

Federal Student Loan Repayment Program Calendar Year 2010

Report to the Congress

a New Day for Federal Service



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT
JULY 2012

A MESSAGE FROM THE DIRECTOR OF THE U.S. OFFICE OF PERSONNEL MANAGEMENT

I am transmitting the U.S. Office of Personnel Management's (OPM's) annual report to Congress on agencies' use of student loan repayments as a human capital management tool during calendar year (CY) 2010. Section 5379 of title 5, United States Code, authorizes agencies to establish a program under which they may repay certain types of Federally-made, insured, or guaranteed student loans in order to recruit or retain highly qualified personnel.

As President Barack Obama noted in remarks following his first Cabinet meeting on April 20, 2009, each Federal agency must do its part to ensure "this Government is as efficient as possible and that every taxpayer dollar that is spent is being spent wisely." My commitment to the President and Members of Congress is to encourage agencies to use student loan repayments and other discretionary incentives strategically to ensure that the cost of using these tools is commensurate with the benefits gained. In our current budget climate, agencies should be mindful that the use of discretionary tools such as student loan repayments deserves close monitoring and must be evaluated as part of an agency's overall human capital expenditures. While the budgetary limits on individual awards and certain other incentives instituted by the June 10, 2010, memorandum issued jointly by the Office of Management and Budget and OPM do not apply to student loan repayments, those limits are indicative of the importance of Federal agencies' responsible use of our limited resources.

In CY 2010, 36 Federal agencies provided 11,359 employees with a total of nearly \$85.7 million in student loan repayment benefits. Compared to CY 2009, this represents a 34 percent increase in the number of employees receiving student loan repayment benefits and a 38 percent increase in agencies' overall financial investment in this particular incentive. The average student loan repayment benefit provided per recipient during CY 2010 was \$7,542.

As noted above, it is important for agencies to closely monitor the cost of using discretionary tools such as student loan repayments. This is especially true during periods of strained fiscal resources such as the one we are currently enduring. With that in mind, OPM followed up with the three agencies with the largest student loan repayment programs to request additional information on their use of the incentive during CY 2010. The Department of Defense (DOD), Department of Justice (DOJ), and Department of State (DOS) combined to provide more than 68 percent of all student loan repayment benefits during CY 2010. OPM found that these three major agencies used student loan repayment benefits strategically to address specific recruitment or retention difficulties affecting mission-critical occupations, programs, and initiatives. (See Executive Summary and attached report for further details.)

We support Federal agencies' use of student loan repayment benefits to recruit and retain a world-class workforce to serve the American people. We strongly encourage agencies to establish metrics to demonstrate the value of using discretionary incentives such as student loan repayments. OPM will continue to work with agencies to assist them in using student loan repayments, as well as other existing flexibilities, to attract and retain employees to support agency mission and program needs.

John Berry
Director

**FEDERAL STUDENT LOAN REPAYMENT PROGRAM
CALENDAR YEAR 2010**

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ATTACHMENT 1: REPORTING AGENCIES FOR CALENDAR YEAR 2010

ATTACHMENT 2: AGENCY REPORTS – CALENDAR YEAR 2010

I. EXECUTIVE SUMMARY

Section 5379(h)(1) of title 5, United States Code, requires Federal agencies to report annually to the U.S. Office of Personnel Management (OPM) on their use of student loan repayments during the previous calendar year (CY). (In this report, unless otherwise noted, we use the term “agency” to refer generally to either an Executive department or agency.) Section 5379(h)(2) requires OPM to prepare, and annually submit to Congress, a report containing information provided by the agencies.

On February 17, 2011, OPM issued a memorandum requesting agency reports on the use of student loan repayments during CY 2010. In our memorandum, we also invited agencies to provide additional details on their experiences in administering their student loan repayment programs.

In CY 2010, 36 Federal agencies provided 11,359 employees with a total of nearly \$85.7 million in student loan repayment benefits. Compared to our last report for CY 2009, this represents a 34 percent increase in the number of employees receiving student loan repayment benefits and a 38 percent increase in agencies’ overall financial investment in this particular incentive. The average student loan repayment benefit provided per recipient during CY 2010 was \$7,542.

More than half of the reporting agencies either used student loan repayment benefits in CY 2010 or have established a student loan repayment program for future use. Notably, the Department of Defense (DOD), Department of Justice (DOJ), and Department of State (DOS) combined to provide more than 68 percent of all student loan repayment benefits provided by Federal agencies during CY 2010. Overall, these three agencies provided 7,500 employees with more than \$58.6 million in student loan repayment benefits. The other 33 participating agencies combined to provide 3,859 employees with just over \$27 million in student loan repayment benefits.

The majority of the overall increase in the use of student loan repayment benefits from CY 2009 to CY 2010 can be attributed to DOD’s increased investment in its student loan repayment program. DOD invested nearly \$15.5 million more in student loan repayments than it did in CY 2009, which accounted for 65 percent of the Governmentwide increase of \$23.8 million. DOD reported that it had success during CY 2010 in using student loan repayments to recruit and retain high quality candidates for critical positions. Due to the shrinking workforce and the knowledge drain caused by recent retirements, DOD added nearly 2,000 intern positions in mission-critical occupations such as engineering and contracting. Overall, DOD provided student loan repayment benefits to a total of 1,367 employees in engineering positions and 970 employees in contracting positions. Consistently, employee feedback has indicated that the student loan repayment program is a major factor in recipients’ decisions to accept a position with DOD. In addition, DOD has retained 94 percent of student loan repayment recipients for 3 years or longer. These metrics indicate the value of student loan repayment benefits in helping DOD to compete with private sector employers for top talent in key occupations.

DOJ was the second largest user of student loan repayments during CY 2010, although its spending on the program increased only 0.6 percent over the previous year. As it has in the past, DOJ used its student loan repayment program in large part to recruit and retain 751 Special Agents and 416 Intelligence Analysts. The program has continued to assist DOJ in retaining

highly skilled and experienced employees who might otherwise leave Federal service. Recruitment and retention at DOJ is hampered by a number of factors, including the hazardous nature of the work, remote duty locations, competition with state and local employers, and limited applicant pools for specific occupational skills sets. Experience has shown that the student loan repayment program serves as a determining factor for individuals who decide to join or remain in DOJ's workforce. DOJ reported that its spending on student loan repayment benefits is merely a fraction of its total appropriated budget for salary and expenses and it believes the incentive is used judiciously and for its intended purposes.

At DOS, the use of student loan repayment benefits increased by \$2.4 million compared to CY 2009, which accounted for 10 percent of the Governmentwide increase. The student loan repayment program at DOS has long been used as a retention tool for Civil Service positions identified as presenting retention problems and for specific Foreign Service posts that have traditionally been difficult to fill. Its most recent survey reflected that the incentive strongly influenced the post-bid selection of Foreign Service employees and, for many considering public service, the program is the reason they opted for a career with DOS. The increase in student loan repayment spending during CY 2010 was driven by the Diplomacy 3.0 hiring initiative to increase the size of the Foreign Service by 25 percent over a period of 5 years. Congress funded a significant portion of this initiative by authorizing DOS to hire above its attrition rate. The Foreign Service and Civil Service personnel recruited during the hiring initiative had multiple degrees and the required talents to support diplomacy. Student loan repayment benefits were included in the incentive package used to meet DOS's hiring goals. As evidence of the success of DOS's program, only 155 of the more than 3,000 student loan repayment recipients since 2002 have resigned while subject to a service commitment.

We support Federal agencies' use of student loan repayment benefits to recruit and retain a world-class workforce to serve the American people. We strongly encourage agencies to establish metrics to demonstrate the value of using discretionary incentives such as student loan repayments. For example, tracking the retention rate of student loan repayment recipients over time and comparing it to the retention rate for employees who do not receive student loan repayment benefits can be useful in determining whether the incentive helps an agency to retain critical personnel. Also, agencies can use survey data to measure the satisfaction of both job candidates and hiring managers with the availability of flexibilities such as student loan repayment benefits. OPM will continue to work with agencies to assist them in using student loan repayments, as well as other existing flexibilities, to attract and retain employees to support agency mission and program needs.

II. BACKGROUND

Section 5379 of title 5, United States Code, authorizes agencies to establish a program under which they may repay certain types of Federally-made, insured, or guaranteed student loans as an incentive to recruit or retain highly qualified personnel. Agencies may make payments to a loan holder of up to \$10,000 for an employee in a calendar year, up to an aggregate maximum of \$60,000 for any one employee. In return, the employee must sign a service agreement to remain in the service of the paying agency for a period of at least 3 years. If the employee separates voluntarily or is separated involuntarily for misconduct, unacceptable performance, or a negative suitability determination under 5 CFR part 731 before fulfilling the service agreement, he or she must reimburse the paying agency for all student loan repayment benefits received.

Section 5379(h) of title 5, United States Code, requires agencies to report annually to OPM on their use of student loan repayments. The law also directs OPM to prepare and submit annually to Congress a report containing the following information:

- (1) number of Federal employees selected to receive student loan repayment benefits;
- (2) job classifications of the recipients; and
- (3) cost to the Federal Government of providing the student loan repayment benefits.

III. AGENCY REPORTS

On February 17, 2011, OPM issued a memorandum for Chief Human Capital Officers (CPM 2011-01) requesting that agencies submit their annual written reports to OPM on their use of student loan repayments by March 31, 2011. In accordance with 5 CFR 537.110(b), the memorandum required agencies to send their reports on the use of student loan repayments during CY 2010. We received responses from 83 agencies. (See Attachment 1 for a list of the reporting agencies.)

In CY 2010, 36 Federal agencies provided 11,359 employees with a total of nearly \$85.7 million in student loan repayment benefits. (See Attachment 2 for detailed agency reports.) Compared to CY 2009, this represents a 34 percent increase in the number of employees receiving student loan repayment benefits and a 38 percent increase in agencies' overall financial investment in this particular incentive. As shown in Table 1, Federal agencies' use of student loan repayments has increased steadily since FY 2002.

TABLE 1

| | FY 2002 | FY 2003 | FY 2004 | FY 2005 | FY 2006 | FY 2007 | CY 2008 | CY 2009 | CY 2010 |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Participating Agencies | 16 | 24 | 28 | 30 | 34 | 33 | 35 | 36 | 36 |
| Number of Recipients | 690 | 2,077 | 2,945 | 4,409 | 5,755 | 6,619 | 6,879 | 8,454 | 11,359 |
| Total Amount Provided (In Millions) | \$3.2 | \$9.2 | \$16.4 | \$28 | \$35.9 | \$42.2 | \$51.6 | \$61.8 | \$85.7 |
| Average Amount Provided | \$4,585 | \$4,421 | \$5,577 | \$6,347 | \$6,245 | \$6,377 | \$7,511 | \$7,317 | \$7,542 |

During CY 2010, all 15 Federal departments and 21 additional agencies used student loan repayments as a human capital management tool. In addition to the 36 agencies that provided student loan repayments during CY 2010, 6 other agencies have established a student loan repayment program for future use. These agencies include the Consumer Product Safety Commission, National Capital Planning Commission, National Mediation Board, Office of Government Ethics, Office of Special Counsel, and the Office of the United States Trade Representative. Thus, more than half of the reporting agencies (42 out of 83) either provided

student loan repayments during CY 2010 or have established a student loan repayment program for future use.

Agency Data

In CY 2010, the three agencies making the most extensive use of student loan repayments were the Departments of Defense, Justice, and State. More than 68 percent of all student loan repayment benefits were provided by these three agencies. Overall, the three agencies provided 7,500 employees with more than \$58.6 million in student loan repayment benefits. The other 33 agencies combined to provide 3,859 employees with just over \$27 million in student loan repayment benefits.

TABLE 2

| Agency | Number of Employees Receiving Student Loan Repayments | Percent of Total Recipients | Amount of Benefits Provided | Percent of Total Amount |
|-----------------------|---|-----------------------------|-----------------------------|-------------------------|
| Department of Defense | 3,865 | 34.0 | \$29,575,587 | 34.5 |
| Department of Justice | 2,563 | 22.6 | \$19,451,399 | 22.7 |
| Department of State | 1,072 | 9.4 | \$9,601,514 | 11.2 |
| <i>Subtotal</i> | <i>7,500</i> | <i>66.0</i> | <i>\$58,628,500</i> | <i>68.4</i> |
| 33 Other Agencies | 3,859 | 34.0 | \$27,038,686 | 31.6 |
| Total | 11,359 | 100.0 | \$85,667,186 | 100.0 |

The Department of Defense (DOD) increased its use of student loan repayments significantly in CY 2010, providing more than \$29.5 million in student loan repayment benefits to 3,865 employees. In CY 2009, DOD provided \$14.1 million in student loan repayment benefits to 2,126 employees. Therefore, DOD had 82 percent growth in the number of employees receiving student loan repayment benefits and a 110 percent increase in the total amount of student loan repayment benefits provided. In CY 2010, DOD accounted for 34.5 percent of all student loan repayment benefits provided Governmentwide.

DOD used student loan repayment benefits extensively as an incentive for engineers, providing benefits to a total of 1,367 employees in engineering positions. Engineers who received the most student loan repayment benefits included 359 Mechanical Engineers (0830 series), 271 General Engineers (0801 series), 213 Nuclear Engineers (0840 series), and 183 Electronics Engineers (0855 series). DOD also provided student loan repayment benefits to 970 employees in contracting positions (1102 series). Employees in engineering and contracting positions accounted for 60 percent of the DOD employees who received student loan repayment benefits during CY 2010.

The Department of Justice (DOJ) continued its extensive use of student loan repayment repayments. In CY 2010, DOJ provided benefits totaling more than \$19.4 million to 2,563 employees. The CY 2010 recipients at DOJ included 751 GS-1811 Special Agents and 416 GS-

0132 Intelligence Analysts. These two occupations accounted for more than 45 percent of DOJ's student loan repayment recipients during CY 2010.

The Department of State (DOS) continued to be one of the largest users of student loan repayments in CY 2010, providing \$9.6 million in student loan repayment benefits to 1,072 employees. Of the CY 2010 recipients, 482 were in Civil Service positions and 590 were members of the Foreign Service. DOS offered a lump-sum payment of \$8,500 or the outstanding loan amount if it was less than \$8,500 and greater than \$5,000. DOS provided the most student loan repayments to employees in the positions of GS-0130 Foreign Affairs (160), GS-0967 Passport and Visa Examiner (103), and members of the Foreign Service serving in FS-5505 Political Affairs (121), FS-4400 Public Diplomacy (94), and FS-5015 Economics (88) positions.

The Securities and Exchange Commission (SEC) provided 525 employees with nearly \$3.9 million in student loan repayment benefits during CY 2010. As in the past, SEC made the vast majority (74 percent) of its student loan repayments on behalf of employees in its major occupations of SK-0905 Attorney-Advisor (281) and SK-0510 Accountant (110).

The Department of Veterans Affairs (VA) provided 534 employees with over \$3.5 million in student loan repayment benefits during CY 2010. VA provided student loan repayment benefits to employees in a variety of occupations, including GS-0201 Human Resources Specialists (78), GS-0660 Pharmacists (61), and GS-0180 Psychologists (45). In its report, VA also noted its separate student loan repayment authority under section 7681 of title 38, United States Code. Under the VA Education Debt Reduction Program (EDRP), VA may make payments on behalf of recently appointed employees in certain health care occupations for which it is having recruitment or retention problems.

The Department of Health and Human Services (HHS) provided more than \$3.3 million in student loan repayment benefits to 389 employees in CY 2010. In its report, HHS noted that it experienced 52 percent growth in the number of student loan repayment recipients in scientific and health occupations.

The Government Accountability Office (GAO) provided student loan repayment benefits totaling more than \$3.1 million to 550 employees during CY 2010. The vast majority (75 percent) of recipients at GAO were PE-0347 Analysts (410).

The Agency for International Development (AID) provided \$2.4 million in student loan repayment benefits to 272 employees during CY 2010. The majority of student loan repayment recipients at AID were employees in FP-0301 Program Analysts/Project Development Officer (55), FP-0685 Health and Population Officer (43), FP-1102 Contract Management (32), FP-0301 Crisis Stabilization and Governance (31), and FP-1101 Private Sector Officer (30) positions.

The Department of Housing and Urban Development (HUD) provided more than \$2.2 million in student loan repayment benefits to 463 employees in CY 2010. Of these HUD recipients, 76 were GS-0905 Attorney-Advisors.

Additional Agencies. The Departments of Agriculture, Energy, and Homeland Security, as well as the Federal Energy Regulatory Commission, also invested more than \$1,000,000 in their student loan repayment programs. (See Attachment 2 for detailed agency reports.)

IV. AGENCY COMMENTS

We invited agencies to provide details on their experiences in administering their student loan repayment programs. We received information regarding program effectiveness, best practices, and impediments to using student loan repayments effectively as a human capital management tool. In this section, we provide a summary of agencies' comments.

A. Effect on Recruitment and Retention

Agencies provided comments about the effect of their student loan repayment programs on recruitment and retention efforts. Representative comments are summarized below.

Departments:

The Department of Commerce reported the Economic Development Administration, International Trade Administration, National Institute of Standards and Technology, National Oceanic and Atmospheric Administration, and the Office of the Secretary utilized student loan repayments to attract and retain employees in professional, administrative, and support occupations.

The Department of Defense (DOD) reported that it had success during CY 2010 in using student loan repayments to recruit and retain high quality candidates for critical positions. Due to the shrinking workforce and the knowledge drain caused by recent retirements, DOD added nearly 2,000 intern positions in mission-critical occupations such as engineering and contracting. With the high number of retirements expected over the next few years, DOD's use of student loan repayment benefits as a recruitment and retention tool has increased.

DOD's use of student loan repayments has positively impacted the quality and number of candidates applying for intern programs. An annual survey of newly hired interns is used to provide feedback on the program. Consistently, the feedback has indicated the program has been a major factor in the employees' decisions to accept their positions. The program has been very effective, as evidenced by the number of inquiries about the program received during recruiting events at various job fairs at colleges and universities. DOD has retained 94 percent of student loan repayment recipients for 3 years or longer.

The Department of Homeland Security found the incentive useful as both a recruitment and retention tool.

The Department of Justice (DOJ) used student loan repayments as an effective tool to attract job candidates to DOJ. Also, the program has continued to assist DOJ in retaining highly skilled and experienced employees who might otherwise leave Federal service for the private sector. Recruitment and retention at DOJ is hampered by a number of factors, including the hazardous nature of the work, remote duty locations, competition with local and state employers, and limited applicant pools for specific occupational skills sets. Experience has shown that the

student loan repayment program serves as a determining factor for individuals who decide to join or remain in DOJ's workforce.

The Department of State (DOS) reported that, as a result of the growth in participation and because of employee feedback, DOS believes the program is having a positive impact in supporting both recruitment and retention efforts. Its most recent survey reflected that the incentive strongly influences the post-bid selection of Foreign Service employees and, for many considering public service, the program is the reason they opted for a career with DOS. More than 3,000 employees have benefitted from the program since 2002. Hundreds of employees have had their loans paid off by virtue of their service in one of the designated pre-qualifying positions. Only 155 of the more than 3,000 student loan repayment recipients have resigned while subject to a service commitment.

The increase in student loan repayment spending during CY 2010 was driven by the Diplomacy 3.0 hiring initiative to increase the size of the Foreign Service by 25 percent over a period of 5 years. Congress funded a significant portion of this initiative by authorizing DOS to hire above its attrition rate. The Foreign Service and Civil Service personnel recruited during the hiring initiative had multiple degrees and the required talents to support diplomacy. Student loan repayment benefits were included in the incentive package used to meet DOS's hiring goals.

The Department of the Treasury reported student loan repayments have been successful when required to recruit and retain employees for challenging positions and those requiring unique qualifications. Overall, the Treasury bureaus utilizing the incentive have experienced great success.

Agencies:

The Chemical Safety and Hazard Investigation Board (CSB) reported the program has enabled it to recruit and retain talent to support a mission that requires unique skill sets. CSB's mission requires comprehensive investment in training for its employees. The program allows the agency to invest in human capital and retain top talent.

The Commodity Futures Trading Commission completed its first year of its student loan repayment program and utilized the program to retain employees in professional occupations.

The Defense Nuclear Facilities Safety Board reported student loan repayments have assisted the Board in recruiting and retaining entry-level employees. Over the last few years, several entry-level employees indicated the Board's student loan repayment program was a factor in their decision to accept a position with the Board. The Board competes with the private sector and other Federal agencies for top engineering talent at all levels, including recent graduates from colleges and universities. These individuals receive numerous offers of employment from private sector and Federal employers along with substantial monetary incentives. The Board's success in remaining competitive with these entities depends on its ability to use all of the recruitment incentives at its disposal, including student loan repayment benefits.

The Federal Energy Regulatory Commission (FERC) used student loan repayments primarily as a retention tool and has made substantial investments in the program since 2007.

Highly qualified employees in positions such as Attorney, Engineer, and Energy Industry Analyst are essential to FERC's mission and make up a majority of the recipients. However, FERC does not limit the program to employees in those positions. In fact, FERC relies on this flexibility to retain highly qualified employees in hard-to-fill positions such as Physical Scientist or Wildlife Biologist as well as to retain employees with critical knowledge and skills that ensure efficient operations, such as Information Technology Specialist.

The General Services Administration (GSA) used the incentive to hire and retain employees in specific occupations. For example, over 40 percent of benefits were paid to attract and retain employees in GSA's mission-critical occupations (i.e., acquisition, realty, and finance occupations).

The Government Accountability Office (GAO) stated its student loan repayment program is intended to help retain highly qualified individuals with critical knowledge and skills, especially those recently hired. The program continues to be an important and popular one for GAO staff.

The Nuclear Regulatory Commission (NRC) used student loan repayments primarily as a tool to retain employees who have served for 1 year or more in positions critical to NRC's mission.

B. Best Practices

Some agencies shared best practices they have developed to strategically implement and administer their student loan repayments. Examples of these best practices are noted below.

Departments:

The Department of Commerce offered student loan repayment benefits to recruit and retain employees for mission-critical and hard-to-fill positions. Also, it utilized the program to retain highly qualified employees with critical knowledge and skills.

The Department of Defense stated before authorizing a student loan repayment for an employee, a determination must be made that it is essential to recruit/retain the employee based on his/her high or unique qualifications or special need of the agency.

The Department of Education issued a streamlined checklist for student loan repayment packages on its intranet site to assist managers with repayment requests. Each office determines the need for the payment of the incentive and allocates their salary and expenses resources accordingly.

The Department of State shared several best practices:

- Provide senior-level management support.
- Implement transparent eligibility criteria.
- Utilize centralized funding and administrative oversight.

- Monitor hiring and attrition rates in order to accurately project qualifying employee levels and appropriate funding.
- Survey employees biannually in order to measure the effectiveness of the program as both a retention and recruitment tool.
- Require employees to be making personal payments toward their loans in order to qualify.
- Expand outreach to the Department of Education and to lender/loan servicing organizations to ensure payments are properly processed and credited only to the borrower's principal loan balance.
- Use "push" communications (e.g., notices, telegrams, e-mail with auto message capability, listserv postings, and briefings) to keep employees informed of program requirements and policy and procedural changes.
- Expand the reporting capability of an online Web-based (paperless) application and database collection. That way, management can determine when an employee subject to any length-of-service commitment resigns from the agency and is required to reimburse the agency.
- Ensure service agreements fully reflect the agency's policy, procedures, and conditions as well as legislative requirements.

The Department of the Treasury reported one of its bureaus has learned the program works best when the payments are made biweekly as opposed to being paid in a lump sum. This helps assure the recipients fulfill their 3-year service agreement. Also, the bureau has discovered verification of loan information is key to ensure payments are not misdirected.

Agencies:

The Defense Nuclear Facilities Safety Board reported that, to make more effective use of the program as a retention tool, particularly for entry-level employees in the Professional Development Program (PDP), the Board is considering a modification to its current student loan repayment benefits policy. Specifically, it plans to eliminate concurrent PDP and student loan repayment continued service agreements (they will be staggered) and tie the amount of benefits paid to the length of the service commitment (i.e., the greater the benefit paid, the longer the service commitment).

The Federal Energy Regulatory Commission (FERC) started using student loan repayments over 10 years ago and has since seen a very small number of employees separate while under a service agreement. However, due to recent program growth and to ensure program effectiveness, FERC established a team of senior managers from each program office to be responsible for program evaluation. This team will serve as the program review panel and will be responsible for measuring program success and providing recommendations on improvements.

FERC requires all managers and employees to provide written justifications regarding the use of student loan repayments. The majority of the justifications bring to light the high cost-of-living expenses incurred by employees in the Washington, DC, metropolitan area, where the majority of FERC's employees report to duty. The program enables FERC to attract and retain highly qualified employees who might otherwise leave for higher salaries in comparable jobs or move to areas with a lower cost of living.

The National Aeronautics and Space Administration (NASA) reported Ames Research Center (ARC) began using the student loan repayment program for the first time in 2010. When developing their program, they talked to other NASA Centers with established programs as well as the NASA Shared Service Center (NSSC), the organization that processes student loan repayments. The lessons learned and best practices shared by the other Centers and the NSSC helped them to structure their program for the most efficient operations and best results.

A best practice at ARC is holding one-on-one sessions with recipients of student loan repayment benefits to ensure they understand the service agreement and their responsibility to pay taxes on the loan repayment amount to prevent misunderstandings.

The Nuclear Regulatory Commission (NRC) has found the ability to repay "PLUS" loans to be a valuable tool for retaining some very experienced staff members. The student loan repayment program at NRC includes review of requests by senior leaders, and NRC continually seeks opportunities to improve its program and guidelines.

C. Impediments to Using Student Loan Repayments

As we have reported previously, the primary barrier for agencies in using student loan repayments is a lack of funding. Several agencies specifically commented that budgetary issues were a major impediment to using student loan repayments as a recruitment or retention tool.

Another barrier to using student loan repayments effectively is the tax liability associated with student loan repayments. One agency pointed out that this dilutes the actual value of the incentive.

A couple of agencies commented that the 3-year service requirement associated with student loan repayment benefits is a barrier to using the incentive. Some job candidates or current employees are uncomfortable committing to a minimum 3-year period of service with one agency in return for student loan repayment benefits.

Finally, one agency commented student loan debt levels continue to increase, which decreases the value of the incentive. Agencies have previously noted that the \$10,000 annual limitation of student loan repayment benefits is an impediment.

However, impediments to establishing and administering a program are not necessarily the reason some agencies do not offer student loan repayment benefits. For example, the availability of student loan repayments is not a major factor in recruitment or retention efforts at one agency because positions are not specialized or hard to fill. Another agency noted that due to limited hiring they did not need to use student loan repayments. Other agencies stated they do not currently have recruitment or retention problems requiring the use of student loan repayments.

V. CONCLUSION

One of the most important priorities for Federal agencies is attracting and retaining well-qualified, high-performing employees. Student loan repayments are a valuable human capital management tool that enables agencies to recruit highly qualified candidates into Federal service and keep talented employees in the Federal workforce. Agencies may tailor their use of student loan repayments to meet their specific goals.

OPM continues its leadership role in strategically promoting the use of student loan repayments as a tool to attract and retain a well-qualified Federal workforce. We will continue to use the OPM website to post current guidance and information on student loan repayments. The information available at www.opm.gov includes a fact sheet, links to the applicable law and regulations, questions and answers, two sample agency plans, best practices, and our recent reports to Congress. We will update and enhance our web guidance as needed.

In addition, OPM will continue to assist agencies in establishing a plan for using strategic recruitment and retention tools, including student loan repayments. We look forward to agencies' continued success in using student loan repayments during CY 2011.

REPORTING AGENCIES FOR CALENDAR YEAR 2010

DEPARTMENTS

| | |
|-------------------------------|------------------|
| Agriculture | Interior |
| Commerce | Justice |
| Defense | Labor |
| Education | State |
| Energy | Transportation |
| Health and Human Services | Treasury |
| Homeland Security | Veterans Affairs |
| Housing and Urban Development | |

AGENCIES

| | |
|--|--|
| American Battle Monuments Commission | James Madison Fellowship Foundation |
| African Development Foundation | Japan-U.S. Friendship Commission |
| Agency for International Development | John F. Kennedy Center for the Performing Arts |
| Appraisal Subcommittee | Library of Congress |
| Arctic Research Commission | Marine Mammal Commission |
| Armed Forces Retirement Home | Merit Systems Protection Board |
| Broadcasting Board of Governors | Millennium Challenge Corporation |
| Chemical Safety and Hazard Investigation Board | National Aeronautics and Space Administration |
| Commission on Civil Rights | National Archives and Records Administration |
| Commission of Fine Arts | National Capital Planning Commission |
| Commodity Futures Trading Commission | National Endowment for the Arts |
| Consumer Product Safety Commission | National Endowment for the Humanities |
| Corporation for National and Community Service | National Gallery of Art |
| Defense Nuclear Facilities Safety Board | National Indian Gaming Commission |
| Environmental Protection Agency | National Mediation Board |
| Equal Employment Opportunity Commission | National Science Foundation |
| Executive Office of the President | National Security Agency |
| Export-Import Bank | National Transportation Safety Board |
| Farm Credit Administration | Nuclear Regulatory Commission |
| Farm Credit System Insurance Corporation | Occupational Safety and Health Review Commission |
| Federal Communications Commission | Office of Government Ethics |
| Federal Deposit Insurance Corporation | Office of Navajo and Hopi Indian Relocation |
| Federal Energy Regulatory Commission | Office of Personnel Management |
| Federal Housing Finance Agency | Office of Special Counsel |
| Federal Mediation and Conciliation Service | Office of the United States Trade Representative |
| Federal Retirement Thrift Investment Board | Peace Corps |
| Federal Trade Commission | Pension Benefit Guaranty Corporation |
| General Services Administration | Railroad Retirement Board |
| Government Accountability Office | Securities and Exchange Commission |
| Government Printing Office | Selective Service System |
| Harry S. Truman Scholarship Foundation | Smithsonian Institution |
| Holocaust Memorial Museum | Social Security Administration |
| Institute of Museum and Library Services | Surface Transportation Board |
| Inter-American Foundation | Trade and Development Agency |

AGENCY REPORTS – CALENDAR YEAR 2010

| Department/Agency | Number of Employees | Job Classifications | Cost |
|--------------------|---------------------|--|--------------|
| <i>Departments</i> | | | |
| Agriculture | 141 | GS-0101, History Program LOR GS-0201, Supv. HR Spec. (EMPL & Labor Relation) GS-0301, Program Specialist (2) GS-0340, Supervisory Program Manager GS-0343, Management and Program Analysis GS-0401, Energy & Bio Products (4) GS-0403, Microbiologist (2) GS-0408, Ecologist GS-0414, Research Entomologist (3) GS-0435, Research Plant Physiologist GS-0440, Research Geneticist GS-0470, Soil Scientist (2) GS-0487, Animal Scientist GS-0560, Budget Analysis GS-0630, Nutritionist GS-0701, Veterinary Medical Officer (62) GS-0890, Agriculture Engineer GS-1146, Marketing Specialist (11) GS-1174, Livestock Market Reporter (3) GS-1320, Research Chemist GS-1529, Mathematical Statistician (2) GS-1801, Compliance Officer (2) GS-1863, Food Inspector (22) GS-1980, Agricultural Commodity Grader (14) | \$1,126,031 |
| Commerce | 41 | GS-0343, Management Analyst (4) GS-0343, Program Analyst GS 0343, Program Management Analyst GS-0810, Civil Engineer GS-0905, General Attorney (10) GS-0905, Supervisory General Attorney GS-1101, Economic Development Specialist (2) GS-1140, International Trade Specialist GS-1410, Librarian GS-1801, Inter. Trade Compliance Analyst (11) GS-1801, Supv. Inter. Trade Compliance Analyst (2) ZA-0343, Program Analyst (2) ZP-0401, Environmental Scientist ZP-0801, Research Engineer ZP-0830, Mechanical Engineer ZP-1520, Mathematician | \$304,000 |
| Defense | 3,865 | AD-1701, General Education and Training (12) DB-0020, Community Planning DB-0150, Geography (6) DB-0180, Psychology DB-0601, General Health Science (2) DB-0610, Nurse | \$29,575,587 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---------------------|---------------------|--|------|
| Defense (continued) | | DB-0801, General Engineering (30) DB-0806, Materials Engineering (4) DB-0807, Landscape Architecture DB-0810, Civil Engineering (2) DB-0830, Mechanical Engineering (11) DB-0850, Electrical Engineering (3) DB-0854, Computer Engineering (29) DB-0855, Electronics Engineering (48) DB-0858, Bioengineering & Biomedical Engineering DB-0861, Aerospace Engineering (23) DB-0890, Agricultural Engineering DB-0896, Industrial Engineering (2) DB-1301, General Physical Science (5) DB-1310, Physics DB-1313, Geophysics (2) DB-1320, Chemistry DB-1520, Mathematics (4) DB-1550, Computer Science (31) DE-0301, Miscellaneous Administration & Program DE-0560, Budget Analysis (3) DE-1102, Contracting DE-1910, Quality Assurance (2) DE-2210, Information Technology Management (16) DJ-0343, Management and Program Analysis DJ-0346, Logistics Management DJ-1102, Contracting (9) DR-0801, General Engineering DR-0830, Mechanical Engineering (2) DR-0840, Nuclear Engineering DR-0855, Electronics Engineering DR-0861, Aerospace Engineering (3) DR-1310, Physics (3) DR-1320, Chemistry DR-1550, Computer Science GL-1811, Criminal Investigating (10) GS-0018, Safety and Occ. Health Management (9) GS-0020, Community Planning (5) GS-0025, Park Ranger GS-0028, Environmental Protection Specialist (2) GS-0030, Sports Specialist (3) GS-0080, Security Administration (20) GS-0081, Fire Protection and Prevention GS-0101, Social Science (9) GS-0130, Foreign Affairs (3) GS-0150, Geography GS-0170, History (9) GS-0180, Psychology GS-0193, Archeology GS-0201, Human Resources Management (27) GS-0301, Misc. Administration & Program (50) GS-0318, Secretary GS-0340, Program Management (3) GS-0341, Administrative Officer GS-0343, Management and Program Analysis (62) GS-0344, Management Clerical and Assistance | |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---------------------|---------------------|--|------|
| Defense (continued) | | GS-0346, Logistics Management (129) GS-0391, Telecommunications GS-0401, Gen. Nat. Resources Mgmt. & Bio. Sci. (5) GS-0403, Microbiology (2) GS-0404, Biological Science Technician (2) GS-0501, Financial Administration and Program (87) GS-0510, Accounting (21) GS-0511, Auditing (18) GS-0560, Budget Analysis (33) GS-0601, General Health Science GS-0603, Physician Assistant (3) GS-0610, Nurse (9) GS-0660, Pharmacist (3) GS-0690, Industrial Hygiene GS-0801, General Engineering (131) GS-0802, Engineering Technical (7) GS-0803, Safety Engineering (3) GS-0806, Materials Engineering (5) GS-0808, Architecture (4) GS-0809, Construction Control Technical (2) GS-0810, Civil Engineering (26) GS-0819, Environmental Engineering (13) GS-0830, Mechanical Engineering (257) GS-0840, Nuclear Engineering (197) GS-0850, Electrical Engineering (59) GS-0854, Computer Engineering (28) GS-0855, Electronics Engineering (75) GS-0861, Aerospace Engineering (18) GS-0871, Naval Architecture (26) GS-0893, Chemical Engineering (21) GS-0896, Industrial Engineering (20) GS-0905, General Attorney (21) GS-1001, General Arts and Information (3) GS-1015, Museum Curator GS-1035, Public Affairs (12) GS-1083, Technical Writing and Editing (4) GS-1101, General Business and Industry (68) GS-1102, Contracting (830) GS-1130, Public Utilities Specialist GS-1150, Industrial Specialist (18) GS-1152, Production Control (2) GS-1170, Realty (3) GS-1222, Patent Attorney GS-1301, General Physical Science (2) GS-1306, Health Physics (19) GS-1310, Physics (2) GS-1311, Physical Science Technician (21) GS-1320, Chemistry (19) GS-1350, Geology GS-1382, Food Technology GS-1384, Textile Technology (3) GS-1420, Archivist GS-1515, Operations Research (36) GS-1520, Mathematics (3) GS-1529, Mathematical Statistics | |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---------------------|---------------------|---|------|
| Defense (continued) | | GS-1550, Computer Science (32) GS-1599, Mathematics & Statistics Student Trainee GS-1670, Equipment Services (14) GS-1701, General Education and Training (14) GS-1702, Education and Training Technician GS-1740, Education Services GS-1750, Instructional Systems (2) GS-1910, Quality Assurance (9) GS-2001, General Supply (4) GS-2003, Supply Program Management (4) GS-2005, Supply Clerical and Technician GS-2010, Inventory Management (64) GS-2032, Packaging GS-2130, Traffic Management (4) GS-2181, Aircraft Operation (4) GS-2210, Information Technology Management (55) GS-2299, Information Technology Student Trainee IA-0132, Intelligence (29) IA-0343, Management and Program Analysis IA-0560, Budget Analysis IA-0855, Electronics Engineering (2) IA-1001, General Arts and Information IA-1102, Contracting IA-2210, Information Technology Management ND-0830, Mechanical Engineering NG-1105, Purchasing NH-0301, Misc. Administration & Program (6) NH-0343, Management and Program Analysis (2) NH-0801, General Engineering (6) NH-0806, Materials Engineering NH-0819, Environmental Engineering NH-0830, Mechanical Engineering (21) NH-0850, Electrical Engineering (4) NH-0854, Computer Engineering (6) NH-0893, Chemical Engineering NH-1102, Contracting (10) NH-1515, Operations Research (3) NH-1550, Computer Science (3) NH-1910, Quality Assurance (3) NH-2210, Information Technology Management NT-0346, Logistics Management NT-1102, Contracting (13) WG-2606, Electronic Industrial Controls Mech. (4) WG-3703, Welding YA-0020, Community Planning YA-0080, Security Administration (3) YA-0130, Foreign Affairs (4) YA-0180, Psychology (2) YA-0185, Social Work YA-0190, General Anthropology (3) YA-0201, Human Resources Management (8) YA-0301, Misc. Administration & Program (13) YA-0340, Program Management (6) YA-0341, Administrative Officer YA-0343, Management and Program Analysis (37) | |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---------------------|---------------------|---|------|
| Defense (continued) | | YA-0346, Logistics Management (8) YA-0501, Financial Administration and Program (81) YA-0510, Accounting (13) YA-0511, Auditing (4) YA-0560, Budget Analysis (11) YA-0671, Health System Specialist YA-0905, General Attorney (12) YA-1020, Illustrating YA-1035, Public Affairs YA-1101, General Business and Industry (7) YA-1102, Contracting (92) YA-1173, Housing Management YA-1640, Facility Operations Services (3) YA-1701, General Education and Training (2) YA-1712, Training Instruction YA-1750, Instructional Systems YA-2181, Aircraft Operation (2) YA-2210, Information Technology Management (13) YB-0318, Secretary YC-0018, Safety & Occ. Health Management YC-0028, Environmental Protection Specialist YC-0101, Social Science YC-0180, Psychology YC-0201, Human Resources Management (2) YC-0301, Miscellaneous Administration & Program YC-0343, Management and Program Analysis (2) YC-0346, Logistics Management (5) YC-0501, Financial Administration and Program YC-1101, General Business and Industry YC-1102, Contracting (14) YC-1410, Librarian YC-1750, Instructional Systems YC-2210, Information Technology Management YD-0401, Gen. Nat. Resources Mgmt. & Bio. Sci. (2) YD-0403, Microbiology YD-0801, General Engineering (98) YD-0806, Materials Engineering (4) YD-0808, Architecture (3) YD-0810, Civil Engineering (6) YD-0819, Environmental Engineering (3) YD-0830, Mechanical Engineering (67) YD-0850, Electrical Engineering (22) YD-0854, Computer Engineering (5) YD-0855, Electronics Engineering (59) YD-0861, Aerospace Engineering (12) YD-0893, Chemical Engineering (3) YD-0894, Welding Engineering YD-0896, Industrial Engineering (2) YD-1301, General Physical Science (4) YD-1310, Physics (2) YD-1315, Hydrology (2) YD-1320, Chemistry YD-1515, Operations Research (29) YD-1520, Mathematics YD-1530, Statistics (2) | |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---------------------|---------------------|--|-------------|
| Defense (continued) | | YD-1550, Computer Science (11) YF-0801, General Engineering (5) YF-0810, Civil Engineering YF-0830, Mechanical Engineering YF-0840, Nuclear Engineering (15) YF-0893, Chemical Engineering YG-0602, Medical Officer (4) YH-0601, General Health Science (2) YH-0603, Physician Assistant (3) YH-0610, Nurse (7) YH-0660, Pharmacist (3) YH-0662, Optometrist (2) YJ-0602, Medical Officer YJ-0633, Physical Therapist YP-1199, Business and Industry Student Trainee (6) | |
| Education | 1 | GS-0343, Management and Program Analyst | \$4,000 |
| Energy | 152 | EJ-1515, Operations Research Analyst EN-0801, General Engineer GS-0028, Environmental Protection Specialist (2) GS-0080, Personnel Security Specialist GS-0080, Security Specialist GS-0110, Economist (2) GS-0110, Industry Economist (3) GS-0131, International Relations Specialist (2) GS-0132, Intelligence Research Specialist (2) GS-0301, Audit Liaison GS-0301, Energy Technology Comm. Spec. (2) GS-0301, Energy Technology Program Spec.(11) GS-0343, Program Analyst (21) GS-0399, Student Trainee (Comp. Sci./Office Auto.) GS-0501, Financial Analyst GS-0510, Accountant (2) GS-0560, Budget Analyst GS-0801, General Engineer (19) GS-0801, Quality Assurance Engineer GS-0840, Nuclear Engineer (3) GS-0850, Electrical Engineer (4) GS-0855, Electronics Engineer GS-0893, Chemical Engineer GS-0899, Student Trainee (General Engineer) GS-0905, Attorney-Advisor (General) GS-1035, Public Affairs Specialist GS-1101, Grants Analyst GS-1101, Investment Analyst GS-1101, Investment Officer GS-1101, Senior Investment Analyst GS-1102, Contract Specialist (6) GS-1130, Public Utilities Specialist GS-1301, Physical Scientist (8) GS-1515, Operations Research Analyst (5) GS-1529, Mathematical Statistician (2) GS-1530, Survey Statistician NF-0080, Security Specialist NF-0201, Human Resources Specialist NF-0690, Industrial Hygienist (2) | \$1,140,355 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---------------------------|---------------------|---|-------------|
| Energy (continued) | | NF-0801, General Engineer (11) NF-0804, Fire Protection Engineer NF-1102, Contract Specialist (2) NN-0801, General Engineer (8) NQ-0343, Management Analyst (2) NQ-0343, Program Analyst (4) NQ-1102, Contract Specialist (4) NQ-2210, Information Technology Specialist (2) | |
| Health and Human Services | 389 | AD-0401, Staff Fellow (2) AD-0403, Staff Fellow (2) AD-0405, Associate Director of Genom. AD-0440, Investigator AD-0601, Investigator AD-0601, Staff Fellow AD-0602, Senior Investigator AD-0610, Clinical Research Nurse (11) AD-0610, Deputy Chief Nurse Officer AD-0610, Nurse Consultant (2) AD-0610, Nurse Manager AD-0610, Nurse Specialist (Clinical) AD-0610, Nurse Specialist (Research) AD-0610, Sr. Clinical Research Nurse (7) AD-0660, Pharmacist AD-0661, Pharmacy Technician AD-0701, Staff Scientist (5) AD-0850, Staff Fellow AD-1320, Staff Scientist AD-1550, Staff Scientist GP-0602, Lead Medical Officer GP-0602, Medical Officer (33) GP-0602, Medical Officer (Deputy Off.) GP-0602, Medical Officer (Psych.) GP-0602, Medical Officer (Team Leader) (2) GP-0602, Supervisory Medical Officer GS-0101, Child & Families Prog. Spec. (4) GS-0101, Child Care Program Specialist GS-0101, Child Support Program Specialist GS-0101, Child Welfare Program Spec. (3) GS-0101, Community Development Program (2) GS-0101, Field Program Specialist GS-0101, Head Start Program Specialist GS-0101, Head Start Youth Prog. Spec. (2) GS-0101, Native American Program Spec. GS-0101, Program Specialist (13) GS-0101, Program Specialist (Case Mg.) GS-0101, Program Specialist (Juv. Ju.) GS-0101, Social Science Research Analyst GS-0101, Supervisory Children & Family Prog. Spec. GS-0101, Supervisory Family Assistance GS-0101, Youth Services Program Spec. (2) GS-0107, Health Insurance Specialist GS-0201, Human Resources Specialist (ER & LR) GS-0301, Assistant Regional Director (2) GS-0301, Associate Ombudsman GS-0301, Director of Communications | \$3,350,605 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|--|---------------------|--|------|
| Health and Human Services (continued) | | GS-0301, Ethics Specialist GS-0301, International Policy Analyst GS-0301, International Program GS-0301, Lead Project Manager (2) GS-0301, Patient Care Support Supv. GS-0301, Policy Analyst (4) GS-0301, Presidential Management Fellow (2) GS-0301, Program Specialist GS-0301, Program Support Specialist GS-0301, Project Officer (2) GS-0301, Project Specialist (3) GS-0301, Regulatory Counsel (8) GS-0301, Regulatory Information Specialist (2) GS-0301, Senior Management Advisor GS-0301, Senior Policy Coordinator GS-0301, Special Assistant GS-0301, Staff Assistant (2) GS-0303, Technical Information Assistant (2) GS-0318, Secretary (OA) GS-0341, Administrative Officer (3) GS-0343, Management & Program Analyst (8) GS-0343, Management Analyst (11) GS-0343, Management and Prog. Analyst (2) GS-0343, Program Analyst (15) GS-0343, Program Analyst (Finance) GS-0399, Student Trainee (Admin.) GS-0399, Student Trainee (Mgmt. and Prog.) GS-0401, Biologist (9) GS-0401, Interdisciplinary Scientist (2) GS-0401, Interdisciplinary Scientist (Project) GS-0401, Research Biologist GS-0403, Microbiologist (7) GS-0403, Research Microbiologist GS-0403, Supv. Research Microbiology GS-0405, Lead Pharmacologist GS-0405, Pharmacologist (8) GS-0405, Supervisory Pharmacologist (2) GS-0415, Toxicologist (2) GS-0501, Financial Management Spec. (2) GS-0501, Financial Officer GS-0501, Financial Operations Spec. (7) GS-0501, Supervisory Financial Analyst GS-0560, Budget Analyst (4) GS-0601, Biospecimen Technology Prog. GS-0601, Epidemiologist (2) GS-0601, General Health Scientist (3) GS-0601, Health Program Specialist GS-0601, Health Sci Admin (Epidemio.) GS-0601, Health Science Administration GS-0601, Health Science Policy Analysis GS-0601, Health Science Program Manager GS-0601, Health Sciences Specialist GS-0601, Health Scientist Admin. (7) GS-0601, Intellectual Property Advis GS-0601, Lead Health Project Manager | |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|--|---------------------|--|-------------|
| Health and Human Services (continued) | | GS-0601, Pathologists' Assistant GS-0601, Reg. Health Proj. Manager (5) GS-0601, Regulatory Scientist GS-0601, Scientific Program Analyst GS-0601, Senior Regulatory Health Pr. (2) GS-0610, Clinical Research Nurse (2) GS-0610, Nurse Spec. (Clinical Research) GS-0630, Nutritionist GS-0660, Pharmacist (7) GS-0685, Public Health Advisor (4) GS-0685, Public Health Analyst (3) GS-0696, Consumer Safety Officer (17) GS-0696, Consumer Safety Officer (Se.) (2) GS-0696, Lead Consumer Safety Officer (3) GS-0696, Supervisory Consumer Safety (2) GS-0701, Research Veterinary Medical GS-0701, Veterinary Medical Officer GS-0890, Agricultural Engineer (2) GS-0905, General Attorney (18) GS-1001, Health Communications Spec. GS-1035, Public Affairs Specialist (3) GS-1082, Writer Editor GS-1083, Tech Writer-Editor (Med. Sci.) GS-1083, Technical Writer Editor GS-1101, Contract Liaison Specialist GS-1101, Grants Management Spec. (3) GS-1101, Supv. Grants Management Spec. GS-1102, Contract Specialist (4) GS-1102, Procurement Analyst (2) GS-1102, Supv Contract Specialist GS-1170, Realty Specialist GS-1320, Chemist (11) GS-1510, Actuary GS-1515, Operations Research Analyst (3) GS-1529, Math Statistician (Biomed.) (3) GS-1529, Math Statistician (Team Leader) GS-1530, Statistician Analyst (Socia.) GS-2210, IT Management Specialist | |
| Homeland Security | 141 | GS-0101, Social Scientist GS-0132, Intelligence Operations Specialist (9) GS-0180, Engineering Psychologist GS-0201, Human Resources Specialist (3) GS-0301, Training and Exercise Specialist GS-0301, Public Information Officer GS-0301, Special Assistant GS-0301, Policy Analyst (4) GS-0301, Policy Analyst (Honors Fellows) (20) GS-0301, Regional Affairs Specialist GS-0301, Senior Committee Mgmt. Specialist GS-0301, Program Specialist (2) GS-0301, Deputy Chief of Staff GS-0301, Administrative Specialist GS-0303, Program Assistant (Office Automation) GS-0340, Program Manager GS-0343, Program Analyst (24) | \$1,015,033 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|----------------------------------|---------------------|---|-------------|
| Homeland Security (continued) | | GS-0343, Management & Program Analyst (12) GS-0346, Logistics Mgmt Specialist GS-0401, General Biological Scientist (2) GS-0403, Microbiologist GS-0501, Financial Program Analyst (2) GS-0510, Systems Accountant (2) GS-0560, Budget Analyst (3) GS-0801, Systems Engineer (8) GS-0808, Architect GS-0905, Attorney Advisor (4) GS-1102, Contract Specialist (26) GS-1301, Physical Scientist (3) GS-1384, Textile Analyst GS-1801, Law Enforcement Specialist (Instructor) GS-2210, Information Technology Specialist | |
| Housing and Urban Development | 463 | GS-0101, Social Science Analyst (4) GS-0110, Economist (6) GS-0110, Senior Economist GS-0201, HR Specialist (3) GS-0260, Equal Employment Opportunity Spec. (2) GS-0301, Administrative Specialist GS-0301, Affordable Housing Specialist GS-0301, Community Planning & Development Dir. GS-0301, Community Planning & Dev. Rep. (21) GS-0301, Community Planning & Dev. Spec. (5) GS-0301, Federal Career Intern (8) GS-0301, Field Office Director (2) GS-0301, FOIA Specialist GS-0301, Healthy Homes Representative (2) GS-0301, Information Specialist GS-0301, Labor Relations Specialist GS-0301, Management Information Specialist (3) GS-0301, Operations Analyst (2) GS-0301, Operations Specialist (2) GS-0301, Presidential Management Fellow (2) GS-0301, Program Manager (2) GS-0301, Regional Relocation Specialist GS-0301, Senior Comm. Planning & Dev. Rep. (2) GS-0301, Space Management Specialist GS-0301, Special Assistant (3) GS-0301, Special Needs Assistance Specialist (3) GS-0301, Staff Assistant GS-0301, Technical Assistance Specialist GS-0301, Web Technology Specialist GS-0303, Clerk GS-0303, Clerk-Reader GS-0303, Comm. Planning & Dev. Prog. Assis. (4) GS-0303, Correspondence Assistant GS-0303, Enforcement Assistant GS-0303, Housing Program Assistant GS-0303, Office Assistant (2) GS-0303, Office Automation Clerk GS-0303, Program Assistant (4) GS-0303, Program Support Assistant (3) GS-0303, Staff Assistant (3) | \$2,203,744 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---|---------------------|--|------|
| Housing and Urban Development (continued) | | GS-0318, Secretary GS-0342, Support Services Specialist (2) GS-0343, Director, Systems and Technology GS-0343, Management Analyst (22) GS-0343, Program Analyst (23) GS-0343, Supervisory Program Analyst GS-0344, Management Assistant GS-0360, Equal Opportunity Specialist (29) GS-0360, Supervisory Equal Opportunity Spec. (4) GS-0361, Equal Opportunity Assistant (3) GS-0399, Student Trainee Equal Opp. Spec. (2) GS-0399, Student Trainee Management Analyst (3) GS-0501, Account Executive GS-0501, Financial Management Analyst (3) GS-0501, Financial Management Specialist GS-0501, Financial Operations Analyst (3) GS-0501, Hospital Financial Analyst GS-0501, Supervisory Financial Operation Analyst GS-0510, Accountant (2) GS-0510, Operating Accountant GS-0510, Systems Accountant (3) GS-0511, Auditor (5) GS-0560, Budget Analyst (4) GS-0560, Senior Budget Analyst GS-0560, Supervisory Budget Analyst GS-0808, Architect GS-0828, Construction Analyst (3) GS-0905, Assistant General Counsel GS-0905, Attorney Advisor (76) GS-0905, Supervisory Attorney Advisor (7) GS-0950, Paralegal Specialist (5) GS-1035, Public Affairs Specialist GS-1101, Administrator Advisor GS-1101, Affordable Housing Specialist (5) GS-1101, Chief of Field Operations GS-1101, Chief, Insurance and Underwriting GS-1101, Closing Coordinator GS-1101, Consumer Protection Comp. Spec. (2) GS-1101, Debt Restructuring Specialist GS-1101, Deputy Director, Office of SF Asset Mgmt. GS-1101, Division Director, HUB Office (3) GS-1101, Enforcement Analyst GS-1101, Grants Evaluation Specialist (3) GS-1101, Grants Management Specialist (3) GS-1101, Housing Program Manager (2) GS-1101, Housing Program Policy Specialist GS-1101, Housing Program Specialist (9) GS-1101, Industrial Relations Specialist GS-1101, Multifamily Project Manager GS-1101, Operations Officer GS-1101, Program Specialist GS-1101, Project Manager (23) GS-1101, Project Manager Asset Development (5) GS-1101, Project Manager Asset Management (9) GS-1101, Public Housing Revitalization Spec. (31) | |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---|---------------------|--|-----------|
| Housing and Urban Development (continued) | | GS-1101, Real Estate Analyst GS-1101, Senior Account Executive GS-1101, Senior Project Manager (3) GS-1101, Senior Single Family Housing Spec. (3) GS-1101, Single Family Housing Specialist (2) GS-1101, Supervisory Project Manager (9) GS-1101, Supervisory Single Family Housing Spec. GS-1101, Underwriter (5) GS-1102, Contract Specialist (2) GS-1160, Financial Analyst (4) GS-1910, Quality Assurance Specialist GS-1910, Senior Quality Assurance Specialist (2) GS-2210, IT Specialist (3) | |
| Interior | 105 | GS-0028, Environmental Protection Specialist (3) GS-0101, Social Scientist GS-0193, Archeologist GS-0301, Program Analyst GS-0303, Property Management Assistant GS-0343, Management Analyst (2) GS-0343, Program Analyst (4) GS-0343, Supervisory Program Analyst GS-0401, Fish and Wildlife Biologist GS-0482, Fish Biologist GS-0501, Financial Management Specialist GS-0511, Auditor (8) GS-0560, Budget Analyst (4) GS-0802, Engineering Technician (Electrical) GS-0810, Civil Engineer (4) GS-0810, Hydraulic Engineer GS-0810, Structural Engineer GS-0819, Environmental Engineer GS-0830, Mechanical Engineer GS-0830, Mechanical Engineer (Rotation) GS-0840, Nuclear Engineer (2) GS-0881, Petroleum Engineer (19) GS-0905, Attorney-Advisor (General) GS-0905, Attorney-Advisor (Legislation) GS-0930, Program and Appeals Analyst GS-1101, Enforcement Analyst GS-1101, Minerals Rev Spec. (Outreach) GS-1101, Minerals Revenue Specialist (7) GS-1101, RIK Asset Specialist GS-1101, RIK Revenue Specialist (6) GS-1102, Contract Specialist GS-1199, Student Trainee (Contracting) GS-1301, Physical Scientist GS-1313, Geophysicist (8) GS-1350, Geologist (10) GS-1550, Computer Scientist GS-1801, Surface Mining Reclamation Spec. GS-2210, Information Technology Specialist (2) GS-2210, Supv. Information Technology Spec. | \$638,596 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|-------------------|---------------------|--|--------------|
| Justice | 2,563 | ES-0905, Deputy Assistant Attorney General ES-1811, Supervisory Inspection GL-0610, Clinical Nurse (13) GS-0018, Safety and Occupational Health Specialist GS-0060, Chaplain (3) GS-0072, Fingerprint Examiner (30) GS-0080, Personnel Security Specialist (36) GS-0080, Physical Security Specialist (HAZMAT) (2) GS-0080, Supervisory Personnel Security Specialist GS-0080, Supervisory Security Specialist – CSO GS-0083, Police Officer (20) GS-0083, Supervisory Police Officer GS-0086, Security Assistant GS-0086, Supervisory Security Assistant GS-0101, Forensic Disaster Assistant Specialist GS-0101, Victim Specialist (9) GS-0132, Intelligence Analyst (416) GS-0132, Supervisory Intelligence Analyst (11) GS-0180, Clinical Psychologist (28) GS-0180, Personnel Research Psychologist GS-0180, Supervisory Counseling Psychologist GS-0201, Human Resources Specialist (2) GS-0201, Human Resources Spec.(Generalist) (11) GS-0201, Human Resources Spec. (Rec. & Place.) GS-0201, Supervisory Human Resources Spec. (2) GS-0203, Human Resources Assistant (3) GS-0260, Equal Employment Specialist GS-0301, Administrative Specialist (17) GS-0301, Alias False Identification Coordinator GS-0301, Community Outreach Specialist (7) GS-0301, Crime Analyst (2) GS-0301, CTOC Specialist (4) GS-0301, CTOC Supervisor GS-0301, Emergency Action Specialist GS-0301, English Monitor Analyst (5) GS-0301, Foreign Operations Specialist (3) GS-0301, Information Management Specialist GS-0301, Operations Manager GS-0301, Operations Support & Maintenance Spec. GS-0301, Professional Development Specialist GS-0301, Research Analyst (13) GS-0301, Specialist Assistant (2) GS-0301, Staff Operations Specialist (151) GS-0301, Supervisory Administrative Specialist (7) GS-0301, Supv. Foreign Language Prog. Coord. (2) GS-0301, Training & Civic Liaison Specialist GS-0303, Conduct Review Assistant GS-0303, Evidence Control Technician (3) GS-0303, Evidence Technician (4) GS-0303, LEGAT Operations Assistant (OA) (2) GS-0303, Operations Control Center Supervisor GS-0303, Operations Security Assistant (10) GS-0303, Records Conversion Technician GS-0303, Support Operations Technician GS-0303, Support Services Clerk (8) | \$19,451,399 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---------------------|---------------------|---|------|
| Justice (continued) | | GS-0303, Support Services Technician (93) GS-0313, Office Services Supervisor (2) GS-0318, Secretary (9) GS-0335, Computer Assistant (5) GS-0340, Foreign Language Program Coordinator GS-0341, Administrative Officer GS-0343, Management and Program Analyst (128) GS-0343, Supv. Management & Program Analyst (4) GS-0344, Management and Program Assistant (5) GS-0391, Telecommunications Specialist GS-0401, Biologist (19) GS-0501, Accountant (4) GS-0501, Accounting Analyst (4) GS-0501, Supervisory Accounting Analyst GS-0505, Financial Manager GS-0510, Forensic Accountant (9) GS-0511, Auditor (8) GS-0525, Accounting Technician (5) GS-0602, Medical Officer (7) GS-0603, Physician Assistant (4) GS-0610, Nurse Practitioner (2) GS-0610, Occupational Health Nurse (4) GS-0660, Pharmacist GS-0680, Dental Officer (2) GS-0854, Computer Engineer GS-0855, Electronics Engineer (6) GS-0856, Electronics Technician (19) GS-0901, Legal Administrative Specialist (41) GS-0901, Supervisory Legal Administrative Spec. GS-0904, Law Clerk GS-0905, Assistant General Counsel (10) GS-0905, Assistant U.S. Attorney (106) GS-0905, Attorney (16) GS-0905, General Attorney (16) GS-0905, Supervisory Assistant U.S. Attorney (5) GS-0905, Trial Attorney (26) GS-0905, Attorney Advisor (3) GS-0950, Paralegal Specialist (6) GS-0963, Legal Instruments Examiner (16) GS-0963, Supervisory Legal Instruments Examiner GS-0986, Legal Assistant GS-1001, Sign Language Interpreter/Reading Spec. GS-1035, Public Affairs Specialist (3) GS-1040, Language Specialist (11) GS-1082, Writer-Editor GS-1084, Visual Information Specialist GS-1102, Contract Specialist (3) GS-1102, Supervisory Control Specialist GS-1160, Financial Analyst (11) GS-1301, Physical Scientist (16) GS-1397, Document Analyst (4) GS-1410, Librarian GS-1412, Technical Information Specialist (24) GS-1421, Archives Specialist (2) GS-1541, Cryptanalyst | |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---------------------|---------------------|--|-------------|
| Justice (continued) | | GS-1550, Computer Scientist (3) GS-1550, Senior Computer Scientist GS-1710, Teacher, Special Education (2) GS-1750, Instructional Systems Specialist (3) GS-1801, Investigative Operations Analysts (19) GS-1801, Investigative Specialist (140) GS-1801, Surveillance Specialist (14) GS-1802, Arrest Records Examiner (2) GS-1802, Criminal History Examiner (2) GS-1802, ELSUR Operations Technician (4) GS-1811, Special Agent (751) GS-1811, Supervisory Special Agent (14) GS-2005, Supply Technician (3) GS-2210, Information Technology Specialist (46) GS-2210, Information Technology Spec. – FE (10) GS-2210, Lead Information Technology Specialist GS-2210, Supv. Information Technology Spec. (2) WG-4206, Plumber WG-5823, Automotive Mechanic WG-5823, Automotive Worker | |
| Labor | 10 | GS-0301, Presidential Management Fellow GS-0301, Supervisory Executive Officer GS-0343, Management Analyst GS-0601, Health Scientist GS-0830, Mechanical Engineer GS-0850, Electrical Engineer (2) GS-1083, Tech. Writer-Editor (Reg. Analyst) (2) GS-1811, Criminal Investigator | \$67,378 |
| State | 1,072 | FS-2010, Management Officer (66) FS-2101, Financial Management (7) FS-2201, Human Resources Management (4) FS-2301, General Services (2) FS-2501, Security (64) FS-2550, Security Engineering (2) FS-2560, Security Engineering-Technical FS-2880, Information Management (25) FS-2882, Information Management-Tech FS-2884, Information Tech Mgmtnt FS-3001, Consular Affairs (78) FS-4300, English Language Programs FS-4400, Public Diplomacy (94) FS-5015, Economics (88) FS-5505, Political Affairs (121) FS-6110, Medicine FS-6115, Health Practitioner (9) FS-6218, Construction Engineering FS-6220, Attorney Advisor (2) FS-9017, Office Management (21) FS-9040, Support GS-0110, Economist (2) GS-0130, Foreign Affairs (160) GS-0132, Intelligence (4) GS-0170, History (9) GS-0201, Personnel Management (17) GS-0343, Management and Program Analysis (54) | \$9,601,514 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|-------------------|---------------------|--|-----------|
| State (continued) | | GS-0501, Financial Administration and Program (10) GS-0510, Accounting (4) GS-0511, Auditing (2) GS-0560, Budget Analysis (14) GS-0801, General Engineering GS-0808, Architecture GS-0905, General Attorney (50) GS-0967, Passport and Visa Examining (103) GS-1035, Public Affairs (14) GS-1101, General Business and Industry (5) GS-1102, Contracting (12) GS-1701, General Education & Training GS-1802, Compliance Inspection and Support (2) GS-2210, Information Technology Management (17) | |
| Transportation | 65 | GS-0020, Community Planner (4) GS-0028, Environmental Protection Specialist GS-0028, Environment Program Specialist (4) GS-0110, Industry Economist GS-0301, Intergovernmental Program Specialist GS-0301, Investigative Program Technician GS-0303, Administrative Program Assistant GS-0340, Director, Office of Civil Rights GS-0342, Support Service Specialist GS-0343, Program Analyst (3) GS-0343, Management Analyst GS-0343, Management & Program Analyst (10) GS-0511, Auditor (2) GS-0801, General Engineer (2) GS-0905, Attorney-Advisor (3) GS-0905, Attorney-Advisor (Investigator) (2) GS-0905, Trial Attorney (Transportation) (5) GS-1102, Contract Specialist (3) GS-1160, Financial Analyst (2) GS-1801, Investigator GS-1811, Criminal Investigator (2) GS-2101, International Transportation Specialist (2) GS-2101, Program Management Specialist GS-2110, Transportation Industry Analyst (2) GS-2101, Transportation Program Analyst (2) GS-2101, Transportation Program Specialist (6) GS-2210, IT Specialist | \$551,537 |
| Treasury | 89 | GS-0080, Personnel Security Specialist (4) GS-0132, Intelligence Research Specialist (27) GS-0201, Human Resources Specialist GS-0201, Human Resources Development GS-0201, Employee Relations Specialist GS-0301, Administration and Program Manager (2) GS-0301, Compliance Project Officer GS-0301, Intelligence Research Specialist GS-0301, Regulatory Outreach Specialist GS-0301, Regulatory Policy Project Officer GS-0301, Regulatory Policy Specialist (3) GS-0301, Regulatory Program Assistant GS-0301, Supv. Regulatory Outreach Specialist GS-0340, Program Manager | \$651,743 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|----------------------|---------------------|---|-------------|
| Treasury (continued) | | GS-0341, Administrative Officer GS-0343, Management and Program Analyst GS-0343, Program Analyst (2) GS-0343, Supv. Management & Program Analyst (2) GS-0343, Audit Evaluator (6) GS-0501, Financial Administration GS-0501, Financial Specialist GS-0510, Accountant GS-0511, Auditor (5) GS-0511, Supervisory Auditor GS-0560, Budget Analyst (2) GS-0560, Supervisory Budget Analyst GS-0830, Mechanical Engineer GS-0850, Electrical Engineer GS-0905, Attorney (2) GS-1102, Contract Specialist (2) GS-1102, Supervisory Contract Specialist (2) GS-1801, Information Sharing Compliance Specialist GS-1801, Law Enforcement Liaison Specialist GS-1811, Criminal Investigator GS-1811, Supv. Criminal Investigator GS-2210, Information Technology Specialist (7) | |
| Veterans Affairs | 534 | GS-0083, Police Officer (2) GS-0101, Social Science GS-0180, Psychologist (45) GS-0181, Psychologist Aid GS-0185, Social Worker (34) GS-0201, Human Resources Specialist (78) GS-0203, Human Resources Assistant GS-0260, Equal Employment Opportunity Spec. (5) GS-0301, Miscellaneous Administration & Prog. (21) GS-0303, Miscellaneous Clerk & Assistant (2) GS-0318, Secretary GS-0340, Program Manager (2) GS-0341, Administrative Officer (10) GS-0343, Management & Program Analyst (23) GS-0344, Management & Program Assistant GS-0360, Equal Opportunity Compliance GS-0361, Equal Employment Opportunity Assis. (2) GS-0501, Financial Administration and Program (2) GS-0505, Financial Manager (7) GS-0510, Accountant (6) GS-0511, Auditor GS-0525, Accounting Technician GS-0530, Cash Processing Clerk GS-0540, Voucher Examining (2) GS-0544, Civilian Pay Technician (3) GS-0560, Budget Analyst (6) GS-0593, Insurance Accounts GS-0601, General Health Science (12) GS-0620, Practical Nurse (2) GS-0621, Nursing Assistant GS-0630, Dietitian and Nutritionist (4) GS-0631, Occupational Therapist (6) GS-0633, Physical Therapist (17) | \$3,526,928 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|--------------------------------------|---------------------|--|-------------|
| Veterans Affairs (continued) | | GS-0638, Recreation/Creative Arts Therapist GS-0640, Health Aid and Technician (2) GS-0644, Medical Technologist (17) GS-0647, Diagnostic Radiologic Technologist (7) GS-0649, Medical Instrument Technician (5) GS-0660, Pharmacist (61) GS-0665, Speech Pathology & Audiology (3) GS-0667, Orthotist and Prosthetist GS-0669, Medical Records Administrator (3) GS-0670, Health System Administrator (3) GS-0671, Health System Specialist (16) GS-0672, Prosthetic Representative GS-0673, Hospital Housekeeping GS-0675, Medical Records Technician (5) GS-0679, Medical Support Assistance (2) GS-0682, Dental Hygienist (2) GS-0801, General Engineer (6) GS-0809, Construction Control Technical GS-0810, Civil Engineer (3) GS-0819, Environmental Engineer GS-0830, Mechanical Engineer (4) GS-0850, Electrical Engineer (3) GS-0858, Bioengineering & Biomedical Engineer (3) GS-0905, General Attorney (30) GS-0998, Claims Assistance and Examining GS-1035, Public Affairs Specialist GS-1082, Writer/Editor GS-1101, General Business and Industry GS-1102, Contract Specialist (25) GS-1170, Realty (2) GS-1601, General Facilities and Equipment GS-1701, General Education and Training Specialist GS-2005, Supply Clerk and Technician GS-2010, Inventory Specialist (2) GS-2210, Information Technology Specialist (15) | |
| Agencies | | | |
| Agency for International Development | 272 | FP-0301, Administrative Management (4) FP-0301, Crisis Stabilization and Governance (31) FP-0301, Program Analyst/Project Devel. Ofcr. (55) FP-0340, Program Management (4) FP-0401, Agriculture (15) FP-0501, Economics (11) FP-0501, Financial Management (10) FP-0685, Health and Population Officer (43) FP-0685, Environment (9) FP-1101, Private Sector Officer (30) FP-1102, Contract Management (32) FP-1701, Education (14) FP-1801, Engineer (2) GS-0101, Social Science Analyst (2) GS-0201, Human Resources Management GS-0685, Public Health Specialist (4) GS-1102, Contract Specialist (5) | \$2,431,766 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|--|----------------------------|--|-------------|
| Chemical Safety and Hazard Investigation Board | 5 | GS-0301, Board Affairs Specialist GS-0301, Government & Public Affair Specialist GS-0905, Attorney-Advisor GS-1801, Chemical Incident Investigator (2) | \$30,000 |
| Commodity Futures Trading Commission | 41 | CT-0110, Economist (3) CT-0511, Auditor (8) CT-0905, Attorney (26) CT-1101, Risk Analyst (2) CT-1801, Trade Practice Analyst CT-2210, IT Specialist | \$257,500 |
| Defense Nuclear Facilities Safety Board | 1 | DN-0801, Engineer | \$10,000 |
| Environmental Protection Agency | 23 | GS-0028, Environmental Protection Specialist (4) GS-0301, Miscellaneous Administration and Prog. GS-0343, Management and Program Analysis (4) GS-0415, Toxicology GS-0440, Genetics GS-0470, Soil Science GS-0601, General Health Science (3) GS-0801, General Engineering GS-0830, Mechanical Engineering GS-0905, General Attorney GS-1301, General Physical Science (4) GS-2210, Information Technology Management | \$105,126 |
| Farm Credit Administration | 17 | VH-1101, Associate FCA Examiner (16) VH-2210, IT Specialist | \$51,938 |
| Farm Credit System Insurance Corporation | 1 | VH-1160, Financial Analyst | \$10,000 |
| Federal Energy Regulatory Commission | 120 | GS-0028, Environmental Protection Specialist (2) GS-0080, Security Specialist GS-0110, Economist (8) GS-0201, Human Resources Specialist (2) GS-0301, Legal Support Specialist GS-0301, Management Information Specialist GS-0301, Project Specialist GS-0318, Secretary (Office Automation) GS-0343, Management & Program Analyst (2) GS-0401, Environmental Biologist (3) GS-0486, Wildlife Biologist (2) GS-0510, Accountant GS-0511, Auditor (5) GS-0525, Accounting Technician GS-0560, Budget Analyst GS-0810, Civil Engineer (5) GS-0830, Mechanical Engineer GS-0850, Electrical Engineer (7) GS-0881, Petroleum Engineer GS-0893, Chemical Engineer GS-0905, Attorney-Advisors (31) GS-0905, Trial Attorneys (5) GS-0950, Paralegal Specialist (2) GS-1101, Energy Industry Analyst (32) GS-1301, Physical Scientist GS-2210, IT Specialist SL-0905, Senior Legal Adviser | \$1,127,268 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---|----------------------------|---|-------------|
| Federal Housing Finance Agency | 3 | TM-0343, Senior Program Analyst TM-1160, Financial Analyst (2) | \$23,550 |
| Federal Retirement Thrift Investment Board | 6 | GS-0301, Project Manager GS-0303, TSP Correspondence Coordinator GS-0510, Staff Accountant GS-0905, Attorney – Advisor (2) GS-2210, IT Specialist (Apps Software) | \$57,955 |
| Federal Trade Commission | 19 | GS-0301, Data Analyst (2) GS-0904, Law Clerk (5) GS-0905, General Attorney (12) | \$162,500 |
| General Services Administration | 22 | GS-0080, Physical Security Specialist GS-0301, Presidential Management Fellow (3) GS-0343, Program Analyst (5) GS-0501, Financial Management Analyst GS-0560, Budget Analyst GS-0808, Architect GS-1001, Preservation Specialist GS-1101, Project Leader (2) GS-1102, Contract Specialist (2) GS-1170, Realty Specialist (4) GS-1176, Building Management Specialist | \$194,071 |
| Government Accountability Office | 550 | ES-1301, Chief Scientist & Director, Science GS-0299, Human Capital Student Trainee GS-0347, GAO Analyst Intern GS-2299, IT Specialist Student Trainee MK-0301, Supv. Administrative Management Spec. PA-0905, Attorney (39) PE-0101, Social Science Analyst (10) PE-0110, Economist (5) PE-0347, GAO Analyst (410) PE-0511, Auditor (30) PE-1301, Physical Science Analyst PE-1515, Senior Operations Research Analyst PE-1530, Senior Statistician PE-1550, Information Technology Analyst (23) PE-2210, Information Technology Specialist (3) PY-0080, Security Specialist PY-0180, Psychologist PY-0201, Human Capital Specialist PY-0301, Visual Communication Analyst (4) PY-0343, Management Analyst (8) PY-0560, Budget Analyst PY-1102, Contract Specialist (2) PY-1410, Librarian PY-1529, Mathematical Statistician PY-2210, Information Technology Specialist (2) | \$3,141,546 |
| Government Printing Office | 5 | PG-0301, Planning Specialist (3) PG-0501, Financial Data Analyst PG-0510, Accountant | \$50,000 |
| Library of Congress | 3 | GS-0301, Program Specialist GS-1410, Librarian GS-1411, Library Technician | \$14,000 |
| National Aeronautics and Space Administration | 18 | GS-0201, Human Resources Specialist (4) GS-0260, Equal Employment Opportunity Specialist GS-0301, Misc. Administration & Program (2) | \$124,283 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|--|----------------------------|---|-------------|
| National Aeronautics and Space Administration (continued) | | GS-0343, Management & Program Analysis (2) GS-0801, General Engineer (3) GS-0854, Computer Engineer GS-0855, Electronics Engineer GS-0905, General Attorney (2) GS-1102, Contract Specialist (2) | |
| National Archives and Records Administration | 24 | GS-1001, Audio Video Preservation Specialist (2) GS-1001, Conservator GS-1001, National Preservation Program Specialist GS-1001, Senior Conservator (2) GS-1001, Digital Imaging Technician GS-1060, Photographer (Preservation) GS-1420, Archivist (7) GS-1421, Archives Specialist (7) GS-1750, Instructional Sys. Specialist GS-2210, IT Specialist | \$125,110 |
| Nuclear Regulatory Commission | 37 | GG-0080, Nuclear Security Specialist GG-0080, Sr. Physical Security Inspector GG-0318, Administrative Assistant GG-0343, Audit Manager GG-0343, Management Analyst GG-0511, Senior Auditor GG-0801, Branch Chief GG-0801, Reactor Engineer (3) GG-0801, Reactor Inspector (4) GG-0801, Sr. Enforcement Specialist GG-0806, Materials Engineer GG-0810, Structural Engineer (NSPDP) GG-0840, Project Engineer GG-0840, Resident Inspector (BWR) GG-0840, Resident Inspector (PWR) GG-0840, Senior Resident Inspector (BWR/TL) GG-0840, Senior Resident Inspector (PWR/TL) GG-0840, Sr. Enforcement Specialist (Reactors) GG-0905, Attorney (11) GG-0950, Paralegal Specialist GG-1301, Emergency Response Coordinator GG-1306, Health Physicist | \$344,359 |
| Office of Personnel Management | 1 | GS-2210, Supervisory IT Specialist | \$10,000 |
| Pension Benefit Guaranty Corporation | 35 | GS-0905, General Attorney (30) GS-1160, Financial Analyst GS-1510, Actuary (3) GS-1511, Auditor | \$307,566 |
| Securities and Exchange Commission | 525 | SK-0080, Security Spec. SK-0080, Personnel Security Spec. SK-0101, Personnel Psychologist SK-0201, HR Specialist SK-0301, Misc. Administration and Program (20) SK-0303, Miscellaneous Clerk and Assistant (10) SK-0304, Information Receptionist SK-0312, Secretary SK-0318, Secretary (12) SK-0326, Office Automation Clerk SK-0343, Program Analyst (5) | \$3,880,198 |

| Department/Agency | Number of Employees | Job Classifications | Cost |
|---|---------------------|---|---------------------|
| Securities and Exchange Commission (continued) | | SK-0501, Asst. Regional Director SK-0501, Supv. General Attorney SK-0510, Accounting (110) SK-0560, Budget Analyst SK-0880, Mine Engineer SK-0881, Petroleum Engineer SK-0905, Attorney-Advisor (281) SK-0950, Paralegal Specialist (13) SK-0956, Legal Asst. SK-0963, Supv. Legal Instr. SK-0986, Legal Assistance (6) SK-1001, General Arts and Information (3) SK-1102, Supv. Procurement Analyst SK-1410, Librarian SK-1801, Market Surveillance Spec. SK-1801, Sr. Market Surveillance Spec. SK-1802, Securities Compliance Asst. SK-1831, Securities Compliance Examiner (24) SK-2210, IT Specialist (18) SK-2230, IT Spec. SK-5010, Branch Chief SO-0905, Assoc. Regional Director SO-1831, Assoc. Regional Director | |
| 36 Agencies | 11,359 | | \$85,667,186 |

Note: Reported costs are rounded to the nearest whole dollar.



UNITED STATES
OFFICE OF PERSONNEL MANAGEMENT
Employee Services
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Washington, DC 20415