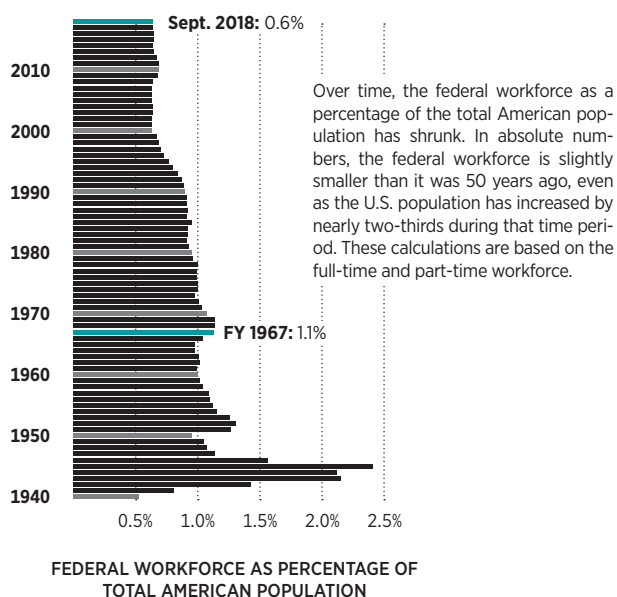


Federal Workforce

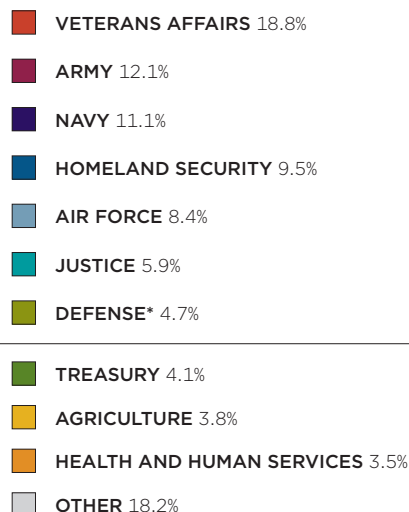
The federal government employs about 2 million people who provide a wide array of critical services to the American public, from defending our national security to responding to natural disasters, caring for veterans and protecting public health and the environment. This data analysis is designed to shed light on several key characteristics of the federal workforce. What is the demographic breakdown of federal employees? What type of work do federal employees do and where are they located? The Partnership for Public Service analyzed federal workforce data to answer these and other questions, focusing on federal civilian employees who do not work in the legislative or judicial branches, the intelligence community, or U.S. Postal Service.

FEDERAL WORKFORCE AND THE U.S. POPULATION

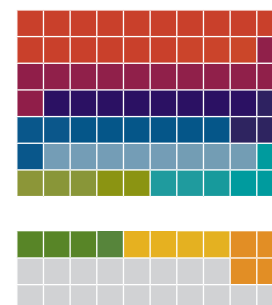


TOP EMPLOYERS

Defense and security-related agencies account for more than 70% of the entire federal workforce. Civilian employees at the Department of Defense agencies alone account for about 36% of the civilian federal workforce.



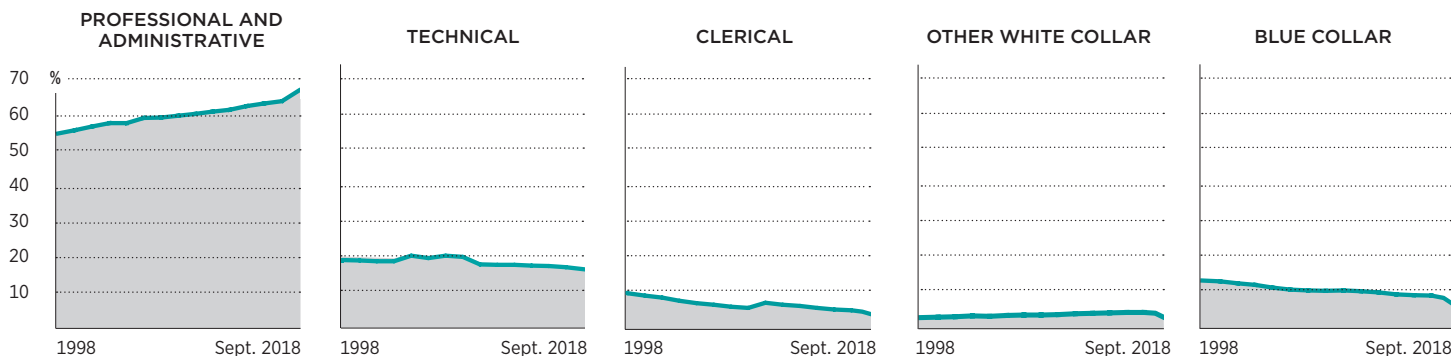
70.5%
OF EMPLOYEES WORK FOR DEFENSE AND SECURITY-RELATED AGENCIES



* Includes the Office of the Secretary of Defense, Joint Staff, Defense Agencies and Department of Defense Field Activities

FEDERAL WORKFORCE BY OCCUPATIONAL CATEGORY

The nature of work performed by federal employees has evolved over time, shifting from largely clerical work to more highly skilled knowledge-based work in professional and administrative occupations.



SINCE 1998:

THE PERCENTAGE OF PROFESSIONAL AND ADMINISTRATIVE EMPLOYEES HAS RISEN **11.3** PERCENTAGE POINTS

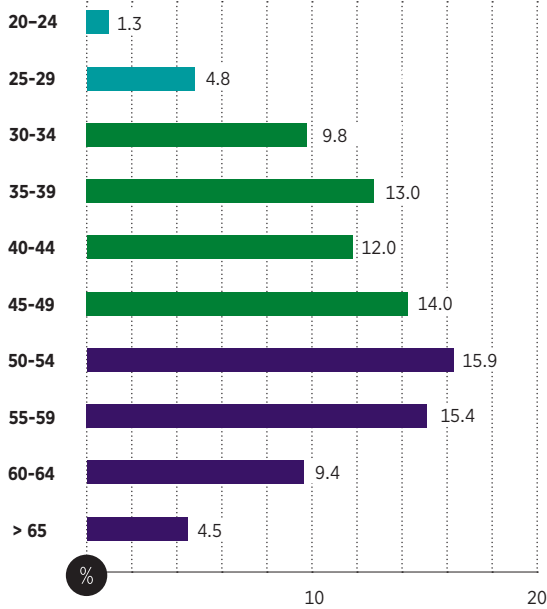
THE PERCENTAGE OF CLERICAL EMPLOYEES HAS DROPPED **5.1** PERCENTAGE POINTS

A profile of the federal workforce

The size of the workforce has been relatively stable during the past 20 years, even as the complexity and the number of services provided has increased. In fact, over the last several decades, the federal workforce has declined as a percentage of the country's population. To highlight the federal workforce we focus on the nearly 2 million civilian, full-time, nonseasonal, permanent employees of the executive branch.

AGE

The federal workforce is older than the American workforce at large. At the end of fiscal 2018, employees under 30 represented about 6% of the federal workforce while they constituted nearly 24% of the employed U.S. labor force in 2018.

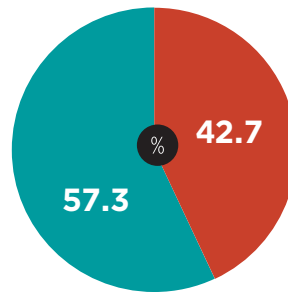


GOVERNMENT U.S. LABOR FORCE

| Age Group | Government (%) | U.S. Labor Force (%) |
|-----------|----------------|----------------------|
| UNDER 30 | 6.2% | 23.9% |
| 30-49 | 48.8% | 42.6% |
| OVER 50 | 45.1% | 33.5% |

SEX

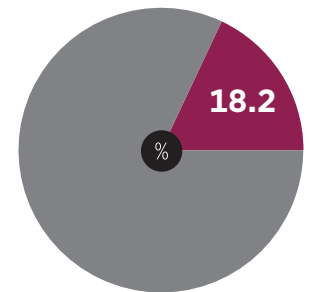
FEMALE
MALE



Female employees account for 42.7% of the federal workforce compared to 46.9% in the total U.S. labor force.

RETIREMENT

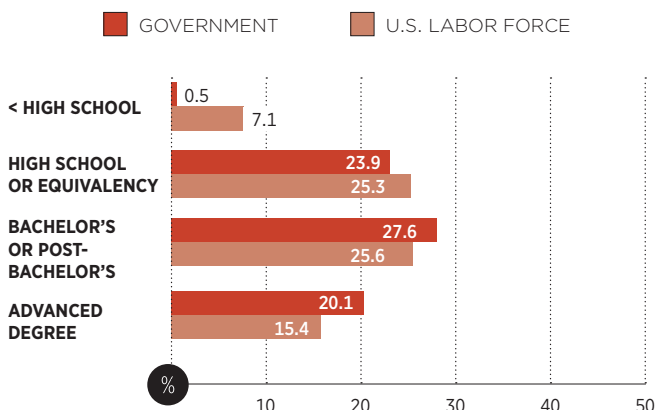
ELIGIBLE TO RETIRE



18.2% of the federal employees on board at the beginning of fiscal 2018 were eligible to retire by the end of the fiscal year.

EDUCATION LEVEL

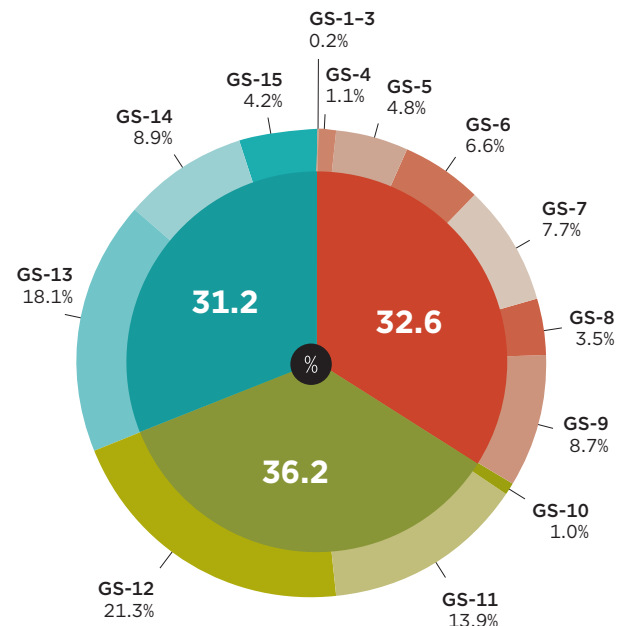
The shift from clerical to more professional and knowledge-based work in government means that federal workers possess bachelor's and advanced degrees at a higher rate than the overall U.S. labor force—47.7% to 41.0% in 2018.



GS LEVEL

ENTRY LEVEL
MID LEVEL
SENIOR LEVEL

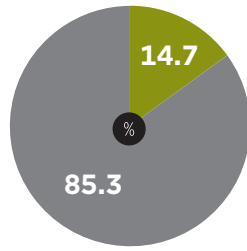
The general schedule pay scale was established in 1949. According to the Office of Personnel Management, more than 75% of federal workers were in grade GS-7 or below in 1950. That's compared to 20.4% at the end of September 2018, a 54.6 percentage point drop and another sign of the growing complexity of the work federal employees perform. In addition, over 27% of employees were on pay plans outside of the GS-scale at the end of fiscal 2018—those employees are not reflected in the graph below.



PERCENTAGE OF TOTAL WORKFORCE BY LOCATION

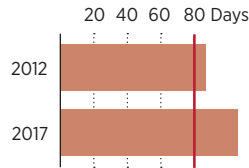
It is a common misperception that the majority of federal employees work in the Washington, D.C. metropolitan area when in fact 85% of the federal workforce is outside of the D.C. region.

■ INSIDE D.C. METRO AREA
■ OUTSIDE D.C. METRO AREA



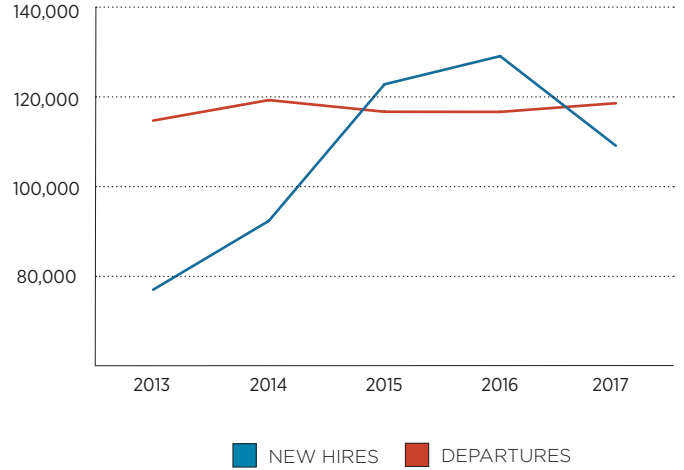
TIME TO HIRE

Between 2012 and 2017, the average time to hire for federal positions rose from 87 days to 106 days, failing to meet the Office of Personnel Management's 80-day standard for filling vacant jobs.



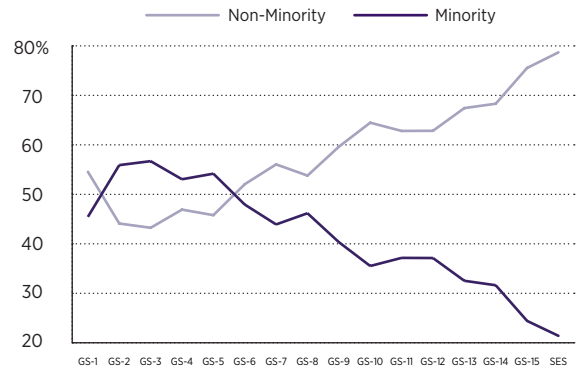
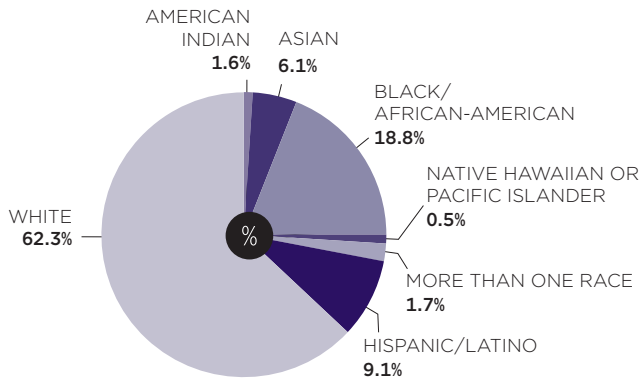
NEW HIRES AND DEPARTURES

In fiscal 2017, the number of new employees hired by the federal government dropped by more than 20,000 from the previous year. During the last five fiscal years, the number of departures in the government has remained relatively stable in contrast to the greater fluctuation in the number of new hires from year to year.



RACE AND ETHNICITY

While about 37% of the federal workforce is comprised of individuals who identify as part of a racial or ethnic minority group, this number diminishes significantly at higher levels on the GS-scale.



SENIOR EXECUTIVE SERVICE

Nearly 70% of the members of the SES—the government's elite cadre of senior leaders—are located in the Washington D.C. region. The SES is less diverse in terms of gender and race than the federal workforce as a whole.



7,088

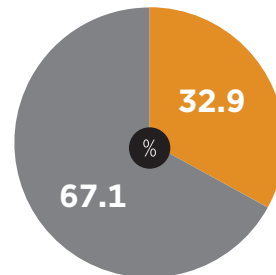
SENIOR EXECUTIVE SERVICE EMPLOYEES

FEDERAL EMPLOYEES TO SES RATIO

263:1

VETERAN STATUS

■ VETERAN ■ NON-VETERAN



Individuals who have served in the uniformed military service constitute a considerable segment of the federal workforce. At the end of fiscal 2017, 32.9% of federal employees were veterans compared to 5.9% of the total employed U.S. civilian labor force. In the same year, 39.4% of new federal hires were veterans.

EMPLOYEE ENGAGEMENT

The Best Places to Work in the Federal Government® rankings measure employee engagement government-wide and at individual agencies, providing leaders with insights into how public servants view their jobs and workplaces, alerting them to signs of trouble and laying out a roadmap to better manage the workforce. Government-wide, the 2018 Best Places to Work employee engagement score was 62.2 points out of 100. In contrast, the private sector employee engagement score for 2018 was 77.1 out of 100, 14.9 points higher than the government. The charts below show the 2018 scores for the large, midsize and small federal agencies. For more about the rankings and accompanying data, visit bestplacestowork.org.

LARGE AGENCIES

15,000 OR MORE EMPLOYEES

| AGENCY | SCORE |
|---|-------|
| National Aeronautics and Space Administration | 81.2 |
| Department of Health and Human Services | 70.9 |
| Department of Commerce | 70.3 |
| Department of Transportation | 67.7 |
| Intelligence Community | 66.3 |
| Department of Veterans Affairs | 64.2 |
| Office of the Secretary of Defense, Joint Staff, Defense Agencies, and Department of Defense Field Activities | 63.2 |
| Department of the Navy | 63.2 |
| Department of the Interior | 62.8 |
| Department of Justice | 62.6 |
| Department of the Army | 62.4 |
| Social Security Administration | 61.9 |
| Department of the Treasury | 61.3 |
| Department of State | 60.7 |
| Department of the Air Force | 60.4 |
| Department of Agriculture | 59.0 |
| Department of Homeland Security | 53.1 |

MIDSIZE AGENCIES

1,000–14,999 EMPLOYEES

| AGENCY | SCORE |
|--|-------|
| Federal Trade Commission | 84.0 |
| Federal Energy Regulatory Commission | 83.9 |
| Securities and Exchange Commission | 82.1 |
| Government Accountability Office | 80.7 |
| Federal Deposit Insurance Corporation | 80.5 |
| Peace Corps | 79.8 |
| Smithsonian Institution | 76.7 |
| National Science Foundation | 75.5 |
| Architect of the Capitol | 75.3 |
| General Services Administration | 74.5 |
| Nuclear Regulatory Commission | 72.8 |
| Department of Energy | 68.5 |
| U.S. Agency for International Development | 67.2 |
| National Credit Union Administration | 67.2 |
| Equal Employment Opportunity Commission | 65.4 |
| Office of Personnel Management | 65.2 |
| Federal Communications Commission | 64.4 |
| Court Services and Offender Supervision Agency | 63.5 |
| Department of Labor | 63.0 |
| Small Business Administration | 62.0 |
| Department of Housing and Urban Development | 60.1 |
| Environmental Protection Agency | 57.5 |
| National Archives and Records Administration | 56.7 |
| National Labor Relations Board | 55.3 |
| U.S. Agency for Global Media | 52.5 |
| Consumer Financial Protection Bureau | 51.7 |
| Department of Education | 47.3 |

SMALL AGENCIES

100–999 EMPLOYEES

| AGENCY | SCORE |
|--|-------|
| Federal Mediation and Conciliation Service | 87.2 |
| U.S. International Trade Commission | 85.7 |
| Congressional Budget Office | 85.3 |
| Farm Credit Administration | 81.1 |
| Pension Benefit Guaranty Corporation | 78.3 |
| National Transportation Safety Board | 77.8 |
| Office of Management and Budget | 75.0 |
| National Endowment for the Humanities | 74.9 |
| Federal Maritime Commission | 74.4 |
| Overseas Private Investment Corporation | 73.6 |
| National Endowment for the Arts | 72.6 |
| Millennium Challenge Corporation | 69.1 |
| Corporation for National and Community Service | 66.3 |
| Office of Special Counsel | 66.1 |
| Consumer Product Safety Commission | 66.1 |
| National Gallery of Art | 66.1 |
| Federal Housing Finance Agency | 65.6 |
| Merit Systems Protection Board | 64.2 |
| Surface Transportation Board | 64.0 |
| International Boundary and Water Commission | 63.2 |
| Railroad Retirement Board | 63.1 |
| Federal Retirement Thrift Investment Board | 61.9 |
| Commodity Futures Trading Commission | 58.3 |
| Office of the U.S. Trade Representative | 57.8 |
| Federal Election Commission | 49.4 |
| Selective Service System | 44.2 |
| Federal Labor Relations Authority | 41.6 |
| Defense Nuclear Facilities Safety Board | 38.7 |
| Export-Import Bank of the United States | 36.8 |

Note: Agencies in gray have lower engagement scores than the 2018 government-wide average.

FEDERAL EMPLOYMENT BY STATE

The federal workforce spans the entire country, with employees located in every state. These numbers are only for civilian employees and do not include postal workers, seasonal workers or members of the uniformed services stationed at bases across the country.

| STATE | EMPLOYEES |
|----------------------|-----------|
| Alabama | 35,189 |
| Alaska | 9,293 |
| Arizona | 27,602 |
| Arkansas | 11,690 |
| California | 123,437 |
| Colorado | 32,398 |
| Connecticut | 6,755 |
| Delaware | 2,723 |
| District of Columbia | 128,915 |
| Florida | 73,527 |
| Georgia | 65,726 |
| Hawaii | 20,990 |
| Idaho | 7,036 |
| Illinois | 37,476 |
| Indiana | 21,136 |
| Iowa | 7,583 |
| Kansas | 14,833 |

| STATE | EMPLOYEES |
|----------------|-----------|
| Kentucky | 19,111 |
| Louisiana | 16,872 |
| Maine | 10,340 |
| Maryland | 114,753 |
| Massachusetts | 20,812 |
| Michigan | 22,458 |
| Minnesota | 14,472 |
| Mississippi | 15,890 |
| Missouri | 30,573 |
| Montana | 7,669 |
| Nebraska | 8,746 |
| Nevada | 10,018 |
| New Hampshire | 3,911 |
| New Jersey | 18,991 |
| New Mexico | 19,003 |
| New York | 44,563 |
| North Carolina | 39,312 |

| STATE | EMPLOYEES |
|----------------|-----------|
| North Dakota | 4,647 |
| Ohio | 45,702 |
| Oklahoma | 36,380 |
| Oregon | 15,621 |
| Pennsylvania | 54,735 |
| Rhode Island | 6,549 |
| South Carolina | 19,164 |
| South Dakota | 7,132 |
| Tennessee | 22,843 |
| Texas | 102,862 |
| Utah | 24,963 |
| Vermont | 2,921 |
| Virginia | 127,230 |
| Washington | 47,432 |
| West Virginia | 13,923 |
| Wisconsin | 13,027 |
| Wyoming | 4,735 |

Note: For security purposes, FedScope does not provide location information for employees in the following agencies: Federal Bureau of Investigation; Drug Enforcement Agency; Bureau of Alcohol, Tobacco, Firearms and Explosives; Secret Service and Bureau of the Mint. As a result, states may have a higher number of federal employees than what is listed in the table above.

For the federal government to maintain a world-class workforce and deliver effective services to the American public, it is crucial for agencies to recruit young talent and employees with the skills needed for current and emerging needs; ensure a diverse workforce; develop leadership capabilities; improve their hiring processes; and adopt policies to retain high-performing workers.

Data Sources: Unless otherwise noted below, all data are from FedScope (fedscope.opm.gov) from the Office of Personnel Management, for all full-time, nonseasonal, permanent employees (Sept. 2018).

Data on U.S. Population: "Quick Facts," U.S. Census Bureau, <https://bit.ly/2W4NC4b> (accessed May 9, 2019).

Veteran Status: "Employment of Veterans in the Federal Executive Branch: Fiscal Year 2017," Office of Personnel Management, <https://bit.ly/2HaV5t3> (Feb. 2019).

Historical Federal Workforce Tables: "Executive Branch Civilian Employment Since 1940," Office of Personnel Management, <http://bit.ly/2CPkOSk> (accessed May 8, 2019).

Data on the Civilian Labor Force: "Employment status of the civilian noninstitutional population by age, sex, and race," Bureau of Labor Statistics, <http://bit.ly/2HV9liz> (accessed May 8, 2019).

Data on the Civilian Labor Force Educational Level: "Employment status of the civilian noninstitutional population 25 years and over by educational attainment, sex, race, and Hispanic or Latino ethnicity," Bureau of Labor Statistics, <http://bit.ly/2oAMsOF> (accessed May 8, 2019).

Retirement Data: Data provided to the Partnership for Public Service from the Office of Personnel Management on Feb. 13, 2017.

Data on the Historical Breakdown of the General Schedule: Office of Personnel Management, A Fresh Start for Federal Pay: The Case for Modernization (April 2002).

Data on Time to Hire: Examining Federal Managers' Role in Hiring: Hearing before the Committee on Homeland Security and Governmental Affairs, Senate, 115th Cong. 2 (2018) (Testimony of Mark Reinhold).

The Partnership for Public Service is a nonprofit, nonpartisan organization that works to revitalize our federal government by inspiring a new generation to serve and by transforming the way government works. For further information about the Partnership, visit ourpublicservice.org.