REPORT ON THE FEDERAL ACQUISITION WORK FORCE FISCAL YEAR 1998



Federal Acquisition Personnel Information System

Federal Acquisition Institute Office of Acquisition Policy General Services Administration

FOREWORD

Purpose: This is the Federal Acquisition Institute's (FAI) annual demographic report on the Federal acquisition workforce, showing trends in educational levels, turnover and hiring. This reports on the Federal procurement workforce for Fiscal year (FY) 1998 providing Federal managers with data of value in planning or evaluating their respective procurement career management programs, to analyze trends "to enable Federal Managers to better address the career development needs of the acquisition workforce.

Acknowledgments: We wish to express our gratitude to Mr. Andrew Klugh, Mr. James L. Hall, Mr. Ronnie Byers, Ms. Carol Goodroe, and their co-workers at the Office of Personnel Management. We also wish to express our gratitude to the staff of the Defense Manpower Data Center (DMDC), especially Ms. Andrea Dettner. Without their support and data, this report would not be possible.

Organization: Under the Office of Federal Procurement Policy Act, as amended, the FAI is located in the General Services Administration (which acts as the executive agent for the FAI). The Office of Federal Procurement Policy, Office of Management and Budget, is responsible for providing and directing the activities of the FAI.

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Highlights

Despite increase reliance upon contracting out, the agencies have been able to reduce the size of the GS-1102 series workforce by 12.8% compared to FY 1991. The declines in the acquisition workforce continued for all occupations except the GS-1101 series (General Business & Industry) which actually added personnel. The GS-1106 series, procurement clerical, has followed the trend of most clerical series, and experienced the greatest losses.

GS Series	<u>FY97</u>	<u>FY98</u>	Total Change	% Decline
Contracting (GS-1102) Purchasing (GS-1105)	28,003 4,875	27,400 4,248	-603 -627	-2.2% -2.9%
Procurement Clerical	5,296	4,645	-651	-12.3%
(GS-1106) General Business &	20,048	20,298	+250	+1.2%
Industry (GS-1101)	20,048	20,298	+230	+1.2%
Property Disposal (GS-	951	908	-43	-4.5%
1104				
Industrial Specialists (GS-1150)	1,714	1,563	-151	-8.8%

• Even though this workforce is shrinking the Federal Government continues to hire both contracting and purchasing personnel (from internal and external sources). Although the absolute numbers are still substantial, there has been a year over year decline in accessions from FY97. Hiring took place primarily at the lower grades, with 13.0% hired as GS-5's, 33.4% hired as GS-7's, and 17.4% hired as GS-9's.

New Hires (personnel entering the series)

GS Series	<u>FY96</u>	<u>FY97</u>	<u>FY98</u>
Contract Specialists (GS-1102)	1,823	1,861	1,531
Purchasing (GS-1105)	784	523	483

- While only 44% of new GS-1102 hires from internal sources had college degrees, 83% of new GS-1102 hires from external sources had college degrees.
- Eighty percent, 1,219, of new GS-1102 hires during FY98 entered through merit promotion channels.

If you have any questions about this report or need further data, please contact the Federal Acquisition Institute (FAI), at (202) 501-0964 or e-mail gladys.poindexter@gsa.gov.

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Technical Notes

Source of data

The data in this report were derived from the Central Personnel Data File (CPDF), which is established and maintained by the Office of Personnel Management. The Federal Acquisition Institute annually purchases a copy of the end-of-year (Fiscal Year) CPDF files on active, full-time employees in acquisition fields. Data in this report, unless otherwise noted, are as of September 1998.

Agencies

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

Agency Data

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

Retirement Eligibility

This report includes data only on employees who are eligible for regular retirement. No data is provided on employees eligible for "*Early*" retirement in the event of a Reduction-in-Force. The minimum combinations of age and years of service qualifying for regular retirement:

Age 62 with 5 years of service. Age 60 with 20 years of service. Age 55 with 30 years of service.

Turnover

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

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

	FY94	FY95	FY96	FY97
Series:1	1105	1105	1102	1102

¹At the Fiscal Year's end.

In this report, the individual would be reported as a "loss" to the GS-1105 series during Fiscal Year 1996 and an "internal hire" for the GS-1102 series in Fiscal Year 1996. The individual would also be counted as a "loss" to the GS-1102 series in Fiscal Year 1997.

Losses

Losses include employees who left the <u>series</u> for any reason, such as separations from Government service or promotions to positions in a different series.

Hires

Hires include employees who entered the series from any source, such as outside hires, transfers from other series, and return 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 5 principal series (i.e., GS-1101, GS-1102, GS-1105, GS-1106, and GS-1150) tracked in this report. For example, if an employee began the fiscal year in a Purchasing Agent (GS-1105) position and ended the year in a Contract Specialist (GS-1102) position, that employee has been counted as a GS-1102 internal hire.
- Hires of Tenure Group I employees. Tenure Group I, for the most part, includes "career" employees—that is, employees with at least three years of *substantially continuous creditable* civilian Federal service. (See Federal Personnel Manual Chapters 315 and 351)

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

Education Levels

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

Average Grade

Average grade computations exclude employees in the Senior Executive Service and others whose grades are not specified.

SUMMARY STATISTICS

LOGISTICS OCCUPATIONS: POPULATION AS OF SEPTEMBER 1996, 1997, 1998

OCCUPATIONS	1996	1997	1998
Logistics Management (GS 346)	11,304	11,231	11,269
Gen Business & Industry (GS 1101)	20,427	20,048	20,298
Contract Specialist (GS 1102)	28,648	28,003	27,400
Industrial Property Management (GS 1103)	733	693	653
Property Disposal (GS 1104)	989	951	908
Purchasing (GS 1105)	5,558	4,875	4,248
Procurement Clerical & Assistance (GS 1106)	5,923	5,296	4,645
Industrial Specialist (GS 1150)	1,891	1,714	1,563
Equipment Specialist (GS 1670)	7,817	7,491	6,819
Quality Assurance (GS 1910)	9,559	8,751	8,370
General Supply (GS 2001)	3,768	3,742	3,835
Supply Program Management (GS 2003)	4,951	4,698	4,667
Supply Clerial & Technician (GS 2005)	18,316	16,633	15,124
Inventory Management (GS 2010)	6,016	5,709	5,425
Dist., Facilities & Storage (GS 2030)	754	695	666
Packaging (GS 2032)	312	293	271
Supply Cataloguing (GS 2050)	348	247	156
General Transportation (GS 2101)	7,472	7,380	8,277
Traffic Management (GS 2130)	1,780	1,702	1,738
Freight Rate (GS 2131)	726	631	581
Travel (GS 2132)	83	40	22
Shipment Clerical (GS 2134)	143	43	14
Cargo Scheduling (GS 2144)	59	54	49
Transportation Operations (GS 2150)	998	1,111	1,178
Dispatching (GS 2151)	430	418	431
Marine Cargo (GS 2161)	46	40	42
TOTAL	139,051	132,489	128,649

PROCUREMENT WORK FORCE AT A GLANCE¹

As of September 1998

	Gen Bus/Ind GS-1101	Cont Spec GS-1102	Prop Disp GS-1104	Purchasing GS-1105	Pro Cler/As GS-1106	Indust Spec GS-1150	Total
Population	20,298	27,400	908	4,248	4,645	1,563	59,062
Average Grade	10.35	11.31	10.64	6.50	5.64	11.40	10.18
Average Age	46.58	45.41	47.84	45.58	44.81	49.68	45.93
% Female	55%	59%	49%	79%	88%	21%	60%
% Eligible To Retire	7%	7%	9%	5%	6%	17%	7%
% Eligible To Retire FY 2007	39%	42%	57%	34%	36%	66%	41%
% College Graduates	41%	58%	20%	11%	8%	35%	43%
Members, Senior Executive Service	96	62	0	0	0	0	158

TURNOVER DURING FY 1998

	Gen Bus/Ind GS-1101	Cont Spec GS-1102	Prop Disp GS-1104	Purchasing GS-1105	Pro Cler/As GS-1106	Indust Spec GS-1150
Beginning Strength	20,048	28.003	951	4,875	5,296	1,714
Losses	3,102	2,134	135	1,110	1,251	273
Loss Rate ¹	15%	8%	14%	23%	24%	16%
Losses Of Persons Eligible To Retire	392	343	13	77	83	59
Loss Rate Of Persons Eligible To Retire ²	26%	18%	25%	28%	29%	22%
Total Hires	3,352	1,531	92	483	600	122
Ratio Internal:External Hires	5.7:1	4.7:1	89:1	5.6:1	7.2:1	16.4:1
% Hires With College Degrees	45%	52%	28%	15%	12%	35%
Net Change	250	-603	-43	-627	-651	-151
End Strength	20,298	27,400	908	4,248	4,645	1,563

¹As a percentage of beginning year strength.

²As a percentage of all persons eligible for regular retirement at the beginning of FY98.

GROWTH OF THE PROCUREMENT WORK FORCE

	1993	1994	1995	1996	1997	1998
Gen. Bus & Ind. (GS-1101)	17,135	17,567	19,805	20,427	20,048	20,298
Contract Spec. (GS-1102)	31,156	30,174	29,137	28,648	28,003	27,400
Prop. Disposal (GS-1104)	1,089	1,072	1,001	989	951	908
Purchasing (GS-1105)	6,644	6,410	6,005	5,558	4,875	4,248
Proc. Cler. & Ass't (GS-1106)	7,948	7,298	6,597	5,923	5,296	4,465
Industrial Specialist (GS-1150)	2,450	2,235	2,034	1,891	1,714	1,563

LOSSES—FROM PROCUREMENT POSITIONS

(Loss rate¹ in parentheses)

Year	ginning · strength FY98	19	94	199	5	199	6	199	7	199	8
Gen. Bus	20,048	2,583	(15%)	3,315	(19%)	3,085	(16%)	3,740	(18%)	3,102	(15%)
Contract Spec.	28,003	2,510	(8%)	2,803	(9%)	2,312	(8%)	2,519	(9%)	2,134	(8%)
Prop. Disposal	951	951	(10%)	179	(17%)	141	(14%)	154	(16%)	135	(14%)
Purchasing	4,875	1,110	(17%)	1,272	(20%)	1,231	(20%)	1,206	(22%)	1,110	(23%)
Proc. Cler/Ass't	5,296	1,627	(22%)	1,720	(24%)	1,557	(24%)	1,373	(23%)	1,251	(24%)
Industrial Spec.	1,714	414	(19%)	406	(18%)	362	(18%)	306	(16%)	273	(16%)

¹As a percentage of beginning year strength.

HIRES FOR THE PROCUREMENT WORK FORCE

(Accession rate¹ in parentheses)

stre	l of year ength for FY98	19	94	199	95	199	6	199	7	199	18
Gen. Bus	20,298	3,015	(17%)	5,553	(28%)	3,707	(18%)	3,361	(17%)	3,352	(17%)
Contract Spec.	28,400	1,528	(5%)	1,766	(6%)	1,823	(6%)	1,874	(7%)	1,531	(6%)
Prop. Disposal	908	87	(8%)	108	(11%)	129	(13%)	116	(12%)	92	(10%)
Purchasing	4,248	876	(14%)	867	(14%)	784	(14%)	523	(11%)	483	(11%)
Proc. Cler/Ass't	4,465	977	(13%)	1,019	(15%)	883	(15%)	746	(14%)	600	(13%)
Industrial Spec	1,563	199	(8%)	205	(10%)	219	(12%)	129	(8%)	122	(8%)

¹As a percentage of end of year strength.

EDUCATIONAL LEVELS BY OCCUPATION FY 1998

	Gen Bus/Ind GS-1101	Cont Spec GS-1102	Prop Disp GS-1104	Purchasing GS-1105	Pro Cler/As GS-1106	Indust Spec GS-1150
No Degree	12,054	11,502	725	3,767	4,252	1,016
BA-BS	4,486	9,624	134	397	333	335
Post Grad. Study	3,736	6,251	48	72	53	207
Unknown	22	23	1	12	7	5
Total	20,298	27,400	908	4,248	4,645	1,563
% Coll. Grads.	41%	58%	20%	11%	8%	35%

ACADEMIC MAJORS OF COLLEGE GRADUATES (FY 1998)

	Gen Bus/Ind GS-1101	Cont Spec GS-1102	Prop Disp GS-1104	Purchasing GS-1105	Pro Cler/As GS-1106	Indust Spec GS-1150
Business	3,354	9,361	88	190	156	235
Information Mgt.	42	120	1	8	5	2
Engineering	517	178	3	1	3	80
Law	177	284	1	3	3	8
Mathematics	95	130	4	0	1	9
Physical Sciences	98	76	1	6	0	11
Public Admin.	355	597	4	16	7	11
Other	3,576	5,115	78	245	211	184
Major Unknown	8	14	2	0	0	2
*Business, Law & Pub. Admin.	47%	64%	51%	45%	43%	47%

^{*}Percentage of college graduates with degrees in business, law, and public administration (vs. degrees in other fields).

SUPERVISORY AND MANAGERIAL POSITIONS BY OCCUPATION

Occupation	Supervisory /Manageria	Other	Total
General Business & Industry (GS 1101)	4,123	16,175	20,298
Contract Specialist (GS 1102)	3,816	23,584	27,400
Property Disposal (GS 1104)	233	675	908
Purchasing (GS 1105)	132	4,116	4,248
Procurement Clerical & Assistance (GS 1106)	29	4,616	4,645
Industrial Specialist (GS 1150)	80	1,483	1,563
TOTAL	8,413	50,649	59,062

CONTRACT

SPECIALISTS

Contract Specialists,

Agency By Grade (As Of FY 1998)

	Air			Other	Agric-	Com-							
	Force	Army	Navy	DoD	ulture	merce	Educ.	Energy	EPA	FEMA	GSA	HHS	HUD
5	39	46	74	59	0	2	0	1	0	0	10	7	0
7	226	198	186	201	10	8	5	4	5	0	41	13	4
9	793	590	343	707	41	8	5	20	19	2	87	34	15
11	1,051	1,312	711	1,481	111	13	1	38	24	9	101	67	7
12	1,754	1,748	1,455	1,823	207	59	14	124	80	16	565	213	42
13	671	832	677	548	107	47	15	174	109	7	324	207	26
14	207	250	227	217	38	20	3	78	57	2	90	94	16
15	75	59	92	84	9	20	1	42	19	3	22	36	4
OT.	1	109	344	0	0	22	0	0	0	0	0	1	0
NS	7	3	14	9	0	1	0	2	2	0	1	2	3
ALL	4,825	5,149	4,123	5,129	523	200	44	483	315	39	1,241	674	117
Avg.	11.25	11.24	10.80	11.24	11.86	11.22	11.61	12.64	12.48	12.13	11.94	12.29	11.68

												All	
	Inter.	Justice	Labor	NASA	NRC.	SBA	State	DOT	Treas.	VA	NSF	Other	Total
5	1	3	0	10	0	0	1	5	3	7	0	4	271
7	24	13	0	22	0	0	2	5	16	34	0	7	1,024
9	93	155	2	39	0	1	0	19	53	143	0	54	3,223
11	144	115	5	42	3	2	13	92	35	294	1	49	5,721
12	168	106	22	207	4	42	16	177	74	133	4	105	9,158
13	98	101	11	214	13	57	34	140	190	72	4	129	4,807
14	37	41	6	68	6	15	23	68	120	16	2	68	1,769
15	9	14	3	57	6	2	7	25	38	4	1	30	662
Ot.	12	32	0	0	0	0	1	1	5	5	0	58	594
NS	0	0	0	8	1	0	1	105	2	2	0	4	171
All	588	579	49	667	33	119	98	637	536	710	12	508	27,40
													0
Avg.	11.19	11.10	12.43	12.13	13.85	12.74	12.51	12.25	12.44	10.79	11.83	11.02	11.35

Ot: Other grade levels (1-4, 6, 8, & 16, and other).

NS: Grade level was not specified. Includes SES positions.

Avg: Average grade. Excludes positions for which no grade level was specified, includes grades in "other" category in calculation.

FEMALES, SUPERVISORS, MANAGERS, & COLLEGE GRADUATES, BY GRADE

Grade	Population	Female	Supervisory/ Managerial	College Graduates
5	271	74%	10%	42%
7	1,024	77%	0%	42%
9	3,223	73%	1%	42%
11	5,721	67%	5%	46%
12	9,158	58%	8%	60%
13	4,807	51%	25%	70%
14	1,769	41%	52%	79%
15	662	30%	69%	88%
Other	594	66%	14%	59%
NS	171	43%	39%	71%
Total	27,400	59%	14%	58%

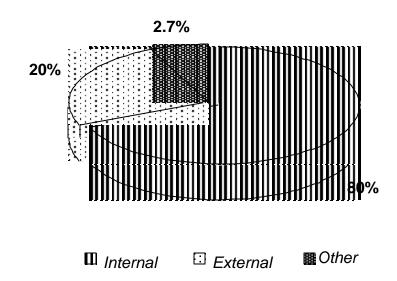
Other: Other grade levels (1-4, 6, 8, & 10).

NS: Grade level was not specified. Includes SES positions.

^{*}Not calculated.

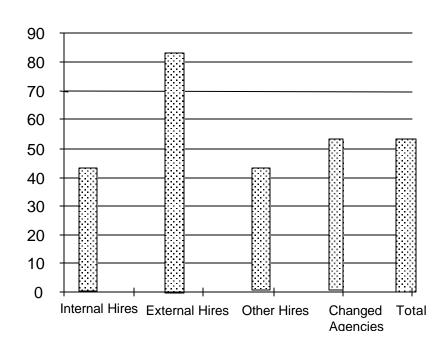
INSERVICE PLACEMENT CONTINUES AS THE PRIMARY CAREER PATH INTO CONTRACT SPECIALIST POSITIONS

During Fiscal Year 1998, a total of 1,531 individuals joined the Contract Specialist (GS-1102) series. Only 312 (20%) of those individuals were recruited from outside the Government. Another 1,219 (80%) came from various clerical, technical, and administrative fields within the Government. The hiring source was not indicated for the other 42 (2.7%) hires.



% College Graduates

83% of the Fiscal Year 1998 external hires were college graduates, compared with 44% of the internal hires. More than half of the college graduates had majored in business, law, or public administration.



CONTRACT SPECIALISTS HIRED DURING FY 1998

	Internal Hires	External Hires	Other Hires	Changed Agencies	No Change	Total
Total	1,219	257	55	433	25,436	27,400
% FY 98 Work Force	4%	1%	0%	2%	93%	100%
College Graduates	44%	83%	64%	66%	58%	58%
Business, Law, or Pub. Admin. majors ¹	57%	52%	60%	62%	61%	61%
Average Age	42.99	33.35	38.13	42.97	45.71	45.41
Eligible To Retire FY 1998	4%	0%	4%	3%	7%	7%
Eligible To Retire FY 2003	14%	1%	7%	11%	23%	22%
Eligible To Retire FY 2008	28%	5%	15%	30%	43%	42%

 $^{^{1}}$ % of college graduates only. Does not include the majors of those who attended college but did not graduate.

CONTRACT SPECIALISTS HIRED DURING FY 1998, BY GRADE LEVEL

GS Grade	Population As Of 9/98	Internal Hires During FY 98	External Hires During FY 98	Other Hires During FY 98	Total Hires During FY 98	Changed Agencies
5	271	183	9	7	199	0
7	1,024	314	182	15	511	2
9	3,223	217	30	20	267	26
11	5,721	158	27	6	191	108
12	9,158	196	3	4	203	144
13	4,807	79	2	0	81	102
14	1,769	40	1	0	41	26
15	662	15	0	0	15	13
Other	660	17	1	3	21	10
NS	105	0	2	0	2	2
Total	27,400	1,219	257	55	1,531	433

Contract Specialists,

HIRES OF CONTRACT SPECIALISTS BY AGENCY DURING FY 1998

	Internal Hires	External Hires	Other Hires	Recruited From Other Agencies	Total Hires ¹	% FY 1998 Workforce
Air Force	146	59	13	37	255	5.3%
Army	247	29	3	56	335	6.5%
Navy	151	91	1	42	285	6.7%
Other Defense	229	47	21	95	392	7.6%
Agriculture	11	0	1	6	18	3.4%
Commerce	5	2	1	12	20	10.0%
Education	1	2	0	0	3	6.8%
Energy	29	0	0	2	31	6.4%
EPA	11	1	0	9	21	6.7%
FEMA	0	0	0	4	4	10.2%
GSA	86	5	0	21	112	9.0%
HHS	38	1	0	15	54	8.0%
HUD	5	0	0	1	6	5.1%
Interior	49	0	5	9	63	10.7%
Justice	16	2	0	16	34	5.9%
Labor	3	0	0	2	5	10.2%
NASA	49	1	3	4	57	8.5%
NSF	0	0	0	0	0	0.0%
NRC	0	0	0	0	0	0.0%
SBA	9	0	0	7	16	13.4%
State	3	2	0	4	9	9.2%
Transportation	20	6	3	25	54	8.5%
Treasury	31	5	0	34	70	13.1%
VA	43	2	1	16	62	8.7%
All Other	37	2	3	16	58	11.4%
All Agencies ¹	1,219	257	55	433	1,964	7.2%

 $^{^1}$ The "All Agency" figures **exclude** employees who changed agencies (i.e., recruited from Agriculture to work for Navy).

LOSSES OF CONTRACT SPECIALISTS BY AGENCY DURING FY 1998

	FY98 Beginn- ing Strength	Quit The Series	Changed Agencies	Stayed	Loss Rate*
Air Force	4,969	326	73	4,570	8.0%
Army	5,255	338	103	4,814	8.4%
Navy	4,233	293	102	3,838	9.3%
Other Defense	5,244	438	69	4,737	9.7%
Agriculture	561	55	1	505	10.0%
Commerce	202	16	6	180	11.0%
Education	51	9	1	41	19.6%
Energy	504	47	5	452	10.3%
EPA	318	20	4	294	7.5%
FEMA	39	2	2	35	10.3%
GSA	1,223	92	2	1,129	7.7%
HHS	681	53	8	620	9.0%
HUD	130	16	3	111	13.8%
Interior	576	46	5	525	8.9%
Justice	598	45	6	547	8.5%
Labor	58	12	2	44	24.1%
NASA	681	66	5	610	10.4%
NSF	14	2	0	12	14.3%
NRC	35	2	0	33	5.7%
SBA	121	18	0	103	14.9%
State	100	10	1	89	11.0%
Transportation	652	56	13	583	10.6%
Treasury	504	28	10	466	7.3%
VA	725	70	7	648	10.6%
All Other	529	74	5	450	14.9%
All Agencies*	28,003	2,134	433	25,436	7.6%

Contract Specialists,

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

FY 1998 GRADE OF CONTRACT SPECIALISTS WHO OCCUPIED GS-1102 POSITIONS ON 9/98

FY 1998 GS Grade*	Persons Employed As Of 9/98 in GS- 1102 Positions	% of All FY 98 Contract Specialists
5	54	26.5%
7	49	52.5%
9	1,246	95.3%
11	3,973	31.6%
12	7,729	82.0%
13	4,413	22.7%
14	1,640	30.6%
15	612	42.8%
Other	150	28.8%
Not Specified	468	25.6%
Total Employed in GS-1102 Positions As Of 9/98	28,003	70.9%
No Longer Employed	11,460	
Total Employed on 9/98	31,794	
Loss Rate	7.62%	

Of the 27,400 Contract Specialists employed on Sept. 1998, 78% overall have 5 or more years of experience in the GS-1102 series. 17% have been in the GS-1102 series since September 1980.

Note also that 15% of the GS-13's, 23% of the GS-14's, and 44% of the GS-15's have 5 or more years of experience.

LOSSES DURING FY98, BY GRADE LEVEL

GS Grade	FY98 Beginning Strength	% Quit The Series	% Changed Agencies
5	331	5%	0%
7	1,161	9%	0%
9	3,395	9%	1%
11	5,776	8%	2%
12	9,262	6%	2%
13	4,752	7%	2%
14	1,752	8%	1%
15	663	9%	1%

^{*}I.e., current grade level of Contract Specialists who occupied GS-1102 positions on September 30, 1998.

Other	852	12%	1%

*Note: Some grades not shown.

RETIREMENT ELIGIBILITY BY AGENCY

	FY 1998 Population	Eligible In FY1998	Eligible In FY 2003	Eligible In FY 2008
Air Force	4,825	8%	26%	46%
Army	5,149	8%	14%	30%
Navy	4,123	5%	18%	35%
Other Defense	5,129	9%	26%	48%
Agriculture	523	2%	8%	22%
Commerce	200	2%	26%	50%
Education	44	0%	5%	9%
Energy	483	8%	29%	57%
EPA	315	6%	20%	43%
FEMA	39	0%	18%	40%
GSA	1,241	5%	11%	21%
HHS	674	3%	15%	21%
HUD	117	3%	15%	36%
Interior	588	2%	13%	29%
Justice	581	2%	6%	14%
Labor	49	16%	43%	63%
NASA	667	7%	21%	42%
NSF	12	0%	8%	25%
NRC.	33	0%	0%	6%
SBA	119	24%	39%	64%
State	98	4%	26%	55%
Transportation	637	5%	16%	33%
Treasury	536	4%	15%	32%
VA	710	2%	10%	25%
ALL OTHER	508	4%	14%	34%
TOTAL	27,400	7%	22%	42%

Contract Specialists,

COLLEGE GRADUATES BY AGENCY AND GRADE FY 1998

	GS 5 & 7	GS 9 & 11	GS 12-15	All Grades
Air Force	52%	56%	82%	71%
Army	36%	44%	65%	56%
Navy	56%	43%	64%	58%
Other Defense	37%	50%	70%	60%
Agriculture	20%	30%	49%	43%
Commerce	70%	14%	65%	59%
Education	100%	100%	61%	70%
Energy	20%	33%	75%	70%
EPA	60%	47%	75%	71%
FEMA	0%	36%	46%	44%
GSA	27%	21%	45%	41%
HHS	10%	28%	57%	51%
HUD	25%	14%	58%	48%
Interior	8%	25%	54%	40%
Justice	60%	41%	52%	47%
Labor	0%	0%	52%	45%
NASA	16%	42%	84%	76%
NSF	0%	100%	91%	92%
NRC	0%	67%	69%	69%
SBA	0%	0%	65%	63%
State	100%	0%	48%	43%
Transportation	20%	28%	50%	45%
Treasury	26%	27%	57%	51%
VA	34%	26%	55%	36%
ALL OTHER	45%	28%	60%	52%

EMPLOYMENT BY METROPOLITAN STATISTICAL AREAS FY 1998

Albuquerque, NM	221	Newark, NJ	173
Anchorage, Ak	108	Norfolk-Va Beach-Portsmouth, Va-NC	633
Atlanta, Ga	357	Oakland, Ca	113
Bakersfield, Ca	181	Oklahoma City, Ok	442
Baltimore, Md	460	Omaha, Ne-Ia	71
Biloxi-Gulfport, Ms	86	Orange County, CA	109
Boston, Ma	514	Orlando, Fl	171
Bremerton, Wa	95	Panama City, Fl	50
Charleston-N. Charleston, SC	166	Philadelphia, Pa-NJ	1,180
Chicago, Il	304	Phoenix, Az	125
Cincinnati, Oh-Ky-In	71	Pittsburgh, Pa	94
Cleveland, Oh	121	Portland, Or-Wa	105
Colorado Springs, Co	206	Raleigh-Durham, NC	82
Columbus, Oh	604	Richmond, Va	576
Dallas-Fort Worth, Tx	433	Riverside-San BernardOntario, Ca	102
Davenport-Rock IslMoline, Ia-Il	347	Sacramento, Ca	209
Dayton, Oh	733	Salt Lake City-Ogden, Ut	304
Denver-Boulder, Co	286	San Antonio, TX	719
Detroit, Mi	446	San Diego, CA	507
Fayetteville, Nc	70	San Francisco-Oakland, CA	189
Ft Walton, Fl	183	San Jose, CA	137
Harrisburg, Pa	253	Santa Barb-Santa Maria-Lompoc, CA	65
Hartford, Ct	68	Seattle-Everett, WA	237
Honolulu, Hi	275	St Louis, Mo-IL	350
Houston, Tx	128	Tacoma, Wa	60
Huntsville, Al	950	Tampa-St Petersburg, Fl	77
Indianapolis, In	73	Tucson, AZ	60
Jacksonville, Fl	95	Utica-Rome, NY	56
Kalamazoo-Portage, MI	52	Ventura, CA	125
Kansas City, Mo-Ks	194	Washington, DC-Md-Va	5,382
Killeen-Temple, Tx	63	Subtotal	22,816
Las Vegas, NV	59	Subtour	
Little Rock-North Little Rock, AR	53	Other MSAs	2,278
Los Angeles-Long Beach, Ca	474	Outside MSAs	2,306
Macon, Ga	288		25.400
Melbourne-Titusville-Cocoa, Fl	155	Total	27,400
Minneapolis -St Paul, Mn-Wi	101		
Monmouth, NJ	479		
Montgomery, Al	94		
Nassau-Suffolk, NY	95		

100 272

New Orleans, La

New York, NY-NJ

PURCHASING

AGENTS

AGENCY BY GRADE (AS OF FY98)

	Air			Other	Agric-	Com-				
	Force	Army	Navy	DoD	ulture	merce	Energy	EPA	GSA	HHS
4	6	1	9	1	7	6	0	0	0	0
5	120	108	122	11	74	4	2	0	7	8
6	79	163	288	20	118	5	0	0	25	23
7	158	184	448	34	136	16	8	10	42	84
8	6	49	87	6	30	7	3	2	12	55
9	3	15	81	4	50	3	1	6	1	41
10	0	3	11	0	0	1	0	0	0	7
11	0	1	3	0	0	1	0	0	0	1
Other.	0	15	32	0	0	7	0	0	0	0
NS	0	0	0	4	0	0	0	0	0	0
ALL	371	539	1,081	80	415	50	14	18	87	219
Avg.	6.13	6.33	6.62	6.26	6.62	6.12	7.07	7.78	6.71	7.56

									All	
	Inter.	Justice	Labor	NASA	NRC	DOT	Treas.	VA	Other	Total
4	3	0	0	0	0	0	0	8	0	40
5	58	2	6	1	0	3	0	240	1	768
6	72	8	8	3	0	12	6	300	13	1,143
7	119	36	3	3	0	37	12	182	30	1,550
8	34	14	2	1	0	8	10	17	17	360
9	13	15	0	18	3	11	10	3	4	282
10	1	0	0	0	0	0	4	0	0	27
11	0	0	0	0	0	0	0	0	0	6
Other	13	0	0	0	0	0	0	0	0	72
NS	1	0	0	0	0	0	0	0	0	5
All	314	75	19	26	3	70	42	750	65	4,248
Avg.	6.36	7.43	6.05	8.23	9.00	7.13	7.86	5.96	7.15	6.50

Ot.: Other grade levels (1-3; 12)

NS: Grade level was not specified.

Avg: Average grade. Excludes positions for which no grade level was specified.

Purchasing Agents

LOSSES DURING FY98, BY GRADE LEVEL

GS Grade	FY98 Beginning Strength	% Quit The Series	% Changed Agencies
10	24	25%	0%
11	11	45%	0%

^{*}Note: Some grades not shown.

EMPLOYMENT BY METROPOLITAN STATISTICAL AREAS FY 1998

Albuquerque, NM	37	Norfolk-Va Beach-Portsmouth, Va-NC	200
Atlanta, Ga	45	Oakland, Ca	34
Augusta, Ga -SC	21	Pensacola, Fl	32
Baltimore, Md	66	Philadelphia, Pa-NJ	86
Biloxi-Gulfport, Ms	35	Phoenix, Az	29
Boston, Ma	36	Pittsburgh, Pa	23
Bremerton, Wa	60	Portland, Or-Wa	35
Charleston-N. Charleston, SC	23	Richmond, Va	32
Chicago, Il	46	Riverside-San BernardOnt., Ca	25
Cleveland, Oh	24	Salt Lake City-Ogden, Ut	33
Dallas-Fort Worth, Tx	36	San Antonio, Tx	132
Dayton, Oh	27	San Diego, Ca	139
Denver-Boulder, Co	37	San Francisco-Oakland, Ca	34
Harrisburg, Pa	47	San Juan PR	28
Honolulu, Hi	69	Seattle-Everett, Wa	29
Jacksonville, Fl	41	St Louis, Mo-Il	28
Jacksonville, NC	27	Tacoma, Wa	20
Kansas City, Mo-Ks	39	Tampa-St Petersburg, Fl	30
Killeen-Temple, Tx	25	Ventura, CA	34
Little Rock-North Little Rock, Ar	24	Washington, DC-Md-Va	479
Los Angeles-Long Beach, Ca	42	Subtotal	2,431
Miami, Fl	26		, -
Minneapolis -St Paul, Mn-Wi	29		1,042
Monmouth, NJ	22	Outside MSAs	775
New Orleans, La	29	Total	4,248
New York, NY-NJ	36	Total	4,440

PROCUREMENT CLERICAL AND ASSISTANCE

Procurement Clerical and Assistance

AGENCY BY GRADE (AS OF FY 98)

	Air			Other	Agric-	Com-	Edu-						
	Force	Army	Navy	DoD	ulture	merce	ation	Energy	EPA	FEMA	GSA	HHS	HUD
4	39	139	142	168	7	1	0	0	0	0	0	3	0
5	355	295	214	375	34	3	0	13	1	0	23	14	0
6	160	178	172	757	59	8	1	6	3	0	36	19	2
7	125	159	162	211	53	3	2	14	10	2	60	56	11
8	1	8	11	5	2	1	0	2	1	0	0	3	0
9	4	0	3	2	0	0	0	0	0	0	0	0	0
10	0	0	0	0	0	0	0	0	0	0	0	0	0
13	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	2	23	53	14	0	1	0	0	0	0	0	0	0
ALL	686	802	757	1,532	155	17	3	35	15	2	119	95	13
Avg.	5.56	5.39	5.32	5.66	6.06	5.76	6.67	6.14	6.73	7.00	6.31	6.44	6.85

	Inter.	Justice	Labor	NASA	NSF	NRC	SBA	State	DOT	Treas.	VA	All Other	Total
4	10	0	1	0	0	0	0	0	1	2	4	1	518
5	45	4	2	3	0	0	3	0	7	5	34	5	1,435
6	30	5	4	17	2	2	9	0	10	16	12	13	1,519
7	34	15	5	16	0	0	11	2	9	21	10	21	1,013
8	2	5	0	2	2	2	0	0	1	5	0	1	51
9	0	1	0	0	0	0	0	0	0	0	0	0	10
10	0	0	0	0	1	1	0	0	0	0	0	0	1
13	0	0	0	0	0	0	1	0	0	0	0	0	1
Other	3	0	0	0	0	0	1	0	1	0	0	0	97
All	124	29	12	38	2	5	24	2	28	49	60	41	4,645
Avg.	5.69	6.72	6.08	6.45	8.00	7.60	6.63	7.00	5.89	6.45	5.47	6.39	5.64

Ot.: Other grade levels (1-3; 12)
NS: Grade level was not specified.

Avg: Average grade. Excludes positions for which no grade level was specified.

Procurement Clerical and Assistance

LOSSES DURING FY98, BY GRADE LEVEL

GS Grade	FY98 Beginning Strength	% Quit The Series	% Changed Agencies
3	37	24%	0%
4	676	24%	0%
5	1,735	24%	0%
6	1,611	21%	0%
7	1,092	26%	0%
8	52	21%	0%
9	15	20%	0%
10	2	100%	0%
11	1	100%	0%
Other	74	22%	0%

^{*}Note: Some grades not shown.

EMPLOYMENT BY METROPOLITAN STATISTICAL AREAS FY 1998

Albuquerque, NM	48	New Orleans, La	18
Anchorage, Ak	17	New York, NY-NJ	39
Atlanta, Ga	59	Newark, NJ	45
Augusta, Ga-Sc	11	Norfolk-Va Beach-Portsmouth, Va-NC	97
Bakersfield, Ca	33	Oakland, Ca	24
Baltimore, Md	90	Oklahoma City, Ok	72
Biloxi-Gulfport, Ms	22	Omaha, Ne-Ia	14
Birmingham, AL	19	Orlando, Fl	38
Boise City, ID	10	Orange County, Ca	34
Boston, Ma	90	Pensacola, Fl	14
Bremerton, Wa	18	Philadelphia, Pa-NJ	279
Bridgeport, Ct	19	Phoenix, Az	41
Charleston-N Charleston, SC	19	Pittsburg, Pa	16
Chicago, Il	53	Portland, Or-Wa	36
Cleveland, Oh	22	Richmond, Va	156
Columbus, Oh	181	Riverside-San BernardOntario, Ca	26
Colorado Springs, Co	23	Sacramento, Ca	61
Dallas-Fort Worth, Tx	61	Salt Lake City-Ogden, Ut	41
Davenport-Rock IslMoline, Ia-Il	40	San Antonio, Tx	75
Dayton, Oh	154	San Diego, Ca	115
Denver-Boulder, Co	38	San Francisco-Oakland, Ca	26
Detroit, Mi	58	San Jose	34
Ft. Walton, Fl	22	Santa Barbara-Santa Maria-Lomp	10
Harrisburg, Pa	38	Seattle-Everett, Wa	42
Hartford, Ct	24	St Louis, Mo-II	35
Honolulu, Hi	69	Syracuse, Ny	14
Huntsville, Al	92	Tacoma, Wa	24
Jacksonville, Fl	35	Tampa-St Petersburg, Fl	21
Kalamazoo-Portage, Mi	20	Tucson, Az	15
Kansas City, Mo-Ks	14	Ventura, Ca	26
Las Vegas, Nv	12	Washington, DC-Md-Va	499
Los Angeles-Long Beach, Ca	119	Wichita, Ks	13
Macon, Ga	80	Subtotal	3,816
Melbourne-Titusville-Cocoa, Fl	28		406
Milwaukee, Wi	10	Other MSAs	
Minneapolis -St Paul, Nm-Wi	28	Outside MSAs	427
Monmouth, NJ	50	Total	4,645
Montgomery, Al	17		
Nassau-Suffolk, NY	36		

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New London-Norwich, Ct-Ri

INDUSTRIAL

SPECIALISTS

Agency By Grade (As Of FY 1998)

	Air			Other	Agric-	Com-							
	Force	Army	Navy	DoD	ulture	merce	Energy	FEMA	Inter.	Justice	NASA	SBA	DOT
5	0	0	3	3	0	1	0	0	0	1	0	0	0
7	0	0	1	7	1	0	0	0	0	1	0	0	0
9	6	6	5	26	0	0	1	0	0	3	0	0	0
11	20	60	63	537	4	0	1	0	0	15	3	0	0
12	17	68	142	206	11	0	4	0	0	30	3	3	0
13	10	26	37	65	4	0	17	0	2	10	0	23	0
14	4	8	11	13	1	1	6	0	1	0	0	6	0
15	1	1	4	9	1	3	2	0	1	0	0	1	0
Other	0	16	6	0	0	11	0	0	0	0	0	0	0
NS	0	0	0	1	0	12	0	0	0	0	0	0	0
ALL	58	185	272	866	22	16	31	0	4	60	6	31	0
Avg.	11.71	11.16	11.70	11.36	12.00	6.75	13.00	00	13.75	11.57	11.50	13.16	00

	Treas.	All Other	Total
5	0	0	8
7	0	0	10
9	1	0	48
11	1	0	704
12	1	0	484
13	2	0	196
14	0	0	50
15	0	0	23
Other	0	0	33
NS	0	0	7
All	5	0	1,563
Avg.	11.60	0.00	11.45

Ot.: Other grade levels (1-4, 6, 8, & 10).

NS: Grade level was not specified. Includes SES positions.

Avg: Average grade. Excludes positions for which no grade level was specified.

Industrial Specialists

LOSSES DURING FY98, BY GRADE LEVEL

GS Grade	FY98 Beginning Strength	% Quit The Series	% Changed Agencies
5	2	0%	0%
7	5	20%	0%
9	74	30%	0%
11	747	13%	0%
12	570	18%	0%
13	209	16%	0%
14	61	23%	0%
15	23	9%	0%
Other	21	10%	0%

*Note: Some grades not shown

EMPLOYMENT BY METROPOLITAN STATISTICAL AREAS FY 1998

Albany-Schenectady-Troy, NY	23
Boston, Ma	51
Bremerton, Wa	23
Dallas-Fort Worth, Tx	53
Davenport-Rock IslMoline, Ia-Il	74
Denver-Boulder, Co	45
Detroit, Mi	42
Hartford, Ct	22
Huntsville, Al	29
Los Angeles-Long Beach, Ca	58
Louisville, Ky-In	57
Monmouth, NJ	23
Nassau-Suffolk, NY	31
Newark NI	25

Total	1,563
Outside MSAs	119
Other MSAs	583
Subtotal	861
Washington, DC-Md-Va	139
Ventura, Ca	24
St Louis, Mo-Il	29
Philadelphia, Pa-NJ	142
Oklahoma City, Ok	28

GENERAL BUSINESS

AND INDUSTRY

Agency By Grade (As Of FY 1998)

	Air Force	Army	Navy	Other DoD	Agric- ulture	Com- merce	Educ.	Energy	EPA	GSA	HHS	HUD	Inter.
5	76	120	35	23	639	29	7	0	2	2	1	0	84
7	163	147	184	13	1,959	72	19	15	5	33	22	42	45
9	231	158	418	17	90	52	27	7	15	58	52	128	48
11	492	113	507	153	67	77	86	19	12	19	36	146	90
12	412	114	239	173	87	132	121	41	54	99	139	1,488	139
13	272	47	140	670	343	88	58	73	22	115	112	776	89
14	111	28	39	276	31	59	42	106	16	68	50	359	31
15	91	17	14	113	15	38	4	58	5	43	38	283	7
Other	6	7	21	0	26	0	0	0	0	0	0	0	2
NS	21	12	0	0	1	34	4	0	0	0	2	0	0
ALL	2,100	837	1,689	1,696	4,202	973	364	342	131	461	454	3,231	632
Avg.	10.29	8.90	10.05	11.73	7.26	7.76	11.57	12.55	11.79	11.74	11.97	12.46	9.52

	Justice	Labor	NASA	NSF	NRC	SBA	State	DOT	Treas.	VA	All Other	Total
5	0	0	0	0	0	33	1	0	0	1	5	1,057
7	1	0	0	7	0	213	0	0	23	4	12	2,978
9	6	3	0	2	0	36	2	1	260	23	37	1,672
11	39	5	4	0	0	76	1	6	177	40	131	2,296
12	37	13	4	8	1	345	0	3	28	58	81	3,816
13	73	22	6	12	0	175	0	5	94	80	140	3,412
14	21	7	3	5	1	75	1	6	36	59	82	1,512
15	9	0	4	4	0	7	2	3	17	30	49	851
Other	0	0	1	6	0	70	0	2	13	36	153	264
NS	0	0	1	2	1	0	0	2	3	47	87	2,440
ALL	186	50	22	47	3	1026	6	37	651	378	778	20,298
Avg.	12.43	12.44	12.36	10.74	8.67	10.51	12.17	11.88	10.85	12.06	11.00	10.36

Ot.: Other grade levels (1-4, 6, 8, & 10).

NS: Grade level was not specified. Includes SES positions.

Avg: Average grade. Excludes positions for which no grade level was specified.

General Business and Industry

LOSSES DURING FY98, BY GRADE LEVEL*

GS Grade	FY98 Beginning Strength	% Quit The Series	% Changed Agencies
5	1,282	21%	0%
7	2,756	15%	0%
9	1,624	15%	0%
11	2,204	15%	0%
12	3,924	15%	0%
13	3,126	14%	0%
14	1,301	15%	0%
15	624	13%	0%
Other	1,123	18%	0%

^{*}Note: Some grades not shown

EMPLOYMENT BY METROPOLITAN STATISTICAL AREAS FY 1998

Albany, Ga	25	Bryan-College Station, Tx	15
Albany-Schenectady-Troy, NY	70	Buffalo NY	62
Albuquerque, NM	79	Charleston, WV	21
Alexandria, La	25	Charleston-N. Charleston, SC	52
Anchorage, Ak	64	Charlotte-Gastonia, Nc	17
Anniston, Al	63	Chicago, Il	362
Athens, Ga	17	Clarksville-Hopkinsvill, Tn-Ky	30
Atlanta, Ga	451	Cleveland, Oh	97
Augusta, Ga -Sc	19	Colorado Springs, Co	53
Austin, Tx	29	Columbia, Ga - Al	22
Bakersfield, Ca	16	Columbia, SC	83
Baltimore, Md	157	Columbus, Oh	87
Bangor, Me	21	Corpus Christi, Tx	67
Billings, Mt	24	Dallas-Fort Worth, Tx	371
Biloxi-Gulfport, Ms	105	Davenport-Rock IslMoline, Ia-Il	41
Birmingham, Al	89	Dayton, Oh	349
Bismark, Nd	15	Denver-Boulder, Co	474
Boise City, Id	40	Des Moines, Ia	54
Boston, Ma	290	Detroit, Mi	130
Bremerton, Wa	140	Dothan, Al	17
Bridgeport, Ct	16	Dover, De	21

General Business and Industry

El Paso, Tx	30	Minneapolis -St Paul, Mn-Wi	139
Fargo-Moorhead, Nd-Mn	18	Monmouth, NJ	43
Fayetteville, Nc	28	Montgomery, Al	44
Flagstaff, Az-Ut	25	Nashville-Davidson, Tn	109
Fort Lauderdale-Hollywood, Fl	27	Nassau-Suffolk, Ny	38
Fresno, Ca	66	Newark, NJ	106
Ft Walton, Fl	104	Newburg, Ny-Pa	40
Grand Forks, Nd-Mn	15	New London-Norwich, Ct-Ri	25
Grand rapids, Mi	30	New Orleans, La	137
Greensboro-Winston-Salem, Nc	92	New York, NY-NJ	269
Harrisburg, Pa	23	Norfolk-Va Beach-Portsmouth, Va-NC	220
Hartford, Ct	80	Oakland, Ca	34
Honolulu, Hi	129	Oklahoma City, Ok	248
Houston, Tx	79	Omaha, Ne-Ia	57
Huntsville, Al	27	Orange County, Ca	135
Indianapolis, In	92	Orlando, Fl	44
Jackson, Ms	79	Panama City, Fl	17
Jacksonville, Fl	253	Parkersburg-Marietta, Wv-Oh	15
Jacksonville, Nc	36	Pensacola, Fl	19
Kansas City, Mo-Ks	296	Philadelphia, Pa-NJ	602
Killeen-Temple, Tx	22	Phoenix, Az	158
Knoxville, Tn	44	Pittsburgh, Pa	93
Lafayette, La	15	Portland, Or-Wa	148
Las Cruces, Nm	22	Portsmouth-Rochester, Nh-Me	17
Las Vegas, Nv	56	Providence-Warwick-Pawtucket, Ri	37
Lexington-Fayette, Ky	27	Raleigh-Durham, NC	43
Little Rock-North Little Rock, Ar	81	Richmond, Va	108
Lincoln, Ne	19	Riverside-San BernardOnt., Ca	62
Los Angeles-Long Beach, Ca	259	Sacramento, Ca	276
Louisville, Ky-In	62	Salt Lake City-Ogden, Ut	226
Lubbock, Tx	27	San Antonio, Tx	398
Macon, Ga	245	San Diego, Ca	222
Madison, Wi	18	San Francisco-Oakland, Ca	243
Manchester, Nh	21	San Jose, Ca	39
Memphis, Tn-Ar-Ms	54	San Juan PR	84
Miami, Fl	71	Santa Barbara-Santa maria-Lompo	20
Milwaukee Wi	67	Savana, Ga	17

General Business and Industry

EMPLOYMENT BY METROPOLITAN STATISTICAL AREAS FY 1998 (CONT.)

Seattle-Everett, Wa	218	Tucson, Az	41
Shreveport, La	27	Tulsa, Ok	30
Sioux Falls, Sd	21	Ventura, Ca	31
Spokane, Wa	49	Washington, DC-Md-Va	3,189
Springfield, Il	19	Wichita, Ks	28
St Louis, Mo-Il	661	Subtotal	15,863
Syracuse, NY	29	Od. MCA	040
Tacoma, Wa	34	Other MSAs	940
Tampa-St Petersburg, Fl	54	Outside MSAs	3,495
Texarkana, Tx-Texarkana, Ar	36	Total	20,298

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AGENCY ABBREVIATIONS

DoD Department of Defense Educ. Department of Education

EPA Environmental Protection Agency

FEMA Federal Emergency Management Administration

GSA General Services Administration
HHS Health and Human Services
HUD Housing and Urban Development

Inter. Department of the Interior

NASA National Aeronautics and Space Administration

NRC Nuclear Regulatory Commission
NSF National Science Foundation
SBA Small Business Administration
DOT Department of Transportation
Treas. Department of the Treasury
VA Department of Veterans Affairs