

# WHERE THE JOBS ARE

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MISSION CRITICAL OPPORTUNITIES FOR AMERICA

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2ND EDITION — 2007



PARTNERSHIP FOR PUBLIC SERVICE

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## METHODOLOGY/ACKNOWLEDGMENTS

This report summarizes the federal government's most critical hiring needs — by agency, occupation and skills — through September 2009. To compile these projections, the Partnership for Public Service surveyed 34 federal departments, agencies and organizations (all of which have 1,000 or more employees). These organizations employ about 99 percent of all full-time permanent federal employees.

The data in this report were provided directly by the agencies and were supplemented by our review of agencies' strategic and recruitment plans. In some cases, we also used information from FedScope, the U.S. Office of Personnel Management's on-line database of federal workforce information. In a few instances, where agencies were unable to provide hiring projections, we predicted hiring needs based on past experience. These cases are footnoted. Unless otherwise indicated, all federal workforce statistics in the narrative portion of this report are FedScope, September 2006 data.

The professional fields listed in each agency profile are from the U.S. Office of Personnel Management's federal classification and job grading system. Descriptions of each can be found on the pages listing jobs by professional field.

We also included data from our 2007 *Best Places to Work in the Federal Government* rankings for each agency in this report. The *Best Places to Work* rankings are based on the results of a government-wide survey of federal employees, and measure employee engagement and satisfaction in each federal agency. To view the complete rankings, go to: [www.bestplacestowork.org](http://www.bestplacestowork.org).

The Partnership thanks the 34 participating agencies who spent time assembling the data in this report and responding to our questions on their workforce demographics, hiring projections, and recruitment priorities and programs. The Partnership also thanks CareerBuilder.com for its generous financial support to update and expand *Where the Jobs Are*. Finally, the Partnership is grateful to the Division of Occupational Outlook Studies, U.S. Bureau of Labor Statistics, which was instrumental in providing and analyzing BLS workforce data for this report and to the U.S. Office of Personnel Management, for its assistance.

## EXECUTIVE SUMMARY

Over the next two years, our largest federal agencies project that they will hire nearly 193,000 new workers for “mission-critical” jobs. While there are other federal jobs that will be filled during this time, including those in clerical and support positions, the jobs listed in this report constitute the bulk of our federal government’s hiring needs. These jobs cover almost every occupational field, will be available across the country and all of them advance the interests of the American people. This report confirms that no matter what your area of expertise, or where you live, if you are looking for a job where you can develop your professional skills and make a difference in the lives of others, the federal government has a job for you.

Almost 80 percent of these projected new mission-critical hires will be in five professional fields:

1. Security, Protection, Compliance and Enforcement (62,863 new hires)
2. Medical and Public Health (35,350 new hires)
3. Accounting, Budget and Business (21,248 new hires)
4. Engineering and Sciences (17,477 new hires)
5. Program Management/Analysis and Administration (14,305 new hires)

Comparing this new information to the 2005 *Where the Jobs Are* report reveals some trends in federal hiring.

- The 2007 projections include large increases in compliance and enforcement hires (27,243, up from 6,760 in 2005). The increase is linked primarily to expanded customs, border security and immigration activities by the Department of Homeland Security.
- Agencies report dramatically increased demand for information technology (IT) specialists. In 2007, two out of every three agencies list IT as a mission-critical occupation and these agencies plan to hire 11,562 IT professionals through 2009.
- Demand for health care workers is up. Agencies project more than 35,000 hires in health care fields through 2009, compared to 25,756 in the 2005 survey.

- The number of “accounting, budget and business” jobs is expected to increase significantly. This is likely due, at least in part, to increased demand for contracting specialists.
- Other specific jobs with high demand through 2009 include air traffic controllers, engineers, Foreign Service Officers, and patent examiners.
- The federal demand for secretaries, administrative assistants and clerks continues to decline.

In addition to sorting projected hires by occupational field, this report includes agency-by-agency hiring projections. It also provides background information for each agency, as well as information about hiring incentives such as student loan repayment, special internships and scholarships some agencies are using. The appendices include tips on how to obtain a federal job.

The 2005 version of this report was downloaded more than 150,000 times from the U.S. Office of Personnel Management’s Web site, and this updated and expanded edition should appeal to an even broader audience.

Job seekers can use this report to identify what kinds of jobs will be available in their areas of expertise and what they need to do to land these jobs. Federal managers can use it to gain a better understanding of their recruiting challenges. And policy makers can use it to identify which talent gaps must be filled to ensure our government can effectively serve the American people.

Individuals seeking additional information about federal job opportunities can visit the Partnership for Public Service’s Web sites [www.makingthedifference.org](http://www.makingthedifference.org) and [www.bestplacestowork.org](http://www.bestplacestowork.org). Specific job vacancies in all occupations are posted on [www.USAJOBS.gov](http://www.USAJOBS.gov).

## WHERE THE JOBS ARE

### FEDERAL WORKFORCE TRENDS

The federal government is the nation's largest employer, but is not a monolithic organization. Rather, the "federal government" actually consists of a diverse and complex set of hundreds of individual employers who compete for talent with the rest of the nation's employers. Therefore, analyzing the federal government's hiring needs also requires examining national demographic and employment trends.

### POPULATION AND DEMOGRAPHIC TRENDS

According to the Bureau of Labor Statistics (BLS), the U.S. population will increase by 23.9 million from 2004 through 2014.<sup>1</sup> However, when compared to previous years, population growth is actually declining. And, the U.S. population is aging due to the large number of Americans who comprise the baby boomer generation.

The size of the U.S. workforce is also expected to grow at a slower pace. For example, in the 1970s the U.S. workforce grew by 2.6 percent annually; over the next several decades that rate is projected to be less than 0.6 percent.<sup>2</sup> This will create tight labor markets and increasingly intense competition for talent.

As the chart shows, the largest percentage increase through 2014 will be among those age 55 and over (from 15.6 percent to 21.2 percent of the workforce). On the other hand, the percentage of workers age 35 to 54, the largest segment of the workforce, is projected to decline (from 47.4 percent to 42.5 percent). Therefore, the large number of "baby boomer" retirements in the near future will create talent shortages.

Despite the relatively flat growth rate in the overall workforce, the increasing proportion of minorities and immigrants will produce more diverse workplaces, with Asians and Hispanics the fastest growing groups.<sup>3</sup> While the percentage of immigrants filling U.S. jobs is increasing, almost all federal jobs require that the applicants be citizens, which means a significant portion of the civilian labor force is not available to the federal government.

1 Bureau of Labor Statistics, *Occupational Outlook Handbook: Tomorrow's Jobs*, 2006-2007 editions.

2 U.S. Department of Labor, *FY 2006-2011 Strategic Plan*, September 2006, p. 3.

3 Bureau of Labor Statistics, *Occupational Outlook Handbook: Tomorrow's Jobs*, 2006-2007 edition.

### FUTURE WORKPLACES AND WORKFORCE NEEDS

These population and demographic trends will result in fewer workers in the largest segments of the workforce (ages 35 to 54). Both technological advances and globalization will also continue to shape our economic base, continuing the shift from manufacturing to an economy dominated by "knowledge workers."<sup>4</sup>

This will place a premium on technical expertise as well as so-called "soft skills" such as reasoning, problem-solving, communication, and collaboration. Future projections of the occupations with the largest job growth confirm this. From 2004 through 2014, the professional occupations projected to grow the most are information technology, mathematics, health care and health-related technical occupations, education, training and library science. Health care occupations make up 12 of the 20 fastest growing occupations and computer-related occupations account for five.<sup>5</sup>

Many of the fastest growing occupations require degrees in fields where the United States used to dominate but is now lagging behind other countries, such as mathematics, engineering and the sciences. For example, U.S. 15-year-olds academically rank at, or near, the bottom compared to other Organisation for Economic Co-operation Development countries.<sup>6</sup> A 2004 National Science Foundation study found that the share of bachelor's degrees awarded in the U.S. in the sciences and engineering had fallen from 36 percent in the late 1960s to 32 percent by 2001.<sup>7</sup>

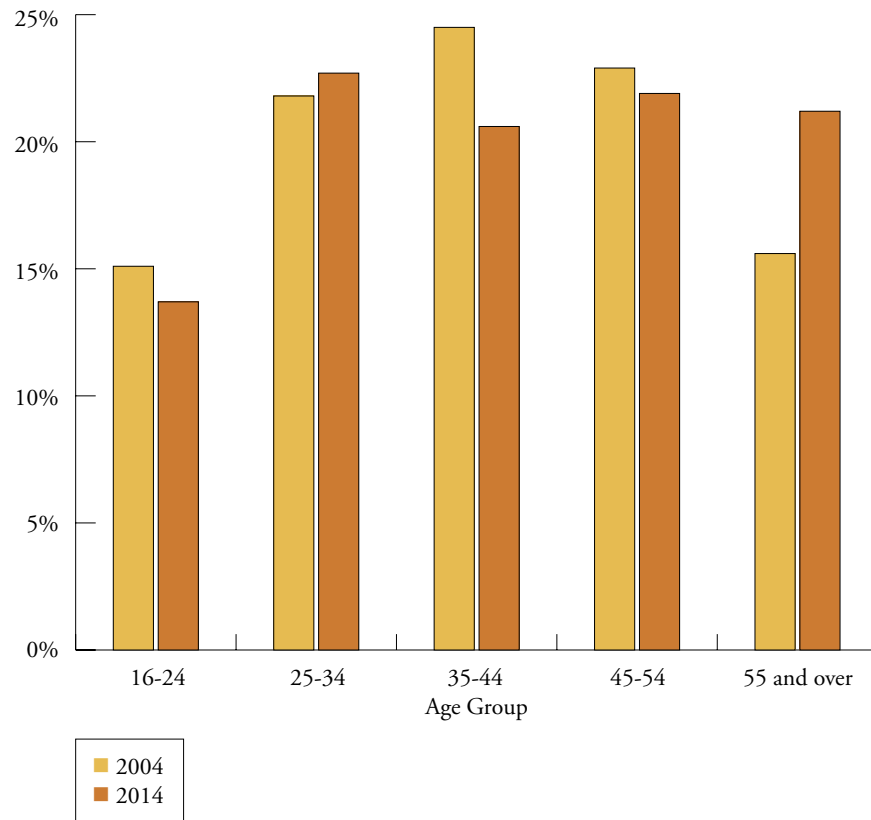
4 Karoly, Lynn A. and Constatijn W.A. Panis, *The 21<sup>st</sup> Century at Work: Forces Shaping the Future Workforce and Workplaces in the United States*, Rand Corporation, 2004, xviii.

5 Bureau of Labor Statistics, *Occupational Outlook Handbook: Tomorrow's Jobs*, 2006-2007 edition

6 Organisation for Economic Co-Operation and Development (OECD), *Learning for Tomorrow's World: First Results from PISA 2003*, Paris: OECD, 2004.

7 National Science Foundation, *Science and Engineering Indicators*, 2004.

PERCENT OF LABOR FORCE BY AGE GROUP



Source: BLS Tomorrow's Jobs, 2006-2007

## THE FEDERAL WORKFORCE: AN OVERVIEW

The federal government is the largest single employer in the United States, with almost 1.9 million civilian workers (excluding the quasi-independent Postal Service). About 1.6 million are full-time permanent employees. Contrary to popular belief, five of six federal employees work outside the Washington, D.C. metropolitan area, in locations across the U.S. and even abroad.

LARGEST FEDERAL JOB CONCENTRATIONS OUTSIDE WASHINGTON, D.C. AREA BY CITY AND STATE

City/Metro Area	State
1. Norfolk-Virginia Beach-Newport News	1. California
2. Baltimore	2. Virginia
3. Philadelphia	3. Texas
4. Atlanta	4. Maryland
5. San Diego	5. Florida
6. New York City	6. Georgia
7. Chicago	7. Pennsylvania
8. Salt Lake City-Ogden	8. New York
9. Oklahoma City	9. Washington
10. Los Angeles	10. Illinois

Federal employees work in 15 cabinet-level agencies; 20 large, independent agencies (defined as having more than 1,000 employees, and not including the Postal Service); and 80 small agencies (fewer than 1,000 employees). The Departments of Defense and Veterans Affairs employ the largest numbers of permanent full-time civilians — 611,658 and 205,542, respectively.

The federal government's workforce is diverse. About 17.6 percent of all federal workers are African-Americans, 7.6 percent are Hispanics, 5.2 percent are Asian/Pacific Islanders and 1.9 percent are Native Americans. Men make up 56 percent, and women constitute 44 percent of the federal workforce.<sup>8</sup>

<sup>8</sup> Office of Personnel Management, *Report to Congress: Federal Equal Opportunity Recruitment Program*, January, 2007.

## THE LOOMING RETIREMENT WAVE

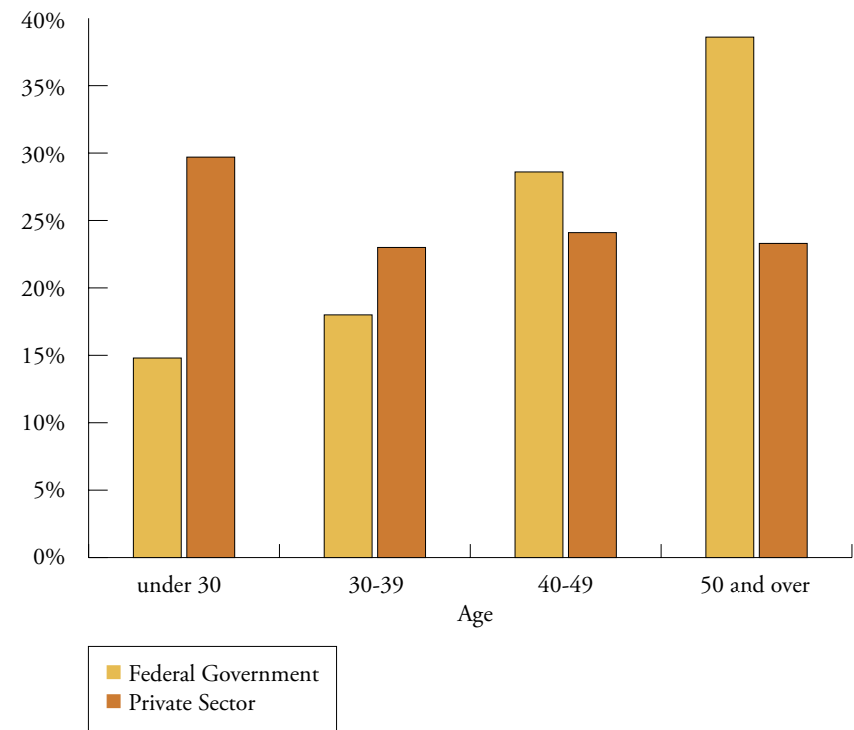
Much has been written about the expected wave of federal retirements, especially among supervisors and managers. The average federal employee is 46 years old and getting older,<sup>9</sup> and almost 60 percent of federal employees are older than 45, compared to 40 percent in the private sector.<sup>10</sup> According to OPM and Partnership estimates, about 550,000 federal employees will leave the government in the next five years, the majority through retirement.

These retirements and turnover will create a significant number of job opportunities. Federal agencies will be competing for talent with the private and nonprofit sectors, and with state and local government, creating a very favorable environment for highly skilled job seekers.

Turnover will affect some agencies and occupations more than others. For example, OPM's projections through 2010 show a disproportionate number of workers will become retirement eligible at the Department of Housing and Urban Development (48.3 percent), the Federal Aviation Administration (47.1 percent) and the Social Security Administration (40.0 percent). Therefore, it is not surprising that the predominant occupations in these three agencies — air traffic controllers, social insurance administrators, and general business and industry specialists (e.g., claims representatives and contracting specialists) — also have the highest projected retirement rates through 2010.

Similar challenges exist in information technology (IT). According to the federal government's Chief Information Officers Council, the information technology community will be hard hit by a retirement wave between 2008 and 2010. Consequently, IT workers will find their skills in increasingly high demand.<sup>11</sup>

AGE DISTRIBUTION: PRIVATE SECTOR VS. FEDERAL GOVERNMENT



Source: Bureau of Census, Current Population Survey (CPS), Annual Demographic File, March 2005

9 U.S. Office of Personnel Management, *The Fact Book*, February 2006.

10 Bureau of Labor Statistics, *The Employment Situation: September 2005*, October 2005 and U.S. Office of Personnel Management, *FedScope* September 2005.

11 Cha, Hahn, *CIO Struggle to Attract Young IT Workforce*, FCW.com, 4/2/07.



## HELP WANTED: GOVERNMENT’S HIRING NEEDS

The federal government is not only the nation’s largest, but also its most diversified employer, with positions in more than 2,000 separate job categories. More than 50 percent of federal employees work in professional, management, business and financial occupations, compared to only 29 percent in the private sector.<sup>12</sup> Most federal work therefore involves analytical and technical skills, and the federal government has a higher percentage of college-educated employees than the private sector.

Over the next several years, agencies will be recruiting knowledge-based workers to fill a wide variety of jobs. These opportunities, in a broad spectrum of agencies, are for those starting their careers, seeking a mid-career change or looking for “enclave careers” after they retire from jobs in other sectors.

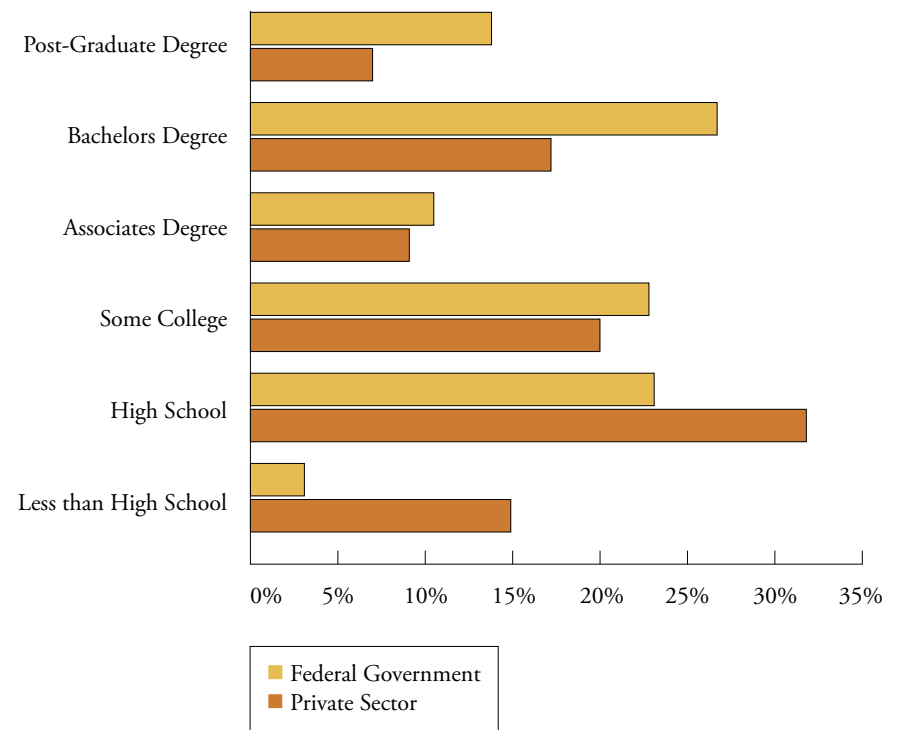
In the sections below, we describe the mission critical occupations identified by the 34 agencies with the largest projected hiring needs for fiscal years (FY) 2007 through 2009. These positions cover many different occupational areas. However, the events of September 11, 2001, and the increased attention to homeland security continue to greatly influence the composition of our country’s federal workforce and its hiring needs.

OCCUPATIONAL GROWTH 2004-2014 (% INCREASE)

Key Occupational Area/Position	Federal Workforce	Total U.S. Workforce
Criminal Investigations	24.6	16.4
Computer Specialists	13.8	31.4
Biological Scientists	9.4	17.0
Engineers	8.4	13.4
Physicians	8.2	24.0
Management Analysis	4.0	20.1
Attorneys	4.0	15.0

Source: Bureau of Labor Statistics, Job Outlook 2004-2014, Fall 2006

EDUCATIONAL ATTAINMENT: PRIVATE SECTOR VS. FEDERAL GOVERNMENT



Source: Bureau of Census, Current Population Survey (CPS), Annual Demographic File, March 2005

12 Bureau of Labor Statistics, *Career Guide to Industries: Federal Government, Excluding the Postal Service*, 2006-2007 edition.

## TOP AREAS WHERE GOVERNMENT IS HIRING

### SECURITY, PROTECTION, COMPLIANCE AND ENFORCEMENT (62,863 NEW HIRES)

This category ranks as the single largest area of projected hiring, as it did in the 2005 *Where the Jobs Are* report. Occupations in this category include criminal and non-criminal investigators, inspectors, police officers, security and prison guards, transportation safety officers (airport screeners), customs and border patrol officers, immigration agents and intelligence analysts.

Moreover, federal hiring demand in this occupational category is even greater than what we are able to report. Our projections do not include hiring data for the National Security Agency or the Central Intelligence Agency, because this information is confidential and unavailable to the public. Both organizations are recruiting a new breed of intelligence staff — officers and analysts including those who speak Arabic, Farsi and other Middle East languages.

Among the specific agencies where we do have hiring data, the Department of Homeland Security (DHS) will hire large numbers of people in this occupational area over the next three years. DHS expects to hire more than 15,000 customs and border protection officers and border patrol agents, and 22,000 transportation safety officers (airport screeners) across the nation.

The Department of Justice will also be hiring nearly 3,700 criminal investigators for the FBI and almost 4,400 correctional officers for the federal prison system.

The Department of Defense (DOD), DHS, Justice, Nuclear Regulatory Commission (NRC) and Treasury Department also plan to hire more intelligence analysts, especially those with language proficiency. These agencies plan to fill 3,670 intelligence analyst positions.

In addition to DHS and Justice, 10 other agencies reported plans to fill a total of more than 2,600 compliance and enforcement positions. These agencies oversee and administer many laws that affect employers, the workplace and workers. For example, these agencies enforce labor laws and environmental regulations, in addition to preventing waste, fraud and abuse in government programs.

### MEDICAL AND PUBLIC HEALTH (35,350 NEW HIRES)

This group includes doctors, nurses, nursing assistants, pharmacists, medical technicians, occupational therapists and industrial hygienists.

As in the 2005 *Where the Jobs Are* survey, the Department of Veterans Affairs (VA) drives the demand in this occupational area by projecting that it will hire more than 28,000 employees through 2009 to staff its network of hospitals. DOD and HHS also project hiring in this occupational area (3,767 and 3,447 respectively).

#### MEDICAL AND PUBLIC HEALTH HIRING PROJECTIONS

PROFESSIONAL FIELD Key Occupational Area/Position	Agency	Projected Hires FY 2007-09
<b>MEDICAL AND PUBLIC HEALTH</b>		
Nurse (Registered and practical)	VA	15,401
	DOD	2,975
	HHS	1,089
Physician	VA	5,174
	HHS	744
	DOD	475
Pharmacist	VA	1,847
	DOD	317

### ACCOUNTING, BUDGET AND BUSINESS (21,248 NEW HIRES)

This group includes accountants, auditors, budget and financial analysts, and contracting specialists.

The Internal Revenue Service (IRS), within the Department of Treasury, is driving hiring in this occupational category, as it did in 2005. IRS will continue to hire revenue agents and tax examiners to step up enforcement activities — it plans to hire 4,600 tax examiners and 3,350 revenue agents through the end of FY 2009.

The Department of Defense projects that it will hire 6,841 contracting specialists, and the General Services Administration will also hire 1,119 contracting professionals to oversee the government's procurement of goods and services.

The following agencies will also add new staff in this occupational area:

- The Securities and Exchange Commission will hire 266 accountants.
- The Federal Deposit Insurance Corporation will hire 150 accountants to support its enforcement and oversight responsibilities.
- The Departments of Homeland Security and NASA plan to add a total of 1,524 new hires in all categories in this occupational area.

**ENGINEERING AND SCIENCES (17,477 HIRES)**

This category includes all engineering disciplines, as well as the biological, physical and veterinary medical sciences.

Engineers of all types will continue to be in demand by the Department of Defense, Nuclear Regulatory Commission, NASA, and the departments of Transportation and Energy. The Defense Department projects that it will hire 7,652 engineers in various disciplines over the next three years, with the largest hiring for electrical and general engineers. NRC expects to hire up to 500 professionals in these fields annually for the next several years, primarily engineers and physical scientists, in anticipation of increased applications for new nuclear reactors.

The threat of bioterrorism is also once again driving the demand for scientists. Specifically, the Department of Agriculture projects hiring 2,462 new employees in biological sciences over the next three years and the Department of Homeland Security plans to hire 952 people in the field of agricultural science alone.

According to the Bureau of Labor Statistics, the federal government will account for more than 20 percent of all new U.S. jobs in the biological sciences field.

ENGINEERING AND SCIENCE HIRING PROJECTIONS

PROFESSIONAL FIELD	Projected Hires FY 2007-09
<b>BIOLOGICAL SCIENCES</b>	4,479
<b>ENGINEERING</b>	10,712
<b>PHYSICAL SCIENCES</b>	1,944
<b>VETERINARY SCIENCE</b>	342

**PROGRAM MANAGEMENT/ANALYSIS AND ADMINISTRATION (14,305 NEW HIRES)**

This broad category includes program managers and skilled analysts who monitor program operations, and administrative staff.

Most hiring will be for project management and program analysis. For example, the Government Accountability Office (GAO), the federal agency charged by Congress with evaluating the effectiveness of government operations, plans to hire 662 auditing analysts. Almost all of the other surveyed agencies reported that they will hire management and program analysts, with the highest demand at the Department of Justice (570), Department of Homeland Security (500), General Services Administration (474), Department of Health and Human Services (393) and Department of Transportation (360).

**OTHER AREAS OF INCREASING AND DECLINING DEMAND**

The Federal Aviation Administration (FAA), a component of the Department of Transportation, has announced a ten-year initiative to hire and train 15,004 air traffic controllers across the country. Faced with a retirement wave of controllers hired about 25 years ago and projections that a total of 1,395 air traffic controllers will retire in 2007-08, the FAA has stepped up its hiring to ensure uninterrupted air traffic operations. FAA plans to hire more than 4,300 controllers in the next three years at locations across the nation. The agency’s Web site ([www.faa.gov](http://www.faa.gov)) lists the hiring locations.

The Department of State and the U.S. Agency for International Development will continue to expand their recruitment of foreign service officers and career staff to enhance diplomatic and reconstruction efforts. Specifically, State and USAID anticipate hiring about 1,500 foreign service officers for consular, information management and security activities. They will hire nearly 2,000 career staff to handle the increased demand for passports and visas, as well as to support contracting, financial management and analytical activities.

The Patent and Trademark Office (PTO) will continue to increase the number of patent examiners to address the long-standing backlog of patent applications. To add to its already active hiring efforts in the past few years, PTO projects hiring more than 1,500 patent examiners over the next three years.

Despite the demand for talent in many skill areas, technology and contracting will reduce the demand for clerical and support staff. For example, from 2004 to 2014, job opportunities for secretaries and administrative assistants are pro-

jected to fall by 17.6 percent. Similarly, the demand for information and record clerks will decline by 14.6 percent.<sup>13</sup>

See individual agency listings for detailed information about each agency, its specific predominant occupations, average age of employees, anticipated retirements and other attrition, as well as its projected hires through September 2009. Information regarding hiring priorities and recruitment/outreach programs is also included.

THE TOP TEN: PROJECTED HIRES BY PROFESSIONAL FIELD, FY 2007-2009

PROFESSIONAL FIELD	Projected Hires FY 2007-09	Number of Agencies Hiring
<b>1 SECURITY AND PROTECTION</b>	35,620	8
<b>2 MEDICAL AND PUBLIC HEALTH</b>	35,350	6
<b>3 COMPLIANCE AND ENFORCEMENT</b>	27,243	12
<b>4 ADMIN./PROGRAM MANAGEMENT</b>	14,305	24
<b>5 INFORMATION TECHNOLOGY</b>	11,562	23
<b>6 BUSINESS AND INDUSTRY</b>	11,407	13
<b>7 ENGINEERING</b>	10,712	13
<b>8 ACCOUNTING AND BUDGET</b>	9,841	12
<b>9 LEGAL</b>	9,691	20
<b>10 SOCIAL SCIENCES</b>	4,151	10

<sup>13</sup> Bureau of Labor Statistics, *Career Guide to Industries, Federal Government, Excluding the Postal Service*, 2006-07 Edition.

## SIZING UP THE COMPETITION

Federal government employees make up 2.1 percent of the nation's workers, and federal employment is projected to grow by a total of 2.5 percent through 2014, the lowest rate of growth in any sector.<sup>14</sup> However, increasing federal government turnover will require agencies to hire in large numbers, and many of the jobs it seeks to fill will also be in great demand in the private sector, and in state and local government. Therefore, skilled workers will likely be heavily recruited for these in-demand positions.

Competition will be intense for professional and technical talent, especially in the sciences, engineering, health care and information technology fields, where America's failure to graduate enough students has reduced the available pool of candidates.

For example, our federal government projects that in the next three years it will need to hire at least 10,712 engineers. Over that same period, BLS projects that there will be a demand for almost 170,000 engineers nationwide. Despite this demand, the National Science Foundation reports that fewer U.S. students are graduating with science and engineering degrees.<sup>15</sup>

Nursing is also experiencing a similar labor market dynamic where demand exceeds supply. Federal agencies need to hire a minimum of 20,000 nurses over the next three years; nationally, BLS projects that there will be a demand for 360,900 nurses in this period.

The competition for nurses is already intense, with hospitals across the nation offering signing bonuses, student loan forgiveness and other incentives. Competition is expected to become more severe as Americans live longer, creating greater demand for nurses and other medical personnel.

## TAKING ACTION

The Office of Personnel Management, the federal government's central human resource agency, last year launched a national advertising campaign to attract candidates for federal jobs. Individual federal agencies are also investing in marketing and promotion to publicize the many rewarding and challenging careers government offers. Agencies are streamlining their processes to reduce the time it takes to hire and are improving assessment practices to make sure they hire both faster and smarter. They are also increasingly using incentives such as recruitment bonuses and student loan repayments to attract top quality candidates. The individual agency profiles describe the use of these incentives, agency-by-agency, in 2005 and 2006.

The Partnership for Public Service supports these efforts to educate the public about the wide range of exciting and varied government career opportunities. For more information about opportunities in the federal government and how to apply for them, see [www.makingthedifference.org](http://www.makingthedifference.org) and [www.bestplacestowork.org](http://www.bestplacestowork.org).

<sup>14</sup> Bureau of Labor Statistics, *Industry at a Glance*, 4/10/07.

<sup>15</sup> Bureau of Labor Statistics, Daniel E. Hecker, Total Civilian Hiring Projections: "Occupations Employment Projections to 2014" *Monthly Labor Review*, November 2005.





## ACCOUNTING AND BUDGET

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF EDUCATION</b> (page 48)			
Accounting	131	49	19
Auditing	112	45	44
Financial Management	68	48	8
<b>DEPARTMENT OF ENERGY</b> (page 50)			
Budget Analysis	229	48	61
Financial Analysis	88	50	33
<b>DEPARTMENT OF HOMELAND SECURITY</b> (page 54)			
...	741	46	260
<b>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT</b> (page 56)			
...	393	50	78
<b>DEPARTMENT OF LABOR</b> (page 62)			
...	197	48	54
<b>DEPARTMENT OF TRANSPORTATION</b> (page 66)			
Financial Management	780	48	300
<b>DEPARTMENT OF TREASURY</b> (page 68)			
Accounting	582	44	146
Internal Revenue Agent	13,172	43	3,350
Tax Examining	15,525	48	4,600
<b>FEDERAL DEPOSIT INSURANCE CORPORATION</b> (page 78)			
Financial Institution Examiner	2,195	...	150
<b>GENERAL SERVICES ADMINISTRATION</b> (page 82)			
Financial Management	1,060	45	249
<b>GOVERNMENT ACCOUNTABILITY OFFICE</b> (page 84)			
Auditing	240	41	119
<b>NATIONAL AERONAUTICS AND SPACE ADMINISTRATION</b> (page 86)			
Financial Management	745	45	104
<b>SECURITIES AND EXCHANGE COMMISSION</b> (page 98)			
Accounting	896	41	266
<b>TOTAL</b>	...	...	9,841

## ACCOUNTING AND BUDGET

Includes financial management/administration, accounting, auditing, revenue agent, tax specialist and budget analysis.



## ADMINISTRATION / PROGRAM MANAGEMENT

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>BROADCASTING BOARD OF GOVERNORS</b> (page 38)			
...	217	...	24 <sup>a</sup>
<b>DEPARTMENT OF AGRICULTURE</b> (page 42)			
General Administration Management	2,309	49	405
Management/Program Analysis	1,564	48	120
<b>DEPARTMENT OF COMMERCE</b> (page 44)			
...	1,122	47	552
<b>DEPARTMENT OF DEFENSE</b> (page 46)			
Logistics Management	13,113	50	3,188
<b>DEPARTMENT OF EDUCATION</b> (page 48)			
Equal Opportunity	268	52	30
Human Resources	45	50	19
Management/Program Analysis	966	47	108
<b>DEPARTMENT OF ENERGY</b> (page 50)			
Human Resources	262	49	81
<b>DEPARTMENT OF HEALTH AND HUMAN SERVICES</b> (page 52)			
Public Health	2,282	46	393
...	2,289	46	396
<b>DEPARTMENT OF HOMELAND SECURITY</b> (page 54)			
Human Resources	862	47	175 <sup>a</sup>
Management/Program Analysis	2,830	47	500 <sup>a</sup>
Telecommunications	451	50	50 <sup>a</sup>
Training	241	50	90 <sup>a</sup>
<b>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT</b> (page 56)			
General Administration Management	1,339	51	225
Human Resources	132	50	6
Management/Program Analysis	535	49	104
Support Clerk/Assistant	699	49	878
<b>DEPARTMENT OF JUSTICE</b> (page 60)			
Human Resources	1,159	44	285
Management and Program Analysis	2,401	44	570
Miscellaneous Administration	4,254	46	1,175
Secretary/Clerk/Assistant	6,425	43	1,402
<b>DEPARTMENT OF LABOR</b> (page 62)			
Grants Management	34	50	3
Human Resources	148	48	39

Table continued on next page

## ADMINISTRATION / PROGRAM MANAGEMENT

Includes human resources, equal employment opportunity, management/program analysis, telecommunications and a variety of clerical support activities.

## ADMINISTRATION / PROGRAM MANAGEMENT (CONTINUED)

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF TRANSPORTATION</b> (page 66)			
Program Management	595	51	360
<b>DEPARTMENT OF TREASURY</b> (page 68)			
Human Resources	1,461	47	235
<b>DEPARTMENT OF VETERANS AFFAIRS</b> (page 70)			
Human Resources	1,527	48	418
<b>ENVIRONMENTAL PROTECTION AGENCY</b> (page 72)			
General Administrative Management	847	48	120
Management/Program Analysis	1,570	47	135
<b>GENERAL SERVICES ADMINISTRATION</b> (page 82)			
Policy and Program Management	2,000	47	474
<b>GOVERNMENT ACCOUNTABILITY OFFICE</b> (page 84)			
Analyst	1,816	41	662
<b>NATIONAL AERONAUTICS AND SPACE ADMINISTRATION</b> (page 86)			
General Administrative Management	2,869	47	585
Human Resources	370	45	80
<b>NATIONAL ARCHIVES AND RECORDS ADMINISTRATION</b> (page 88)			
Management/Program Analysis	88	...	25
Secretary	59	...	8
<b>NATIONAL LABOR RELATIONS BOARD</b> (page 90)			
Labor-Management Relations Examiner	346	46	30
<b>NATIONAL SCIENCE FOUNDATION</b> (page 92)			
Administrative Manager	50	46	7
Program Assistant	66	42	7
Science Assistant	10	32	25
<b>OFFICE OF PERSONNEL MANAGEMENT</b> (page 96)			
General Admin./Program Management	329	49	54
Human Resources	394	47	170
Management/Program Analysis	282	46	53
<b>SMALL BUSINESS ADMINISTRATION</b> (page 100)			
...	157	55	24
Human Resources	40	45	15
<b>SOCIAL SECURITY ADMINISTRATION</b> (page 102)			
Human Resources	659	49	... <sup>b</sup>
<b>TOTAL</b>	...	...	14,305

a FY 2007-2009 hiring figures are based on historical hiring data.

b Total number of annual hires is dependent on appropriations.

## BIOLOGICAL SCIENCES

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF AGRICULTURE</b> (page 42)			
Biological Technician/Specialist	6,783	46	771
Forestry Technician/Specialist	10,344	42	1,041
Soil Conservation Technician/Specialist	5,811	43	552
Soil Science	1,232	46	98
<b>DEPARTMENT OF COMMERCE</b> (page 44)			
Fishery Biology	935	46	159
<b>DEPARTMENT OF HEALTH AND HUMAN SERVICES</b> (page 52)			
General Biology	2,333	45	378
Microbiology	1,069	48	102
<b>DEPARTMENT OF HOMELAND SECURITY</b> (page 54)			
Agriculture Science	2,006	42	942
Microbiology	7	54	10 <sup>a</sup>
<b>DEPARTMENT OF INTERIOR</b> (page 58)			
General Biology	3,397	45	171
Wildlife Biology	1,045	45	75
<b>ENVIRONMENTAL PROTECTION AGENCY</b> (page 72)			
Biology	885	50	165
Toxicology	195	51	15
<b>TOTAL</b>	...	...	4,479

### BIOLOGICAL SCIENCES

Includes microbiology, ecology, zoology, physiology, entomology, toxicology, botany, plant pathology and physiology, horticulture, genetics, soil science/conservation, forestry, fish and wildlife, animal science, ranger, and irrigation system operations.

a FY 2007-2009 hiring figures are based on historical hiring data.

**BUSINESS AND INDUSTRY**

<b>AGENCY/ORGANIZATION</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF AGRICULTURE</b> (page 42)			
General Business and Industry	4,089	47	699
Loan Specialist	4,093	47	365
<b>DEPARTMENT OF COMMERCE</b> (page 44)			
General Business and Industry	817	48	305
<b>DEPARTMENT OF DEFENSE</b> (page 46)			
Contracting	18,677	48	6,841
<b>DEPARTMENT OF EDUCATION</b> (page 48)			
Loan Analysis	245	50	32
<b>DEPARTMENT OF ENERGY</b> (page 50)			
Contracting	402	48	175
<b>DEPARTMENT OF HOMELAND SECURITY</b> (page 54)			
Contracting	822	47	1,000 <sup>a</sup>
<b>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT</b> (page 56)			
Business and Industry Analysis	3,020	52	217
Contracting	83	48	45
Financial Analysis	240	51	20
Property Appraisal	109	54	21
<b>DEPARTMENT OF INTERIOR</b> (page 58)			
Realty Management	810	50	57
<b>DEPARTMENT OF TREASURY</b> (page 68)			
Procurement	459	47	195
<b>ENVIRONMENTAL PROTECTION AGENCY</b> (page 72)			
Contract/Grant Specialist	490	45	90
<b>GENERAL SERVICES ADMINISTRATION</b> (page 82)			
Acquisition	2,835	45	873
Realty Management	1,547	47	246
<b>NATIONAL AERONAUTICS AND SPACE ADMINISTRATION</b> (page 86)			
Contracting	696	45	160
<b>SMALL BUSINESS ADMINISTRATION</b> (page 100)			
General Business and Industry	802	51	39
Loan Specialists	195	50	27
<b>TOTAL</b>	...	...	11,407

**BUSINESS AND INDUSTRY**

Includes contracting, property management, trade specialist, loan specialist and realty specialist.

a FY 2008-2009 hiring figures are based on historical hiring data.

## COMPLIANCE AND ENFORCEMENT

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF AGRICULTURE</b> (page 42)			
Agricultural Commodity Grading	1,270	49	123
Consumer Safety Inspection	3,088	49	75
Food Inspection	3,315	45	633
<b>DEPARTMENT OF COMMERCE</b> (page 44)			
General Compliance	232	42	78
<b>DEPARTMENT OF EDUCATION</b> (page 48)			
Criminal Investigation	95	38	34
<b>DEPARTMENT OF ENERGY</b> (page 50)			
Environmental Protection	112	51	12
Safety and Health Management	84	52	10
<b>DEPARTMENT OF HOMELAND SECURITY</b> (page 54)			
Adjudication Officer	2,975	47	400 <sup>b</sup>
Air Interdiction (includes Pilots/Agents)	592	44	249
Border Patrol Agent	12,350	36	9,884
Criminal Investigation	9,711	39	913
Customs and Border Protection Officer	17,859	42	6,976
General Investigation and Compliance <sup>a</sup>	1,683	43	440
Immigration Agent/Inform. Officer	3,173	40	712 <sup>b</sup>
Import Specialist	973	47	452
<b>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT</b> (page 56)			
Equal Opportunity Compliance	398	53	3
<b>DEPARTMENT OF JUSTICE</b> (page 60)			
Compliance Inspection Support	1,078	45	67
Criminal Investigation	22,291	40	3,689
General Inspection and Investigation	3,067	41	778

Table continued on next page

## COMPLIANCE AND ENFORCEMENT

Includes inspectors, investigators (including criminal), customs and border patrol and protection, import specialist and customs inspection.

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**COMPLIANCE AND ENFORCEMENT (CONTINUED)**

<b>AGENCY/ORGANIZATION</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF LABOR</b> (page 62)			
Criminal Investigation	159	40	33
Equal Opportunity Compliance	452	50	51
Gen. Inspection, Investigation and Compliance	683	44	159
Mine Inspection	1,241	54	252
Pension Law/Benefits Advising	207	46	51
Safety and Health	824	51	126
Wage-Hour Compliance	946	49	78
<b>ENVIRONMENTAL PROTECTION AGENCY</b> (page 72)			
Environmental Protection Specialist	2,279	46	240
<b>EQUAL EMPLOYMENT OPPORTUNITY COMMISSION</b> (page 74)			
General Investigation and Inspection	741	49	62
Mediation	84	53	3
<b>OFFICE OF PERSONNEL MANAGEMENT</b> (page 96)			
Criminal Investigation	24	39	11
General Investigation and Inspection	1,608	46	625
<b>SECURITIES AND EXCHANGE COMMISSION</b> (page 98)			
Securities Compliance Examination	173	35	24
<b>TOTAL</b>	...	...	27,243

- a Includes Deportation Officer, Detention and Deportation Officer, Detention Enforcement Officer (Instruction) and Law Enforcement Specialist.  
b FY 2008-2009 hiring figures are based on historical hiring data.

## COMMUNITY PLANNING

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF TRANSPORTATION</b> (page 66)			
...	223	44	75

### COMMUNITY PLANNING

Includes urban and rural community planning professionals, traffic engineers, traffic flow planners, transportation and mass transit planning, and land use analysis.

## EDUCATION

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF EDUCATION</b> (page 48)			
Education Program Specialist	341	52	51
Education Research Analysis	43	52	13
Vocational Rehabilitation Specialist	42	51	8
<b>DEPARTMENT OF INTERIOR</b> (page 58)			
Teacher	1,527	50	192
<b>TOTAL</b>	...	...	264

### EDUCATION

Includes education, training and vocational rehabilitation.

**ENGINEERING**

<b>AGENCY/ORGANIZATION</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>BROADCASTING BOARD OF GOVERNORS</b> (page 38)			
...	95	...	8 <sup>a</sup>
<b>DEPARTMENT OF COMMERCE</b> (page 44)			
Electrical Engineering	328	49	65
<b>DEPARTMENT OF DEFENSE</b> (page 46)			
Civil Engineering	6,152	47	1,091
Computer Engineering	2,889	40	1,082
Electronics Engineering	16,835	45	3,541
General Engineering	10,910	48	1,938
<b>DEPARTMENT OF ENERGY</b> (page 50)			
General, Electrical and Nuclear Engineering	2,819	49	403
<b>DEPARTMENT OF HOMELAND SECURITY</b> (page 54)			
...	857	51	87
<b>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT</b> (page 56)			
Construction Analysis	120	56	3
General Engineering	73	54	6
<b>DEPARTMENT OF INTERIOR</b> (page 58)			
Civil Engineering	963	47	36
<b>DEPARTMENT OF LABOR</b> (page 62)			
Mining Engineering	226	49	42
<b>DEPARTMENT OF TRANSPORTATION</b> (page 66)			
...	5,434	47	900
<b>ENVIRONMENTAL PROTECTION AGENCY</b> (page 72)			
Environmental Engineering	1,898	47	120
<b>FEDERAL COMMUNICATIONS COMMISSION</b> (page 76)			
...	266	49	33

Table continued on next page

**ENGINEERING**

Includes all disciplines of engineering and architecture.



**ENGINEERING (CONTINUED)**

<b>AGENCY/ORGANIZATION</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>NATIONAL AERONAUTICS AND SPACE ADMINISTRATION</b> (page 86)			
Aerospace Engineering	4,199	45	417
Computer Engineering	961	45	50
Electronics Engineering	825	46	53
General Engineering	2,781	47	266
Materials Engineering	248	46	21
<b>NUCLEAR REGULATORY COMMISSION</b> (page 94)			
...	1,556	47	550
<b>TOTAL</b>	...	...	10,712

a FY 2007-2009 hiring figures are based on historical hiring data.

**INFORMATION AND ARTS**

<b>AGENCY/ORGANIZATION</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>BROADCASTING BOARD OF GOVERNORS</b> (page 38)			
Audiovisual Production	156	...	45
General Arts and Information	857	...	200
Writing/Editing	69	...	7
<b>DEPARTMENT OF DEFENSE</b> (page 46)			
Language Specialist	106	51	73
<b>NATIONAL ARCHIVES AND RECORDS ADMINISTRATION</b> (page 88)			
General Arts and Information	108	...	35
<b>TOTAL</b>	...	...	360

**INFORMATION AND ARTS**

Includes public affairs, writing/editing, audiovisual, museum curator and interior design.

## INFORMATION TECHNOLOGY

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF AGRICULTURE</b> (page 42)			
...	3,493	48	407
<b>DEPARTMENT OF COMMERCE</b> (page 44)			
...	3,353	46	607
<b>DEPARTMENT OF DEFENSE</b> (page 46)			
...	27,539	48	7,419
<b>DEPARTMENT OF EDUCATION</b> (page 48)			
...	203	45	49
<b>DEPARTMENT OF ENERGY</b> (page 50)			
...	573	49	112
<b>DEPARTMENT OF HEALTH AND HUMAN SERVICES</b> (page 52)			
...	2,358	47	318
<b>DEPARTMENT OF HOMELAND SECURITY</b> (page 54)			
(includes Computer Science)	1,670	48	406
<b>DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT</b> (page 56)			
...	231	50	15
<b>DEPARTMENT OF JUSTICE</b> (page 60)			
...	2,726	44	532
<b>DEPARTMENT OF LABOR</b> (page 62)			
...	393	47	63
<b>DEPARTMENT OF TRANSPORTATION</b> (page 66)			
...	2,004	47	180
<b>DEPARTMENT OF TREASURY</b> (page 68)			
...	6,226	47	930
<b>ENVIRONMENTAL PROTECTION AGENCY</b> (page 72)			
...	630	47	45
<b>FEDERAL DEPOSIT INSURANCE CORPORATION</b> (page 78)			
...	276	...	10
<b>GENERAL SERVICES ADMINISTRATION</b> (page 82)			
...	1,025	48	162

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## INFORMATION TECHNOLOGY

Includes systems analysis, security, application software, data management and network services.

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**INFORMATION TECHNOLOGY (CONTINUED)**

<b>AGENCY/ORGANIZATION</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>GOVERNMENT ACCOUNTABILITY OFFICE</b> (page 84)			
IT, Computer Science and Telecommunications	297	43	118
<b>NATIONAL AERONAUTICS AND SPACE ADMINISTRATION</b> (page 86)			
...	341	46	55
<b>NATIONAL ARCHIVES AND RECORDS ADMINISTRATION</b> (page 88)			
...	104	...	37
<b>NATIONAL SCIENCE FOUNDATION</b> (page 92)			
Program/Technology Specialist	29	42	1
<b>NUCLEAR REGULATORY COMMISSION</b> (page 94)			
...	129	48	40
<b>OFFICE OF PERSONNEL MANAGEMENT</b> (page 96)			
...	162	48	20
<b>SMALL BUSINESS ADMINISTRATION</b> (page 100)			
...	118	45	36
<b>SOCIAL SECURITY ADMINISTRATION</b> (page 102)			
...	3,686	47	... <sup>a</sup>
<b>TOTAL</b>	...	...	11,562

a Total number of annual hires is dependent on appropriations.

## LEGAL

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF COMMERCE</b> (page 44)			
Attorney	872	42	172
<b>DEPARTMENT OF EDUCATION</b> (page 48)			
Attorney	300	45	67
<b>DEPARTMENT OF HOMELAND SECURITY</b> (page 54)			
Attorney	1,363	44	505
<b>DEPARTMENT OF HOUSING AN URBAN DEVELOPMENT</b> (page 56)			
Attorney	380	47	21
Paralegal	73	50	18
<b>DEPARTMENT OF JUSTICE</b> (page 60)			
Attorney	8,503	45	1,624
Legal Assistance	2,673	44	645
Paralegal	1,941	44	411
<b>DEPARTMENT OF LABOR</b> (page 62)			
Attorney	426	48	60
Claims Examination	1,241	47	387
<b>DEPARTMENT OF TRANSPORTATION</b> (page 66)			
...	696	47	180
<b>DEPARTMENT OF TREASURY</b> (page 68)			
Attorney	2,142	48	427
Contact Representative	13,012	48	3,725
<b>DEPARTMENT OF VETERANS AFFAIRS</b> (page 70)			
Claims Examining	6,495	44	850 <sup>a</sup>
<b>ENVIRONMENTAL PROTECTION AGENCY</b> (page 72)			
Attorney	1,060	46	60
<b>EQUAL EMPLOYMENT OPPORTUNITY COMMISSION</b> (page 74)			
Attorney	479	46	39
<b>FEDERAL COMMUNICATIONS COMMISSION</b> (page 76)			
Attorney	476	46	75
<b>FEDERAL DEPOSIT INSURANCE CORPORATION</b> (page 78)			
Attorney	237	...	4

## LEGAL

Includes attorney, contact representative, paralegal, passport/visa examining and claims examining/assistance.

Table continued on next page

**LEGAL (CONTINUED)**

<b>AGENCY/ORGANIZATION</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>FEDERAL TRADE COMMISSION</b> (page 80)			
Attorney	547	44	44
<b>GOVERNMENT ACCOUNTABILITY OFFICE</b> (page 84)			
Attorney	142	45	24
<b>NATIONAL LABOR RELATIONS BOARD</b> (page 90)			
Attorney	680	48	45
<b>NUCLEAR REGULATORY COMMISSION</b> (page 94)			
Attorney	86	48	15
<b>OFFICE OF PERSONNEL MANAGEMENT</b> (page 96)			
Contact Representative	204	48	12
Retirement Claims Specialist	333	48	23
<b>SECURITIES AND EXCHANGE COMMISSION</b> (page 98)			
Attorney	1,350	41	258
<b>SOCIAL SECURITY ADMINISTRATION</b> (page 102)			
Administrative Law Judge	1,119	60	... <sup>b</sup>
Attorney	1,657	47	... <sup>b</sup>
Benefits Authorization	3,308	44	... <sup>b</sup>
Claim Assistance/Examination	2,158	51	... <sup>b</sup>
Legal Assistance	2,840	48	... <sup>b</sup>
Paralegal	1,487	52	... <sup>b</sup>
<b>TOTAL</b>	...	...	9,691

a Hiring projection for FY 2007 and 2008 only.

b Total number of annual hires is dependent on appropriations.

**LIBRARY AND ARCHIVES**

<b>AGENCY/ORGANIZATION</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>NATIONAL ARCHIVES AND RECORDS ADMINISTRATION</b> (page 88)			
Archives Technician	1,249	...	150
Archivist	307	...	15
<b>TOTAL</b>	...	...	165

**LIBRARY AND ARCHIVES**

Includes librarian and archivist.

**MATHEMATICS AND STATISTICS**

<b>AGENCY/ORGANIZATION</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF AGRICULTURE</b> (page 42)			
Statistician	567	42	66
<b>DEPARTMENT OF COMMERCE</b> (page 44)			
...	1,867	41	1,098
<b>DEPARTMENT OF LABOR</b> (page 62)			
Mathematical Statistician	160	46	30
<b>TOTAL</b>	...	...	1,194

**MATHEMATICS AND STATISTICS**

Includes mathematics, actuarial science, statistics and computer science.

## MEDICAL AND PUBLIC HEALTH

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF AGRICULTURE</b> (page 42)			
Consumer Safety	268	48	3
Dietitian/Nutritionist	125	48	24
<b>DEPARTMENT OF DEFENSE</b> (page 46)			
Nurse	4,805	49	2,975
Pharmacist	560	49	317
Physician	796	54	475
<b>DEPARTMENT OF ENERGY</b> (page 50)			
Industrial Hygiene	26	51	5
<b>DEPARTMENT OF HEALTH AND HUMAN SERVICES</b> (page 52)			
Consumer Safety	2,030	46	303
General Health Science	2,846	48	666
Health Insurance	2,198	47	363
Nurse	2,583	48	1,089
Physician	2,195	48	744
Program Management	150	52	45
Social Science	1,053	50	237
<b>DEPARTMENT OF LABOR</b> (page 62)			
Industrial Hygiene	442	48	63
<b>DEPARTMENT OF VETERANS AFFAIRS</b> (page 70)			
Diagnostic Radiology Technologist	2,365	45	696
Medical Records Technician	1,979	48	511
Medical Technology	3,742	48	848
Nursing Assistant	8,729	46	3,564
Pharmacist	4,401	44	1,847
Physician	10,672	50	5,174
Practical Nurse (LPN/VN)	10,367	47	4,080
Registered Nurse	36,695	49	11,321
<b>TOTAL</b>	...	...	35,350

## MEDICAL AND PUBLIC HEALTH

Includes physician (all disciplines), nursing, dietitian/nutrition, occupational and rehabilitation therapy, radiology, pharmacy, industrial hygiene and consumer safety.

**PATENT AND TRADEMARK**

AGENCY/ORGANIZATION	# of Employees	Average	Projected Hires
Key Occupational Area/Position	9/30/2006	Age	FY 2007-09
<b>DEPARTMENT OF COMMERCE</b> (page 44)			
Patent Examining	5,714	38	1,575

**PATENT AND TRADEMARK**

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Includes patent examining.



## PHYSICAL SCIENCES

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF COMMERCE</b> (page 44)			
Chemistry	254	47	45
General Physical Science	771	48	208
Hydrology	296	46	42
Meteorology	2,679	43	266
Physics	353	48	91
<b>DEPARTMENT OF ENERGY</b> (page 50)			
...	858	52	78
<b>DEPARTMENT OF HEALTH AND HUMAN SERVICES</b> (page 52)			
Chemistry	1,471	51	234
General Physical Sciences	84	51	34
<b>DEPARTMENT OF HOMELAND SECURITY</b> (page 54)			
(includes Chemist and Physicist)	202	47	100 <sup>a</sup>
<b>DEPARTMENT OF INTERIOR</b> (page 58)			
Geology	932	51	63
Hydrology	1,622	46	93
<b>DEPARTMENT OF TRANSPORTATION</b> (page 66)			
Scientist	369	48	150
<b>ENVIRONMENTAL PROTECTION AGENCY</b> (page 72)			
Environmental Science	2,237	47	180
<b>NATIONAL AERONAUTICS AND SPACE ADMINISTRATION</b> (page 86)			
(includes Physical and Space Scientists )	978	52	95
<b>NATIONAL SCIENCE FOUNDATION</b> (page 92)			
Program Director	212	56	130
<b>NUCLEAR REGULATORY COMMISSION</b> (page 94)			
...	405	48	135
<b>TOTAL</b>	...	...	1,944

## PHYSICAL SCIENCES

Includes physics, chemistry, astronomy, geology, oceanography, food/textile/forest products technology and land surveying.

a FY 2007-2009 hiring figures are based on historical hiring data.

**QUALITY ASSURANCE**

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF DEFENSE</b> (page 46)			
...	7,627	52	1,679
<b>DEPARTMENT OF ENERGY</b> (page 50)			
...	43	54	5
<b>TOTAL</b>	...	...	1,684

**QUALITY ASSURANCE**

---

Includes inspection/quality assurance of materials, facilities, and process; and agricultural grading.

## SECURITY AND PROTECTION

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF DEFENSE</b> (page 46)			
Foreign Affairs	220	46	123
Intelligence Analysis	4,399	46	2,185
International Relations	109	49	57
Security Administration	5,421	48	2,521
<b>DEPARTMENT OF HOMELAND SECURITY</b> (page 54)			
Asylum Officer	365	47	150 <sup>b</sup>
Contact Representative	182	46	105 <sup>b</sup>
Intelligence Analysis	984	45	300 <sup>b</sup>
Police Officer	1,691	37	562
Security Administration	1,230	46	300 <sup>b</sup>
Transportation Security Officer	37,249	41	22,329 <sup>c</sup>
<b>DEPARTMENT OF INTERIOR</b> (page 58)			
Park Ranger	3,731	44	261
<b>DEPARTMENT OF JUSTICE</b> (page 60)			
Correctional Officer	16,477	37	4,361
Intelligence Analysis <sup>a</sup>	3,127	40	1,035
Security Administration	814	44	213
<b>DEPARTMENT OF TREASURY</b> (page 68)			
Intelligence Analysis <sup>a</sup>	153	43	95
<b>DEPARTMENT OF VETERANS AFFAIRS</b> (page 70)			
Police Officer	2,552	44	929
<b>NUCLEAR REGULATORY COMMISSION</b> (page 94)			
...	105	46	55
<b>OFFICE OF PERSONNEL MANAGEMENT</b> (page 96)			
Personnel Security Specialist	38	43	39
<b>TOTAL</b>	...	...	35,620

## SECURITY AND PROTECTION

Includes intelligence analysis, international relations, foreign affairs, security administration, transportation security officer, park ranger, correctional officer and police officer.

a Intelligence Analysis is classified under the Social Science family of occupations by the Office of Personnel Management's (OPM) Classification Guide, but it is listed under Security and Protection as that is more descriptive of the duties.

b FY 2007-2009 hiring figures are based on historical hiring data.

c FY 2008-2009 hiring figures are based on historical hiring data.

## SOCIAL SCIENCES

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>COURT SERVICES AND OFFENDER SUPERVISION AGENCY</b> (page 40)			
Criminal Justice	795	36	150
<b>DEPARTMENT OF COMMERCE</b> (page 44)			
Economics	516	43	146
<b>DEPARTMENT OF JUSTICE</b> (page 60)			
General Social Sciences	1,807	40	225
<b>DEPARTMENT OF LABOR</b> (page 62)			
Economics	1,322	41	285
Unemployment Insurance	67	54	12
Workforce Development	571	52	111
<b>DEPARTMENT OF TREASURY</b> (page 68)			
Economics	462	44	189
<b>FEDERAL COMMUNICATIONS COMMISSION</b> (page 76)			
Economics	57	52	3
<b>FEDERAL DEPOSIT INSURANCE CORPORATION</b> (page 78)			
Economics	60	...	5
<b>FEDERAL TRADE COMMISSION</b> (page 80)			
Economics	77	46	18
<b>OFFICE OF PERSONNEL MANAGEMENT</b> (page 96)			
Research Psychology	43	42	7
<b>SOCIAL SECURITY ADMINISTRATION</b> (page 102)			
Claims Representative/Authorizer	27,798	46	2,000 <sup>a</sup>
Service/Teleservice Contact Representative	10,839	44	1,000 <sup>a</sup>
<b>TOTAL</b>	...	...	4,151

## SOCIAL SCIENCES

Includes economics, workforce training/development, social work, recreation activities, and public welfare and insurance programs (e.g., unemployment insurance). Also includes intelligence analysis which this study lists under security and protection.

a FY 2007-2009 hiring figures are based on historical hiring data. Total number of annual hires is dependent on appropriations.

## TRANSPORTATION

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF TRANSPORTATION</b> (page 66)			
Transportation Industry Analyst	122	47	75
Transportation Safety <sup>a</sup>	23,982	46	4,300 <sup>b</sup>
Transportation Specialist	6,887	48	450
<b>TOTAL</b>	...	...	4,825

a Includes air traffic control, highway motor, railroad and aviation safety.

b The Federal Aviation Administration plans to hire 15,004 air traffic controllers from FY 2006 through 2016.

### TRANSPORTATION

Includes transportation analysis and safety, including air traffic controller.

## VETERINARY SCIENCE

AGENCY/ORGANIZATION Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Projected Hires FY 2007-09
<b>DEPARTMENT OF AGRICULTURE</b> (page 24)			
Veterinarian	1,622	52	342

### VETERINARY SCIENCE

Includes veterinarian and animal health.





# AGENCY FOR INTERNATIONAL DEVELOPMENT (USAID)

## AGENCY MISSION

---

Creates a more secure, democratic and prosperous world for the benefit of the American people and the international community. Helps build and sustain democratic, well-governed states that respond to the needs of their people, reduce widespread poverty and conduct themselves responsibly in the international system.

## TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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2,413<sup>1</sup>

## BEST PLACES RANKING

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The Agency for International Development ranked 21st out of 31 small agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 61.1.

## DIVERSITY PROFILE

---

Male: 49%

Female: 51%

---

White: 66%

African-American: 24%

Hispanic: 4%

Asian/Pacific Islander: 6%

Native American: 0.2%

## LOCATIONS

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- Headquarters in Washington, D.C.
- 80 missions worldwide.

## FUTURE HIRING PRIORITIES

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The Agency for International Development will hire both foreign service officers and civil service personnel at the entry and mid-levels. Civil service recruitment will be for the following occupational areas: contracting, health sciences, financial management, human resources and management/program analysis.

## RECRUITMENT PROGRAM/OUTREACH EFFORTS

---

USAID recently developed a comprehensive recruitment outreach strategy which will be implemented this year. This strategy includes redesigning its career page on the USAID Web site and utilizing recruitment incentives, such as recruitment bonuses and a student loan repayment program, should funding permit.

## WEB SITES

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[www.USAID.gov](http://www.USAID.gov)

[www.USAID.gov/careers](http://www.USAID.gov/careers)

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<sup>1</sup> Includes 200 temporary foreign service employees.



**AGENCY FOR INTERNATIONAL DEVELOPMENT**

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b><i>Civil Service</i></b>									
Contracting, Health Sciences, Program/ Management Analysis, Human Resources and Financial Management	1,115	47	245	22%	356	32%	187	191	190
<b><i>Foreign Service</i></b>									
...	1,114	48	356	32%	501	45%	146	140	190
<b>TOTAL</b>	...	...	601	27%	857	38%	333	331	380

# BROADCASTING BOARD OF GOVERNORS (BBG)

## AGENCY MISSION

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Promotes and sustains freedom and democracy by broadcasting accurate and objective news and information about the United States and the world to audiences overseas.

## TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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1,741 plus 400 foreign service nationals employed overseas

## BEST PLACES RANKING

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The Broadcasting Board of Governors ranked 30th out of 31 small agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 43.0.

## DIVERSITY PROFILE (EXCLUDES FOREIGN SERVICE NATIONALS)

---

Male: 62.3%

Female: 37.7%

---

White: 55.7%

African-American: 20.3%

Hispanic: 9.5%

Asian/Pacific Islander: 14.3%

Native American: 0.2%

## LOCATIONS

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- Headquarters: Washington, D.C.
- Other locations worldwide

## FUTURE HIRING PRIORITIES

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The Broadcasting Board of Governors requires strong journalistic skill sets, including expertise in writing for radio, television and Internet as well as on-air talent and skilled interviewers and producers. Broadcasters must be fluent in both the targeted language and English. BBG also seeks television producers, studio technicians, engineers, marketing, financial, procurement, human resources and other business professionals. The agency hires at both the entry and mid-career levels, and utilizes the Presidential Management Fellows Program and various internship programs.

## RECRUITMENT PROGRAM/OUTREACH EFFORTS

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Recruitment efforts have been expanded by developing new partnerships with universities and professional organizations. The importance of the agency's mission is being emphasized in all outreach activities, as well as advertisements. Vacancy announcements and the agency Web pages have been revamped to be clearer, more attractive, and user friendly.

## WEB SITES

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[www.ibb.gov](http://www.ibb.gov)

[www.ibb.gov/jobs/](http://www.ibb.gov/jobs/)

**BROADCASTING BOARD OF GOVERNORS**

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
...	217	...	...	...	...	...	39	16	24 <sup>a</sup>
<b>ENGINEERING</b> (page 20)									
...	95	...	...	...	...	...	30	9	8 <sup>a</sup>
<b>INFORMATION AND ARTS</b> (page 21)									
Audiovisual Production	156	...	...	...	...	...	22	30	45
General Arts and Information	857	...	...	...	...	...	149	127	200
Writing/Editing	69	...	...	...	...	...	12	4	7
<b>TOTAL</b>	...	...	...	...	...	...	252	186	284

a FY 2007-2009 hiring figures are based on historical hiring data.

## COURT SERVICES AND OFFENDER SUPERVISION AGENCY (CSOSA)

### AGENCY MISSION

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Increases public safety, prevents crime, reduces recidivism and supports the fair administration of justice in close collaboration with the community.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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1,129

### BEST PLACES RANKING

---

The Court Services and Offender Supervision Agency ranked 26th out of 31 small agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 55.7.

### DIVERSITY PROFILE

---

Male: 36.5%

Female: 63.5%

---

White: 12.8%

African-American: 81.5%

Hispanic: 3.9%

Asian/Pacific Islander: 1.6%

Native American: 0.2%

### LOCATIONS

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Headquarters: Washington, D.C.

### FUTURE HIRING PRIORITIES

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The Court Services and Offender Supervision Agency will continue to emphasize the hiring of criminal justice professionals in Washington, D.C.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

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CSOSA has as a stated priority to attract more white male and female candidates. A ten minute recruitment DVD was developed to get the word out about this relatively young agency. Specific colleges and universities that had Criminal Justice programs received this DVD in the hopes of informing and orienting them and their students about career opportunities with CSOSA. In addition, the agency participates in numerous job fairs at universities and colleges.

### WEB SITES

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[www.csosa.gov](http://www.csosa.gov)

**COURT SERVICES AND OFFENDER SUPERVISION AGENCY**

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>SOCIAL SCIENCE</b> (page 32)									
Criminal Justice	795	36	26	3%	75	9%	99	196	150

## DEPARTMENT OF AGRICULTURE (USDA)

### AGENCY MISSION

---

Provides leadership on food, agriculture, natural resources, rural development and related issues based on sound public policy, the best available science and efficient management.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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85,236

### BEST PLACES RANKING

---

The Department of Agriculture ranked 17th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 61.6.

### DIVERSITY PROFILE

---

Male: 56.6%

Female: 43.4%

White: 78.1%

African-American: 10.9%

Hispanic: 6.0%

Asian/Pacific Islander: 7.6%

Native American: 2.4%

### LOCATIONS

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- Headquarters: Washington, D.C.
- Administrative offices: Maryland and Virginia. Additional offices located nationwide and throughout the world.
- Highest concentration of USDA employees: California, District of Columbia, Oregon, Missouri, Texas, Maryland, Colorado, Montana, Louisiana and Idaho.

### FUTURE HIRING PRIORITIES

---

The Department of Agriculture has an aging workforce with over 40 percent of its permanent employees eligible to retire each year for the next five years. At the end of FY 2006, 38 percent of the workforce was 50 years of age or older, and only 29 percent was less than 40 years of age. Only 12 percent of its workforce is in Washington, D.C., with the remaining employees serving in locations elsewhere throughout the country and in more than 50 foreign countries.

USDA will focus its recruitment efforts on filling highly skilled positions to protect the safety of the food supply, and prepare for and respond to both animal-based and human-based pandemics. Priority hiring will be in the following occupational areas: information technology, public health, veterinary medicine, resource conservation, business development, and scientific and economic research.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

---

USDA is actively developing a recruitment plan to target underrepresentation and skill gaps in key occupational areas. It participates in various job fairs and works with professional organizations to recruit high potential candidates. The agency has been a lead federal employer in the hiring of college students with disabilities and is participating in providing internships to Native Americans. DOT also utilizes the Presidential Management Fellows Program, Career Intern Program and other student employment programs to provide career opportunities for high potential candidates.

USDA uses a wide variety of flexibilities to attract candidates, including the use of recruitment bonuses and student loan repayments. In FY 2005 it granted 130 recruitment bonuses totaling over \$861,000. In FY 2005 and 2006 it approved 37 student loan repayments amounting to more than \$233,000.

### WEB SITES

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[www.usda.gov](http://www.usda.gov)

[www.usda.gov/da/employ](http://www.usda.gov/da/employ)

## DEPARTMENT OF AGRICULTURE

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
General Administration Management	2,309	49	478	21%	836	36%	372	270	405
Management/Program Analysis	1,564	48	293	19%	551	35%	242	80	120
<b>BIOLOGICAL SCIENCES</b> (page 15)									
Biological Technician/Specialist	6,783	46	931	14%	1,832	27%	743	514	771
Forestry Technician/Specialist	10,344	42	1,090	11%	2,070	20%	1,795	694	1,041
Soil Conservation Technician/Specialist	5,811	43	686	12%	1,337	23%	567	368	552
Soil Science	1,232	46	223	18%	389	32%	155	65	98
<b>BUSINESS AND INDUSTRY</b> (page 16)									
General Business and Industry	4,089	47	575	14%	1,114	27%	565	466	699
Loan Specialist	4,093	47	560	14%	1,155	28%	498	243	365
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)									
Agricultural Commodity Grading	1,270	49	277	22%	512	40%	273	82	123
Consumer Safety Inspection	3,088	49	717	23%	1,058	34%	386	50	75
Food Inspection	3,315	45	262	8%	502	15%	396	422	633
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	3,493	48	515	15%	1,045	30%	500	271	407
<b>MATHEMATICS AND STATISTICS</b> (page 26)									
Statistician	567	42	91	16%	142	25%	50	44	66
<b>MEDICAL AND PUBLIC HEALTH</b> (page 27)									
Consumer Safety	268	48	48	18%	70	26%	21	1	3
Dietitian/Nutritionist	125	48	24	19%	44	35%	8	16	24
<b>VETERINARY SCIENCE</b> (page 33)									
Veterinarian	1,622	52	366	23%	580	36%	250	228	342
<b>TOTAL</b>	...	...	7,136	14%	13,237	26%	6,821	3,814	5,724

## DEPARTMENT OF COMMERCE (DOC)

### AGENCY MISSION

Promotes economic growth and security through export growth, sustainable economic development and economic information and analysis. It also conducts the national census, regulates patents and trademarks, and monitors the weather and oceans.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

31,764

### BEST PLACES RANKING

The Department of Commerce ranked 12th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 63.5.

### DIVERSITY PROFILE

Male: 52.6%

Female: 47.4%

White: 70.2%

African-American: 16.6%

Hispanic: 4.0%

Asian/Pacific Islander: 8.6%

Native American: 0.7%

### LOCATIONS

- Headquarters: Washington, D.C.
- National Oceanic and Atmospheric Administration (NOAA), Census, and International Trade Administration (ITA) offices nationwide.
- Highest concentration of DOC employees: Maryland, Virginia, District of Columbia, Indiana, Washington, Colorado, California, Florida, Alaska and Massachusetts.

### FUTURE HIRING PRIORITIES

The Department of Commerce could lose one-sixth of its current workforce to retirement by 2008. DOC's Recruitment and Retention Plan identifies hiring that must take place through 2012 to replace departing employees. The most extensive recruitment efforts are directed toward the following occupational areas: information technology (including computer scientists), mathematics/statistics, chemistry, hydrology, physics, patent examining, trade specialists, electrical engineers, compliance professionals, general business and industry professionals, and attorneys.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

DOC is developing more comprehensive college outreach relations and partnerships. These include educating faculty and students about DOC's work and career opportunities by sponsoring career days on campuses, participating in job/career fairs, and developing a cadre of trained corporate recruiters using corporate marketing materials focused on the theme "Change the World Through Commerce" and "Realize Your Dreams." In an effort to boost mid-level recruiting, DOC is working to better coordinate and partner with trade associations, professional societies and alumni organizations in an effort to attract experienced candidates. The agency is also using a wide variety of flexibilities to attract candidates, including offering recruitment bonuses and student loan repayments. During FY 2006, DOC offered almost \$3 million in recruitment incentives, retention incentives, relocation incentives and student loan repayments.

### WEB SITES

[www.commerce.gov](http://www.commerce.gov)

[www.commerce.gov/jobs.html](http://www.commerce.gov/jobs.html)



## DEPARTMENT OF COMMERCE

PROFESSIONAL FIELD Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ADMIN. / PROGRAM MANAGEMENT</b> (page 13)									
...	1,122	47	212	19%	345	31%	334	263	552
<b>BIOLOGICAL SCIENCES</b> (page 15)									
Fishery Biology	935	46	131	14%	215	23%	103	101	159
<b>BUSINESS AND INDUSTRY</b> (page 16)									
General Business and Industry	817	48	137	17%	229	28%	209	112	305
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)									
General Compliance	232	42	10	4%	25	11%	47	28	78
<b>ENGINEERING</b> (page 20)									
Electrical Engineering	328	49	59	18%	87	27%	41	28	65
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	3,353	46	379	11%	688	21%	356	373	607
<b>LEGAL</b> (page 24)									
Attorney	872	42	52	6%	90	10%	106	237	172
<b>MATHEMATICS AND STATISTICS</b> (page 26)									
...	1,867	41	177	10%	333	18%	307	355	1,098
<b>PATENT AND TRADEMARK</b> (page 28)									
Patent Examining	5,714	38	193	3%	292	5%	892	2,151	1,575
<b>PHYSICAL SCIENCES</b> (page 29)									
Chemistry	254	47	54	21%	81	32%	43	52	45
General Physical Science	771	48	135	18%	205	27%	105	112	208
Hydrology	296	46	40	14%	61	21%	20	5	42
Meteorology	2,679	43	274	10%	478	18%	160	151	266
Physics	353	48	69	20%	104	30%	65	56	91
<b>SOCIAL SCIENCES</b> (page 32)									
Economics	516	43	70	14%	107	21%	93	85	146
<b>TOTAL</b>	...	...	1,992	10%	3,340	17%	2,881	4,109	5,409

## DEPARTMENT OF DEFENSE (DOD)

### AGENCY MISSION

Protects and advances the security and interests of the United States, deters aggressors and, if deterrence fails, defeats any adversary.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

611,658

### BEST PLACES RANKING

The Department of Defense ranked 13th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 62.9.

### DIVERSITY PROFILE

Male: 65.4%

Female: 34.6%

White: 72.8%

African-American: 14.3%

Hispanic: 6.1%

Asian/Pacific Islander: 5.9%

Native American: 0.9%

### LOCATIONS

- Headquarters: Arlington, Virginia at the Pentagon.
- The Department of Defense has offices and installations in every state in the country, and in 146 countries around the world.

### FUTURE HIRING PRIORITIES

As the largest federal employer, the Department of Defense hires for both white and blue collar positions. DOD has prioritized its hiring to fill critical skill sets including language, medical, engineering information technology, contracting and logistics management specialists. In addition to hiring in these priority areas, DOD will be actively recruiting for many other occupational fields.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

To offset the potential brain drain due to impending retirements, DOD has adopted a number of programs designed to identify and prepare top quality candidates for the challenging work of the Department. Along with a very active student employment program, DOD has adopted a number of specialized programs.

- The National Security Education Program (NSEP) provides funding opportunities to U.S. students studying world regions critical to U.S. interests, including international relations, languages and culture. This program is an integral component in the department's ability to attract individuals with high levels of language proficiency. Other activities to attract those with foreign language expertise include: recruiting at colleges and universities; working with other strategic partners; launching a new Web site showcasing this need; providing

foreign language proficiency pay; listing available scholarships and fellowships on the DOD Web site; and paying for academic degrees, and language and regional expertise training.

- The Science, Mathematics and Research for Transformation (SMART) Program is designed to increase critical science, mathematical and engineering skills by providing scholarships for students to pursue academic degrees in these disciplines.
- The Student Training and Academic Recruitment (STAR) pilot program utilizes students to represent DOD on campus and promote it as a potential employer with many career opportunities.
- DOD provided \$4,818,492 to 1,077 employees in student loan repayments in FY 2005, followed by \$4,601,756 to 1,383 workers in FY 2006.
- In FY 2005 DOD provided 1,331 individuals with \$11,350,138 in recruitment bonuses.

### WEB SITES

[www.dod.gov](http://www.dod.gov)

[www.goDefense.com](http://www.goDefense.com)

## DEPARTMENT OF DEFENSE

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007	Retirement Eligibility through FY 2010	Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09		
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
Logistics Management	13,113	50	1,868	14%	3,650	28%	1,874	2,066	3,188
<b>BUSINESS AND INDUSTRY</b> (page 16)									
Contracting	18,677	48	2,507	13%	5,001	27%	3,558	4,438	6,841
<b>ENGINEERING</b> (page 20)									
Civil Engineering	6,152	47	971	16%	1,669	27%	859	704	1,091
Computer Engineering	2,889	40	124	4%	249	9%	274	712	1,082
Electronics Engineering	16,835	45	1,882	11%	2,954	18%	1,748	2,363	3,541
General Engineering	10,910	48	1,674	15%	2,712	25%	1,395	1,269	1,938
<b>INFORMATION AND ARTS</b> (page 21)									
Language Specialist	106	51	16	15%	30	28%	29	23	73
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	27,539	48	3,321	12%	6,669	24%	4,618	4,834	7,419
<b>MEDICAL AND PUBLIC HEALTH</b> (page 27)									
Nurse	4,805	49	390	8%	857	18%	1,289	1,966	2,975
Pharmacist	560	49	66	12%	128	23%	146	214	317
Physician	796	54	149	19%	264	33%	154	311	475
<b>QUALITY ASSURANCE</b> (page 30)									
...	7,627	52	1,489	20%	2,791	37%	1,076	1,090	1,679
<b>SECURITY AND PROTECTION</b> (page 31)									
Foreign Affairs	220	46	20	9%	37	17%	43	64	123
Intelligence Analysis	4,399	46	337	8%	659	15%	808	1,439	2,185
International Relations	109	49	18	17%	26	24%	23	34	57
Security Administration	5,421	48	561	10%	1,094	20%	1,107	1,665	2,521
<b>TOTAL</b>	...	...	15,393	13%	28,790	24%	19,001	23,192	35,505

## DEPARTMENT OF EDUCATION

### AGENCY MISSION

---

Promotes student achievement and preparation for global competitiveness by fostering educational excellence and ensuring equal access.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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3,803

### BEST PLACES RANKING

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The Department of Education ranked 28th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 52.1.

### DIVERSITY PROFILE

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Male: 37.0%

Female: 63.0%

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White: 55.2%

African-American: 35.8%

Hispanic: 4.1%

Asian/Pacific Islander: 4.1%

Native American: 0.8%

### LOCATIONS

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- Headquarters: Washington, D.C.
- Regional offices: Boston, New York, Philadelphia, Atlanta, Chicago, Dallas, Kansas City, Denver, San Francisco and Seattle.
- Highest concentration of employees: District of Columbia (more than half), Illinois, California, Texas and Pennsylvania.

### FUTURE HIRING PRIORITIES

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Over the next few years, the Department of Education will focus its recruitment efforts on filling vacancies in several key occupations. These include vocational rehabilitation specialists, loan analysts, financial analysts, education program specialists, attorneys, information technology personnel and management/program analysts.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

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The Department of Education places special attention to reaching out to diverse communities to inform them of the many career opportunities available at the Department of Education. Outreach efforts include attending job fairs and conferences, and conducting information sessions at various professional schools and universities. To help attract top quality candidates, 23 student loan repayments were approved in FY 2005 and 2006 for a total of more than \$103,000 and one \$7,000 recruitment bonus was approved during the same period.

### WEB SITES

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[www.ed.gov](http://www.ed.gov)

[www.ed.gov/about/jobs/open/edhires](http://www.ed.gov/about/jobs/open/edhires)

## DEPARTMENT OF EDUCATION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ACCOUNTING AND BUDGET</b> (page 12)									
Accounting	131	49	19	15%	39	30%	23	20	19
Auditing	112	45	15	13%	27	24%	32	26	44
Financial Management	68	48	13	19%	25	37%	21	7	8
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
Equal Opportunity	268	52	87	32%	139	52%	45	4	30
Human Resources	45	50	12	27%	20	44%	15	14	19
Management/Program Analysis	966	47	171	18%	297	31%	176	67	108
<b>BUSINESS AND INDUSTRY</b> (page 16)									
Loan Analysis	245	50	46	19%	91	37%	52	8	32
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)									
Criminal Investigation	95	38	12	13%	23	24%	13	32	34
<b>EDUCATION</b> (page 19)									
Education Program Specialist	341	52	105	31%	166	49%	53	44	51
Education Research Analysis	43	52	11	26%	17	40%	8	2	13
Vocational Rehabilitation Specialist	42	51	8	19%	13	31%	35	8	8
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	203	45	21	10%	37	18%	49	39	49
<b>LEGAL</b> (page 24)									
Attorney	300	45	36	12%	67	22%	45	39	67
<b>TOTAL</b>	...	...	556	19%	961	34%	567	310	482

## DEPARTMENT OF ENERGY (DOE)

### AGENCY MISSION

---

Discovers the solutions to power and secure America's future.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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13,293

### BEST PLACES RANKING

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The Department of Energy ranked 20th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 60.9.

### DIVERSITY PROFILE

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Male: 37.1%

Female: 62.9%

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White: 76.9%

African-American: 10.0%

Hispanic: 6.7%

Asian/Pacific Islander: 4.4%

Native American: 1.7%

### LOCATIONS

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- Headquarters: Washington, D.C.
- Highest concentration of DOE employees: District of Columbia, Washington, Oregon, New Mexico, Maryland, Colorado, Tennessee, California, South Carolina and Idaho.

### FUTURE HIRING PRIORITIES

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The Department of Energy's future hiring priorities will focus on the recruitment of engineers, financial analysts and information technology specialists. A recent assessment of critical skills, both in the field and headquarters, identified these occupations as the highest priorities. Hiring in these occupational areas will feed the pipeline for project management (in various occupational specialties), contract management, information technology project management and technical qualifications program (safety and support at nuclear facilities), all of which support the core work of the agency. Hiring will be at various grade levels throughout the country.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

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The DOE Scholar Program introduces students or recent college graduates to the agency's mission and operations. Opportunities are available at entry and mid-levels in a variety of disciplines and facilities nationwide. Disciplines include engineering, physical sciences, environmental sciences, information technology, physics, program management, mathematics, statistics, safety and health, accounting and finance, and law. The Scholar Program includes paid internships, fellowships, scholarships and research opportunities. To qualify, applicants must have at least a 2.9 out of 4.0 GPA.

To assist in attracting top quality candidates, DOE granted 53 recruitment bonuses totaling nearly \$410,000 in FY 2005, and 95 student loan repayments totaling a little over \$550,000 during FY 2005 and 2006.

### WEB SITES

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[www.energy.gov](http://www.energy.gov)

[www.orise.orau.gov/doescholars/](http://www.orise.orau.gov/doescholars/)

## DEPARTMENT OF ENERGY

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ACCOUNTING AND BUDGET</b> (page 12)									
Budget Analysis	229	48	45	20%	74	32%	30	26	61
Financial Analysis	88	50	24	27%	34	39%	9	11	33
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
Human Resources	262	49	60	23%	93	35%	39	64	81
<b>BUSINESS AND INDUSTRY</b> (page 16)									
Contracting	402	48	99	25%	163	41%	80	103	175
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)									
Environmental Protection	112	51	25	22%	41	37%	16	7	12
Safety and Health Management	84	52	20	24%	38	45%	11	4	10
<b>ENGINEERING</b> (page 20)									
General, Electrical and Nuclear Engineering	2,819	49	526	19%	830	29%	383	262	403
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	573	49	95	17%	179	31%	97	61	112
<b>MEDICAL AND PUBLIC HEALTH</b> (page 27)									
Industrial Hygiene	26	51	8	31%	12	46%	9	2	5
<b>PHYSICAL SCIENCES</b> (page 29)									
...	858	52	237	28%	354	41%	122	71	78
<b>QUALITY ASSURANCE</b> (page 30)									
...	43	54	6	14%	17	40%	5	1	5
<b>TOTAL</b>	...	...	1,145	21%	1,835	33%	801	612	975

## DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS)

### AGENCY MISSION

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Protects the health and welfare of all Americans and provides essential human services; administers Medicare and Medicaid and manages programs that provide financial assistance and services to low-income families; engages in health and social science research; ensures food and drug safety; prevents diseases, including immunization services for emergencies and potential terrorism; and ensures that health information technology is established to ensure a comprehensive medical system.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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53,783

### BEST PLACES RANKING

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The Department of Health and Human Services ranked 18th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 61.3.

### DIVERSITY PROFILE

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Male: 37%

Female: 63%

White: 52%

African-American: 19%

Hispanic: 4%

Asian/Pacific Islander: 7%

Native American: 18%

### LOCATIONS

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- Headquarters: Washington, D.C.
- Major sub-units: Maryland and Georgia.
- HHS regional offices: 10 cities nationwide, including Seattle, Dallas, San Francisco, New York and Chicago.
- Highest concentration of HHS employees: Maryland, Georgia, Arizona, New Mexico, District of Columbia, Oklahoma and California.

### FUTURE HIRING PRIORITIES

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Key Department of Health and Human Services occupations are in the health and scientific fields throughout the country. There is increasing demand for physicians and biologists due to the expanded focus on preventing bioterrorism.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

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HHS also has instituted extensive efforts to partner with universities, participate in job fairs and market career opportunities targeted to attracting scientific and health professionals. To enhance its pipeline, HHS utilizes several employment programs to attract top quality candidates and future leaders. The Emerging Leaders Program (ELP) recruits high potential employees and provides fast track development highlighting leadership and business skills. The program hires interns with a variety of backgrounds for effective analysis and execution of HHS programs. Occupational fields recruited for include administration, information technology, public health, biological sciences and social sciences. The Health Resources and Services Administration Scholars Program provides another opportunity for high potential candidates to participate in a 12-month training and development program which may lead to permanent positions upon successful completion.

### WEB SITES

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[www.hhs.gov](http://www.hhs.gov)

[www.hhs.gov/careers](http://www.hhs.gov/careers)



## DEPARTMENT OF HEALTH AND HUMAN SERVICES

PROFESSIONAL FIELD Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007	Retirement Eligibility through FY 2010	Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-10 <sup>a</sup>
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)							
Public Health	2,282	46	224 10%	352 15%	289	323	393
...	2,289	46	297 13%	501 22%	326	246	396
<b>BIOLOGICAL SCIENCES</b> (page 15)							
General Biology	2,333	45	137 6%	199 9%	217	393	378
Microbiology	1,069	48	113 11%	176 16%	84	78	102
<b>INFORMATION TECHNOLOGY</b> (page 22)							
...	2,358	47	257 11%	422 18%	307	224	318
<b>MEDICAL AND PUBLIC HEALTH</b> (page 27)							
Consumer Safety	2,030	46	297 15%	417 21%	252	77	303
General Health Science	2,846	48	140 5%	244 9%	251	488	666
Health Insurance	2,198	47	381 17%	565 26%	315	413	363
Nurse	2,583	48	116 4%	219 8%	722	747	1,089
Physician	2,195	48	69 3%	98 4%	418	538	744
Program Management	150	52	41 27%	51 34%	30	12	45
Social Science	1,053	50	223 21%	295 28%	182	157	237
<b>PHYSICAL SCIENCES</b> (page 29)							
Chemistry	1,471	51	261 18%	422 29%	190	102	234
General Physical Sciences	84	51	27 32%	35 42%	12	4	34
<b>TOTAL</b>	...	...	2,583 10%	3,996 16%	3,595	3,802	5,302

a The projected hires for HHS are for FY 2007-10. All other agencies in this guide have projections for FY 2007-09.

## DEPARTMENT OF HOMELAND SECURITY (DHS)

### AGENCY MISSION

Leads a national effort to secure America, prevents and deters terrorist attacks, protects against and responds to threats to the nation, ensures safe and secure borders, and welcomes lawful immigrants and visitors.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

128,791

### BEST PLACES RANKING

The Department of Homeland Security ranked 29th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 49.8.

### DIVERSITY PROFILE

Male: 69.3%

Female: 30.8%

White: 61.1%

African-American: 14.4%

Hispanic: 18.9%

Asian/Pacific Islander: 4.1%

Native American: 0.8%

### LOCATIONS

- Headquarters: Washington, D.C.
- Offices nationwide and overseas.
- Highest concentration of DHS employees: Texas, California, Florida, District of Columbia, New York, Virginia, Arizona, Illinois, New Jersey and Georgia.

### FUTURE HIRING PRIORITIES

The Department of Homeland Security will be doing extensive hiring in the next three years. Key occupational areas that will be the focus of hiring in the Washington, D.C., metropolitan area are contracting and information technology specialists at all grade levels. Hiring for the following positions will be for locations nationwide at various grade levels: border patrol agents, customs and border protection officers, agriculture specialists, pilots, adjudication officers, attorneys, intelligence analysts, criminal investigators, deportation officers, immigration enforcement agents and transportation security officers. The majority of recruitment activities will focus on enhancing border and air security with the hiring of significant numbers of border patrol agents, customs and border protection officers, and transportation security officers (airport screeners).

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

Corporate recruitment material has been developed to raise awareness about DHS, its mission, component programs, career opportunities and employment benefits. To develop a talented and diverse applicant pool, the agency has participated in numerous college recruitment events, national conferences and career fairs. DHS also has partnered with minority-servicing institutions and veterans' organizations to reach minority, military and disabled communities. To address the anticipated shortage of intelligence, information technology, finance, contracting and human resource professionals, DHS intends to implement an intern program to develop a talented cadre of candidates.

To assist in the recruitment of top quality candidates, DHS approved seven recruitment bonuses for a total of \$89,000 during May to December 2005, and 21 bonuses totaling \$279,000 in FY 2006. During FY 2005 and 2006, DHS also provided 35 employees with student loan repayments totaling more than \$320,000.

### WEB SITES

[www.dhs.gov](http://www.dhs.gov)

[www.dhs.gov/xabout/careers](http://www.dhs.gov/xabout/careers)

## DEPARTMENT OF HOMELAND SECURITY

PROFESSIONAL FIELD Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ACCOUNTING AND BUDGET</b> (page 12)									
...	741	46	110	15%	189	26%	128	138	260
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
Human Resources	862	47	132	15%	246	29%	201	152	175 <sup>b</sup>
Management/Program Analysis	2,830	47	336	12%	626	22%	315	428	500 <sup>b</sup>
Telecommunications	451	50	75	17%	130	29%	50	40	50 <sup>b</sup>
Training	241	50	29	12%	63	26%	27	63	90 <sup>b</sup>
<b>BIOLOGICAL SCIENCES</b> (page 15)									
Agriculture Science	2,006	42	107	5%	215	11%	280	836	942
Microbiology	7	54	1	14%	2	29%	1	7	10 <sup>b</sup>
<b>BUSINESS AND INDUSTRY</b> (page 16)									
Contracting	822	47	86	11%	194	24%	167	331	1,000 <sup>c</sup>
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)									
Adjudication Officer	2,975	47	371	13%	688	23%	214	193	400 <sup>c</sup>
Air Interdiction (includes Pilots/Agents)	592	44	93	16%	186	31%	17	18	249
Border Patrol Agent	12,350	36	484	4%	1,136	9%	1,029	2,649	9,884
Criminal Investigation	9,711	39	986	10%	1,809	19%	858	513	913
Customs and Border Protection Officer	17,859	42	1,329	7%	2,529	14%	1,505	2,234	6,976
General Investigation and Compliance <sup>a</sup>	1,683	43	122	7%	297	18%	85	67	440
Immigration Agent/Inform. Officer	3,173	40	195	6%	422	13%	198	481	712 <sup>c</sup>
Import Specialist	973	47	209	22%	329	34%	113	17	452
<b>ENGINEERING</b> (page 20)									
...	857	51	163	19%	270	32%	64	81	87
<b>INFORMATION TECHNOLOGY</b> (page 22)									
(includes Computer Science)	1,670	48	202	12%	377	23%	191	270	406
<b>LEGAL</b> (page 24)									
Attorney	1,363	44	107	8%	196	14%	148	241	505
<b>PHYSICAL SCIENCES</b> (page 29)									
(includes Chemist and Physicist)	202	47	38	19%	58	29%	27	36	100 <sup>b</sup>
<b>SECURITY AND PROTECTION</b> (page 31)									
Asylum Officer	365	47	37	10%	77	21%	44	50	150 <sup>b</sup>
Contact Representative	182	46	15	8%	34	19%	28	35	105 <sup>b</sup>
Intelligence Analysis	984	45	87	9%	163	17%	134	221	300 <sup>b</sup>
Police Officer	1,691	37	127	8%	228	14%	140	65	562
Security Administration	1,230	46	94	8%	217	18%	150	238	300 <sup>b</sup>
Transportation Security Officer	37,249	41	858	2%	3,617	10%	12,216	7,294	22,329 <sup>c</sup>
<b>TOTAL</b>	...	...	6,393	6%	14,298	14%	18,330	16,698	47,897

a Includes Deportation Officer, Detention and Deportation Officer, Detention Enforcement Officer (Instruction) and Law Enforcement Specialist.

b FY 2007-2009 hiring figures are based on historical hiring data.

c FY 2008-2009 hiring figures are based on historical hiring data.

## DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

### AGENCY MISSION

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Increases homeownership; supports community development; and increases access to affordable housing, free from discrimination.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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9,415

### BEST PLACES RANKING

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The Department of Housing and Urban Development ranked 23rd out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 57.2.

### DIVERSITY PROFILE

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Male: 39.2%

Female: 60.8%

White: 49.2%

African-American: 38.0%

Hispanic: 7.3%

Asian/Pacific Islander: 4.4%

Native American: 1.1%

### LOCATIONS

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- Headquarters: Washington, D.C.
- Regional offices: Boston, New York, Philadelphia, Atlanta, Chicago, Fort Worth, Kansas City, Denver, San Francisco and Seattle.
- Highest concentration of employees: District of Columbia, California, Texas, New York, Illinois, Georgia and Pennsylvania.

### FUTURE HIRING PRIORITIES

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The Department of Housing and Urban Development's hiring priorities will be in four major program areas: community planning and development, housing, fair housing and equal opportunity, and public/Indian housing. Specific occupational areas that will be in demand are program management and financial analysts; community planning and development professionals; equal opportunity compliance specialists; appraisers; grants managers; and housing program specialists.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

---

HUD anticipates significant use of the Federal Career Intern Program and the Presidential Management Fellows Program to replace staff losses. The agency also participates in OPM-sponsored job fairs that are held throughout the country. HUD has not granted any recruitment bonuses in FY 2005 and 2006, but expects to use recruitment bonuses beginning in FY 2008. Also, HUD has approved 431 student loan repayments totaling nearly \$800,000.

### WEB SITES

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[www.hud.gov](http://www.hud.gov)

[www.hud.gov/jobs/index.cfm](http://www.hud.gov/jobs/index.cfm)

## DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007	Retirement Eligibility through FY 2010	Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ACCOUNTING AND BUDGET</b> (page 12)							
...	393	50	191	49%	237	60%	78
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)							
General Administration Management	1,339	51	636	47%	789	59%	225
Human Resources	132	50	78	59%	94	71%	6
Management/Program Analysis	535	49	249	47%	301	56%	104
Support Clerk/Assistant	699	49	278	40%	394	56%	878
<b>BUSINESS AND INDUSTRY</b> (page 16)							
Business and Industry Analysis	3,020	52	1,553	51%	1,995	66%	217
Contracting	83	48	36	43%	47	57%	45
Financial Analysis	240	51	135	56%	160	67%	20
Property Appraisal	109	54	47	43%	64	59%	21
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)							
Equal Opportunity Compliance	398	53	208	52%	270	68%	3
<b>ENGINEERING</b> (page 20)							
Construction Analysis	120	56	74	62%	91	76%	3
General Engineering	73	54	43	59%	52	71%	6
<b>INFORMATION TECHNOLOGY</b> (page 22)							
...	231	50	97	42%	131	57%	15
<b>LEGAL</b> (page 24)							
Attorney	380	47	125	33%	174	46%	21
Paralegal	73	50	27	37%	43	59%	18
<b>TOTAL</b>	...	...	3,777	48%	4,842	62%	1,660

## DEPARTMENT OF INTERIOR (DOI)

### AGENCY MISSION

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Preserves the environmental and cultural values of our nationally-owned public lands and resources and oversees Native American affairs.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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56,745

### BEST PLACES RANKING

---

The Department of the Interior ranked 22nd out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 59.1.

### DIVERSITY PROFILE

---

Male: 60.7%

Female: 39.3%

White: 74.4%

African-American: 5.9%

Hispanic: 5.2%

Asian/Pacific Islander: 2.2%

Native American: 12.3%

### LOCATIONS

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- Headquarters: Washington, D.C.
- Regional offices: Anchorage, Omaha, Denver, Oakland, Philadelphia, Atlanta and Washington, D.C.
- Highest concentration of DOI employees: Colorado, California, Virginia, District of Columbia, New Mexico, Arizona, Oregon, Alaska, Washington and Idaho.

### FUTURE HIRING PRIORITIES

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The Department of Interior manages the second largest number of facilities, only behind the Department of Defense. It is upgrading the skills required for those in the scientific occupational areas. In the next several years DOI will focus its efforts to recruit biologists, hydrologists and geologists. Challenges facing the agency include attracting professionals from the petroleum industry and employees with geo-sciences background as there are few graduates in these fields and it is difficult to compete with higher paying private sector jobs.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

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DOI has a decentralized hiring program; however, all bureaus work together on special recruitment programs. It is developing more compelling recruitment materials to better market the work of DOI and its impact on the public. Diversity recruitment is a major priority and a number of DOI bureaus have successfully developed internship programs with an emphasis on targeting women and minorities. DOI is expanding its outreach efforts by more aggressively partnering with minority associations and participating in job and career fairs. To assist in attracting candidates to DOI, the agency has granted 43 recruitment bonuses in FY 2005 and 2006 totaling nearly \$310,000.

### WEB SITES

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[www.doi.gov](http://www.doi.gov)

[www.doi.gov/hrm/doijobs.html](http://www.doi.gov/hrm/doijobs.html)

## DEPARTMENT OF INTERIOR

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2006 <sup>a</sup>	Total Hires FY 2006 <sup>a</sup>	Projected Hires FY 2007-09
<b>BIOLOGICAL SCIENCES</b> (page 15)									
General Biology	3,397	45	351	10%	871	26%	302	132	171
Wildlife Biology	1,045	45	113	11%	271	26%	94	20	75
<b>BUSINESS AND INDUSTRY</b> (page 16)									
Realty Management	810	50	151	19%	341	42%	73	16	57
<b>EDUCATION</b> (page 19)									
Teacher	1,527	50	216	14%	501	33%	199	8	192
<b>ENGINEERING</b> (page 20)									
Civil Engineering	963	47	122	13%	287	30%	74	37	36
<b>PHYSICAL SCIENCES</b> (page 29)									
Geology	932	51	225	24%	476	51%	86	23	63
Hydrology	1,622	46	152	9%	445	27%	112	20	93
<b>SECURITY AND PROTECTION</b> (page 31)									
Park Ranger	3,731	44	528	14%	1,117	30%	376	114	261
<b>TOTAL</b>	...	...	1,858	13%	4,309	31%	1,316	370	948

a DOI's key occupational areas were identified and tracked in FY 2006; therefore, separation and hiring data for FY 2005 are not available.

## DEPARTMENT OF JUSTICE (DOJ)

### AGENCY MISSION

Leads foreign and domestic counterterrorism; enforces federal laws; provides legal advice to the President and to all federal agencies; investigates federal crimes and prosecutes violators; operates the federal prison system; and ensures the civil rights of all Americans.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

103,479

### BEST PLACES RANKING

The Department of Justice ranked 5th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 69.0.

### DIVERSITY PROFILE

Male: 60.9%

Female: 39.1%

White: 69.5%

African-American: 17.5%

Hispanic: 8.9%

Asian/Pacific Islander: 3.1%

Native American: 0.8%

### LOCATIONS

- Headquarters: Washington, D.C.
- DOJ components including Federal Bureau of Investigation (FBI); Drug Enforcement Agency (DEA); Alcohol, Tobacco and Firearms (ATF); U.S. Marshals Service; and Bureau of Prisons are located nationwide.
- Highest concentration of DOJ employees: District of Columbia, Illinois, Texas, Georgia, California, Florida, Pennsylvania, New York, Virginia and Kentucky.

### FUTURE HIRING PRIORITIES

The Department of Justice continues to recruit actively for the following positions: (1) compliance and law enforcement (criminal investigators, correctional officers, and staff for the Bureau of Prisons); (2) legal (attorneys and paralegals); (3) intelligence analysts; and (4) administrative support staff. DOJ is experiencing a six percent or lower attrition rate annually.

Hiring challenges continue to be related to combating terrorism. Filling positions that require foreign language and intelligence analysis expertise, as well as FBI counterterrorism agents, remains a priority.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

DOJ has identified workforce skills gaps and future skill needs. These efforts guide its recruitment and outreach efforts. Throughout the Department, components use a variety of recruitment and outreach strategies to effectively target diverse and talented individuals for key occupational areas.

DOJ continues to review its recruitment processes and reports on recruitment “best practices” within the agency. The use of automation is being emphasized to more effectively target recruitment efforts and reduce the time it takes to hire new employees.

To attract the best talent, DOJ makes extensive use of pay and recruitment flexibilities. In FY 2005 and 2006, DOJ provided 750 recruitment incentives totaling more than \$6.5 million. In that same period, DOJ granted 3,073 student loan repayments totaling more than \$27 million, making it the leader within the federal government in its use of the Student Loan Repayment Program.

### WEB SITES

[www.usdoj.gov](http://www.usdoj.gov)

[www.usdoj.gov/06employment/06\\_1.html](http://www.usdoj.gov/06employment/06_1.html)



## DEPARTMENT OF JUSTICE

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007	Retirement Eligibility through FY 2010	Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)							
Human Resources	1,159	44	122 11%	289 25%	225	146	285
Management/Program Analysis	2,401	44	281 12%	547 23%	234	233	570
Miscellaneous Administration	4,254	46	613 14%	1,141 27%	781	540	1,175
Secretary/Clerk/Assistant	6,425	43	771 12%	1,307 20%	790	1,081	1,402
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)							
Compliance Inspection Support	1,078	45	177 16%	278 26%	91	38	67
Criminal Investigation	22,291	40	2,238 10%	4,561 20%	1,616	2,015	3,689
General Inspection and Investigation	3,067	41	309 10%	524 17%	276	477	778
<b>INFORMATION TECHNOLOGY</b> (page 22)							
...	2,726	44	258 9%	483 18%	279	311	532
<b>LEGAL</b> (page 24)							
Attorney	8,503	45	1,124 13%	1,806 21%	1,286	1,219	1,624
Legal Assistance	2,673	44	289 11%	507 19%	582	502	645
Paralegal	1,941	44	241 12%	443 23%	353	275	411
<b>SECURITY AND PROTECTION</b> (page 31)							
Corrections Administration	1,668	45	252 15%	603 36%	237	4	0
Correctional Officer	16,477	37	418 3%	1,407 9%	1,821	3,421	4,361
Intelligence Analysis <sup>a</sup>	3,127	40	245 8%	455 15%	295	1,028	1,035
Security Administration	814	44	86 11%	169 21%	72	101	213
<b>SOCIAL SCIENCES</b> (page 32)							
General Social Sciences	1,807	40	86 5%	246 14%	159	39	225
<b>TOTAL</b>	...	...	7,510 9%	14,766 18%	9,097	11,430	17,012

a Intelligence Analysis is classified under the Social Science family of occupations by the Office of Personnel Management's (OPM) Classification Guide, but it is listed under Security and Protection as that is more descriptive of the duties.

## DEPARTMENT OF LABOR (DOL)

### AGENCY MISSION

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Promotes the welfare of job seekers, wage earners and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment and protecting benefits.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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14,764

### BEST PLACES RANKING

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The Department of Labor ranked 15th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 61.9.

### DIVERSITY PROFILE

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Male: 49.9%

Female: 50.1%

White: 65.0%

African-American: 23.0%

Hispanic: 6.8%

Asian/Pacific Islander: 4.6%

Native American: 0.6%

### LOCATIONS

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- Headquarters: Washington, D.C.
- Field offices: Seven cities nationwide including Philadelphia, San Francisco, Boston and Atlanta.
- Highest concentration of DOL employees: District of Columbia, Texas, West Virginia, Pennsylvania, California, Illinois, New York, Georgia, Florida and Virginia.

### FUTURE HIRING PRIORITIES

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Within the next five years, 63 percent of senior executives and 54 percent of managers will be eligible to retire. Therefore, developing and filling for these positions is a top priority. In addition, DOL will seek to recruit for various compliance and enforcement positions, as well as economists and claims examiners.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

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DOL has launched a competency/skills assessment initiative, including development of a skills gap inventory and management competencies. Its targeted recruitment efforts are designed to address areas where there are identified skill gaps. DOL engages in outreach to colleges, universities and business schools, and special interest organizations. Innovative marketing materials have been developed to better explain the range of careers DOL has to offer. An MBA Fellows Program has been in effect since FY 2003 to respond to the need to recruit and develop future managers with business skills. An Honors Program is being utilized for attorneys with exemplary records who are completing law school or judicial clerkships. To assist in its recruitment efforts, DOL has granted 52 recruitment bonuses totaling more than \$440,000, and 29 student loan repayments totaling more than \$115,000 in FY 2005 and 2006.

### WEB SITES

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[www.dol.gov](http://www.dol.gov)

[www.jobs.dol.gov](http://www.jobs.dol.gov)

## DEPARTMENT OF LABOR

PROFESSIONAL FIELD Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ACCOUNTING AND BUDGET</b> (page 12)									
...	197	48	24	12%	51	26%	43	16	54
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
Grants Management	34	50	10	29%	14	41%	11	6	3
Human Resources	148	48	32	22%	51	34%	36	32	39
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)									
Criminal Investigation	159	40	14	9%	25	16%	30	15	33
Equal Opportunity Compliance	452	50	88	19%	137	30%	106	42	51
Gen. Inspection, Investigation and Compliance	683	44	81	12%	129	19%	114	121	159
Mine Inspection	1,241	54	216	17%	438	35%	241	241	252
Pension Law/Benefits Advising	207	46	31	15%	47	23%	50	52	51
Safety and Health	824	51	181	22%	313	38%	102	50	126
Wage-Hour Compliance	946	49	188	20%	304	32%	108	51	78
<b>ENGINEERING</b> (page 20)									
Mining Engineering	226	49	49	22%	67	30%	21	26	42
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	393	47	48	12%	87	22%	47	52	63
<b>LEGAL</b> (page 24)									
Attorney	426	48	83	19%	133	31%	65	24	60
Claims Examination	1,241	47	143	12%	281	23%	186	338	387
<b>MATHEMATICS/STATISTICS</b> (page 26)									
Mathematical Statistician	160	46	28	18%	46	29%	15	22	30
<b>MEDICAL AND PUBLIC HEALTH</b> (page 27)									
Industrial Hygiene	442	48	67	15%	116	26%	44	15	63
<b>SOCIAL SCIENCES</b> (page 32)									
Economics	1,322	41	169	13%	258	20%	181	232	285
Unemployment Insurance	67	54	19	28%	28	42%	22	13	12
Workforce Development	571	52	120	21%	201	35%	163	116	111
<b>TOTAL</b>	...	...	1,591	16%	2,726	28%	1,585	1,464	1,899

## DEPARTMENT OF STATE

### AGENCY MISSION

---

Creates a more secure, democratic and prosperous world for the benefit of the American people and the international community. Conducts the nation's foreign affairs and diplomatic initiatives; oversees the Nation's embassies and consulates; issues passports; monitors U.S. interests abroad; and represents the U.S. before international organizations.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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18,877<sup>1</sup>

### BEST PLACES RANKING

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The Department of State ranked 6th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 67.9.

### DIVERSITY PROFILE (CAREER SERVICE)

---

Male: 56.0%

Female: 43.9%

White: 72.4%

African-American: 16.9%

Hispanic: 4.8%

Asian/Pacific Islander: 5.2%

Native American: 0.3%

### LOCATIONS

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- Headquarters: Washington, D.C.
- 250 embassies and consulates worldwide.
- Highest concentration of State employees in the United States: District of Columbia, New York, South Carolina, Florida and California.

### FUTURE HIRING PRIORITIES

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During the next two years, the Department of State plans to hire close to 1,400 Foreign Service employees, primarily to replace expected attrition and to cover additional consular workload. Demand is expected to be greatest in the consular, information management and security occupations. For the civil service, 1,400 to 1,600 employees are expected to be hired in the next two years. Job growth is expected in the passport/visa specialist occupation due to implementation of the Western Hemisphere Travel Initiative which requires passports for persons traveling between the U.S. and Canada, Mexico and the Caribbean.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

---

The Department of State is targeting its efforts to attract individuals with an expertise in languages (especially Arabic, Chinese and Farsi) and economics. It has increased its presence at business and other professional schools to attract top quality candidates. The Department has prioritized developing more effective marketing and advertising to better acquaint potential applicants with the varied positions available within the agency. To assist in attracting top quality candidates, the Department of State granted three recruitment bonuses totaling almost \$33,000, and 1,678 student loan repayments totaling more than \$8 million during FY 2005 and 2006.

### WEB SITES

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[www.state.gov](http://www.state.gov)

[www.state.gov/careers](http://www.state.gov/careers)

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<sup>1</sup> Includes foreign service employees.

## DEPARTMENT OF STATE

PROFESSIONAL FIELD Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007	Retirement Eligibility through FY 2010	Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09		
<b>Civil Service</b>									
<b>ACCOUNTING AND BUDGET</b>									
Accounting	288	49	50	17%	93	32%	49	66	...
<b>ADMIN./PROGRAM MANAGEMENT</b>									
Human Resources	265	45	34	13%	65	25%	49	48	...
Management/Program Analysis	517	46	90	17%	152	29%	79	98	...
<b>INFORMATION AND ARTS</b>									
Public Affairs	111	45	20	18%	29	26%	25	26	...
<b>INFORMATION TECHNOLOGY</b>									
...	610	48	79	13%	149	24%	60	82	...
<b>LEGAL</b>									
Attorney	135	49	29	21%	46	34%	26	30	...
Passport/Visa Examining	829	44	70	8%	141	17%	75	239	...
<b>SECURITY AND PROTECTION</b>									
Intelligence	67	47	18	27%	21	31%	12	6	...
Security Administration	242	49	28	12%	54	22%	32	57	...
<b>SOCIAL SCIENCES</b>									
Foreign Affairs Specialist	905	43	114	13%	190	21%	231	228	...
<b>TOTAL</b>	...	...	532	13%	940	24%	638	880	1,400 - 1,600 annually
<b>Foreign Service</b>									
<b>GENERALIST</b>									
Political, public diplomacy, management and economics	...	43	1,453	...	2,036	...	457	749	780
<b>SPECIALIST</b>									
Health, security, information technology, operations management and training	...	45	909	...	1,444	...	476	676	615
<b>TOTAL</b>	...	...	2,362	...	3,480	...	933	1,425	1,395

## DEPARTMENT OF TRANSPORTATION (DOT)

### AGENCY MISSION

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Ensures a fast, safe, efficient, accessible and convenient transportation system that meets your vital national interests and enhances the quality of life of the American people, today and into the future.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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52,273

### BEST PLACES RANKING

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The Department of Transportation ranked 27th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 52.9.

### DIVERSITY PROFILE

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Male: 73.4%

Female: 26.6%

White: 77.7%

African-American: 11.1%

Hispanic: 6.0%

Asian/Pacific Islander: 3.4%

Native American: 1.4%

### LOCATIONS

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- Headquarters: Washington, D.C.
- Offices nationwide.
- Highest concentration of DOT employees: District of Columbia, California, Texas, Oklahoma, Florida, New York, Georgia, Virginia, Illinois and Washington.

### FUTURE HIRING PRIORITIES

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The Department of Transportation will focus its hiring activities to fill positions in key occupational areas. The most significant recruitment will be for air traffic controllers by the Federal Aviation Administration (FAA), a component of the DOT. Over the next 10 years, FAA plans to hire and train 15,004 air traffic controllers throughout the country. For a full listing of planned hiring activity by location, go to [www.faa.gov](http://www.faa.gov).

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

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To help in its recruitment and outreach efforts, DOT partners with schools, transportation associations and special interest organizations. It also utilizes the Federal Career Intern Program and student employment programs to provide development opportunities for high potential candidates. In addition, DOT encourages the hiring of veterans and persons with disabilities.

DOT uses a wide variety of flexibilities to attract candidates, including the use of recruitment bonuses and student loan repayments. In FY 2005 and 2006, the agency granted 22 recruitment bonuses totaling \$232,000 and 23 student loan repayments totaling nearly \$200,000.

### WEB SITES

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[www.dot.gov](http://www.dot.gov)

[www.careers.dot.gov](http://www.careers.dot.gov)

## DEPARTMENT OF TRANSPORTATION

PROFESSIONAL FIELD Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007	Retirement Eligibility through FY 2010	Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ACCOUNTING AND BUDGET</b> (page 12)							
Financial Management	780	48	91 12%	128 16%	249	232	300
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)							
Program Management	595	51	149 25%	168 28%	159	126	360
<b>COMMUNITY PLANNING</b> (page 19)							
...	223	44	22 10%	27 12%	26	36	75
<b>ENGINEERING</b> (page 20)							
...	5,434	47	768 14%	810 15%	556	447	900
<b>INFORMATION TECHNOLOGY</b> (page 22)							
...	2,004	47	252 13%	274 14%	150	113	180
<b>LEGAL</b> (page 24)							
...	696	47	127 18%	130 19%	83	60	180
<b>PHYSICAL SCIENCES</b> (page 29)							
Scientist	369	48	54 13%	54 15%	32	33	150
<b>TRANSPORTATION</b> (page 33)							
Transportation Industry Analyst	122	47	23 19%	36 30%	39	15	75
Transportation Safety <sup>a</sup>	23,982	46	1,800 8%	2,989 12%	4,066	1,576	4,300 <sup>b</sup>
Transportation Specialist	6,887	48	970 14%	1,116 16%	529	535	450
<b>TOTAL</b>	...	...	4,256 10%	5,732 14%	5,889	3,173	6,970

a Includes air traffic control, highway motor, railroad and aviation safety.

b The Federal Aviation Administration plans to hire 15,004 air traffic controllers from FY 2006 through 2016.

## DEPARTMENT OF TREASURY

### AGENCY MISSION

Prints the nation's money; sets domestic financial, economic and tax policy; manages the public debt; collects taxes; and combats terrorist financing domestically and internationally.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

101,146

### BEST PLACES RANKING

The Department of Treasury ranked 14th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 62.7.

### DIVERSITY PROFILE

Male: 36.0%

Female: 64.0%

White: 61.7%

African-American: 24.6%

Hispanic: 8.4%

Asian/Pacific Islander: 4.2%

Native American: 0.8%

### LOCATIONS

- Headquarters: Washington, D.C.
- Offices are located across the country and around the world.
- Highest concentration of employees: Texas, Tennessee, New York, District of Columbia, Pennsylvania, Georgia, Utah, Maryland and Kentucky.

### FUTURE HIRING PRIORITIES

The Department of Treasury's recruitment priorities will focus on mission critical professional and specialized occupations such as accountants, attorneys, Internal Revenue Agents, tax examining specialists, intelligence analysts, economists; and mission support positions such as human resources, information technology and procurement professionals. It will be challenged in recruiting for these occupations due to the increased competition for a talent pool that has numerous employment options and who seek non-traditional work environments.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

The Department of Treasury continues to focus its strategic recruitment efforts through strengthening its collaboration with colleges, universities and professional organizations, and by maximizing its use of recruitment and pay flexibilities. Treasury has launched an aggressive and innovative marketing/recruitment campaign, including Web redesign, a heightened presence at job fairs, the expanded use of intern programs, and targeted recruitment to meet specific mission staffing needs.

Treasury has also developed a Diversity Strategy for FY 2004-08, which is fully integrated with its workforce and succession planning efforts. It provides a roadmap for ensuring the availability of a diverse talent pool and helps the bureaus assess their current states, identify gaps and develop plans to address identified needs. To better promote partnership efforts between and among the bureaus, a Diversity Council has been established.

To assist in its recruitment efforts, Treasury granted a total of 200 recruitment bonuses in calendar years 2005 and 2006 for a total amount of nearly \$756,000. In addition, 71 student loan repayments were approved in FY 2005 and 2006 totaling more than \$350,000.

### WEB SITES

[www.treasury.gov](http://www.treasury.gov)

[www.treasury.gov/organization/employment](http://www.treasury.gov/organization/employment)



## DEPARTMENT OF TREASURY

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007	Retirement Eligibility through FY 2010	Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09		
<b>ACCOUNTING AND BUDGET</b> (page 12)									
Accounting	582	44	85	15%	137	24%	94	79	146
Internal Revenue Agent	13,172	43	3,190	24%	4,849	37%	1,721	2,108	3,350
Tax Examining	15,525	48	2,928	19%	4,924	32%	4,907	2,983	4,600
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
Human Resources	1,461	47	316	22%	560	38%	240	115	235
<b>BUSINESS AND INDUSTRY</b> (page 16)									
Procurement	459	47	67	15%	116	25%	116	137	195
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	6,226	47	1,127	18%	2,000	32%	627	463	930
<b>LEGAL</b> (page 24)									
Attorney	2,142	48	467	22%	743	35%	309	219	427
Contact Representative	13,012	48	2,156	17%	3,836	29%	2,792	2,040	3,725
<b>SECURITY AND PROTECTION</b> (page 31)									
Intelligence Analysis <sup>a</sup>	153	43	9	6%	19	12%	25	48	95
<b>SOCIAL SCIENCES</b> (page 32)									
Economics	462	44	82	18%	131	28%	96	91	189
<b>TOTAL</b>	...	...	10,427	19%	17,315	31%	10,927	8,283	13,892

a Intelligence Analysis is classified under the Social Science family of occupations by the Office of Personnel Management's (OPM) Classification Guide, but it is listed under Security and Protection as that is more descriptive of the duties.

## DEPARTMENT OF VETERANS AFFAIRS (VA)

### AGENCY MISSION

Administers programs involving health care, pensions, benefits and employment to aid U.S. veterans and their families, runs the veterans' hospital system and operates our national cemeteries.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

205,542

### BEST PLACES RANKING

The Department of Veterans Affairs ranked 15th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 61.9.

### DIVERSITY PROFILE

Male: 41.2%

Female: 58.8%

White: 61.5%

African-American: 24.5%

Hispanic: 6.9%

Asian/Pacific Islander: 6.2%

Native American: 1.0%

Other: 0.1%

### LOCATIONS

- Headquarters: Washington, D.C.
- Field offices nationwide
- The VA has 155 hospitals, nearly 900 health clinics, 58 regional offices and 123 cemeteries.
- Highest concentration of employees: California, Texas, Florida, New York and Pennsylvania.

### FUTURE HIRING PRIORITIES

With over 300 occupations, the Department of Veterans Affairs has opportunities for a variety of candidates. Using agency-wide workforce analysis, VA has identified key occupations for focused recruitment. Attracting qualified health care professionals, claims examiners, and human resources specialists remains a priority for the agency. As is true for many federal agencies, VA anticipates losing a significant percentage of employees due to retirement during the next five years. This will provide numerous opportunities for joining VA's workforce as well as career advancement in the second largest federal agency.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

VA has created many programs to attract qualified candidates to join in serving veterans. Due to the agency's academic affiliations across the nation, thousands of undergraduates and graduate students complete their clinical rotations and residencies at its health care facilities. VA provides numerous financial incentives to qualified health care employees, including student loan repayment, scholarships for tuition costs and related expenses, and salary replacement money to current employees enrolled full-time in an approved education program. The agency has also created the National Veterans Employment Program (NVEP), dedicated to educate veterans about employment opportunities within VA.

In FY 2005 and 2006, VA disbursed over \$1.2 million student loan repayments to 184 employees and nearly \$7 million in recruitment bonuses to 4,084 individuals. In addition, VA spends \$2.3 million annually in support of the Education Debt Reduction Program, which pays the cost of training or courses which lead to a degree in one of 30 qualified health care occupations, serving more than 500 recipients.

### WEB SITES

[www.va.gov](http://www.va.gov)

[www.va.gov/jobs](http://www.va.gov/jobs)

## DEPARTMENT OF VETERANS AFFAIRS

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
Human Resources	1,527	48	324	21%	570	37%	296	213	418
<b>LEGAL</b> (page 24)									
Claims Examining	6,495	44	711	11%	1,294	20%	953	1,210	850 <sup>a</sup>
<b>MEDICAL AND PUBLIC HEALTH</b> (page 27)									
Diagnostic Radiology Technologist	2,365	45	251	11%	519	22%	375	482	696
Medical Records Technician	1,979	48	227	11%	438	22%	134	427	511
Medical Technology	3,742	48	636	17%	1,173	31%	529	443	848
Nursing Assistant	8,729	46	1,171	13%	2,075	24%	2,061	2,378	3,564
Pharmacist	4,401	44	608	14%	1,064	24%	522	532	1,847
Physician	10,672	50	2,511	24%	3,867	36%	1,593	2,330	5,174
Practical Nurse (LPN/VN)	10,367	47	1,015	10%	2,079	20%	2,161	2,615	4,080
Registered Nurse	36,695	49	5,589	15%	10,498	29%	6,128	6,549	11,321
<b>SECURITY AND PROTECTION</b> (page 31)									
Police Officer	2,552	44	183	7%	369	14%	547	686	929
<b>TOTAL</b>	...	...	13,226	15%	23,946	27%	15,299	17,865	30,238

a Hiring projection for FY 2007 and 2008 only.

# ENVIRONMENTAL PROTECTION AGENCY (EPA)

## AGENCY MISSION

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Safeguards human health and the nation's air, water and lands. Runs programs to control and reduce pollution, and works with other governments to conduct environmental research, and set and enforce environmental standards.

## TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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16,430

## BEST PLACES RANKING

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The Environmental Protection Agency ranked 9th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 65.5.

## DIVERSITY PROFILE

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Male: 48.5%

Female: 51.5%

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White: 69.4%

African-American: 18.7%

Hispanic: 5.2%

Asian/Pacific Islander: 5.9%

Native American: 0.8%

## LOCATIONS

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- Headquarters: Washington, D.C.
- Regional offices: Boston, New York, Philadelphia, Atlanta, Chicago, Dallas, Kansas City, Denver and San Francisco, plus 16 laboratories nationwide.

## FUTURE HIRING PRIORITIES

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The Environmental Protection Agency will continue to hire in the broad professional areas that are at the core of its mission, such as environmental engineers, scientists, lawyers and other environmental professionals, as well as in key support functions such as contract specialists and program and operation analysts. EPA will also recruit undergraduate and graduate students for its various intern and cooperative programs.

## RECRUITMENT PROGRAM/OUTREACH EFFORTS

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*EZhire* is EPA's Web-based recruitment and application system, which allows applicants to browse, register, receive electronic notification of vacancies and apply to EPA jobs. This system has helped EPA compete successfully with the private sector for environmental engineers, scientists, lawyers and other environmental professionals. A variety of intern programs, as well as an active presence at all levels of the education system, keep EPA's name and work known to potential applicants. EPA also maintains a strong presence in professional societies and organizations whose members serve as a source for mid- and senior-level positions. The Senior Environmental Employment (SEE) Program provides an opportunity for retired and unemployed older Americans age 55 and over to share their expertise with EPA.

## WEB SITES

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[www.epa.gov](http://www.epa.gov)

[www.epa.gov/careers](http://www.epa.gov/careers)

## ENVIRONMENTAL PROTECTION AGENCY

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007	Retirement Eligibility through FY 2010	Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09		
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
General Administrative Management	847	48	240	28%	353	42%	138	69	120
Management/Program Analysis	1,570	47	489	31%	792	50%	198	94	135
<b>BIOLOGICAL SCIENCES</b> (page 15)									
Biology	885	50	191	22%	290	33%	97	106	165
Toxicology	195	51	63	32%	143	73%	15	13	15
<b>BUSINESS AND INDUSTRY</b> (page 16)									
Contract/Grant Specialist	490	45	88	18%	146	30%	77	67	90
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)									
Environmental Protection Specialist	2,279	46	576	25%	943	41%	287	151	240
<b>ENGINEERING</b> (page 20)									
Environmental Engineering	1,898	47	374	20%	574	30%	136	80	120
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	630	47	109	17%	214	34%	63	43	45
<b>LEGAL</b> (page 24)									
Attorney	1,060	46	148	14%	298	28%	85	44	60
<b>PHYSICAL SCIENCES</b> (page 29)									
Environmental Science	2,237	47	455	20%	730	33%	154	133	180
<b>TOTAL</b>	...	...	2,733	23%	4,483	37%	1,250	800	1,170

# EQUAL EMPLOYMENT OPPORTUNITY COMMISSION (EEOC)

## AGENCY MISSION

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Promotes equality of opportunity in the workplace and enforces federal laws prohibiting employment discrimination.

## TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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2,197

## BEST PLACES RANKING

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The Equal Employment Opportunity Commission ranked 24th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 57.1.

## DIVERSITY PROFILE

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Male: 33.1%

Female: 66.9%

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White: 39.4%

African-American: 42.5%

Hispanic: 13.4%

Asian/Pacific Islander: 4.1%

Native American: 0.7%

## LOCATIONS

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- Headquarters: Washington, D.C.
- Offices nationwide

## FUTURE HIRING PRIORITIES

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The Equal Employment Opportunity Commission (EEOC) has been operating under hiring limitations during the past several years. Most of the agency's hiring activity has been to replace a portion of departing employees. The EEOC primarily hires for investigators, attorneys and clerical support staff. Most of these positions are located in field offices.

## RECRUITMENT PROGRAM/OUTREACH EFFORTS

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Hiring activities are decentralized with local offices handling recruitment and outreach activities. The agency's recruitment and outreach efforts are aided by the public's general knowledge of its mission, as well as its ongoing relationship with many special interest organizations.

## WEB SITES

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[www.eeoc.gov](http://www.eeoc.gov)

[www.USAJOBS.gov](http://www.USAJOBS.gov)

## EQUAL EMPLOYMENT OPPORTUNITY COMMISSION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09 <sup>a</sup>
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)									
General Investigation and Inspection	741	49	198	27%	314	42%	171	45	62
Mediation	84	53	33	39%	49	58%	14	2	3
<b>LEGAL</b> (page 24)									
Attorney	479	46	68	14%	113	24%	54	26	39
<b>TOTAL</b>	...	...	299	23%	476	37%	239	73	104

a FY 2007-2009 hiring figures are based on historical hiring data.

# FEDERAL COMMUNICATIONS COMMISSION (FCC)

## AGENCY MISSION

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Ensures that the American people have available — at reasonable costs and without discrimination — rapid, efficient, nationwide and worldwide services whether by radio, television, wire, wireless, satellite or cable.

## TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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1,741

## DIVERSITY PROFILE

---

Male: 48.3%

Female: 51.8%

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White: 59.7%

African-American: 31.8%

Hispanic: 3.1%

Asian/Pacific Islander: 5.2%

Native American: 0.3%

## LOCATIONS

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- Headquarters: Washington, D.C.
- Regional offices: Chicago, Kansas City and San Francisco.
- Sixteen district offices and nine resident offices nationwide.

## FUTURE HIRING PRIORITIES

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The Federal Communications Commission will emphasize the hiring of entry level electronic engineers nationwide. Recruitment of attorneys and economists for positions primarily located in Washington, D.C. will also be a priority in the next few years.

## RECRUITMENT PROGRAM/OUTREACH EFFORTS

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The FCC has several specialized programs to recruit for its key occupations. The Engineer-in-Training (EIT) program is designed to enable the agency to hire engineering school graduates with superior academic credentials and provide these individuals with comprehensive training in the field of communications. Likewise, a similar program is used for attorneys, the Attorney Honors Program, for recent law school graduates with superior academic credentials who undertake a two year training and development program in the field of communications law and policy. For economists, the FCC advertises positions in professional publications/journals and conducts on-site recruitment at the American Economic Association meeting.

## WEB SITES

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[www.fcc.gov](http://www.fcc.gov)

[www.fcc.gov/jobs](http://www.fcc.gov/jobs)



## FEDERAL COMMUNICATIONS COMMISSION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ENGINEERING</b> (page 20)									
...	266	49	85	32%	106	40%	34	3	33
<b>LEGAL</b> (page 24)									
Attorney	476	46	55	12%	90	19%	64	50	75
<b>SOCIAL SCIENCES</b> (page 32)									
Economics	57	52	15	26%	23	40%	8	2	3
<b>TOTAL</b>	...	...	155	19%	219	27%	106	55	111

# FEDERAL DEPOSIT INSURANCE CORPORATION (FDIC)

## AGENCY MISSION

Maintains the stability and public confidence in the nation's financial system by insuring deposits, examining and supervising financial institutions, and managing receiverships. In cooperation with the other state and federal regulatory agencies, the FDIC promotes the safety and soundness of the U.S. financial system and the insured depository institutions by identifying, monitoring and addressing risks to the deposit insurance fund.

## TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

4,567

## BEST PLACES RANKING

The Federal Deposit Insurance Corporation ranked 21st out of 30 large agencies in the 2007 *Best Places to Work Federal Government* rankings with an index score of 59.5.

## DIVERSITY PROFILE

Male: 55.9%

Female: 44.1%

White: 74.3%

African-American: 17.4%

Hispanic: 4.2%

Asian/Pacific Islander: 3.6%

Native American: 0.5%

## LOCATIONS

- Headquarters: Washington, D.C. and Arlington, Virginia.
- Other offices: Atlanta, Boston, Chicago, Kansas City, San Francisco, New York City, Dallas and Memphis.

## FUTURE HIRING PRIORITIES

The Federal Deposit Insurance Corporation's highly skilled and diverse workforce continuously monitors and responds rapidly and successfully to changes in the financial environment. The agency is actively reshaping its workforce and is planning for a workforce to reflect future workload requirements.

Financial examiners are the agency's predominant occupation and will continue to be the focal point of future recruitment efforts.

## RECRUITMENT PROGRAM/OUTREACH EFFORTS

The FDIC requires the expertise of a diverse staff. The agency recruits for entry-level and experienced professionals with backgrounds in business, finance, computer science and a host of other specialties ranging from human resources to marketing.

The Corporate Employee Program (CEP) prepares FDIC's workforce to be ready for rapid changes in the financial industry and resulting shifts in corporate workload. To achieve this flexibility, they develop multiple functional proficiencies so they can be rapidly deployed to different mission-critical efforts.

The FDIC Legal Division Honors Program is a two-year program for law school graduates designed to provide selected individuals with a better understanding of the work of the agency. To be eligible, candidates must have a "B" average or be in the top third of their law school class.

FDIC participates in on-campus, professional and diversity events to attract top quality candidates. The agency's Web site lists the schedule of career fairs and campuses where the agency is actively recruiting.

## WEB SITES

[www.fdic.gov](http://www.fdic.gov)

[www.fdic.gov/about/jobs/index.html](http://www.fdic.gov/about/jobs/index.html)

## FEDERAL DEPOSIT INSURANCE CORPORATION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09 <sup>a</sup>
<b>ACCOUNTING AND BUDGET</b> (page 12)									
Financial Institution Examiner	2,195	...	...	...	...	...	...	153	150
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	276	...	...	...	...	...	...	6	10
<b>LEGAL</b> (page 24)									
Attorney	237	...	...	...	...	...	...	4	4
<b>SOCIAL SCIENCES</b> (page 32)									
Economics	60	...	...	...	...	...	...	16	5
<b>TOTAL</b>	...	...	...	...	...	...	...	179	169

a Projected figures are average annual estimates.

## FEDERAL TRADE COMMISSION (FTC)

### AGENCY MISSION

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Ensures that the nation's markets are vigorous, efficient and free of restrictions that harm consumers. Enforces federal consumer protection laws that prevent fraud, deception and unfair business practices, as well as antitrust laws that prohibit anti-competitive mergers and other business practices that restrict competition and harm consumers.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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920

### BEST PLACES RANKING

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The Federal Trade Commission ranked 6th out of 31 small agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 71.1.

### DIVERSITY PROFILE

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Male: 48.9%

Female: 51.1%

---

White: 71.5%

African-American: 20.0%

Hispanic: 3.0%

Asian/Pacific Islander: 5.1%

Native American: 0.4%

### LOCATIONS

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- Headquarters: Washington, D.C.
- Regional offices in Atlanta, Cleveland, Chicago, Dallas, Los Angeles, New York, San Francisco and Seattle.

### FUTURE HIRING PRIORITIES

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The Federal Trade Commission primarily hires attorneys and economists to accomplish its consumer protection and competition missions. The agency recruits for entry level attorneys and for experienced attorneys and economists, as well as paralegals and legal assistants, investigators, information technology specialists, budget analysts and economic research analysts. Most of these positions are in headquarters, but FTC does recruit for attorneys and investigators for its regional offices.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

---

FTC has an exciting mission in promoting the interests of American consumers by enforcing antitrust and consumer protection, and promoting competitive markets, free of deception and undue restrictions. The agency's Web site highlights its many activities and highlights the career opportunities that are available for interested candidates, including attorneys, economists, paralegals, summer legal interns and student clerical positions.

In FY 2005 and 2006, FTC gave 24 recruitment bonuses totaling \$201,000.

### WEB SITES

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[www.ftc.gov](http://www.ftc.gov)

[www.USAJOBS.gov](http://www.USAJOBS.gov)

## FEDERAL TRADE COMMISSION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>LEGAL</b> (page 24)									
Attorney	547	44	61	11%	95	17%	109	117	44
<b>SOCIAL SCIENCES</b> (page 32)									
Economics	77	46	13	17%	23	30%	19	12	18
<b>TOTAL</b>	...	...	74	12%	118	19%	128	129	62

## GENERAL SERVICES ADMINISTRATION (GSA)

### AGENCY MISSION

Helps federal agencies better serve the public by offering, at best value, superior workplaces, expert solutions, acquisition services and management policies.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

11,875

### BEST PLACES RANKING

The General Services Administration ranked 8th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 65.7.

### DIVERSITY PROFILE

Male: 50.6%

Female: 49.4%

White: 62.0%

African-American: 26.4%

Hispanic: 5.2%

Asian/Pacific Islander: 5.0%

Native American: 0.8%

### LOCATIONS

- Headquarters: Washington, D.C.
- Regional offices: 11 cities nationwide, including Fort Worth, New York, San Francisco and Kansas City.
- Highest concentration of GSA employees: District of Columbia, Virginia, New York, Texas, California, Missouri, Illinois, Georgia, Pennsylvania and Washington.

### FUTURE HIRING PRIORITIES

The General Services Administration seeks individuals who possess strong customer service, acquisition, information technology, realty, financial management and project management skills. There is increasing federal agency demand for GSA services in the areas of contracting, technology and studies/research. Its workforce is relatively stable, with an average attrition of 9 percent in the past three years. GSA hires an average of more than 1,000 employees annually, representing about 8 percent of its total workforce.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

GSA balances its hiring efforts between filling positions at the entry and mid-career levels. It utilizes corporate marketing materials focused on the theme of "You Can Do That Here." The materials highlight the dynamic work of the agency and the range of available career opportunities in many geographic locations. GSA offices, both in headquarters and regional locations, have forged strong partnerships with colleges and universities that serve as a prime recruitment source for filling student trainee and intern positions.

GSA uses a wide variety of flexibilities to attract candidates, including recruitment bonuses and a student loan repayment program. In FY 2005, GSA granted four recruitment bonuses totaling more than \$65,000. In addition to recruitment bonuses, GSA approved 15 student loan repayments in FY 2005 and 2006, totaling more than \$96,000.

### WEB SITES

[www.gsa.gov](http://www.gsa.gov)

[www.gsa.gov/GSAjobssearch](http://www.gsa.gov/GSAjobssearch)

## GENERAL SERVICES ADMINISTRATION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2004-05 <sup>a</sup>	Total Hires FY 2004-05 <sup>a</sup>	Projected Hires FY 2007-09
<b>ACCOUNTING AND BUDGET</b> (page 12)									
Financial Management	1,060	45	166	16%	297	28%	177	173	249
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
Policy and Program Management	2,000	47	412	21%	670	34%	331	365	474
<b>BUSINESS AND INDUSTRY</b> (page 16)									
Acquisition	2,835	45	417	15%	775	27%	385	663	873
Realty Management	1,547	47	274	18%	508	33%	161	133	246
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	1,025	48	179	17%	322	31%	177	148	162
<b>TOTAL</b>	...	...	1,448	17%	2,572	30%	1,231	1,482	2,004

a Separation and hiring data for FY 2004 and 2005; GSA imposed a hiring freeze in FY 2006.

# GOVERNMENT ACCOUNTABILITY OFFICE (GAO)

## AGENCY MISSION

Supports the Congress in meeting its constitutional responsibilities and helps improve the performance and ensures the accountability of the federal government for the benefit of the American people.

## TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

3,260

## BEST PLACES RANKING

The Government Accountability Office ranked 2nd out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 72.1.

## DIVERSITY PROFILE

Male: 44.8%

Female: 55.2%

White: 69.1%

African-American: 18.9%

Hispanic: 4.7%

Asian/Pacific Islander: 7.2%

Native American: 0.1%

## LOCATIONS

- Headquarters: Washington, D.C.
- Field Offices: Atlanta; Boston; Chicago; Dallas; Dayton, Ohio; Denver; Huntsville, Alabama; Los Angeles; Norfolk, Virginia; San Francisco and Seattle.

## FUTURE HIRING PRIORITIES

Over the next several years, the Government Accountability Office may hire over 600 staff members from a variety of academic disciplines that include accounting, economics, engineering, information technology, law, public administration and the social and physical sciences. GAO expects the majority of its hires to be entry level analysts and specialists. In addition, GAO plans to hire upper level analysts and specialists (e.g., auditors, economists, information technology specialists) to address succession planning needs, as well as critical administrative and professional staff (e.g., human capital, information management, budget).

Hiring will be primarily for positions in Washington, D.C. with some positions also available in GAO field locations.

## RECRUITMENT PROGRAM/OUTREACH EFFORTS

GAO's recruitment and outreach programs seek to attract and retain a highly qualified and diverse workforce. For example, GAO has a robust entry-level recruitment program that includes established relationships with 50 universities and colleges across the United States, a revised online job application form, and a fall and spring job announcement to identify top candidates throughout the year. GAO has a comprehensive student intern program that serves as a valuable pipeline for future entry-level hires. These 10 to 16 week internships enhance the agency's ability to attract high-quality and diverse students for possible permanent employment. GAO also uses incentives (e.g., the student loan repayment, recruitment bonuses, transit benefits) to successfully compete for top talent. In addition, GAO's recruitment and outreach efforts include partnerships with professional organizations and associations with members from groups that traditionally have been underrepresented in the federal workforce, such as the American Association of Hispanic CPAs and the Federal Asian Pacific American Council.

During FY 2005 and 2006, approximately \$466,000 was given in recruitment bonuses and \$2,534,000 in student loan repayments to 501 individuals.

## WEB SITES

[www.gao.gov](http://www.gao.gov)

[www.gao.gov/jobopp.htm](http://www.gao.gov/jobopp.htm)



## GOVERNMENT ACCOUNTABILITY OFFICE

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ACCOUNTING AND FINANCIAL AUDITS</b> (page 12)									
Auditing	240	41	27	11%	38	16%	43	59	119
<b>INFORMATION TECHNOLOGY AUDITS</b> (page 22)									
IT, Computer Science and Telecommunications	297	43	45	15%	76	26%	53	73	118
<b>LEGAL</b> (page 24)									
Attorney	142	45	18	13%	35	25%	17	19	24
<b>MANAGEMENT AND PROGRAM AUDITS</b>									
Analyst	1,816	41	221	12%	366	20%	383	413	662
<b>TOTAL</b>	...	...	311	12%	515	21%	496	564	923

## NATIONAL AERONAUTICS AND SPACE ADMINISTRATION (NASA)

### AGENCY MISSION

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Pioneers the future in space exploration, scientific discovery and aeronautics research.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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17,059

### BEST PLACES RANKING

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The National Aeronautics and Space Administration ranked 4th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 69.7.

### DIVERSITY PROFILE

---

Male: 64.7%

Female: 35.3%

White: 75.8%

African-American: 11.6%

Hispanic: 5.4%

Asian/Pacific Islander: 6.2%

Native American: 0.8%

Multiracial: 0.2%

### LOCATIONS

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- Headquarters: Washington, D.C.
- Centers/Labs: California, Ohio, Maryland, Texas, Florida, Virginia, Alabama, New York, West Virginia, Mississippi and New Mexico.
- Highest concentration of NASA employees: Texas, Maryland, Alabama, Virginia, California, Florida and Ohio.

### FUTURE HIRING PRIORITIES

---

NASA's use of competencies to conduct workforce analysis allow it to better assess whether the current workforce has the necessary skill sets and identify the type of individuals it needs to recruit. The retirement of the shuttle program will create a major transition as NASA balances the workforce requirements of the shuttle program and the workforce needs of new programs. NASA's current and future primary occupations will be in the science and engineering fields.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

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Electronic recruitment and assessment tools are vital components of NASA's recruitment initiatives. From the [www.nasajobs.gov](http://www.nasajobs.gov) Web site, which provides information on career opportunities, to NASA STARS, which automates the hiring system, the focus is to hire top quality candidates in a timely fashion. Key components of NASA's recruitment efforts include advertising in professional journals and Web sites, attending job fairs, conducting on-campus interviews and partnering with minority schools and organizations. After launching its first corporate recruitment effort at targeted colleges/universities in FY 2004, NASA enhanced the pipeline of "at risk" competencies by recruiting nearly 100 individuals. Given the focus on recruiting for science and engineering positions in a highly competitive environment, NASA makes extensive use of recruitment bonuses and student loan repayments. In FY 2005 and 2006, NASA awarded 108 recruitment bonuses for a total amount of nearly \$976,000. NASA also provided 99 student loan repayments for a total of more than \$694,000.

### WEB SITES

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[www.nasa.gov](http://www.nasa.gov)

[www.nasajobs.nasa.gov](http://www.nasajobs.nasa.gov)

## NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09 <sup>a</sup>
<b>ACCOUNTING AND BUDGET</b> (page 12)									
Financial Management	745	45	68	9%	197	26%	69	172	104
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
General Administrative Management	2,869	47	401	14%	920	32%	365	390	585
Human Resources	370	45	34	9%	94	25%	63	83	80
<b>BUSINESS AND INDUSTRY</b> (page 16)									
Contracting	696	45	88	13%	189	27%	111	42	160
<b>ENGINEERING</b> (page 20)									
Aerospace Engineering	4,199	45	375	9%	684	16%	336	278	417
Computer Engineering	961	45	89	9%	171	18%	92	33	50
Electronics Engineering	825	46	94	11%	161	20%	81	35	53
General Engineering	2,781	47	354	13%	648	23%	317	177	266
Materials Engineering	248	46	25	10%	47	19%	10	14	21
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	341	46	25	7%	78	23%	59	36	55
<b>PHYSICAL SCIENCES</b> (page 29)									
(includes Physical and Space Scientists )	978	52	223	23%	383	39%	107	63	95
<b>TOTAL</b>	...	...	1,776	12%	3,572	24%	1,610	1,323	1,886

a The FY 2007-09 hiring projections are estimates and are not worked as part of the normal budget process with the NASA Centers.

# NATIONAL ARCHIVES AND RECORDS ADMINISTRATION (NARA)

## AGENCY MISSION

---

Safeguards and preserves the records of our government, ensuring that the people can discover, use and learn from this documentary heritage. Supports democracy, promotes civic education and facilitates historical understanding of our national experience.

## TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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2,504

## BEST PLACES RANKING

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The National Archives and Records Administration ranked 25th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 54.9.

## DIVERSITY PROFILE

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Male: 47.7%

Female: 52.3%

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White: 65.2%

African-American: 30.1%

Hispanic: 1.7%

Asian/Pacific Islander: 2.6%

Native American: 0.4%

## LOCATIONS

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Headquarters: College Park, Maryland

## FUTURE HIRING PRIORITIES

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While most positions at the National Archives and Records Administration are associated with archives and records management, NARA also offers exceptional opportunities for those interested in business, information technology, education, political science, and library and information science. NARA offers exposure to exciting information about our country's past and the opportunity to contribute to its future through the use of cutting edge technology.

## RECRUITMENT PROGRAM/OUTREACH EFFORTS

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The agency's Web site highlights its many outreach activities and career opportunities that are available for interested candidates.

## WEB SITES

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[www.archives.gov](http://www.archives.gov)

[www.archives.gov/careers](http://www.archives.gov/careers)

## NATIONAL ARCHIVES AND RECORDS ADMINISTRATION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007	Retirement Eligibility through FY 2010	Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09 <sup>a</sup>
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)							
Management/Program Analysis	88	...	...	...	19	20	25
Secretary	59	...	...	...	5	7	8
<b>INFORMATION AND ARTS</b> (page 21)							
General Arts and Information	108	...	...	...	17	32	35
<b>INFORMATION TECHNOLOGY</b> (page 22)							
...	104	...	...	...	24	34	37
<b>LIBRARY AND ARCHIVES</b> (page 25)							
Archives Technician	1,249	...	...	...	236	151	150
Archivist	307	...	...	...	37	14	15
<b>TOTAL</b>	...	...	...	...	338	258	270

a NARA did not provide hiring projections; FY 2007-2009 hiring figures are based on historical hiring data.

# NATIONAL LABOR RELATIONS BOARD (NLRB)

## AGENCY MISSION

---

Administer the National Labor Relations Act, the primary law governing relations between unions and employers in the private sector. The statute guarantees the right of employees to organize and to bargain collectively with their employers, and to engage in other protected concerted activity with or without a union, or to refrain from all such activity.

## TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

---

1,713

## BEST PLACES RANKING

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The National Labor Relations Board ranked 13th out of 31 small agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 64.6.

## DIVERSITY PROFILE

---

Male: 38.4%

Female: 61.6%

---

White: 66.7%

African-American: 21.3%

Hispanic: 8.2%

Asian/Pacific Islander: 3.3%

Native American: 0.4%

## LOCATIONS

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- Headquarters: Washington, D.C.
- Numerous regional offices throughout the United States.

## FUTURE HIRING PRIORITIES

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The National Labor Relations Board will continue to prioritize recruitment of attorneys in all locations throughout the country, and labor-management relations examiners in regional offices.

## RECRUITMENT PROGRAM/OUTREACH EFFORTS

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Recruitment and outreach is decentralized to individual offices. Their efforts include attending job fairs and on-site college recruitment. The NLRB is not currently utilizing recruitment bonuses or the student loan repayment program.

## WEB SITES

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[www.nlr.gov](http://www.nlr.gov)

[www.nlr.gov/about\\_us/careers/index.aspx](http://www.nlr.gov/about_us/careers/index.aspx)

## NATIONAL LABOR RELATIONS BOARD

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
Labor-Management Relations Examiner	346	46	160	46%	161	47%	45	8	30
<b>LEGAL</b> (page 24)									
Attorney	680	48	262	38%	267	39%	80	24	45
<b>TOTAL</b>	...	...	422	41%	428	42%	125	32	75

# NATIONAL SCIENCE FOUNDATION (NSF)

## AGENCY MISSION

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Promotes the progress of science; advances the national health, prosperity and welfare; and secures the national defense.

## TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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1,373

## BEST PLACES RANKING

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The National Science Foundation ranked 4th out of 31 small agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 69.7.

## DIVERSITY PROFILE

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Male: 40.3%

Female: 59.7%

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White: 61.3%

African-American: 29.8%

Hispanic: 2.5%

Asian/Pacific Islander: 6.0%

Native American: 0.4%

## LOCATIONS

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Headquarters: Arlington, Virginia

## FUTURE HIRING PRIORITIES

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The National Science Foundation will continue to emphasize the hiring of scientists (physical, biological and social sciences), engineers, and information technology specialists. Program directors, the primary occupational group in NSF, manage a portfolio of public investments in scientific research, engineering study and/or science education. In FY 2005, about one-half of program directors were rotators, temporary employees who come from the research community and academia to work on rotational assignments for one to four years.

## RECRUITMENT PROGRAM/OUTREACH EFFORTS

---

NSF has developed a three-year strategic workforce plan and is developing tools for prioritizing staffing needs and projecting turnover. The agency recognizes the importance of having an active outreach and marketing plan given the growing competition from the private sector for scientists, engineers and information technology specialists. NSF engages in targeted outreach to professionals in the field and students, and it continually evaluates the effectiveness of its advertising methods including online job announcements. To improve the efficiency of the hiring process, an e-Recruit pilot program is being used that seeks to improve the timeliness of the recruitment process. During FY 2005 and 2006 the agency granted five recruitment bonuses totaling nearly \$40,000.

## WEB SITES

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[www.nsf.gov](http://www.nsf.gov)

[www.nsf.gov/hrm/jobs](http://www.nsf.gov/hrm/jobs)



## NATIONAL SCIENCE FOUNDATION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
Administrative Manager	50	46	11	22%	15	30%	11	2	7
Program Assistant	66	42	4	6%	10	15%	14	13	7
Science Assistant	10	32	0	0%	0	0%	27	42	25
<b>INFORMATION TECHNOLOGY</b> (page 22)									
Program/Technology Specialist	29	42	1	3%	2	7%	1	1	1
<b>PHYSICAL SCIENCES</b> (page 29)									
Program Director	212	56	76	36%	105	50%	79	94	130
<b>TOTAL</b>	...	...	92	25%	132	36%	132	152	170

## NUCLEAR REGULATORY COMMISSION (NRC)

### AGENCY MISSION

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Regulates the nation's civilian use of byproduct, source and special nuclear materials to ensure adequate protection of public health and safety; promotes the common defense and security; and protects the environment.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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3,200

### BEST PLACES RANKING

---

The Nuclear Regulatory Commission ranked 1st out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 76.2.

### DIVERSITY PROFILE

---

Male: 63%

Female: 37%

White: 72%

African-American: 14%

Hispanic: 5%

Asian/Pacific Islander: 9%

Native American: 0.5%

### LOCATIONS

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- Headquarters: Rockville, Maryland.
- Other offices: King of Prussia, Pennsylvania; Atlanta; Lisle, Illinois; Arlington, Texas; Las Vegas; Chattanooga, Tennessee and at each regulated nuclear facility.
- Highest concentration of NRC employees: Maryland, Pennsylvania, Illinois, Georgia and Texas.

### FUTURE HIRING PRIORITIES

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The Nuclear Regulatory Commission plans to hire 400-450 people each year for the next few years. The majority of these positions will be in technical fields, including engineering, physical science and security analysis. Most will be located in Rockville, Maryland, with the remaining assigned to regional locations. The Atlanta office will house the main force of engineers involved with the inspection of the construction of new reactors.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

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One of the greatest challenges facing NRC is to acquire, develop and sustain a highly skilled and diverse technical workforce. This requires use of innovative recruitment efforts, including college outreach, career paths programs for entry-, mid- and senior-level positions, and use of recruitment bonuses and the student loan repayment program.

The career paths programs include special entry level programs for nuclear safety and legal positions. In addition, the NRC sponsors a Graduate Fellowship Program (GFP) for those at the Master's and Doctoral degree levels in technical areas such as engineering, science and other disciplines critical to NRC's mission.

To assist in attracting top level technical professionals, in FY 2005 and 2006, the NRC approved 180 recruitment bonuses totaling more than \$1.25 million and 31 student loan repayments totaling \$309,000.

### WEB SITES

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[www.nrc.gov](http://www.nrc.gov)

[www.nrc.gov/about-nrc/employment.html](http://www.nrc.gov/about-nrc/employment.html)

## NUCLEAR REGULATORY COMMISSION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ENGINEERING</b> (page 20)									
...	1,556	47	277	18%	540	35%	125	254	550
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	129	48	23	18%	43	33%	16	43	40
<b>LEGAL</b> (page 24)									
Attorney	86	48	23	27%	42	49%	13	5	15
<b>PHYSICAL SCIENCES</b> (page 29)									
...	405	48	72	18%	143	35%	29	71	135
<b>SECURITY AND PROTECTION</b> (page 31)									
...	105	46	4	4%	19	18%	14	30	55
<b>TOTAL</b>	...	...	399	17%	787	35%	197	403	795

# OFFICE OF PERSONNEL MANAGEMENT (OPM)

## AGENCY MISSION

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Ensures the Federal Government has an effective civilian workforce.

## TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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4,189

## BEST PLACES RANKING

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The Office of Personnel Management ranked 25th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 54.9.

## DIVERSITY PROFILE

---

Male: 40.7%

Female: 59.3%

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White: 69.2%

African-American: 23.7%

Hispanic: 4.0%

Asian/Pacific Islander: 2.3%

Native American: 0.5%

## LOCATIONS

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- Headquarters: Washington, D.C.
- Field locations with highest concentration of OPM employees: California, Georgia, Illinois, Missouri and Pennsylvania.

## FUTURE HIRING PRIORITIES

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The Office of Personnel Management is recruiting for individuals interested in human capital management who will work to develop solutions that impact every federal agency. Special priority will be hiring investigative personnel, human resource professionals and management/program analysts.

## RECRUITMENT PROGRAM/OUTREACH EFFORTS

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Automation plays a major role in the recruitment process, from improvements in the application process to more efficient assessment of applicants. OPM developed timeframes for advertising and filling positions for the federal community. It also developed “The Hiring Toolkit” (accessible through [www.opm.gov](http://www.opm.gov)) which provides a valuable tool for federal human resource offices on the hiring process. The agency sponsors and participates in job fairs at universities/colleges throughout the country.

OPM utilizes recruitment bonuses and student loan repayments to attract top level candidates. In FY 2005 and 2006, OPM granted 14 recruitment bonuses totaling more than \$100,000 and four student loan repayments totaling \$30,000.

## WEB SITES

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[www.opm.gov](http://www.opm.gov)

[www.usajobs.gov](http://www.usajobs.gov)

## OFFICE OF PERSONNEL MANAGEMENT

PROFESSIONAL FIELD Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)									
General Administration/Program Management	329	49	141	43%	177	54%	70	87	54
Human Resources	394	47	173	44%	205	52%	123	118	170
Management/Program Analysis	282	46	114	40%	140	50%	42	45 <sup>a</sup>	53
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)									
Criminal Investigation	24	39	2	8%	2	8%	4	7	11
General Investigation and Inspection	1,608	46	688	43%	874	54%	238	346 <sup>b</sup>	625
<b>INFORMATION TECHNOLOGY</b> (page 22)									
...	162	48	66	41%	94	58%	15	13 <sup>c</sup>	20
<b>LEGAL</b> (page 24)									
Contact Representative	204	48	63	31%	107	52%	34	10	12
Retirement Claims Specialist	333	48	177	53%	217	65%	41	21	23
<b>SECURITY AND PROTECTION</b> (page 31)									
Personnel Security Specialist	38	43	9	24%	11	29%	19	26 <sup>d</sup>	39
<b>SOCIAL SCIENCES</b> (page 32)									
Research Psychology	43	42	9	21%	10	23%	9	7	7
<b>TOTAL</b>	...	...	1,422	42%	1,837	54%	595	680	1,014

a Mass transfer of five employees from DOD to OPM in FY 2005.

b Mass transfer of 1,277 Defense Security Services employees from Department of Defense's (DOD) to OPM in FY 2005.

c Mass transfer of two employees from DOD to OPM in FY 2005.

d Mass transfer of 148 employees from DOD to OPM in FY 2005 which were subsequently reassigned from Security Specialists to Investigation positions.

## SECURITIES AND EXCHANGE COMMISSION (SEC)

### AGENCY MISSION

Protects investors; maintains fair, orderly and efficient markets; and facilitates capital formation.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

3,371

### BEST PLACES RANKING

The Securities and Exchange Commission ranked 3rd out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 71.9.

### DIVERSITY PROFILE

Male: 51.3%

Female: 48.7%

White: 66.5%

African-American: 18.6%

Hispanic: 4.8%

Asian/Pacific Islander: 8.1%

Native American: 0.3%

### LOCATIONS

- Headquarters: Washington, D.C.
- Other offices: New York City, Boston, Philadelphia, Atlanta, Chicago, Denver, Fort Worth, Miami, Salt Lake City, San Francisco and Los Angeles.

### FUTURE HIRING PRIORITIES

The Securities and Exchange Commission recruits for attorneys, accountants and securities compliance examiners. Most SEC employees have previous experience in the securities industry working for law firms, state and federal prosecutors, public accounting firms or self-regulatory organizations. A small number of positions are filled at the entry level. The number and location of job opportunities vary based on workload and case priorities.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

The SEC conducts on-campus interviews at many law schools nationwide in the late summer and early fall. Additionally, SEC attends most minority bar association annual meetings and many professional conferences for MBAs and accounting organizations. Approximately 15 to 30 third-year law students and judicial clerks are hired each year as entry-level law clerks through the SEC Advanced Commitment Program. The Business Associate Program, a two-year professional opportunity for recent MBA graduates and other business-related Master's degree programs, introduces candidates to the regulation of the securities market and the work of the Commission. The SEC offers three paid Summer Honors Internship programs — the law program for first and second year law students, the business program for MBAs and other business-related Master's degree programs, and the college program for undergraduates in any major. The SEC also offers a volunteer school year program — the Law Student Observer Program — that exposes law students to the work of the Commission for one semester. The SEC produced a video "Make a Difference: Work for the SEC" targeted to attract attorneys, accountants, economists, CPAs and MBAs ([www.sec.gov/about/media.htm](http://www.sec.gov/about/media.htm)).

SEC offers employees a variety of work/life programs, including telework, supplemental vision and dental benefits, and student loan repayment to attract and retain high quality employees. In FY 2005 and 2006, 772 employees received student loan repayments totaling nearly \$7 million.

### WEB SITES

[www.sec.gov](http://www.sec.gov)

[www.sec.gov/jobs.htm](http://www.sec.gov/jobs.htm)

## SECURITIES AND EXCHANGE COMMISSION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007		Retirement Eligibility through FY 2010		Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-08 <sup>a</sup>
<b>ACCOUNTING AND BUDGET</b> (page 12)									
Accounting	896	41	76	9%	128	14%	148	69	266
<b>COMPLIANCE AND ENFORCEMENT</b> (page 17)									
Securities Compliance Examination	173	35	5	3%	8	5%	46	43	24
<b>LEGAL</b> (page 24)									
Attorney	1,350	41	69	5%	122	9%	289	141	258
<b>TOTAL</b>	...	...	150	6%	258	11%	483	253	548

a Hiring projections based on current employment and projected budget ceiling for FY 2007 and 2008. No data available for FY 2009.

## SMALL BUSINESS ADMINISTRATION (SBA)

### AGENCY MISSION

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Maintains and strengthens the nation's economy by aiding, counseling, assisting and protecting the interests of small businesses, and by helping families and businesses recover from national disasters.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

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2,434

### BEST PLACES RANKING

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The Small Business Administration ranked 30th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 43.4.

### DIVERSITY PROFILE

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Male: 46.2%

Female: 53.8%

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White: 57.5%

African-American: 29.8%

Hispanic: 8.0%

Asian/Pacific Islander: 3.8%

Native American: 0.9%

### LOCATIONS

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- Headquarters: Washington, D.C.
- Regional offices: Boston, New York, Philadelphia, Atlanta, Chicago, Fort Worth, Kansas City, Denver, San Francisco and Seattle.

### FUTURE HIRING PRIORITIES

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The Small Business Administration conducted a skills gap assessment of its key occupational areas in 2006. The assessment, which the Office of Personnel Management (OPM) acclaimed as a model and best practice, provides the SBA with the necessary information to support succession planning activities. Hiring priorities are filling vacancies in key occupational areas as identified in the gap analysis. These include business and industry specialists, loan analysts, program managers, and human resource and information technology specialists.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

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SBA participates in various recruitment fairs and the Presidential Management Fellows Program, which identifies high potential candidates. During FY 2005, the agency granted one recruitment bonus in the amount of \$5,000.

### WEB SITES

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[www.sba.gov](http://www.sba.gov)

[www.sba.gov/jobs](http://www.sba.gov/jobs)



## SMALL BUSINESS ADMINISTRATION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007	Retirement Eligibility through FY 2010	Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09 <sup>a</sup>
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)							
...	157	55	65	41%	97	62%	24
Human Resources	40	45	5	13%	8	20%	15
<b>BUSINESS AND INDUSTRY</b> (page 16)							
General Business and Industry	802	51	197	25%	338	42%	39
Loan Specialists	195	50	35	18%	72	37%	27
<b>INFORMATION TECHNOLOGY</b> (page 22)							
...	118	45	5	4%	8	7%	36
<b>TOTAL</b>	...	...	307	23%	523	40%	141

a FY 2007-2009 hiring figures are based on historical hiring data.

## SOCIAL SECURITY ADMINISTRATION (SSA)

### AGENCY MISSION

Advances the economic security of the nation's people through compassionate and vigilant leadership in shaping and managing America's social security programs.

### TOTAL NUMBER OF FULL-TIME EMPLOYEES (2006)

61,413

### BEST PLACES RANKING

The Social Security Administration ranked 7th out of 30 large agencies in the 2007 *Best Places to Work in the Federal Government* rankings with an index score of 66.5.

### DIVERSITY PROFILE (AS OF 9/30/06)

Male: 30.1%

Female: 69.9%

White: 53.7%

African-American: 28.1%

Hispanic: 12.8%

Asian/Pacific Islander: 4.1%

Native American: 1.2%

### LOCATIONS

- Headquarters: Baltimore, Maryland.
- Regional offices: Atlanta, Boston, Chicago, Dallas, Denver, Kansas City, New York, Philadelphia, San Francisco and Seattle.
- Approximately 1,300 field, hearings, teleservice, program service offices/centers and enumeration centers nationwide.
- Highest concentrations of employees: Alabama, California, Florida, Illinois, Maryland, Missouri, New York, Pennsylvania, Texas and Virginia.

### FUTURE HIRING PRIORITIES

The Social Security Administration projects that more than 40 percent of its employees will retire by 2014. This comes at a time when the agency is expecting an increased workload due to the upcoming wave of retirements by the baby boom generation. In response to these challenges, SSA has developed a Future Workforce Transition Plan, which is a roadmap to developing and engaging the workforce of the future with specific activities and action items for managing its human capital activities.

SSA will continue to prioritize hiring in direct service positions, such as service and claims representatives, benefit and claims authorizers, and teleservice representatives. Most of these positions will be at the entry level and for locations throughout the country.

In addition, as the disability claim process is improved, there will be an increased need for claims and benefit authorizers, legal professionals and information technology positions. These positions will be at both the entry- and mid-career levels, and located at headquarters and at field locations throughout the country.

### RECRUITMENT PROGRAM/OUTREACH EFFORTS

SSA has a strong national recruitment strategy. This strategy involves a nationwide marketing plan and campaign, coordination of nationwide recruitment cadres, on-campus college recruitment, use of the Internet to publicize career opportunities and outline career paths, and use of automation to enhance outreach efforts and improve the timeliness of the hiring process. SSA provided 12 recruitment bonuses in FY 2005 and 2006, which were used to fill occupations in areas such as technology, nursing and actuarial specialties.

### WEB SITES

[www.socialsecurity.gov](http://www.socialsecurity.gov)

[www.socialsecurity.gov/careers](http://www.socialsecurity.gov/careers)

## SOCIAL SECURITY ADMINISTRATION

<b>PROFESSIONAL FIELD</b> Key Occupational Area/Position	# of Employees 9/30/2006	Average Age	Retirement Eligibility FY 2007	Retirement Eligibility through FY 2010	Total Separations FY 2005-06	Total Hires FY 2005-06	Projected Hires FY 2007-09
<b>ADMIN./PROGRAM MANAGEMENT</b> (page 13)							
Human Resources	659	49	235 36%	348 53%	97	35	...
<b>INFORMATION TECHNOLOGY</b> (page 22)							
...	3,686	47	897 24%	1,441 39%	459	499	...
<b>LEGAL</b> (page 24)							
Administrative Law Judge	1,119	60	650 58%	926 83%	117	114	...
Attorney	1,657	47	221 13%	435 26%	93	116	...
Benefits Authorization	3,308	44	608 18%	1,019 31%	435	513	...
Claim Assistance/Examination	2,158	51	807 37%	1,179 55%	407	103	...
Legal Assistance	2,840	48	467 16%	918 32%	356	172	...
Paralegal	1,487	52	592 40%	910 61%	186	1	...
<b>SOCIAL SCIENCES</b> (page 32)							
Claims Representative/Authorizer	27,798	46	7,043 25%	11,391 41%	3,421	2,571	...
Service/Teleservice Contact Representative	10,839	44	1,542 14%	2,865 26%	1,624	1,982	...
<b>TOTAL</b>	...	...	13,062 24%	21,432 39%	7,195	6,106	1,000 - 1,200 annually <sup>a</sup>

a Total number of annual hires is dependent on appropriations. Most will be for claims and service/teleservice contact representatives, and benefit authorizers.



## APPENDIX I: PROJECTED HIRING FY 2007-09

OCCUPATIONAL GROUP	Federal Government	Total U.S.
ACCOUNTING AND BUDGET	9,841	440,400
ADMIN./PROGRAM MANAGEMENT <sup>a</sup>	14,305	737,700
BIOLOGICAL SCIENCES	4,479	21,300
BUSINESS AND INDUSTRY	11,407	336,000
COMPLIANCE AND ENFORCEMENT	27,243	50,700
EDUCATION	264	134,100
ENGINEERING	10,712	169,800
FOREIGN SERVICE	1,585	Federal Government only
INFORMATION TECHNOLOGY	11,562	77,700
LEGAL	9,691	108,900
MATHEMATICS AND STATISTICS	1,194	10,800
MEDICAL AND PUBLIC HEALTH	35,350	681,000
PATENT EXAMINING	1,575	Federal Government only
PHYSICAL SCIENCES	1,944	30,300
QUALITY ASSURANCE	1,684	34,800
SECURITY AND PROTECTION	35,620	317,400
SOCIAL SCIENCES	4,151	127,800
TRANSPORTATION	4,825	52,200
VETERINARY SCIENCE	342	7,500

a Management and Program Analysis is included in the Admin./Program Management occupational group.

Source: Total Civilian Hiring Projections: Bureau of Labor Statistics, Daniel E. Hecker, "Occupations Employment Projections to 2014" *Monthly Labor Review*, November 2005. U.S. labor force projection based on estimated new entrants to each occupation.

## APPENDIX II: FEDERAL ENTRY/INTERN PROGRAMS

### FINDING OUT ABOUT JOB OPPORTUNITIES

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[www.USAJOB.S.gov](http://www.USAJOB.S.gov), the official job site of the U.S. federal government, is a one-stop source for federal jobs and employment information.

Agency Web sites provide more information about career opportunities and special programs ([www.USA.gov](http://www.USA.gov) includes a listing of all federal agencies with links to their Web sites).

[www.makingthedifference.org](http://www.makingthedifference.org) is designed specifically for young job seekers. It provides useful tips on topics like student loan repayment and includes profiles of young federal employees.

### GOVERNMENT-WIDE CAREER/INTERN PROGRAMS

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*Federal Career Intern Program* helps agencies attract outstanding undergraduate and graduate students to a variety of entry-level positions. These are two-year, full-time commitments, not short-term internships. After successfully completing the program, participants may be eligible for permanent jobs. The program is managed by federal agencies so interested candidates should contact agencies directly. For more information, see [www.opm.gov/careerintern](http://www.opm.gov/careerintern).

*Presidential Management Fellows Program (PMF)* is an excellent way to launch a federal career upon completion of a graduate program. These two-year positions provide Fellows with rotational assignments and extensive training. The application deadline is in early fall, and students must be nominated by their school. For more information about the program, see [www.pmf.opm.gov](http://www.pmf.opm.gov).

*Student Education Employment Program* provides federal employment opportunities to students enrolled (or accepted for enrollment) at least half-time in high school, technical, vocational, 2-4 year college or university, graduate or professional schools. The two program components are:

- *Student Temporary Employment Program (STEP)* positions are temporary internships that range from summer jobs to as long as the student is in school. The work does not have to be related to the student's academic major. The program requires that the student be a U.S. citizen. For more information about the program, see [opm.gov/employ/students/intro.asp](http://opm.gov/employ/students/intro.asp).

- *Student Career Experience Program (SCEP)* positions are related to the undergraduate and graduate students' area of study and require a formal commitment by the university or college. Most positions are paid, and the student may receive academic credit. If the student successfully completes 640 hours of work, he/she can be appointed to a permanent position without going through the traditional hiring process. The program requires that the student be a U.S. citizen. For more information, see [www.opm.gov/employ/students/intro.asp](http://www.opm.gov/employ/students/intro.asp).

### OTHER PROGRAMS

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If you are a veteran or have a disability, check the OPM website for special programs for veterans and persons with disabilities. Go to [www.opm.gov](http://www.opm.gov) for details.

## APPENDIX III: TOP TEN REASONS TO CHOOSE A FEDERAL JOB

Why Choose a Federal Career? You probably know something about jobs in the private and nonprofit sectors, but did you know that...

### 1. The Nation's Largest Employer is Hiring

- In the next five years, the Office of Personnel Management (OPM) and the Partnership project that more than 550,000 federal employees — one-third of the entire full-time permanent workforce — will leave the government. OPM further projects that by 2016, 40 percent of all current federal employees will retire. That's a lot of job openings.

### 2. You Can Make a Difference

- Federal employees do work that impacts the lives of every American.
- You can play a vital role in solving pressing problems, from homelessness to homeland security.

### 3. There's a Job for Every Interest

- There are federal jobs suited to every interest and skill, from art history to zoology.
- You can combine your skills with your interests — for example, use your accounting background to improve the environment, your engineering degree to improve airport security, or your biology degree to conduct cutting-edge medical research.

### 4. The Federal Government Can Help Pay for School

- Federal agencies may help you pay back up to \$10,000 per year of your student loans.
- Some agencies may pick up the tab if you decide to pursue a graduate degree.

### 5. You Can Advance Quickly

- Federal agencies offer excellent training and development opportunities.
- There are a number of “fast track” possibilities for advancement in your field.
- Think long-term — many federal managers and executives will retire in the next few years.

### 6. There are Federal Jobs Around the Country...and Around the World

- About 86 percent of federal jobs are located outside of the greater metropolitan Washington, D.C. area.
- More than 50,000 federal employees work abroad.

### 7. The Federal Government Values Diversity

- The federal government serves as a model to the private sector in achieving workforce diversity.
- Federal agencies actively encourage minorities and individuals with disabilities to consider government service through a variety of internships and fellowships.

### 8. Federal Jobs Pay Better than You Think

- Average government salaries are competitive for most professions.
- Pay can increase quickly for top candidates with strong education and experience.

### 9. Flexible Work Schedules and Benefits Encourage Work-Life Balance

- Federal agencies offer a variety of programs to help employees balance work and family, including flexible work schedules, job-sharing and on-site child care centers in larger government facilities.
- Federal benefits, including health insurance, retirement and vacation are extremely competitive with the private sector.
- Agencies offer transit subsidies for employees able to use mass transit to commute.

### 10. The Federal Government is a Career Builder

- Advance your career by developing highly marketable skills.
- Use your federal experiences as a building block for an exciting and diverse career.

## APPENDIX IV: KEY STEPS TO FINDING A FEDERAL JOB

The federal job search and application process can often be intimidating to some job seekers. Below are five basic tips to help you along your way.

### 1. DO YOUR RESEARCH

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#### Understand the Federal Landscape

Start your federal job search by surveying what's out there for you. Whether you're an English major or a mechanical engineer, the federal government has opportunities for almost any academic area. Here are a few additional tools available to help you understand federal job opportunities

- The Partnership's job seeker site ([www.makingthedifference.org](http://www.makingthedifference.org)) offers a variety of tools to help you identify what could be available. The site includes academic-specific guides, guides for student programs, information on federal student loan repayment and even "hot" internships and jobs.
- The *Best Places to Work in the Federal Government* rankings ([www.bestplacestowork.org](http://www.bestplacestowork.org)) provide results of employee engagement surveys from more than 221,000 federal employees and 283 federal agencies and subcomponents. This Web site breaks the data down even further to match your personal profile and find the best agency for you.
- [www.USAJOBS.gov](http://www.USAJOBS.gov), the official job site of the U.S. government, is another great resource when starting out your job search. This site provides an A-Z listing of all federal agencies with links to their Web sites. This resource will help you understand the general breakdown of federal agencies and the vast number and type of exciting federal job opportunities.
- The Office of Personnel Management is responsible for ensuring a "high quality and diverse Federal workforce." The OPM Web site ([www.opm.gov](http://www.opm.gov)) includes information on federal benefits and salaries. Students can also find out about the special student programs described on page x of this report.
- OPM's Web site also breaks down the demographics of the federal workforce. Anyone can search FedScope ([www.fedscope.opm.gov](http://www.fedscope.opm.gov)) and find statistics such as current demographic breakdowns by state, department and/or type of position.

#### Use Your Resources and Get Educated

Do you know anyone currently working in government? Who do you know that would have a relationship with a federal employee? Family, friends, professors or school alumni could be a great place to start your search.

**Family and Friends:** Sometimes those closest to you can be your best search tools. If none of them are current or former federal employees, they may be able to put you in touch with one.

**Professors, Faculty and Career Services:** Your university's faculty, staff and career services staff probably have relationships with federal agencies. Many of these professionals have already developed relationships with federal agencies and can help connect you to a federal job.

Do you still need a contact? Feel free to simply reach out to a federal recruiter yourself. Whether it is through a Web site search or simply the blue pages in your local phone book, you can reach out to your local federal offices to ask about job opportunities.

### 2. IDENTIFY THE JOB YOU WANT

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#### Searching for Opportunities

Now that you have done your homework, it's time to find a vacancy announcement that matches your interests, background and needs.

- If you are a student or still in the academic environment, begin your search at [www.StudentJobs.gov](http://www.StudentJobs.gov), where you can find opportunities for students at all academic levels. The site allows you to search in a variety of ways, so be sure to utilize the site's functionality by searching broadly and keeping your eyes open for opportunities at many agencies.
- A very similar site is [www.USAJOBS.gov](http://www.USAJOBS.gov), the government's Web portal for thousands of federal opportunities. Federal agencies are required to post most of their job openings on this search engine.
- Visiting an agency's site can often uncover additional opportunities not on the previous two sites. While on an agency's site, take time to learn more about the mission, issues and type of work done by the agency.



### 3. FOLLOW THE APPLICATION INSTRUCTIONS

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#### Applying for Federal Opportunities: Put Your Best Foot Forward

As you begin the federal application process, you will need to develop a federal résumé (which differs from a traditional résumé). You can simply create and save one at [www.USAJobs.gov](http://www.USAJobs.gov). The site provides a résumé template and allows a job seeker to save up to five different résumés at any one time. You can also print a copy.

In addition to a federal résumé, federal jobs often require an applicant to fill out an application questionnaire or respond to a Knowledge, Skills and Abilities (KSA) assessment.

- The questionnaire requires the applicant to self rank on a series of skill sets needed to perform the duties of the position and also answer questions about job or academic experience.
- The KSA assessment requires an applicant to respond in a first person narrative regarding experience with a particular skill set or knowledge area. Additional tips on writing these responses are available at [www.makingthedifference.org](http://www.makingthedifference.org).

### 4. PATIENCE IS A VIRTUE

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The federal application process typically takes longer than the private sector, so don't assume you are out of the running. However, if you need to make a decision and haven't heard yet, follow up! Call the agency contact listed for the job opening.

#### Following Up

When applying for a federal opportunity, note the deadline ("closing date") of the announcement. Agencies often don't begin reviewing applications until after the announcement closes. Some announcements are open for several months, and agencies use these announcements for ongoing hiring.

In addition to finding the announcement closing date, try to identify the HR staff member or hiring manager. Call or email if you have questions about the status of your application or to ask questions.

### 5. BE PREPARED

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#### Interviewing

If you are invited to interview for a federal job, treat this experience like any other interview. Additional tips on interviewing can be found at a university career center or through a variety of helpful sites on the Web.

Keep all of your records, awards, transcripts, writing samples, references and a current résumé handy for the next steps, such as an interview and/or background check.

## **ABOUT THE PARTNERSHIP FOR PUBLIC SERVICE**

The Partnership for Public Service is a nonpartisan, nonprofit organization that works to revitalize the federal government by inspiring a new generation to serve and by transforming the way government works.

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