs	189	675	864
Total	9,921	19,786	29,707

FIGURE 8-02-1 CONTRACT SPECIALISTS (GS-1102) EMPLOYMENT BY TOP CORE BASED STATISTICAL AREAS FY2008



- **DC Metro**—Washington-Arlington-Alexandria, DC-VA-MD-WV
- **Philadelphia Metro**—Philadelphia-Camden-Wilmington, PA-NJ-DE-MD
- **New York Metro**—New York-Northern NJ-Long Island, NY-NJ-PA
- **Norfolk Metro**—Virginia Beach-Norfolk-Newport News, VA-NC

TABLE 8-02-17 MIGRATIONS FROM THE CONTRACTING SERIES (GS-1102) TO OTHER OCCUPATIONS IN THE GOVERNMENT FY2008

Occupational Series	Agency																											Total			
	USAF	Army	Navy	Other, DoD	Total, DoD	USDA	USAID	DOC	ED	DOE	EPA	GSA	HHS	DHS	HUD	DOI	DOJ	DOL	NASA	NSF	NRC	OPM	SEC	SBA	DOS	DOT	Treasury		VA	All Other	Total, Civilian
0301	10	24	7	11	52	2	1	1	0	2	1	4	2	9	1	2	3	0	5	0	0	0	0	0	0	2	1	5	3	44	96
0340	0	0	6	0	6	0	3	0	0	1	0	4	0	4	0	0	1	0	0	0	1	1	0	0	0	1	1	0	0	17	23
0341	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
0343	4	10	17	17	48	1	1	3	1	3	2	6	6	22	2	0	1	0	2	0	1	0	1	0	0	8	6	9	0	75	123
0346	6	4	6	0	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	2	0	3	19
1101	20	23	8	68	119	3	1	0	0	3	1	12	6	4	3	6	2	2	0	3	0	0	0	3	2	6	7	6	2	72	191
1103	0	1	0	0	1	0	0	0	0	0	2	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	3	4
1104	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	1
1105	0	1	3	0	4	0	0	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	3	7
1106	0	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1	0	1	2
1150	0	1	0	1	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2
1170	0	0	3	0	3	1	0	0	0	0	0	2	0	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	5	8
1176	0	0	0	0	0	0	0	0	0	0	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	5	5
1910	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
2001	0	1	0	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	3	4
2003	0	1	0	0	1	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	3	4
2010	0	0	0	2	2	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	2	0	3	5
2130	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1
Total	40	68	50	100	258	8	6	4	1	10	7	34	16	41	6	9	7	2	8	3	2	1	1	3	2	18	15	30	5	239	497

**C. Purchasing Series GS-1105
FY2008**

TABLE 8-05-1 TURNOVER AND HIRES IN THE PURCHASING SERIES (GS-1105) FY1999-FY2008

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total Losses	883	810	686	483	556	491	508	545	514	553
Percent of Losses	21%	21%	20%	15%	17%	15%	16%	18%	17%	18%
Retirement Eligible Employee Losses	106	66	94	68	129	107	132	111	98	115
Percent of Retirement Eligible Employee Losses	28%	25%	25%	15%	19%	17%	20%	17%	17%	16%
Total Hires	428	431	524	552	445	467	420	485	590	625
Percent of Hires with College Degrees	15%	10%	10%	14%	17%	21%	17%	17%	22%	20%
Net Change	-455	-379	-162	69	-111	-24	-88	-60	76	72
Total Population at End of the Fiscal Year	3,793	3,414	3,252	3,321	3,210	3,186	3,098	3,038	3,114	3,186
Total, DoD	1,638	1,363	1,220	1,193	1,097	1,069	989	961	995	997
Total, Civilian Agencies	2,155	2,051	2,032	2,128	2,113	2,117	2,109	2,077	2,119	2,189

TABLE 8-05-2 PURCHASING SERIES (GS-1105) BY AGENCY BY GRADE FY2008

Agency	Grade									Average Grade ³
	5	7	9	11	12	15	Other ¹	NS ²	All	
USAF	15	37	4	0	0	0	49	12	117	6.48
Army	24	75	56	0	0	0	71	76	302	7.40
Navy	35	143	59	0	0	0	128	171	536	7.07
Other, DoD	4	7	5	0	0	0	12	14	42	7.00
Total, DoD	78	262	124	0	0	0	260	273	997	7.00
USDA	26	148	70	0	0	0	101	0	345	7.28
DOC	0	7	6	0	1	0	11	14	39	8.68
DOE	0	1	2	0	0	0	6	1	10	9.00
EPA	0	0	4	0	0	0	5	0	9	9.33
GSA	4	28	0	1	0	0	28	0	61	7.00
HHS	8	71	47	3	0	0	108	0	237	7.80
DHS	0	28	36	0	0	0	23	0	87	7.98
HUD	0	1	0	0	0	0	0	0	1	7.00
DOI	25	104	34	0	0	0	65	11	239	7.09
DOJ	0	10	23	0	0	0	20	5	58	8.13
DOL	0	12	2	0	0	0	8	0	22	7.55
NASA	0	4	8	0	0	0	11	0	23	8.52
NRC	0	0	0	0	0	0	0	7	7	N/A
OPM	0	5	0	0	0	0	2	0	7	7.00
SSA	0	1	1	0	0	0	3	0	5	8.00
DOS	1	1	0	0	0	0	0	0	2	6.00
DOT	1	2	6	0	0	0	6	0	15	8.07
Treasury	0	4	2	0	0	0	8	3	17	7.86
VA	73	517	25	1	0	0	360	0	976	6.60
All Other Civilian Agencies	1	3	6	2	0	1	3	13	29	8.94
Total, Civilian Agencies	139	947	272	7	1	1	768	54	2,189	7.12
Total, All Agencies	217	1,209	396	7	1	1	1,028	327	3,186	7.11

¹Other grades (1-4, 6, 8, 10).

²NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.

³Average grade includes those positions for which a grade was specified; excludes NS category in the calculation.

TABLE 8-05-3 PURCHASING SERIES (GS-1105) BY AGENCY BY SALARY LEVEL FY2008

Agency	Salary in Thousands of Dollars ¹										Total
	20-30	30-40	40-50	50-60	60-70	70-80	80-90	90-100	130-140	NS ²	
USAF	4	38	59	15	1	0	0	0	0	0	117
Army	4	55	134	72	34	0	1	0	0	2	302
Navy	9	116	221	168	21	1	0	0	0	0	536
Other, DoD	1	11	19	6	5	0	0	0	0	0	42
Total, DoD	18	220	433	261	61	1	1	0	0	2	997
USDA	6	51	188	91	9	0	0	0	0	0	345
DOC	0	2	12	18	6	1	0	0	0	0	39
DOE	0	0	3	2	5	0	0	0	0	0	10
EPA	0	0	0	5	4	0	0	0	0	0	9
GSA	0	9	25	24	3	0	0	0	0	0	61
HHS	0	25	97	76	38	1	0	0	0	0	237
DHS	0	11	33	33	10	0	0	0	0	0	87
HUD	0	0	0	1	0	0	0	0	0	0	1
DOI	6	57	119	49	7	1	0	0	0	0	239
DOJ	0	6	16	25	10	1	0	0	0	0	58
DOL	0	2	11	7	2	0	0	0	0	0	22
NASA	0	0	7	9	6	1	0	0	0	0	23
NRC	0	0	2	2	2	1	0	0	0	0	7
OPM	0	4	1	2	0	0	0	0	0	0	7
SSA	0	0	1	1	3	0	0	0	0	0	5
DOS	0	0	0	1	0	0	1	0	0	0	2
DOT	0	2	4	7	2	0	0	0	0	0	15
Treasury	0	1	3	6	5	1	0	1	0	0	17
VA	26	328	539	75	3	0	0	0	0	5	976
All Other Civilian Agencies	0	2	8	12	5	0	0	0	1	1	29
Total, Civilian Agencies	38	500	1,069	446	120	7	1	1	1	6	2,189
Total, All Agencies	56	720	1,502	707	181	8	2	1	1	8	3,186

¹Actual range for each column is \$20,000 - \$29,999, etc.

²NS: Salary was not specified.

TABLE 8-05-4 LOSSES IN THE PURCHASING SERIES (GS-1105) BY GRADE FY2008

Grade	FY2007 End Strength	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
4	13	2	15%	0	0%
5	206	39	19%	1	0%
6	624	101	16%	3	0%
7	1,223	221	18%	10	1%
8	357	63	18%	1	0%
9	405	77	19%	1	0%
10	63	14	22%	0	0%
11	6	0	0%	0	0%
12	1	0	0%	0	0%
15	1	0	0%	0	0%
Other ¹	215	36	17%	4	2%
Total	3,114	553	18%	20	1%

¹Other grades (1-4, 6, 8, 10).

TABLE 8-05-5 LOSSES IN THE PURCHASING SERIES (GS-1105) BY SALARY LEVEL FY2008

Salary	FY2007 End Strength	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
\$20,000-29,999	70	20	29%	2	3%
\$30,000-39,999	820	152	19%	3	0%
\$40,000-49,999	1,526	264	17%	13	1%
\$50,000-59,999	612	102	17%	2	0%
\$60,000-69,999	75	14	19%	0	0%
\$70,000-79,999	1	0	0%	0	0%
\$80,000-89,999	2	1	50%	0	0%
\$120,000-129,999	1	0	0%	0	0%
NS ¹	7	0	0%	0	0%
Total	3,114	553	18%	20	1%

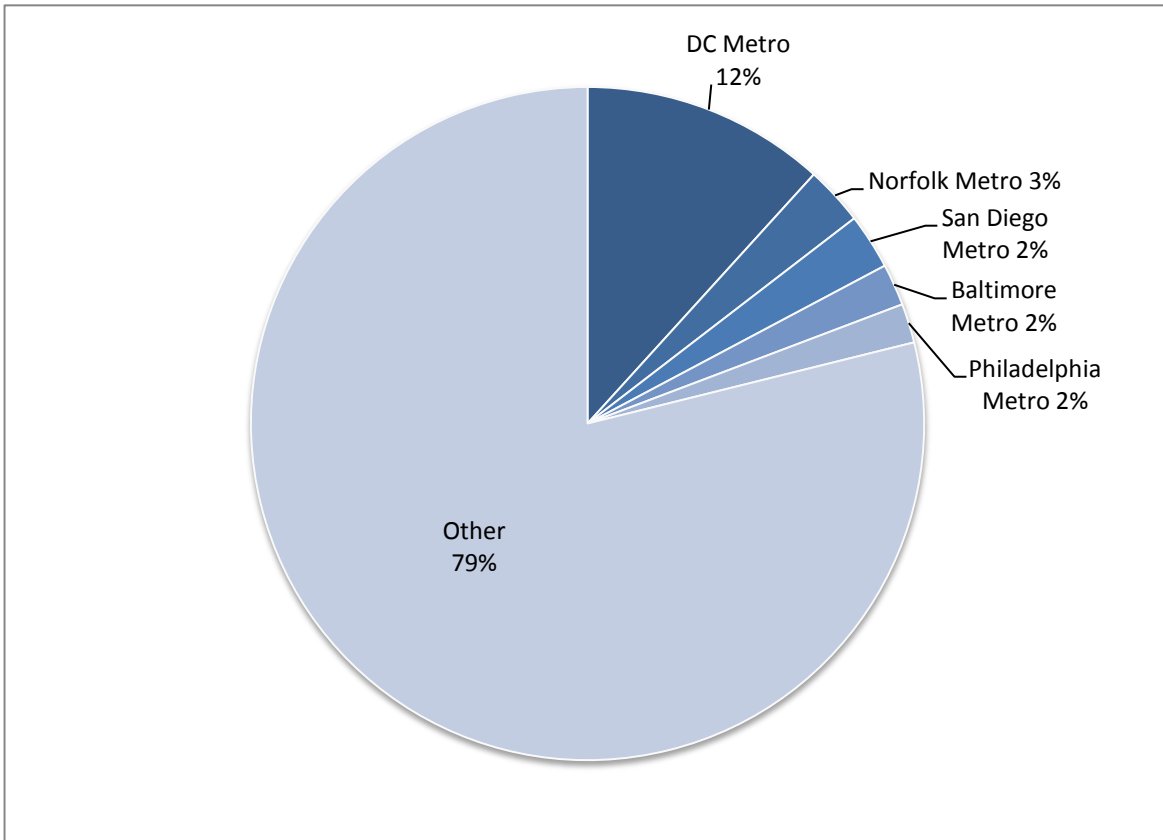
¹NS: Salary was not specified.

**TABLE 8-05-6 PURCHASING SERIES (GS-1105) EMPLOYMENT BY CORE BASED STATISTICAL AREAS
FY2008**

Albuquerque, NM	38
Anchorage, AK	17
Atlanta-Sandy Springs-Marietta, GA	39
Augusta-Richmond County, GA-SC	21
Baltimore-Towson, MD	64
Boston-Cambridge-Quincy, MA-NH	25
Bremerton-Silverdale, WA	49
Charleston-North Charleston, SC	24
Chicago-Naperville-Joliet, IL-IN-WI	23
Cleveland-Elyria-Mentor, OH	22
Dallas-Fort Worth-Arlington, TX	32
Denver-Aurora, CO	28
Detroit-Warren-Livonia, MI	15
East Stroudsburg, PA	18
El Paso, TX	15
Fayetteville, NC	22
Gainesville, FL	19
Honolulu, HI	34
Jacksonville, FL	34
Kansas City, MO-KS	30
Killeen-Temple-Fort Hood, TX	18
Los Angeles-Long Beach-Santa Ana, CA	34
Miami-Fort Lauderdale-Miami Beach, FL	32
Minneapolis-St. Paul-Bloomington, MN-WI	26
Nashville-Davidson--Murfreesboro, TN	19
New York-Northern New Jersey-Long Island, NY-NJ-PA	43

Norwich-New London, CT	15
Oklahoma City, OK	16
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	60
Phoenix-Mesa-Scottsdale, AZ	30
Pittsburgh, PA	32
Portland-Vancouver-Beaverton, OR-WA	36
Providence-New Bedford-Fall River, RI-MA	17
Riverside-San Bernardino-Ontario, CA	28
Sacramento--Arden-Arcade--Roseville, CA	22
Salinas, CA	16
Salt Lake City, UT	21
San Antonio, TX	48
San Diego-Carlsbad-San Marcos, CA	85
San Francisco-Oakland-Fremont, CA	45
San Juan-Caguas-Guaynabo, PR	15
Seattle-Tacoma-Bellevue, WA	43
St. Louis, MO-IL	29
Tampa-St. Petersburg-Clearwater, FL	36
Tucson, AZ	16
Virginia Beach-Norfolk-Newport News, VA-NC	90
Washington-Arlington-Alexandria, DC-VA-MD-WV	374
Subtotal	1,815
Outside CBSAs	184
Other CBSAs	1,187
Total	3,186

**FIGURE 8-05-1 PURCHASING SERIES (GS-1105) EMPLOYMENT
BY TOP CORE BASED STATISTICAL AREAS FY2008**



- **DC Metro**—Washington-Arlington-Alexandria, DC-VA-MD-WV
- **Norfolk Metro**—Virginia Beach-Norfolk-Newport News, VA-NC
- **San Diego Metro**—San Diego-Carlsbad-San Marcos, VA
- **Baltimore Metro**—Baltimore-Towson, MD
- **Philadelphia Metro**—Philadelphia-Camden-Wilmington, PA-NJ-DE-MD

D. Procurement Clerical and Assistance Series
GS-1106
FY2008

**TABLE 8-06-1 TURNOVER AND HIRES IN THE PROCUREMENT CLERICAL AND ASSISTANCE SERIES
(GS-1106) FY1999-FY2008**

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total Losses	1,127	871	735	632	590	586	442	530	430	417
Percent of Losses	24%	22%	21%	19%	19%	21%	17%	22%	21%	22%
Retirement Eligible Employee Losses	111	70	113	111	158	132	91	129	110	107
Percent of Retirement Eligible Employee Losses	27%	19%	21%	19%	21%	21%	15%	22%	21%	20%
Total Hires	448	488	428	476	301	320	247	233	255	295
Percent of Hires with College Degrees	12%	13%	11%	11%	16%	14%	17%	18%	19%	19%
Net Change	-679	-383	-307	-156	-289	-266	-195	-297	-175	-122
Total Population at End of the Fiscal Year	3,966	3,583	3,276	3,120	2,831	2,565	2,370	2,073	1,898	1,776
Total, DoD	3,175	2,863	2,582	2,380	2,116	1,904	1,748	1,540	1,351	1,235
Total, Civilian Agencies	791	720	694	740	715	661	622	533	547	541

**TABLE 8-06-2 PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106)
BY AGENCY BY GRADE FY2008**

Agency	Grade								Average Grade ³
	5	6	7	8	9	Other ¹	NS ²	All	
USAF	52	70	81	0	0	1	22	226	6.12
Army	44	40	105	1	0	17	50	257	6.14
Navy	24	28	20	5	0	12	60	149	5.80
Other, DoD	55	314	203	0	0	8	23	603	6.23
Total, DoD	175	452	409	6	0	38	155	1235	6.07
USDA	14	26	80	4	2	7	1	134	6.48
USAID	0	0	3	0	0	0	0	3	7.00
DOC	2	0	1	0	0	0	2	5	5.67
DOE	4	4	0	0	0	1	1	10	5.33
EPA	0	0	3	2	0	1	0	6	6.83
GSA	8	9	27	4	0	0	0	48	6.56
HHS	2	7	21	5	0	2	0	37	6.68
DHS	1	5	8	3	1	2	0	20	6.50
HUD	0	0	2	0	0	0	0	2	7.00
DOI	10	22	38	2	0	4	0	76	6.26
DOJ	0	0	0	0	0	1	0	1	8.00
DOL	0	2	5	1	0	0	0	8	6.88
NASA	1	1	0	1	0	0	0	3	6.33
OPM	1	0	1	0	0	0	0	2	6.00
SBA	0	1	2	0	0	0	0	3	6.67
DOS	1	0	1	0	0	0	0	2	6.00
DOT	0	1	1	1	0	0	2	5	7.00
Treasury	3	1	2	0	2	0	1	9	6.63
VA	18	34	55	0	2	7	0	116	6.24
All Other Civilian Agencies	1	7	4	4	1	0	25	42	7.00
Total, Civilian Agencies	66	120	254	27	8	16	41	532	6.55
Total, All Agencies	241	572	663	33	8	54	205	1776	6.24

¹Other grades (1-4, 10).

²NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.

³Average grade includes those positions for which a grade was specified; excludes NS category in the calculation.

**TABLE 8-06-3 PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106)
BY AGENCY BY SALARY LEVEL FY2008**

Agency	Salary in Thousands of Dollars ¹							Total
	<20	20-30	30-40	40-50	50-60	60-70	NS ²	
USAF	0	0	5	84	126	10	1	226
Army	0	0	11	63	149	34	0	257
Navy	0	1	9	54	62	22	1	149
Other, DoD	0	0	1	100	448	52	2	603
Total, DoD	0	1	26	301	785	118	4	1235
USDA	0	0	5	41	80	8	0	134
USAID	0	0	0	0	1	2	0	3
DOC	0	0	2	2	1	0	0	5
DOE	0	0	1	4	5	0	0	10
EPA	0	0	0	1	2	3	0	6
GSA	0	0	0	6	31	11	0	48
HHS	0	0	1	10	15	11	0	37
DHS	0	0	2	3	14	1	0	20
HUD	0	0	0	0	2	0	0	2
DOI	0	0	6	17	44	9	0	76
DOJ	0	0	0	0	0	1	0	1
DOL	0	0	0	2	6	0	0	8
NASA	0	0	0	0	2	1	0	3
OPM	0	0	0	1	0	1	0	2
SBA	0	0	0	0	2	1	0	3
DOS	1	0	0	0	1	0	0	2
DOT	0	0	0	0	4	0	1	5
Treasury	0	0	0	2	4	2	1	9
VA	0	0	7	40	54	15	0	116
All Other Civilian Agencies	0	0	0	13	24	13	1	51
Total, Civilian Agencies	1	0	24	142	292	79	3	541
Total, All Agencies	1	1	50	443	1077	197	7	1776

¹Actual range for each column is \$20,000 - \$29,999, etc.

²NS: Salary was not specified.

**TABLE 8-06-4 LOSSES IN THE PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106)
BY GRADE FY2008**

Grade	FY2007 End Strength	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
2	1	0	0%	0	0%
3	4	0	0%	0	0%
4	54	9	17%	0	0%
5	290	69	24%	2	1%
6	639	136	21%	2	0%
7	698	150	21%	2	0%
8	35	8	23%	0	0%
9	6	1	17%	0	0%
10	1	1	100%	0	0%
13	1	1	100%	0	0%
Other	169	42	25%	0	0%
Total	1,898	417	22%	6	0%

**TABLE 8-06-5 LOSSES IN THE PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106)
BY SALARY LEVEL FY2008**

Salary	FY2007 End Strength	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
< \$20,000	1	0	0%	0	0%
\$20,000-29,999	54	21	39%	0	0%
\$30,000-39,999	575	131	23%	4	1%
\$40,000-49,999	1,159	239	21%	2	0%
\$50,000-59,999	100	22	22%	0	0%
\$60,000-69,999	5	1	20%	0	0%
\$90,000-99,999	1	1	100%	0	0%
NS ¹	3	2	67%	0	0%
Total	1,898	417	22%	6	0%

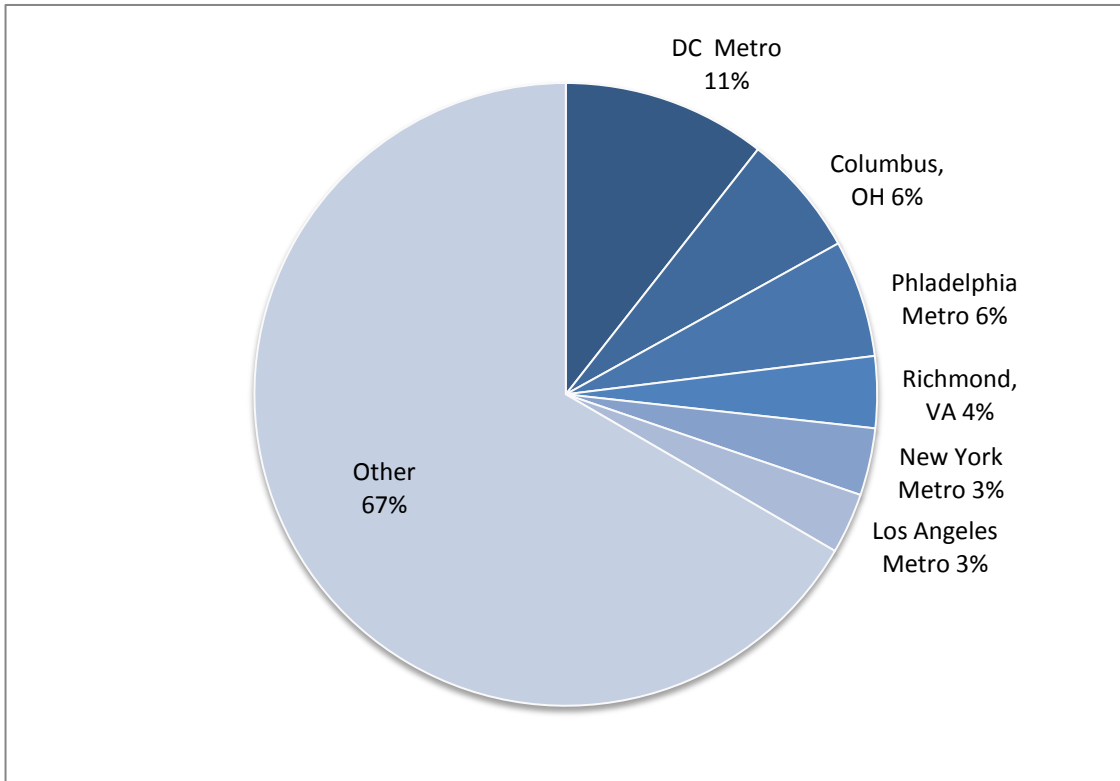
¹NS: Salary was not specified.

TABLE 8-06-6 PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106) BY CORE BASED STATISTICAL AREAS FY2008

Albuquerque, NM	19
Atlanta-Sandy Springs-Marietta, GA	29
Baltimore-Towson, MD	30
Boston-Cambridge-Quincy, MA-NH	45
Chicago-Naperville-Joliet, IL-IN-WI	24
Columbus, OH	113
Dallas-Fort Worth-Arlington, TX	21
Dayton, OH	27
Denver-Aurora, CO	23
Detroit-Warren-Livonia, MI	21
Fort Walton Beach-Crestview-Destin, FL	16
Honolulu, HI	17
Huntsville, AL	15
Los Angeles-Long Beach-Santa Ana, CA	56
New York-Northern New Jersey-Long Island, NY-NJ-PA	62
Ogden-Clearfield, UT	19
Oklahoma City, OK	30

Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	108
Phoenix-Mesa-Scottsdale, AZ	17
Portland-Vancouver-Beaverton, OR-WA	15
Richmond, VA	66
Sacramento--Arden-Arcade--Roseville, CA	15
San Antonio, TX	44
San Diego-Carlsbad-San Marcos, CA	29
San Francisco-Oakland-Fremont, CA	16
Seattle-Tacoma-Bellevue, WA	33
Virginia Beach-Norfolk-Newport News, VA-NC	16
Warner Robins, GA	25
Washington-Arlington-Alexandria, DC-VA-MD-WV	188
Subtotal	1,139
Outside CBSAs	618
Other CBSAs	19
Total	1,776

**FIGURE 8-06-1 PROCUREMENT CLERICAL AND ASSISTANCE SERIES (GS-1106) EMPLOYMENT
BY TOP CORE BASED STATISTICAL AREAS FY2008**



- **DC Metro**—Washington-Arlington-Alexandria, DC-VA-MD-WV
- **Philadelphia Metro**—Philadelphia-Camden-Wilmington, PA-NJ-DE-MD
- **New York Metro**—New York-Northern NJ-Long Island, NY-NJ-PA
- **Los Angeles Metro**—Los Angeles-Long Beach-Santa Ana, CA

**E. General Business and Industry Series GS-1101
FY2008**

**TABLE 8-01-1 TURNOVER AND HIRES IN THE GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101)
FY1999-FY2008**

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total Losses	2,659	2,962	2,666	3,040	2,942	3,112	3,517	3,377	3,687	4,230
Percent of Losses	13%	14%	13%	14%	13%	14%	15%	14%	15%	16%
Retirement Eligible Employee Losses	543	426	487	609	781	823	982	837	856	911
Percent of Retirement Eligible Employee Losses	22%	22%	18%	19%	17%	19%	21%	19%	20%	18%
Total Hires	3,316	3,232	3,573	3,773	3,085	3,618	3,940	3,973	6,000	7,329
Percent of Hires with College Degrees	37%	44%	40%	38%	39%	42%	41%	37%	30%	28%
Net Change	657	270	907	733	143	506	423	596	2,313	3,099
Total Population at End of the Fiscal Year	20,955	21,225	22,132	22,895	23,008	23,514	23,937	24,533	26,846	29,945
Total, DoD	6,241	6,190	6,546	6,749	6,880	7,021	7,490	7,761	10,388	12,975
Total, Civilian Agencies	14,714	15,035	15,586	16,146	16,128	16,493	16,447	16,772	16,458	16,970

TABLE 8-01-2 GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101) BY AGENCY BY GRADE FY2008

Agency	Grade											Average Grade ³
	5	7	9	11	12	13	14	15	Other ¹	NS ²	All	
USAF	8	200	112	463	465	433	11	1	39	1,223	2,955	11.07
Army	51	183	265	176	103	39	4	0	40	328	1,189	9.18
Navy	10	72	346	327	289	93	32	9	48	584	1,810	10.48
Other, DoD	208	18	20	43	502	226	68	0	4,589	1,347	7,021	4.18
Total, DoD	277	473	743	1,009	1,359	791	115	10	4,716	3,482	12,975	6.70
USDA	304	1,997	182	185	217	409	49	28	584	30	3,985	8.03
USAID	0	0	0	0	4	7	2	7	0	57	77	13.60
DOC	3	18	22	26	87	103	59	47	10	391	766	12.30
ED	0	1	5	66	88	67	24	4	0	0	255	12.16
DOE	6	7	32	35	64	163	152	147	4	38	648	13.11
EPA	2	5	14	15	55	48	23	8	1	0	171	12.11
GSA	8	60	91	109	219	381	263	89	10	10	1,240	12.30
HHS	2	13	72	80	160	261	125	62	0	8	783	12.42
DHS	0	1	9	42	57	100	60	46	0	18	333	12.90
HUD	11	34	50	145	1,041	1,070	428	225	0	17	3,021	12.69
DOI	65	69	113	163	213	132	94	5	77	7	938	10.43
DOJ	0	0	45	75	132	135	39	14	0	7	447	12.10
DOL	0	0	0	2	17	18	9	2	0	0	48	12.83
NASA	0	0	0	2	16	21	13	6	0	1	59	13.09
NSF	0	0	0	5	3	24	13	10	1	4	60	13.27
NRC	0	0	0	0	0	0	0	0	0	8	8	0.00
OPM	0	0	2	4	2	1	1	0	0	0	10	11.30
SEC	0	0	0	0	0	0	0	0	0	3	3	0.00
SBA	68	263	274	282	429	167	35	1	55	7	1,581	10.11
SSA	0	0	0	0	1	3	1	0	0	0	5	13.00
DOS	0	0	5	13	15	21	21	10	0	1	86	12.76
DOT	0	0	3	0	1	6	4	2	1	54	71	12.53
Treasury	0	52	550	268	83	75	78	9	0	107	1,222	10.28
VA	0	1	1	4	15	40	20	11	1	330	423	12.98
All Other Civilian Agencies	4	4	23	60	68	103	55	43	2	368	730	12.43
Total, Civilian Agencies	473	2,525	1,493	1,581	2,987	3,355	1,568	776	746	1,466	16,970	10.87
Total, All Agencies	750	2,998	2,236	2,590	4,346	4,146	1,683	786	5,462	4,948	29,945	9.29

¹Other grades (1-4, 6, 8, 10).

²NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.

³Average grade includes those positions for which a grade was specified; excludes NS category in the calculation.

TABLE 8-01-3 GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101) BY AGENCY BY SALARY LEVEL FY2008

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	1	11	149	244	335	399	382	439	352	292	119	83	72	49	27	1	2,955
Army	0	13	103	272	259	162	104	97	61	42	24	14	13	9	6	10	1,189
Navy	0	32	43	166	355	345	320	220	129	105	39	36	8	7	5	0	1,810
Other, DoD	1,086	2,100	1,378	384	68	138	231	384	368	338	188	140	98	73	38	9	7,021
Total, DoD	1,087	2,156	1,673	1,066	1,017	1,044	1,037	1,140	910	777	370	273	191	138	76	20	12,975
USDA	0	147	771	1,946	283	135	115	166	230	122	29	13	13	8	5	2	3,985
USAID	0	0	0	2	5	19	5	14	3	2	8	6	2	11	0	0	77
DOC	0	1	3	27	55	67	118	91	103	66	62	62	25	35	51	0	766
ED	0	0	1	2	11	39	47	47	47	32	13	14	1	1	0	0	255
DOE	0	1	11	23	19	48	34	64	92	77	73	75	52	64	15	0	648
EPA	0	0	3	9	14	16	26	34	20	23	10	10	2	4	0	0	171
GSA	0	6	33	81	102	75	127	157	218	164	149	63	43	22	0	0	1,240
HHS	0	0	6	44	70	97	81	138	130	92	40	40	24	19	2	0	783
DHS	0	0	1	6	34	39	25	59	43	48	42	10	13	13	0	0	333
HUD	0	0	26	52	105	189	383	634	677	403	217	150	81	95	9	0	3,021
DOI	0	31	103	119	128	121	117	105	96	78	25	14	1	0	0	0	938
DOJ	0	0	1	14	55	53	65	104	74	31	19	18	6	6	1	0	447
DOL	0	0	0	0	1	5	9	6	11	8	4	2	0	2	0	0	48
NASA	0	0	0	0	0	1	7	15	5	9	7	5	9	1	0	0	59
NSF	0	0	0	0	1	6	1	17	7	8	8	3	4	1	4	0	60
NRC	0	0	0	0	0	0	0	1	0	1	3	2	0	0	1	0	8
OPM	0	0	0	2	3	1	1	0	2	0	0	1	0	0	0	0	10
SEC	0	0	0	0	0	0	0	0	0	0	1	0	0	0	2	0	3
SBA	0	19	226	329	248	139	166	229	107	74	23	15	4	1	0	1	1,581
SSA	0	0	0	0	0	0	1	1	0	2	0	1	0	0	0	0	5
DOS	0	0	0	1	7	15	5	13	15	9	8	7	5	1	0	0	86
DOT	0	0	0	0	11	5	12	12	7	8	7	5	2	1	1	0	71
Treasury	0	0	7	126	432	281	110	68	62	39	47	26	9	8	7	0	1,222
VA	0	24	73	74	48	52	33	32	43	18	14	7	1	1	2	1	423
All Other Civilian Agencies	0	0	6	32	22	65	59	64	66	96	57	75	59	65	61	3	730
Total, Civilian Agencies	0	229	1,271	2,889	1,654	1,468	1,547	2,071	2,058	1,410	866	624	356	359	161	7	16,970
Total, All Agencies	1,087	2,385	2,944	3,955	2,671	2,512	2,584	3,211	2,968	2,187	1,236	897	547	497	237	27	29,945

¹Actual range for each column is \$20,000 - \$29,999, etc.²NS: Salary was not specified.

**TABLE 8-01-4 LOSSES IN THE GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101)
BY GRADE FY2008**

Grade	FY2007 End Strength	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
1	572	308	54%	0	0%
2	260	94	36%	0	0%
3	662	110	17%	0	0%
4	936	141	15%	0	0%
5	739	187	25%	0	0%
6	854	155	18%	0	0%
7	3,113	490	16%	3	0%
8	181	25	14%	0	0%
9	2,255	350	16%	2	0%
10	13	4	31%	0	0%
11	2,525	386	15%	4	0%
12	4,263	527	12%	8	0%
13	4,645	586	13%	10	0%
14	1,896	245	13%	7	0%
15	862	107	12%	4	0%
NS ¹	3,070	515	17%	6	0%
Total	26,846	4,230	16%	44	0%

¹NS: Grade was not specified; includes positions assigned to alternative pay plans and SES positions.

**TABLE 8-01-5 LOSSES IN THE GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101)
BY SALARY LEVEL FY2008**

Salary	FY2007 End Strength	Number Left the Series	Percent Left the Series	Number Changed Agencies	Percent Changed Agencies
< \$20,000	507	273	54%	0	0%
\$20,000-29,999	1,395	371	27%	0	0%
\$30,000-39,999	2,803	531	19%	1	0%
\$40,000-49,999	3,844	595	15%	3	0%
\$50,000-59,999	2,701	377	14%	7	0%
\$60,000-69,999	2,474	369	15%	5	0%
\$70,000-79,999	2,620	330	13%	8	0%
\$80,000-89,999	3,394	424	12%	4	0%
\$90,000-99,999	2,677	359	13%	3	0%
\$100,000-109,999	1,831	236	13%	5	0%
\$110,000-119,999	959	124	13%	3	0%
\$120,000-129,999	734	98	13%	3	0%
\$130,000-139,999	405	69	17%	1	0%
\$140,000-149,999	334	42	13%	1	0%
\$150,000+	144	27	19%	0	0%
NS ¹	24	5	21%	0	0%
Total	26,846	4,230	16%	44	0%

¹NS: Salary was not specified.

**TABLE 8-01-6 GENERAL BUSINESS AND INDUSTRY SERIES (GS-1101) EMPLOYMENT
BY CORE BASED STATISTICAL AREAS FY2008**

Aberdeen, SD	20
Abilene, TX	34
Alamogordo, NM	46
Albany, GA	46
Albany-Schenectady-Troy, NY	85
Albuquerque, NM	150
Alexandria, LA	24
Altus, OK	17
Anchorage, AK	130
Anniston-Oxford, AL	154
Asheville, NC	15
Athens-Clarke County, GA	18
Atlanta-Sandy Springs-Marietta, GA	695
Augusta-Richmond County, GA-SC	34
Austin-Round Rock, TX	46
Bakersfield, CA	166
Baltimore-Towson, MD	223
Bangor, ME	42
Barre, VT	15
Baton Rouge, LA	47
Battle Creek, MI	20
Billings, MT	31
Birmingham-Hoover, AL	81
Bismarck, ND	18
Boise City-Nampa, ID	45
Boston-Cambridge-Quincy, MA-NH	525
Bozeman, MT	16
Bremerton-Silverdale, WA	190
Brigham City, UT	19
Brunswick, GA	16
Buffalo-Niagara Falls, NY	201
Burlington-South Burlington, VT	15
Cedar Rapids, IA	16
Chambersburg, PA	22
Charleston, WV	20
Charleston-North Charleston, SC	45
Charlotte-Gastonia-Concord, NC-SC	21

Lawton, OK	70
Lexington Park, MD	119
Lexington-Fayette, KY	25
Lincoln, NE	19
Little Rock-North Little Rock, AR	81
Los Angeles-Long Beach-Santa Ana, CA	548
Louisville, KY-IN	66
Lubbock, TX	21
Madison, WI	17
Manchester-Nashua, NH	22
Manhattan, KS	31
McAllen-Edinburg-Mission, TX	16
Memphis, TN-MS-AR	177
Meridian, MS	32
Miami-Fort Lauderdale-Miami Beach, FL	115
Milwaukee-Waukesha-West Allis, WI	60
Minneapolis-St. Paul-Bloomington, MN-WI	151
Minot, ND	21
Missoula, MT	16
Mobile, AL	15
Montgomery, AL	117
Morgantown, WV	17
Mountain Home, ID	36
Nashville-Davidson--Murfreesboro, TN	100
New Bern, NC	50
New Orleans-Metairie-Kenner, LA	154
New York-Northern New Jersey-Long Island, NY-NJ-PA	713
Norwich-New London, CT	58
Oak Harbor, WA	56
Ogden-Clearfield, UT	260
Oklahoma City, OK	352
Omaha-Council Bluffs, NE-IA	53
Orlando-Kissimmee, FL	67
Oxnard-Thousand Oaks-Ventura, CA	91
Palm Bay-Melbourne-Titusville, FL	46
Panama City-Lynn Haven, FL	17
Parkersburg-Marietta-Vienna, WV-OH	22

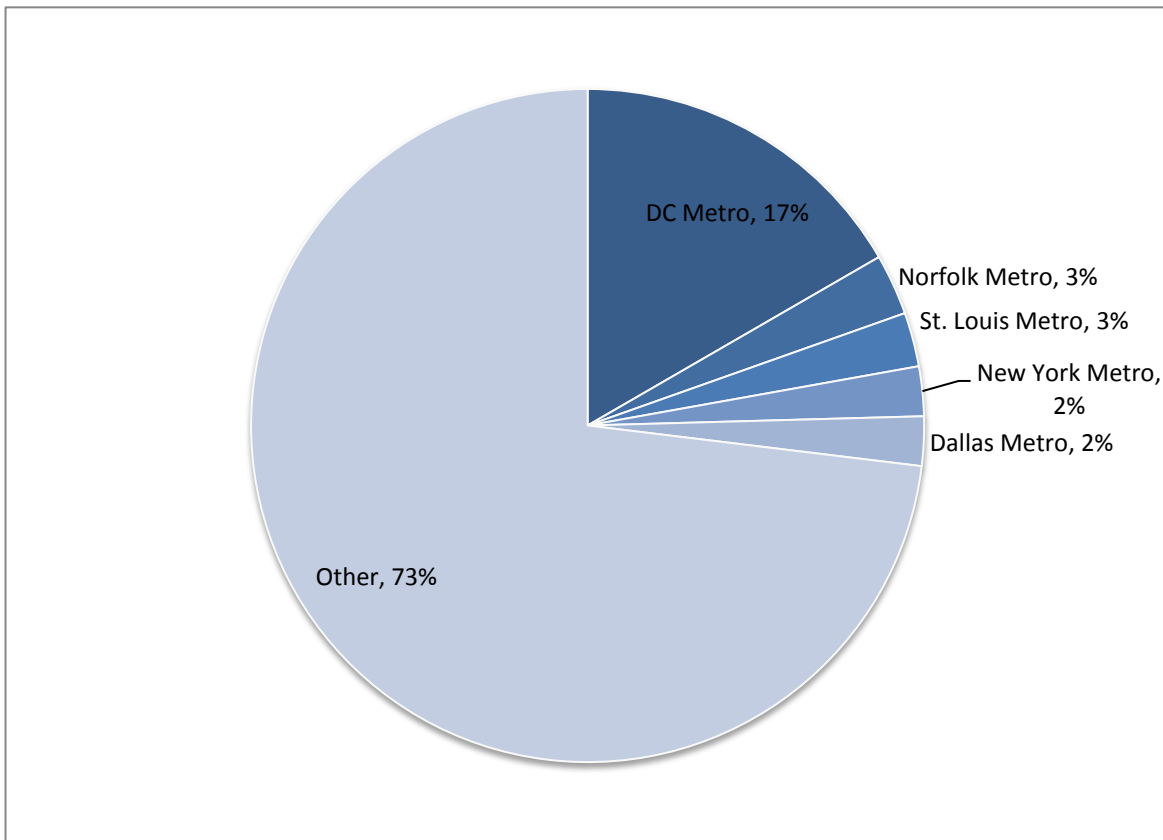
Cheyenne, WY	23
Chicago-Naperville-Joliet, IL-IN-WI	406
Cincinnati-Middletown, OH-KY-IN	43
Clarksville, TN-KY	37
Cleveland-Elyria-Mentor, OH	121
Clovis, NM	30
College Station-Bryan, TX	25
Colorado Springs, CO	154
Columbia, SC	83
Columbus, GA-AL	31
Columbus, MS	16
Columbus, OH	100
Corpus Christi, TX	137
Dallas-Fort Worth-Arlington, TX	709
Davenport-Moline-Rock Island, IA-IL	58
Dayton, OH	643
Del Rio, TX	22
Denver-Aurora, CO	596
Des Moines, IA	50
Detroit-Warren-Livonia, MI	183
Dover, DE	21
Durham, NC	20
East Stroudsburg, PA	38
El Paso, TX	139
Elizabethtown, KY	29
Enid, OK	26
Enterprise-Ozark, AL	42
Fairbanks, AK	60
Fallon, NV	22
Fargo, ND-MN	20
Fayetteville, NC	118
Flagstaff, AZ	22
Fort Collins-Loveland, CO	20
Fort Leonard Wood, MO	79
Fort Polk South, LA	45
Fort Walton Beach-Crestview-Destin, FL	142
Fresno, CA	59
Gettysburg, PA	25
Goldsboro, NC	45

Pascagoula, MS	25
Pensacola-Ferry Pass-Brent, FL	85
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	656
Phoenix-Mesa-Scottsdale, AZ	177
Pittsburgh, PA	119
Portland-South Portland-Biddeford, ME	83
Portland-Vancouver-Beaverton, OR-WA	239
Poughkeepsie-Newburgh-Middletown, NY	61
Providence-New Bedford-Fall River, RI-MA	84
Raleigh-Cary, NC	33
Rapid City, SD	22
Richmond, VA	290
Riverside-San Bernardino-Ontario, CA	218
Sacramento--Arden-Arcade--Roseville, CA	220
Salinas, CA	51
Salt Lake City, UT	66
San Angelo, TX	22
San Antonio, TX	527
San Diego-Carlsbad-San Marcos, CA	385
San Francisco-Oakland-Fremont, CA	252
San Jose-Sunnyvale-Santa Clara, CA	94
San Juan-Caguas-Guaynabo, PR	121
Santa Barbara-Santa Maria, CA	86
Savannah, GA	23
Seattle-Tacoma-Bellevue, WA	352
Shreveport-Bossier City, LA	75
Sierra Vista-Douglas, AZ	19
Sioux Falls, SD	15
Spokane, WA	65
Springfield, IL	34
Springfield, MA	16
St. Louis, MO-IL	778
St. Marys, GA	18
Stillwater, OK	15
Stockton, CA	19
Syracuse, NY	40
Tampa-St. Petersburg-Clearwater, FL	124
Texarkana, TX-Texarkana, AR	42
The Villages, FL	17

Grand Forks, ND-MN	39
Grand Rapids-Wyoming, MI	26
Great Falls, MT	20
Greensboro-High Point, NC	71
Gulfport-Biloxi, MS	65
Hanford-Corcoran, CA	41
Harrisburg-Carlisle, PA	49
Hartford-West Hartford-East Hartford, CT	69
Helena, MT	23
Hilton Head Island-Beaufort, SC	34
Hinesville-Fort Stewart, GA	45
Honolulu, HI	544
Houston-Sugar Land-Baytown, TX	212
Huntsville, AL	92
Indianapolis, IN	89
Jackson, MS	76
Jacksonville, FL	346
Jacksonville, NC	66
Kansas City, MO-KS	358
Killeen-Temple-Fort Hood, TX	55
Knoxville, TN	33
Las Cruces, NM	26
Las Vegas-Paradise, NV	58

Topeka, KS	20
Tucson, AZ	92
Tullahoma, TN	28
Tulsa, OK	45
Valdosta, GA	27
Vallejo-Fairfield, CA	50
Virginia Beach-Norfolk-Newport News, VA-NC	876
Walla Walla, WA	27
Warner Robins, GA	449
Warrensburg, MO	17
Washington-Arlington-Alexandria, DC-VA-MD-WV	4,988
Watertown-Fort Drum, NY	65
Wichita Falls, TX	21
Wichita, KS	39
Yuba City, CA	25
Yuma, AZ	51
Subtotal	26,403
Outside CBSAs	1,620
Other CBSAs	1,922
Total	29,945

**FIGURE 8-01-1 GENERAL BUSINESS AND INDUSTRY SERIES (GS-1105) EMPLOYMENT
BY TOP CORE BASED STATISTICAL AREAS FY2008**



- **DC Metro**—Washington-Arlington-Alexandria, DC-VA-MD-WV
- **Norfolk Metro**— Virginia Beach-Norfolk-Newport News, VA-NC
- **St. Louis Metro**—St. Louis, MO, IL
- **New York Metro**—New York-Northern NJ-Long Island, NY-NJ-PA
- **Dallas Metro**—Dallas, Fort Worth, Arlington, TX

**F. Management Oversight: Program/Project
Managers (P/PMs), Contracting Officer's Technical
Representatives (COTRs)
FY2008**

TABLE 8-M-1 DEMOGRAPHICS OF PROGRAM/PROJECT MANAGERS (P/PMS) FY2008

	DoD ¹	Civilian
Population	8070	1,756
Average Grade¹	12.7	12.94
Average Age	49.80	50.40
Percent Female²	31%	48%
Percent Eligible to Retire FY2008	18%	21%
Percent Eligible to Retire FY2018	74%	52%
Percent College Graduates	75%	68%
Members, Senior Executive Service	130	6

¹Data were obtained from the Defense Acquisition University. Calculation is based on employees in a specific grade and excludes those in paybands or special pay grades.

²Note that 6% could not be identified by gender.

TABLE 8-M-2 DEMOGRAPHICS OF CONTRACTING OFFICERS TECHNICAL REPRESENTATIVES (COTRS) FY2008

	Civilian ¹
Population	16,560
Average Grade²	12.54
Average Age	50.03
Percent Female³	40%
Percent Eligible to Retire FY2008	21%
Percent Eligible to Retire FY2018	52%
Percent College Graduates	71%
Members, Senior Executive Service	18

¹The DoD does not track COTR personnel.

²Calculation is based only on employees in a specific grade and excludes those in paybands or special pay grades.

³Note that 5% could not be identified by gender.

TABLE 8-M-4 PROGRAM/PROJECT MANAGERS (PPMs) AND CONTRACTING OFFICERS TECHNICAL REPRESENTATIVES (COTRs) IDENTIFIED BY AGENCIES FY2007-FY2008

Department/Agency Name	PPMs on 12/31/07	PPMs on 12/31/08	Percent Increase	COTRs on 12/31/07	COTRs on 12/31/08	Percent Increase
USAF	1,501	1,627	8%			
Army	3,149	2,754	-13%			
Navy	2,616	2,842	9%			
Other DoD	673	847	26%			
Total, DoD	7,939	8,070	2%			
USDA	7	8	14%	39	48	23%
USAID	15	15	0%	34	34	0%
DOC	0	0	0%	4	4	0%
ED	6	6	0%	10	11	10%
DOE	22	21	-5%	575	578	1%
EPA	258	279	8%	4,059	4081	1%
GSA	181	183	1%	731	732	0%
HHS	238	240	1%	495	501	1%
DHS	5	437	8640%	25	6283	250%
HUD	1	1	0%	1	1	0%
DOI	74	76	3%	2,264	2273	0%
DOJ	4	5	25%	34	34	0%
DOL	0	0	0%	3	3	0%
NASA	0	67	0%	0	4197	0%
NSF	0	0	0%	0	0	0%
NRC	1	1	0%	0	0	0%
OPM	0	0	0%	7	6	-14%
SEC	0	0	0%	1	1	0%
SBA	0	0	0%	1	1	0%
SSA	2	2	0%	1	1	0%
DOS	0	0	0%	4	3	-25%
DOT	19	18	-5%	304	305	0%
Treasury	14	68	386%	234	1291	452%
VA	76	386	408%	314	314	0%
Consumer Product Safety Commission	2	2	0%	39	39	0%
Export-Import Bank of the US	1	1	0%	0	0	0%
Federal Communications Commission	0	0	0%	1	1	0%
Millennium Challenge Corporation	0	0	0%	1	1	0%
Smithsonian Institution	0	0	0%	1	1	0%
Other Agency Subtotal	21	6	-71%	85	12	-86%
Total, Civilian Agencies	927	1756	89%	9,182	16,560	80%
Total, All Agencies	8,866	9,826	11%			

G. 2008 Acquisition Workforce Competencies Survey General Analysis

1. Introduction

Background

The 2008 Acquisition Workforce Competencies Survey (AWCS) is a self-report measurement tool created through a collaborative effort between the Federal Acquisition Institute (FAI), the Office of Management and Budget (OMB) Office of Federal Procurement Policy (OFPP), and the Chief Acquisition Officers Council (CAOC), with close participation from the Office of Personnel Management (OPM). The survey was open to civilian Federal Executive Branch agencies from July through October 2008. Survey respondents were asked to voluntarily provide information in several categories: role-specific competencies and aligned skills, perceived training needs, managerial and environmental questions, and professional certifications. The 2008 AWCS included several enhancements such as the inclusion of Contracting Officer Technical Representatives (COTRs) and Program/Project Managers (PPMs), consistent with the OFPP Policy Letter 05-01 expanded definition of the acquisition workforce. As in 2007, Contracting professionals were also assessed. The DoD used a separate tool and results will be released separately.

2. Survey Objectives

The following objectives were set forth at the beginning of the survey process:

- Determine the available supply of acquisition expertise across the workforce as defined by OFPP Policy Letter 05-01
- Determine where to focus resources for improving or sustaining acquisition-related skills
- Identify key workforce trends resulting from data collected
- Determine status of the Contracting workforce one year after the 2007 baseline
- Set baselines for the COTR and P/PM functions to be used for future comparisons

3. Target Audience

- Personnel in the GS-1102 Contract Specialist series
- Personnel, regardless of series, performing Contracting duties and personnel with contracting officer warrant authority
- Personnel serving in a Contracting Officer Technical Representative (COTR) or Program/Project Manager (P/PM) role
- Military personnel, outside of DoD, performing the duties of these positions, regardless of series (as defined by OFPP Policy Letter 05-01)

4. Methods and Approach

Building on the foundation set by the initial 2007 Contracting Workforce Competencies Survey (CWCS), the online survey was a voluntary, anonymous self-assessment targeting acquisition professionals and managers at all grade levels performing Contracting, Program/Project Management (P/PM), and Contracting Officer Technical Representative (COTR) duties. This summary report provides a snapshot-in-time of the current status of the acquisition workforce and identifies areas in which strengths may be leveraged as well as opportunities for improving certain skills. This is a community-wide aggregate summary against which agencies may analyze agency-specific results.

5. Survey Demographic Data

This section provides an overview of survey respondent demographics and includes general information ranging from grade, age, race/national origin (RNO), and education, to more detailed information such as acquisition function, time in acquisition service, and retirement eligibility/estimated retirement ranges.

A total of 4,434 acquisition professionals representing 26 Federal agencies participated in the 2008 AWCS. This group comprised of 1,994 contracting professionals, 1,876 COTRs, and 564 PPMs, is estimated to be approximately 22.6% (4,434 out of 19,623) of the civilian agency acquisition workforce. The estimated population total of 19,623 was derived from the Acquisition Career Management Information System (ACMIS), FedScope data, agency Acquisition Career Manager (ACM) qualitative assessments and other sources, and represents the workforce totals captured by agencies in ACMIS as of the date of the survey. Respondents represented over 100 distinct job series, but are most heavily represented by GS-0343 (N=291, Management and Program Analysis), GS-1102 (N=299, Contract Specialist), and GS-1101 (N=106, General Business and Industry). The following table depicts the general profile of the typical AWCS respondent.

TABLE 5-0-1. 2008 AWCS AVERAGE RESPONDENT PROFILE

AWCS Average Respondent Profile	
According to the AWCS Survey Data	According to ARFAW Data
Is age 51 to 55	Is age 47
Is a Female	Is a Female
Is a Grade 13	Is a Grade 11
Is not in a supervisory role	Is not in a supervisory role
Holds a Bachelor's degree	Holds a Bachelor's degree
Is eligible to retire in 7 to 10 years	Is eligible to retire in 7 to 10 years
Additional AWCS Data:	
Is in the Contracting function	
Has 21 or more years of Federal service	
Has 11 to 20 yrs of Acquisition service	
Holds some type of profession certification	

5.1. Aggregate Survey Demographics

The following summary table introduces aggregate survey demographic findings.

Table 5-1-1. Survey Demographics: Key Findings Summary Table

Survey Demographics: Key Findings Summary Table
Key Findings:
<ul style="list-style-type: none"> 65% of the workforce is 46 years old or greater, with the highest concentration of these respondents falling in the 51 to 55 age range (22%). 55% of survey respondents are currently eligible to retire, with many of those planning to retire in the coming 7 to 10 years. Gender distribution is 49% female, 47% male. Race National Origin (RNO) distributions resemble federal trends. Survey respondents have on average 10 or more years of acquisition-specific experience.

5.2 Age and Retirement

65% of the AWCS respondents are 46 years age or greater, with the highest concentration of these respondents falling in the 51 to 55 age range (22%). Of the survey respondents, over 55% are eligible for retirement and 47% plan on retiring in the coming 7 to 10 year time frame.

For technical competencies, roughly 41% of the senior level survey respondents who possess proficiency levels at the intermediate or advanced levels will be leaving the workforce within the next 10 years. The following tables show the technical competency proficiency averages of the Contracting, COTRs, and P/PM survey respondents and potential

proficiency impacts due to retirement estimates.

5-2-1. 2008 CONTRACTING TECHNICAL COMPETENCIES AVERAGE PROFICIENCY IMPACTED BY RETIREMENT ESTIMATE

Technical Competencies	2008 AWCS Proficiency	Retiring in the next 3 yrs (% intermediate or greater) Contracting	Retiring in 4-6 Yrs (% intermediate or greater) Contracting	Retiring in 7-10 yrs (% intermediate or greater) Contracting	Overall (% intermediate or greater) Contracting
Bid Evaluation	4.00	11.7%	15.7%	17.7%	85.2%
Contract Award	4.02	11.7%	15.3%	17.6%	86.0%
Defining Contractual Relationships	3.85	11.7%	15.5%	17.8%	84.2%
Defining Requirements	3.83	11.4%	15.6%	17.7%	86.0%
Dispute Resolution and Termination	3.63	11.7%	15.9%	18.2%	78.9%
Financial Management	3.67	11.8%	15.5%	17.8%	81.1%
Managing Competition	3.98	11.6%	15.3%	17.6%	87.8%
Market Research	4.04	11.1%	14.9%	17.3%	91.1%
Negotiation	3.80	12.0%	15.5%	17.6%	81.1%
Performance-Based Acquisition	3.48	11.9%	16.1%	17.9%	76.9%
Performance Management	3.06	11.5%	15.9%	17.7%	84.1%
Project Management	3.97	11.1%	15.0%	17.7%	90.2%
Proposal Analysis and Evaluation	3.87	11.6%	15.4%	17.6%	84.1%
Requirements Management	4.10	11.4%	15.3%	17.6%	88.5%
Small Business and Preference Program Participation	3.86	11.7%	15.6%	17.5%	85.1%
Solicitation of Orders	4.01	11.6%	15.4%	17.6%	86.3%
Strategic Planning	4.05	11.1%	15.2%	17.7%	91.5%

TABLE 5-2-2. 2008 COTR TECHNICAL COMPETENCIES AVERAGE PROFICIENCY IMPACTED BY RETIREMENT ESTIMATE

Technical Competencies	2008 AWCS Proficiency	Retiring in the next 3 yrs (% intermediate or greater)	Retiring in 4-6 Yrs (% intermediate or greater)	Retiring in 7-10 yrs (% intermediate or greater)	Overall (% intermediate or greater)
Acquisition Planning	3.67	12.4%	15.4%	19.1%	83.7%
Defining Government Requirements in Commercial/Non-Commercial Terms	3.43	12.6%	15.7%	19.2%	75.5%
Effective Contract Management	3.58	12.2%	14.9%	19.1%	79.5%
Effective Pre-award Communication	3.50	12.3%	15.2%	19.3%	75.8%
Market Research	3.30	12.9%	15.1%	19.0%	71.8%
Negotiation	3.14	12.2%	14.9%	19.5%	66.2%
Performance Management	3.77	11.9%	15.6%	18.8%	83.8%
Technical Analysis of Proposals	3.62	12.4%	14.9%	19.1%	80.2%

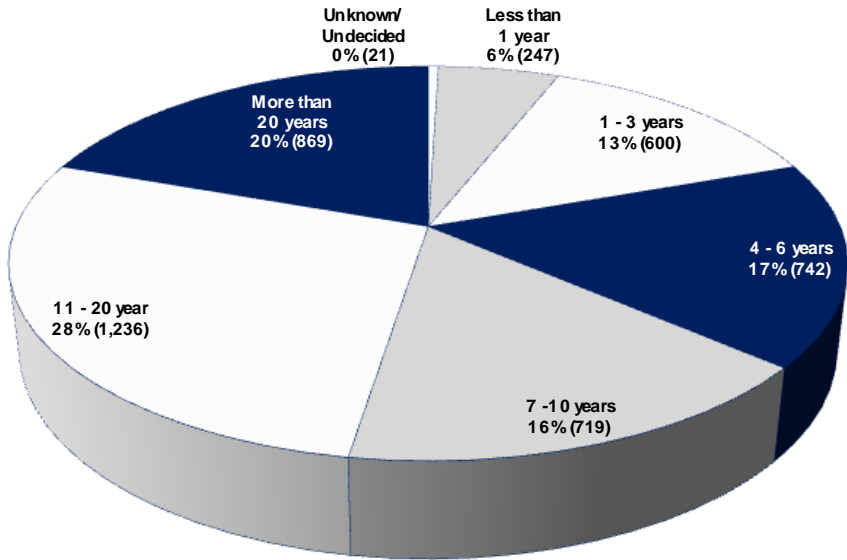
TABLE 5-2-3. 2008 P/PM TECHNICAL COMPETENCIES AVERAGE PROFICIENCY IMPACTED BY RETIREMENT ESTIMATE

Technical Competencies	2008 AWCS Proficiency	Retiring in the next 3 yrs (% intermediate or greater)	Retiring in 4-6 Yrs (% intermediate or greater)	Retiring in 7-10 yrs (% intermediate or greater)	Overall (% intermediate or greater)
Business, Cost Estimating, and Financial Management	3.01	10.9%	15.4%	24.1%	63.3%
Contracting	3.04	11.6%	15.4%	22.2%	65.6%
Leadership/Professional	3.58	11.8%	15.9%	21.2%	81.2%
Life Cycle Logistics (LCL)	2.91	10.3%	14.2%	24.8%	60.1%
Requirement Development and Management Processes	3.36	10.3%	15.3%	23.4%	74.3%
Systems Engineering	3.16	10.9%	14.8%	23.4%	68.3%
Test and Evaluation	3.00	9.5%	16.4%	24.1%	61.7%

5.3 Years of Acquisition Service

The acquisition workforce is a highly experienced federal community with the majority of individuals with 10 or more years of acquisition experience. As depicted in the following figure, AWCS respondents are largely comprised of professionals who have 11 to 20 years of experience across all three functional areas of Contracting, COTR, and P/PM, representing 28% of the overall acquisition workforce.

FIGURE 5-3.1. 2008 AWCS ACQUISITION YEARS OF SERVICE DISTRIBUTION



6. Survey Findings – Contracting Professionals

Demographics Data

TABLE 6-0-1. 2008 CONTRACTING RESPONDENTS PROFILE

Profile of the average survey respondent of the Contracting workforce:	
According to the AWCS Survey Data	According to ARFAW Data
Is age 51 to 55	Is age 47
Holds a Bachelor's degree	Holds a Bachelor's degree
Is GS-1102 Contract Specialist, GS-1101 General Business Industry, or GS-0343 Management and Program Analysis (according to narrative)	Is GS-1102 Contract Specialist, GS-1101 General Business Industry, GS-1105 Purchasing, or GS-1106 Procurement Clerical and Assistance Professional
Is a Female	Is a Female
Is eligible to retire in 7 to 10 years	Is eligible to retire in 7 to 10 years
Is a Grade 12 or 13	Is a Grade 11
Additional AWCS Data:	
Has 21 or more years of Federal service	
Has 11 to 20 yrs of Acquisition service	
Holds some type of professional certification	

- The 1,994 Contracting respondents span multiple occupational series performing Contracting duties, with the largest representation from the GS-1102 (14% or 299 out of 1,994) and GS-1101 series (5% or 106 out of 1,994).
- The majority of the Contracting professionals that responded to the survey were at the GS-12 level (22% or 443 out of 1,994), and GS-13 level (25% or 492 out of 1,994).
- Of the Contracting respondents, 45% of them are currently eligible to retire, with 54% of those planning to retire in the coming 7 to 10 years.
- Contracting respondents have 10 or more years of acquisition-specific experience.

Contracting General Analysis⁸

TABLE 6-0-2. 2008 CONTRACTING TECHNICAL COMPETENCY PROFICIENCY AVERAGES

Technical Competencies	2008 AWCS Proficiency ¹	2007 CWCS ⁹ Proficiency
Dispute Resolution and Termination	3.63	3.09
Financial Management	3.67	3.27
Performance Management	3.86	3.54
Requirements Management	4.10	3.05
Contract Award	4.02	3.44
Negotiation	3.80	3.40
Proposal Analysis and Evaluation	3.87	3.66
Bid Evaluation	4.00	3.49
Solicitation of Orders	4.01	3.50
Defining Contractual Relationships	3.85	3.52
Performance Base Acquisition	3.48	3.48
Defining Requirements	3.83	3.48
Small Business and Preference Program Participation	3.86	3.41
Managing Competition	3.98	3.45
Market Research	4.04	3.25
Project Management	3.97	3.40
Strategic Planning	4.05	3.42

¹Target level proficiency for Contracting is (3.0-4.0)

- Overall, competency proficiency levels increased in all Contracting technical competencies, less *Performance-Based Acquisition*, which remained static. 9 of the 17 Contracting competencies demonstrated a 0.50 (or more) increase in proficiency when compared to 2007 AWCS.
- Considering current estimated retirements for Contracting professionals, potential future competency gaps include *Strategic Planning*, *Requirements Management*, *Market Research*, *Negotiation*, and *Performance-Based Acquisition*.
- Respondents identified that training in the following competency areas would be beneficial on an individual and/or an organizational level:
 - *Performance-Based Acquisition*
 - *Financial Management*
 - *Dispute Resolution and Termination*
 - *Defining Requirements*
 - *Negotiation*
- 7% of Contracting respondents hold certifications outside of FAC-Contracting such as COTR certifications or Commercial certifications.
- Respondents indicated a desire for workforce-wide mentoring programs (34%) and job rotation programs (63%).

⁸ For more data specific on the GS-1102 population, see the AWCS Survey Results Report at www.fai.gov/acm/2008compsurvey.asp.

⁹ Target level proficiencies were not established during the AWCS report period so 2007 CWCS data was used as a proxy delta measure.

Managerial and Environmental Considerations

Respondents were asked to rate their level of agreement with 11 managerial and 13 environmental statements. The following table indicates the responses to those key environmental and managerial questions.

TABLE 6-0-3. CONTRACTING MANAGERIAL AND ENVIRONMENTAL RESPONDENTS

Managers agree that:	Employees agree that:
My supervisor generally supports requests for my employees to participate in training.	My supervisor generally approves my requests for training to maintain or increase my certification level or to satisfy my continuous learning requirements.
I would support my employees in identifying rotational assignments.	A rotational assignment outside my immediate organization would broaden my expertise.
I play a key role in my employee’s Individual Development Planning.	I am actively engaged in my Individual Development Planning.
There is adequate time for my employees to participate in training.	I am provided dedicated work time to complete on-line training courses.

7. Survey Findings – Contracting Officers Technical Representatives (COTR)

Demographics Data

TABLE 7-0-1. 2008 COTR RESPONDENTS PROFILE

Profile of the average survey respondent of the COTR workforce:	
According to the AWCS Survey Data	According to ARFAW Data
Is age 51 to 55	Is age 50
Holds a Bachelor’s Degree	Holds a Bachelor’s Degree
Is a Male	Is a Male
Is eligible to retire in 7 to 10 years	Is eligible to retire in 7 to 10 years
Is a Grade 12 or 13	Is a Grade 12
Additional AWCS Data:	
Has 21 or more years of Federal Service	
Has 11 to 20 years of Acquisition Service	
Holds some type of professional certification	

- The majority of the 1,876 COTRs that responded to the survey were at the GS-13 level (30% or 572 out of 1,876), followed closely by GS-12s (29% or 552 out of 1,876). COTR respondents have 10 or more years of acquisition-specific experience.
- Of the COTR survey respondents, 56% are currently eligible to retire, with 31% of those planning to retire in the coming 7 to 10 years.

COTR General Analysis

TABLE 7-0-2. 2008 COTR TECHNICAL COMPETENCY PROFICIENCY AVERAGES

Technical Competencies	2008 AWCS Proficiency ¹
Performance Management	3.77
Effective Contract Management	3.58
Negotiation	3.14
Technical Analysis of Proposals	3.62
Effective Pre Award Communication	3.58
Defining Government Requirements in Commercial/Non-Commercial Terms	3.43
Market Research	3.30
Acquisition Planning	3.67

¹Target level proficiency for COTRs is (2.0-3.0)

- COTR respondents average proficiency levels have reached above target proficiency levels for each of the eight technical competencies with the highest proficiency averages in *Performance Management* and *Acquisition Planning*.
- Retirement estimates for COTRs point to future gaps in the competency areas of *Performance Management*, *Effective Contract Management*, *Market Research*, and *Acquisition Planning* within the next ten years.
- COTR respondents have identified the following competencies as training areas most beneficial to them and to their organizations:
 - *Negotiation*
 - *Market Research*
 - *Defining Government Requirements in Commercial/Non-Commercial Terms*

Managerial and Environmental Considerations

The following table indicates COTR responses to managerial and environmental questions.

TABLE 7-0-3. COTR MANAGERIAL AND ENVIRONMENTAL RESPONDENTS

Managers agree that:	Employees agree that:
My supervisor generally supports requests for my employees to participate in training.	My supervisor generally approves my requests for training to maintain or increase my certification level or to satisfy my continuous learning requirements.
I would support my employees in identifying rotational assignments.	A rotational assignment outside my immediate organization would broaden my expertise.
I am able to provide adequate on-the-job training and coaching to develop my employees effectively.	I am provided dedicated work time to complete on-line training courses.
	My work duties allow me the opportunity to apply the training I receive.
Managers are neutral in that:	Employees are neutral in that:
My workload allows me the opportunity to manage my employee's development effectively.	My supervisor plays a key role in my Individual development Planning.
	I have the opportunity to work on different assignments or in new areas of acquisition to broaden my expertise.

8. Survey Findings – Program/Project Managers (P/PM)

Demographics Data

TABLE 8-0-1. 2008 P/PM RESPONDENTS PROFILE

Profile of the average survey respondent in the Program/Project Manager Function:	
According to the AWCS Survey Data	According to ARFAW Data
Is age 46 to 55	Is age 49
Holds a Bachelor's Degree	Holds a Bachelor's Degree
Is a Male	Is a Male
Is eligible to retire in 7 to 10 years	Is eligible to retire in 7 to 10 years
Is a Grade 14 or 15	Is a Grade 12
Additional AWCS Data:	
Has 21 or more years of Federal Service	
Has 11 to 20 years of Acquisition service	
Holds some type of professional certification	

- As reflected in the P/PM respondent profile, the majority of the 564 P/PM survey respondents were at the senior level grades, with 30% (171 out of 564) at the GS-14 level and 27% (156 out of 564) at the GS-15 level.
- Of the P/PM respondents, 59% are currently eligible to retire, with 51% of those planning to retire in the coming 7 to 10 years.
- Most P/PM respondents held a Masters degree as well as certifications such as FAC-P/PM, Commercial, or Agency-specific COTR certifications.
- P/PM survey respondents have 10 or more years of acquisition-specific experience.

P/PM General Analysis

TABLE 8-0-2. 2008 P/PM TECHNICAL COMPETENCY PROFICIENCY AVERAGES

Technical Competencies	2008 AWCS Proficiency ¹
Leadership/Professional	3.58
Business, Cost Estimating, & Financial Management	3.01
Contracting	3.04
Life Cycle Logistics	2.91
Test and Evaluation	3.00
Systems Engineering	3.16
Requirements Development and Management Processes	3.36

¹Target level proficiency for P/PMs is (3.0 - 4.0).

- The *Leadership/Professional*, *Requirements Development and Management Processes*, and *Systems Engineering* competency average proficiency ratings were the highest reported.
- Based on retirement estimates provided by P/PM respondents, the following competencies will encounter significant impact over the coming decade *Contracting*, *Leadership/Professional*, and *Requirements Development and Management Processes*.
- P/PMs respondents have identified the following competencies as training areas most beneficial to them and to their organizations:

- Contracting
- Business, Cost Estimating, & Financial Management

Managerial and Environmental Considerations

The following table indicates P/PM responses to managerial and environmental questions.

TABLE 8-0-3. P/PM MANAGERIAL AND ENVIRONMENTAL RESPONDENTS

Managers agree that:	Employees agree that:
My supervisor generally supports requests for my employees to participate in training.	My supervisor generally approves my requests for training to maintain or increase my certification level or to satisfy my continuous learning requirements.
I would support my employees in identifying rotational assignments.	A rotational assignment outside my immediate organization would broaden my expertise.
I am able to provide adequate on-the-job training and coaching to develop my employees effectively.	I am provided dedicated work time to complete on-line training courses.
	My work duties allow me the opportunity to apply the training I receive.
Managers are neutral in that:	Employees are neutral in that:
My workload allows me the opportunity to manage my employee’s development effectively.	My performance review gives me information about my competency gaps and training needs.
My workload allows me the time to increase my managerial and leadership skills by attending training and workshops.	My supervisor plays a key role in my Individual development Planning.

H. TECHNICAL NOTES

Technical Notes

Source of Data

The report relies on two primary data sources: the Central Personnel Data File (CPDF) and the Acquisition Career Management Information System (ACMIS). The CPDF is maintained by OPM. The Acquisition Career Management Information System (ACMIS) is a government-wide system developed and maintained under the oversight of FAI to collect and analyze workforce data provided by civilian agencies. CPDF based data in this report, unless otherwise noted, are current as of September 30, 2008. In certain areas, data from additional sources is provided. In these cases, data sources are identified in the text or in footnotes.

In an effort to provide the most accurate data possible, the FY2008 CPDF and ACMIS data were reviewed for accuracy prior to conducting the analyses reported in this document. Data from each of our primary data sets may have inaccuracies for a variety of reasons. The primary source of inaccuracies involves multiple records for a single individual. A priori business rules enabled the identification and deletion of duplicate entries within the acquisition occupational series data. Given that a number of multiple records were identified in the raw CPDF dataset, the results reported here may vary somewhat from data reported by OPM's FedScope, which is based upon the CPDF.

Note also that ACMIS data is provided from agencies on a voluntary basis. Additionally, certain types of data from DOD agencies, the Department of Homeland Security, the Department of Treasury, and Department of Veterans Affairs are not included in the ACMIS database. For these agencies, data was obtained directly from them. For this reason, some of the aggregate information regarding the acquisition roles presented here such as the age, retirement eligibility, percent female, percent of college graduates, and members of the Senior Executive Service did not include data from these agencies.

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

This report includes data on employees who are eligible for regular retirement. Two Federal retirement systems cover the large majority of Federal employees: the Civil Service Retirement System (CSRS) and the Federal Employees Retirement System (FERS).

Since 1987, all new employees who began service after January 1, 1984 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. Given that the CPDF status file does not contain retirement plan information, this report uses January 1, 1984 as a cutoff date between employees on the FERS and CSRS retirement plans. That is, employees with service computation dates of January 1, 1984 or

after are classified as FERS, while those with service computation dates prior to January 1, 1984 are included under CSRS. Retirement eligibilities were calculated accordingly.

In prior years, reports have included retirement eligibility calculations based entirely on the CSRS system. Given that the 2008 data reported here uses the FERS system in addition to CSRS where applicable, care should be taken when interpreting the results between 2008 and prior years. Note also that all data for years prior to 2007 are extracted from prior reports, which utilized the CSRS calculations alone.

Turnover

Turnover data in this report was 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. Individuals were categorized as a loss, a new hire, or an internal hire depending on whether their data was missing at year's end, their data appeared for the first time, or their series changed. Note that this technique produces different results from other Federal data sources such as FedScope, which uses personnel action data as reported by government agencies. The technique described here is used because it appears to more accurately conform to the actual differences observed between yearly occupational series data than the data based on agency personnel action reports.

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.

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 four principle series (i.e., GS-1101, 1102, 1105, and 1106) 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."

Note that this technique produces different results from other Federal data sources such as FedScope, which uses personnel action data as reported by government agencies, which is found in the CPDF Dynamics dataset. The technique described here is used because it appears to more accurately conform to the actual differences observed between yearly occupational series data than data based on agency personnel action reports.

Education Levels

Since 1974, the educational levels attained by all full-time, permanent employees have

been 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

With the advent of NSPS, reporting meaningful grade information across the workforce has become more complicated. Employees under NSPS are assigned to pay bands rather than particular grade levels. For these employees appropriate correlates between the two systems are not available or meaningful and are listed in the tables as “not specified.”

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
(CBSA)**

The OPM *Guide to Personnel Data Standards* defines a CBSA as a “geographic area having at least one urban area of population, plus adjacent territory that has a high degree of social and economic integration with the core as measured by commuting ties.” To keep data at a manageable level, CBSA tables in the report shows locations where 15 or more personnel are located.