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National Aeronautics and Space Administration  
**Goddard Space Flight Center**  
Greenbelt, MD 20771



Office of Communications

October 23, 2013

Reply to Attn of:

**FOIA: 13-GSFC-F-00898**

This responds to your August 15, 2013, request under the Freedom of Information Act (FOIA), 5 U.S.C. 552, for “the final report produced for NASA by Deloitte Consulting” the topic of which was “Workforce Assessment/Analysis.” The official familiar with the subject matter of the request identified one document responsive to your request, a report entitled “NASA OCFO Workforce Profile and Key Competencies Assessment,” dated April 2007.

As an initial matter, due to the shutdown of the Government, including NASA, which occurred from October 1 to October 16, 2013, NASA could not process your request during that time. We apologize for any inconvenience due to this delay.

Exemption 2 to the FOIA exempts from disclosure information which is “related solely to the internal personnel rules and practices of an agency.” 5 USC 552(b)(2). The document in question relates solely to the workforce profile and position responsibilities of employees in the Agency’s Office of the Chief Financial Officer, clearly matters that are internal personnel practices of the Agency. There is limited public interest in such an internal document. Therefore, the Agency has the authority to withhold the report under Exemption 2. However, agencies have the discretion to release information otherwise exempt from disclosure under Exemption 2 if disclosure would not cause any foreseeable harm to the Agency. Given the age of the document and its subject matter, it has been determined that the Agency will exercise its discretion, and disclose the document with one exception, the names of individual employees interviewed.

The names of the employees will be withheld under Exemption 6 to the FOIA, which exempts from disclosure information about individuals in personnel and “similar files” when the disclosure of such information “would constitute a clearly unwarranted invasion of personal

privacy.” 5 USC 552(b)(6). The document belongs in the category of “similar files,” since it contains information obtained from the identified individuals, and identifies them by name. Obviously, individuals have a privacy interest in their own name. Any public interest in the document is satisfied by the disclosure of its substantive content—any de minimus public interest in the names of the employees interviewed is outweighed by the significance of the privacy interest of the employees. Therefore, the names will be withheld from disclosure under Exemption 6.

This response was processed in accordance with 5 U.S.C. § 552 and 14 CFR Part 1206.

You may appeal this initial determination to the NASA Administrator.

Under 14 CFR § 1206.605, you may appeal this response by writing to:

Administrator  
NASA Headquarters  
Mail Stop: FOIA, Room 9J74  
300 E Street, S.W.  
Washington, DC 20546  
ATTN: FOIA Appeals

Your appeal must be received within 30 calendar days after the date of this letter. The appeal should be marked, both on the envelope and the face of the appeal letter, with the legend “FREEDOM OF INFORMATION APPEAL.” Your appeal should be accompanied by a copy of your original request and this letter, along with a brief statement of the reasons why you believe this initial decision to be in error.

If we may be of further assistance, please contact me at [gsfc-foia@mail.nasa.gov](mailto:gsfc-foia@mail.nasa.gov).

Sincerely,

  
Joan Belt  
FOIA Officer



# NASA OCFO Workforce Profile and Key Competencies Assessment

April 2007



# NASA OCFO Workforce Profile and Key Competencies Assessment

## TABLE OF CONTENTS

### Executive Summary

### Introduction

#### 1. OCFO Workforce Profile

- 1.1. Occupational Series, Location, and Contractors
- 1.2. Age by Series
  - 1.2.1. Age Compared to Other Organizations
- 1.3. Workforce by Highest Education Degree
- 1.4. Retirement Projection
- 1.5. Employee Time in Grade
- 1.6. Federal Entry on Duty
- 1.7. NASA Entry on Duty
- 1.8. Employee Overtime

#### 2. OCFO Key Subject Matter, Technical and Behavioral Competencies

- 2.1. OCFO
- 2.2. Financial Management Function
- 2.3. Budgeting Function
- 2.4. Financial Systems Function

#### Appendix A. Workforce Profiles and Key Competencies by Location

- A.1. Ames Research Center
- A.2. Dryden Flight Research Center
- A.3. Glenn Research Center
- A.4. Goddard Space Flight Center
- A.5. Headquarters
- A.6. Johnson Space Flight Center
- A.7. Kennedy Space Center
- A.8. Langley Research Center
- A.9. Marshall Space Flight Center
- A.10. Stennis Space Center

#### Appendix B. OCFO Organizational Structure and Additional Report References

- B.1. Civil Service and Contractor Workforce by Function
- B.2. OCFO Baseline Organizational Structure
- B.3. Table of Series 'Other'
- B.4. Interview List

#### Appendix C. Supplemental Data

- C.1. Age
- C.2. Education
- C.3. Retirement
- C.4. Time in Grade
- C.5. Federal Service
- C.6. NASA Service

## NASA OCFO Workforce Profile and Key Competencies Assessment

### EXECUTIVE SUMMARY

Many challenges face today's federal financial professionals. For example, reporting requirements have become more complex and control requirements have become stricter. New processes are needed to manage security and to provide for continuity of operations during times of emergency conditions. The movement toward consolidation of financial transaction processing has also changed the nature of the work performed by this critical staff. Consequently, the roles and responsibilities of these individuals have been evolving. This study examines the current NASA OCFO workforce and presents this information as a tool for strategic workforce decision-making.

At the time of this study, the NASA OCFO workforce was composed of 949 civil servants located at NASA Headquarters (HQ) and nine Centers around the United States. The majority of these individuals are employed in six key occupational series: Miscellaneous Administrative and Program, 301; Management and Program Analysis, 343; Financial Administration and Program, 501; Accounting, 510; Accounting Technician, 525; and Budget Analysis, 560. Management and Program Analysts and Accountants together comprise over half the OCFO workforce.

The OCFO's average and median age is forty-six years. Overall, the OCFO has a larger proportion of its workforce who are less than forty years of age than other government agencies and has a relatively similar age distribution to the aerospace industry. Management and Program Analysts and Budget Analysts are relatively young compared to other federal agencies whereas the Financial Administration and Program workforce is relatively older. Of all OCFO locations, Johnson has the largest proportion of employees under thirty and Ames has the largest proportion of employees over sixty years of age.

With regard to level of education, over half of OCFO employees have bachelor's degrees. The Accounting series has the largest proportion of workforce with bachelor's degrees. At Johnson and Glenn, all Accountants have a minimum of a bachelor's degree. However, a quarter of Accountants have no degree at Goddard.

Nearly one-third of the Management and Program Analysts have master's degrees. The majority of these employees are located at Johnson. One-third of both the Langley and HQ workforce have master's degrees, while Ames and Stennis have less than ten percent.

Employee average time in grade is four years and the median is two and a half years. Over a quarter of the OCFO workforce has less than one year in their current GS level. Data indicates that the Accounting Technician and Miscellaneous Administrative and Program series have larger proportions of employees with five or more years in grade compared to other series. In contrast, approximately two-thirds of Accountants and Budget Analysts have up to two years in their current GS-level.

## **NASA OCFO Workforce Profile and Key Competencies Assessment**

The NASA OCFO averages twelve years of NASA service and seventeen years of federal service. The difference in years of federal and NASA service in key occupational series, particularly Accounting, demonstrates fierce competition for highly marketable financial management employees. Accountants also appear to be the most overworked occupational series, as almost half reported overtime in calendar year 2006.

The imminent wave of retirement-eligible workers poses serious risks and challenges to the OCFO. Thirty percent of the OCFO is eligible to retire within five years. Of the employees retiring in less than five years, approximately half are Management and Program Analysts and Accountants. Ames has the largest percentage of workforce eligible to retire in less than five years.

NASA OCFO is not unique in its need to address the challenges related to a changing federal financial workforce. As responses to these issues are developed, an understanding of the current workforce will assist the Agency in making decisions on how to best manage its current workforce and target specific programs and initiatives to sustain the overall health of the NASA OCFO workforce.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### INTRODUCTION

As financial management functions evolve, it is crucial for organizations to understand their financial workforce with regard to capacity and capability. The purpose of this report is to assist the NASA OCFO with staffing and workforce capability planning requirements by presenting an OCFO workforce profile and key competencies assessment. The profile provides a snap-shot overview of the OCFO by workforce location, demographics, employee mobility, and staff composition. The key competencies assessment summarizes critical knowledge, skills, and abilities in financial management as identified by OCFO managers.

At the time of this study, the NASA OCFO was composed of 949 civil servants, six of whom were part-time employees. Within this workforce, six key occupational series were identified for evaluation. These key occupational series together comprise 89% of the OCFO workforce and include the following:

- Miscellaneous Administrative and Program (301)
- Management and Program Analysis (343)
- Financial Administration and Program (501)
- Accounting (510)
- Accounting Technician (525)
- Budget Analysis (560)

An 'Other' series is also included and captures information on OCFO staff members who are not in the designated key occupational series. This 'Other' series consists of sixteen occupational series, of which no singular series comprises more than 2% of the OCFO workforce. For this reason, these series are considered to be "non-key." The table below presents the most frequently used non-key series at OCFO locations. Additional detail regarding the 'Other' series can be found in Appendix B.3.

Frequently Used Non-Key Occupational Series by Location	
Location	Series
Ames	Financial Management (505)
Dryden	Financial Management (505)
Glenn	Voucher Examining (540) & Financial Management Student Trainee (599)
Goddard	Secretary (318)
HQ	Secretary (318)
Johnson	General Engineering (801) & Administration and Office Support Student Trainee (399)
Kennedy	Miscellaneous Clerk and Assistant (303)
Langley	Financial Management (505) & Information Technology Management (2210)
Marshall	Financial Management (505)
Stennis	Financial Management (505)

## NASA OCFO Workforce Profile and Key Competencies Assessment

To develop this report, workforce data and competency information was collected from financial managers across NASA HQ and the nine Centers. It is important to note that although Federal Personnel Payroll System (FPPS) was used as a primary source of information and some data, such as level of education, may contain an unknown degree of inaccuracy.

Data for this report was compiled from the following sources:

- Organization Charts for HQ and Centers
- NASA OCFO Managers
- FPPS information from the last pay period of calendar year 2006
- Office of Personnel Management (OPM) FedScope September 2006 data
- OCFO Staff Information database

In this workforce profile, averages and medians were calculated across the entire OCFO by key occupational series for most data points. Comparative information is included for workforce age and Federal Entry on Duty (EOD). Specific variables evaluated include:

- *Date of Birth*: indicates critical occupations or locations that may have an aging population.
- *Highest Educational Degree (e.g., no degree, A.A., B.A., M.A., and Ph.D.)*: indicates the highest level of education received across the OCFO's key occupational series, which helps identify differences in educational attainment across occupations and locations.
- *Time in Grade*: indicates the number of years an employee spends within a certain grade, which provides information on employee mobility within occupations and locations.
- *Retirement Eligibility Date*: projects the retirement of employees in the next five to ten years. This helps identify critical hiring and staffing needs and formulate knowledge transfer and succession planning strategies.
- *NASA EOD*: indicates the number of years employees have been part of the NASA workforce, which may indicate level of knowledge in NASA-specific policies, procedures, and technologies.
- *Federal Government EOD*: indicates the number of years employees have been part of the federal workforce, which may indicate level of knowledge in the implementation of mandatory federal policies, procedures, and technologies.
- *Contractor workforce mix*: indicates the number of contractors and civil service employees, which may indicate where the OCFO relies most heavily on contractors, both by location and function (e.g., budgeting, financial management, and financial systems).
- *Calendar Year 2006 Overtime*: indicates dollars spent on overtime pay by location and function, which may help the OCFO enhance reward and recognition programs, manage employee stress, and address other organizational culture issues.



## 1. OCFO Workforce Profile

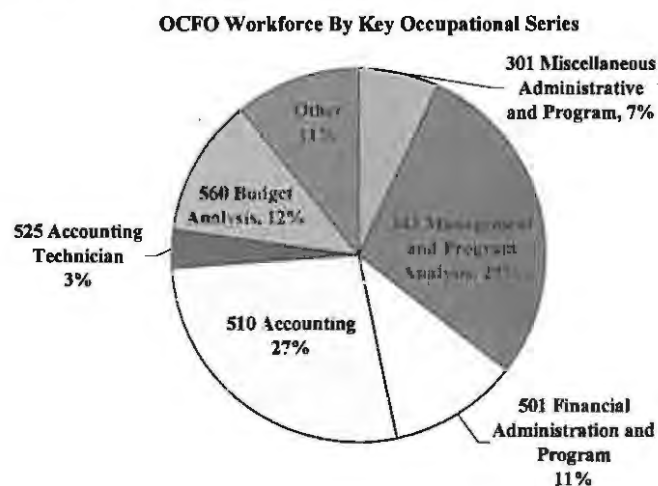
## NASA OCFO Workforce Profile and Key Competencies Assessment

### I. OCFO WORKFORCE PROFILE

This section presents an overview of the OCFO workforce with respect to eight attributes that convey location, demographics, employee mobility, and staff composition. The workforce profile includes data across the entire OCFO.

#### 1.1. Occupational Series, Location, and Contractors

NASA OCFO employees are located at Headquarters in Washington, D.C. and nine Centers dispersed throughout the United States. Eighty-nine percent of the OCFO workforce falls into six occupational series. The majority of the OCFO workforce (56%) is comprised of two major occupations: Accounting (510) and Management and Program Analysis (343). The breakdown of the total workforce by series is shown below.



Workforce size varies throughout the OCFO. The largest workforces are located at Johnson and Kennedy, both of which are responsible for managing several large, complex programs. Ames has the third largest workforce as a result of a Center reorganization which brought analysts from the programs back into the CFO function. Dryden and Stennis have the smallest workforces.

## NASA OCFO Workforce Profile and Key Competencies Assessment

The following table identifies the NASA OCFO workforce by key occupational series and location.

NASA OCFO Employees by Key Occupational Series and Location											
Occupational Series	Number of NASA OCFO Employees										Total OCFO n %
	Ames	Dryden	Glenn	Goddard	HO	Johnson	Kennedy	Langley	Marshall	Stennis	
Misc. Admin. & Program (301)	27	14	3	5	5	8	2	0	1	0	65 7%
Mgmt. & Program Analysis (343)	18	1	38	14	11	149	54	0	2	5	273 39%
Fin. Admin. & Program (501)	15	0	8	16	3	13	3	33	14	1	106 11%
Accounting (510)	15	5	16	53	48	24	29	28	28	12	258 27%
Accounting Technician (525)	9	4	1	8	1	7	1	0	0	0	31 3%
Budget Analysis (560)	20	0	0	0	25	0	22	8	38	0	113 12%
Other	6	5	12	6	5	38	7	7	12	5	103 11%
OCFO Total #	110	29	68	102	98	230	118	76	95	23	949
OCFO Total %	12%	3%	7%	11%	10%	24%	12%	8%	10%	2%	100%

The data provided above and in Appendix B.3 indicates the following:

- 56% of the OCFO workforce consists of Accountants (510) and Management and Program Analysts (343).
- The majority of Accountants (510) are located at Goddard where they support a unique function, the Regional Finance Office.
- The majority of Management and Program Analysts (343) are located at Johnson to help support numerous programs and initiatives at the Center.
- Ames has the most Miscellaneous Administrative and Program analysts (343) and Accounting Technicians (525).
- Most Financial Administration and Program (501) employees are located at Langley.
- The majority of Budget Analysts (560) are located at Marshall.
- The 'Other' series category is primarily comprised of Financial Managers (505), Secretaries (318), General Engineers (801), and Administration and Office Support Student Trainees (399).



## NASA OCFO Workforce Profile and Key Competencies Assessment

NASA OCFO employs a significant contractor workforce. The number of civil servants and contractors, which comprise the “workforce mix”, is provided below. This information demonstrates contractor support as a percent of total OCFO workforce. Additional information on civil service employees and contractors by function (e.g., financial management, budgeting, and financial systems) may be found in Appendix B.1.

OCFO Civil Service and Contractor Workforce by Location				
Location	Total Number		Workforce	% Contractors
	Contractors	Civil Servants*		
Ames Research Center	49	110	159	31%
Dryden Flight Research Center	15	29	44	34%
Glenn Research Center	25	68	93	27%
Goddard Space Flight Center	37	102	139	27%
Headquarters	94	103	197	48%
Johnson Space Flight Center	41	230	271	15%
Kennedy Space Center	21	118	139	15%
Langley Research Center	50	76	126	40%
Marshall Space Flight Center	34	95	129	26%
Stennis Space Center	6	23	29	21%
<b>Total</b>	<b>372</b>	<b>954</b>	<b>1326</b>	<b>28%</b>
*HQ shows 103 employees, rather than 98, due to a request by HQ to replace PPPS HQ data with Access staff database information. This increased total number of employees by five.				

The data provided above indicates the following:

- Contractors comprise 28% of the total OCFO workforce.
- Headquarters has the largest population of contractors.
- Johnson and Kennedy have the smallest proportions of contractor support.

### Observations

Management and Program Analysts (343) and Accountants (510) together comprise over half the OCFO workforce. However, the distribution of occupational series across OCFO locations is not uniform. While it may not be advisable to expend the effort needed to reassign current staff in line with a more consistent approach, it would be useful for the OCFO to consider a consistent approach to occupational series and position titling going forward. This would facilitate the communication of career paths and improve consistency in specialized workforce competencies. Also, with the full migration to the NASA Shared Services Center (NSSC), many transactional responsibilities will diminish and certain occupations, such as Accounting Technician, may no longer be needed.

The number of contractor staff utilized across the OCFO is likewise not uniform. There are likely several reasons, including:

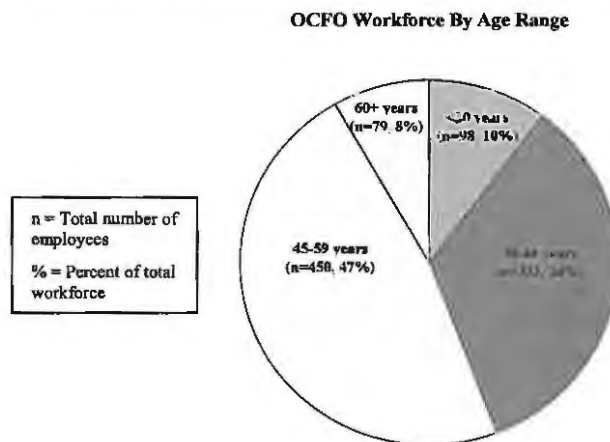
- OCFO is prohibited from hiring civil service employees (i.e. hiring freeze).
- Specific skills needed are difficult to acquire.

## NASA OCFO Workforce Profile and Key Competencies Assessment

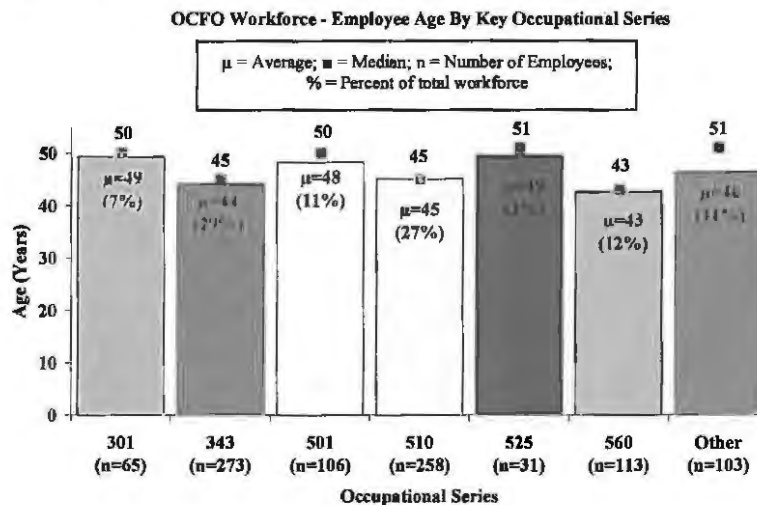
In addition, varying levels of contractor support may also be an indicator of local economic forces associated with the difficulty in recruiting and retaining civil service employees. Contractor support may also indicate varying programmatic and operational responsibilities across locations. Headquarters, for example, leads specific OCFO-wide initiatives such as operational effectiveness and workforce planning.

### 1.2. Age by Series

The average and median age of the NASA OCFO workforce is 46 years, which is relatively senior. Only 10% of the workforce is under the age of 30 whereas nearly half of all employees are 45 to 59 years of age. The following figure shows the age distribution of the OCFO workforce by number of employees and percent of total workforce. Additional information on workforce age can be found in Appendix C.1.



The table below provides average and median age information of OCFO employees within key occupations.



## NASA OCFO Workforce Profile and Key Competencies Assessment

The data provided above and in Appendix C.1. indicates the following:

- The average age range is 43 to 49 years across key occupational series.
- The majority of Accountants (510) within the age range of 40 to 59 years are located at Langley.
- Johnson has the largest proportion of employees under age 30. This workforce consists predominantly of Management and Program Analysts (343).
- Langley has the largest percentage of employees within the age range of 30 to 44 years, most of whom are Accountants (510).
- Glenn has the highest percentage of employees within the age range of 45 to 59 years (60%). Most of these employees are Management and Program Analysts (343).
- Ames has the largest percentage of employees 60 years and older (17%). Most of these employees fall into the Miscellaneous Administrative and Program (301) and Financial Administration and Program (501) series.

### Observations

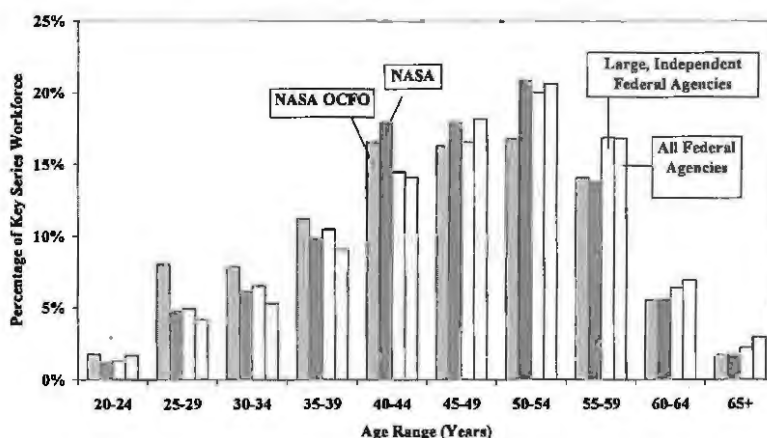
Currently, only ten percent of the NASA OCFO workforce is under thirty years of age. As senior expertise departs the workforce, it becomes increasingly important for the NASA OCFO to connect junior and senior employees through knowledge transfer activities, such as mentoring and coaching. In addition, retention and development initiatives will also support staff joining the Agency at an entry level or the beginning of a career ladder. By taking a more strategic view with respect to staff capability enhancement, NASA OCFO will benefit from a workforce with appropriate skills, knowledge, and experience.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### 1.2.1. Age Compared to Other Organizations

The OCFO is not unique in its concern about the aging federal workforce. The graph below compares the age distribution of NASA's OCFO with other federal agencies. NASA OCFO has a higher percentage of employees under the age of 40 than comparison agencies. Further comparison of the NASA OCFO key occupational series with other federal agencies is available in Appendix C.1.

Age Comparison of Key Occupational Series Workforce

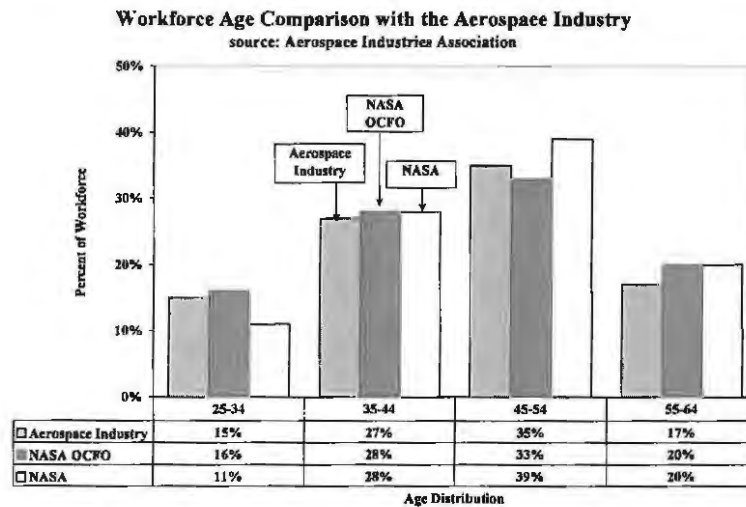


The data provided and in Appendix C.1. indicates the following:

- NASA OCFO has a larger percentage of employees less than 40 years of age than comparison federal agencies.
- NASA OCFO Management and Program Analysts (343) are younger than comparison federal agencies.
- The NASA OCFO Financial Administration and Program (501) workforce is older than comparison federal agencies.
- Budget Analysts (560) within the NASA OCFO are younger than those in other federal agencies.

## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below compares the age distribution of NASA's OCFO with the aerospace industry.



The data provided above indicates the following:

- Without occupational or functional differentiation, the NASA OCFO workforce age distribution is comparable to the overall aerospace industry.

### Observations

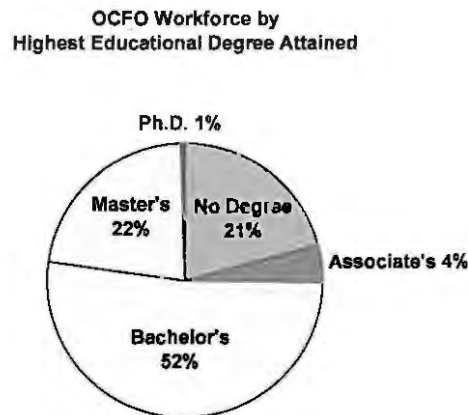
With a larger proportion of employees less than forty years of age, NASA's OCFO has a talent pipeline advantage over other federal government agencies. Compared to the aerospace industry, age distribution at the NASA OCFO is similar. However, as the market for skilled financial professionals is highly competitive and is likely to remain so, the NASA OCFO will need strong recruitment and retention programs to remain competitive. This is particularly true for OCFO locations that have historically had more difficulty in retaining staff.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### 1.3. Workforce by Highest Education Degree

As noted in the introduction, education data was extracted from FPPS. However, it is important to note that the FPPS highest educational degree data may contain an unknown degree of inaccuracy.

According to data obtained from FPPS, the majority of OCFO employees have bachelor's degrees. Further information from Centers determined that many concentrated their undergraduate degrees in business or accounting. Employees who completed a master's degree program typically have a Master of Business Administration (MBA) with an accounting or finance concentration or a Master of Public Policy (MPP). The figure below provides an overview of the OCFO workforce by highest educational degree attained.

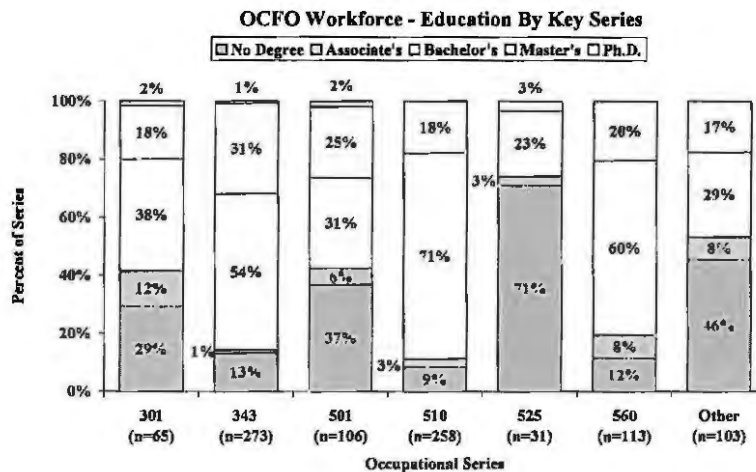


The following table shows the distribution of highest educational degree attained by key occupational series. The table provides the number of staff by degree and series in relation to the total OCFO.

Educational Attainment of Employees by Key Occupational Series								
Highest Degree of Education	Number of Employees within Occupational Series							Total OCFO
	Misc Admin & Program (301)	Mgmt & Program Analysis (343)	Financial Admin & Program (501)	Accounting (510)	Accounting Technician (525)	Budget Analysis (660)	Other	
No Degree	19	36	39	22	22	13	47	198 21%
Associate's	8	3	6	7	1	9	8	42 4%
Bachelor's	25	147	33	183	7	68	30	493 52%
Master's	12	83	26	46	1	23	18	211 22%
Ph.D.	1	2	2	0	0	0	0	5 1%
Total # of employees	65	273	105	258	31	113	103	949
Total % of OCFO	7%	29%	11%	27%	3%	12%	11%	100%

## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below details workforce educational degree attainment as a percent of key occupational series. Each bar on the chart represents a key series totaling 100%; each percent within a bar represents the degree proportion within the series. Additional education-related data by OCFO location is available in Appendix C.2.



The data provided above and in Appendix C.2. indicates the following:

- Miscellaneous Administrative and Program analysts (301) have the highest percent of employees with associate degrees (12%).
- Management and Program Analysts (343) have the largest proportion of employees with master's degrees (31%). Employees within this series also comprise the majority of the OCFO workforce population (29%).
- Accountants (510) have the largest percent of employees with bachelor's degrees (71%). Employees within this series account for 27% of the total OCFO workforce.
- 71% of Accounting Technicians (525) have no degree.

### Observations

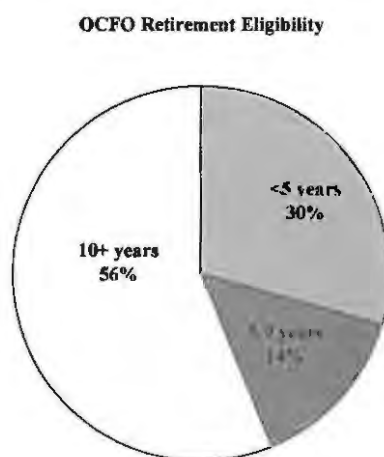
The data indicates some inconsistency with regard to education level within key occupational series. However, this is typical with many occupational series within the federal government, as a combination of education, experience, and certifications are generally accepted for employment consideration. For example, OPM requires Accountants (510) to have a degree in accounting or a related field, such as business administration or public administration which includes or may be supplemented by twenty-four semester hours in accounting. If an applicant does not have a degree, they may still qualify with a combination of education and experience which must include at least four years of experience in accounting, or an equivalent combination of accounting experience, college-level education, and training that provides professional accounting knowledge.<sup>1</sup> However, for positions such as Budget Analyst (560), there is no degree

## NASA OCFO Workforce Profile and Key Competencies Assessment

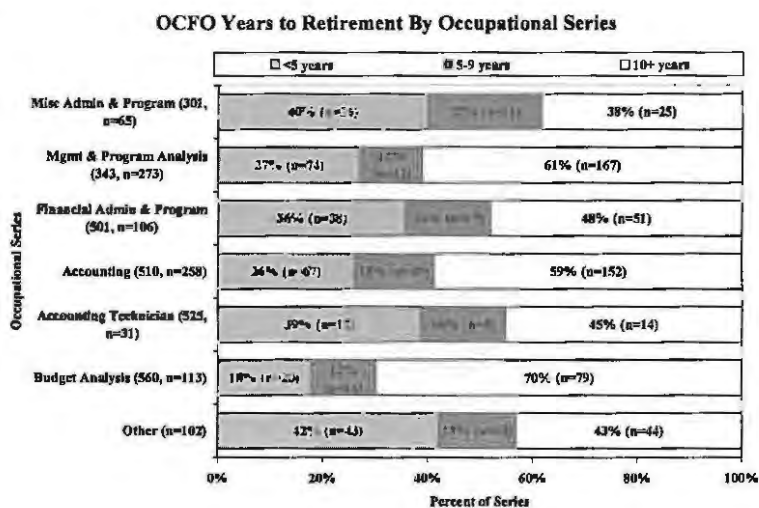
requirement and an applicant may be hired based on equivalent combinations of education and experience for all grade levels where both education and experience are acceptable. Therefore, these requirements and conditions may explain some of the inconsistencies with regard to employee education levels within the OCFO.<sup>ii</sup>

### 1.4. Retirement Projection

As discussed previously, the imminent wave of retirement-eligible workers poses serious risks and challenges for federal agencies. Within the OCFO, 30% of employees are eligible to retire in less than five years. The graph below depicts projected NASA OCFO retirement eligibility.



The table below details retirement eligibility within key occupational series across the OCFO. Additional information regarding retirement by OCFO location is available in Appendix C.3.





## NASA OCFO Workforce Profile and Key Competencies Assessment

The data provided above and in Appendix C.3. indicates the following:

- 54% of Ames employees within the Miscellaneous Administrative and Program series (301) are eligible to retire in less than five years.
- 27% of Management and Program Analysts (343) are eligible to retire within five years and most of these employees are at Johnson.
- 36% of Financial Administration and Program (501) employees are eligible to retire in less than five years and most are located at Langley.
- 26% of Accountants (510) are eligible to retire within five years and most of these employees are located at Goddard.
- Ames has the largest percentage of workforce eligible to retire in less than five years (44%).

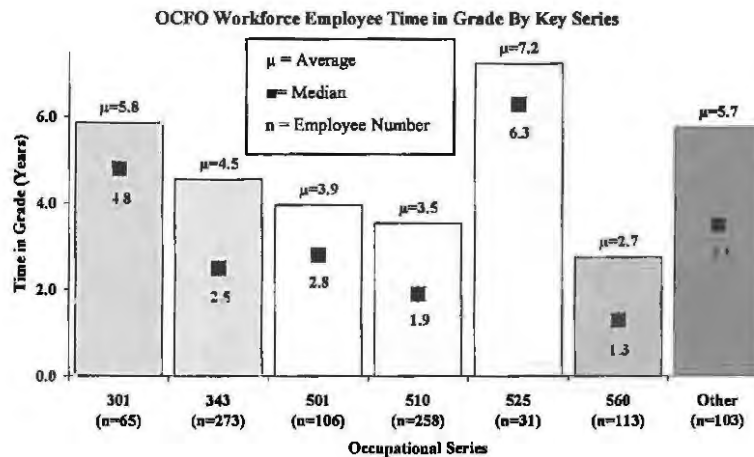
### Observations

Thirty percent of OCFO employees are eligible to retire in less than five years. However, the distribution of near-term retirement is not uniform across OCFO locations or key occupational series. In planning for succession, the OCFO may want to consider knowledge transfer initiatives for key occupational series. For example, Management and Program Analysts (343) and Accountants (510) comprise fifty-six percent of the workforce and together amount to half of the workforce retiring in less than five years.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### 1.5. Employee Time in Grade

The average time in grade across the OCFO is 4.2 years and the median is 2.4 years. Across the entire OCFO, 27% of employees have less than one year in their current GS-level. The graph below illustrates employee time in grade by key occupational series.



The table below details employee time in grade by grade level and occupational series.

OCFO Time in Grade By Key Occupational Series and Grade Series Level										
Occupational Series	Number of Employees by Years in Grade							Subtotal		Total OCFO
	<1	1-2	3-4	5-9	10-14	15-19	20+	#	%	
<b>301 Misc. Admin. &amp; Program</b>										65 74%
GS8 and less	0	0	0	0	0	0	0	0	0%	
GS9 to GS11	2	5	1	2	0	0	0	10	15%	
GS12 to GS13	2	7	3	13	4	1	0	30	46%	
GS14 to GS15	3	3	3	6	4	2	0	21	32%	
SES	1	0	3	0	0	0	0	4	6%	
Series Subtotal #	8	15	10	21	8	3	0	65		
Series Subtotal %	12%	23%	15%	32%	12%	5%	0%		100%	
<b>343 Mgmt. &amp; Program Analysis</b>										273 29%
GS8 and less	3	1	0	0	0	0	0	4	1%	
GS9 to GS11	28	6	0	0	0	0	0	34	12%	
GS12 to GS13	36	36	18	40	26	7	0	163	60%	
GS14 to GS15	16	19	11	17	6	2	1	72	26%	
SES	0	0	0	0	0	0	0	0	0%	
Series Subtotal #	83	62	29	57	32	9	1	273		
Series Subtotal %	30%	23%	11%	21%	12%	3%	0%		100%	
<b>501 Fin. Admin. &amp; Program</b>										106 11%
GS8 and less	0	1	0	0	0	0	0	1	1%	
GS9 to GS11	14	5	4	13	2	0	0	38	36%	
GS12 to GS13	7	11	7	6	2	2	0	35	33%	
GS14 to GS15	7	7	8	6	0	0	0	28	26%	
SES	0	2	0	0	1	1	0	4	4%	
Series Subtotal #	28	26	19	25	5	3	0	106		
Series Subtotal %	26%	25%	18%	24%	5%	3%	0%		100%	

## NASA OCFO Workforce Profile and Key Competencies Assessment

(OCFO Time in Grade by Key Occupations Series and Grade Series Level continued)

OCFO Time in Grade By Key Occupational Series and Grade Series Level (continued)											
Occupational Series	Number of Employees by Years in Grade							Subtotal		Total OCFO	
	<1	1-2	3-4	5-9	10-14	15-19	20+	#	%	#	%
<b>510 Accounting</b>										258	27%
GS8 and less	3	3	0	0	0	0	0	6	2%		
GS9 to GS11	23	14	0	0	1	0	0	38	15%		
GS12 to GS13	26	53	11	26	9	2	0	127	49%		
GS14 to GS15	20	22	12	19	8	1	0	82	32%		
SES	1	2	2	0	0	0	0	5	2%		
Series Subtotal #	73	94	25	45	18	3	0	258			
Series Subtotal %	28%	36%	10%	17%	7%	1%	0%		100%		
<b>525 Accounting Technician</b>										31	3%
GS8 and less	1	2	2	18	5	1	0	29	94%		
GS9 to GS11	1	0	1	0	0	0	0	2	6%		
GS12 to GS13	0	0	0	0	0	0	0	0	0%		
GS14 to GS15	0	0	0	0	0	0	0	0	0%		
SES	0	0	0	0	0	0	0	0	0%		
Series Subtotal #	2	2	3	18	5	1	0	31			
Series Subtotal %	6%	6%	10%	58%	16%	3%	0%		100%		
<b>560 Budget Analysis</b>										113	12%
GS8 and less	4	4	0	0	0	0	0	8	7%		
GS9 to GS11	14	9	3	2	0	0	0	28	25%		
GS12 to GS13	9	15	7	9	4	0	0	44	39%		
GS14 to GS15	13	8	9	3	0	0	0	33	29%		
SES	0	0	0	0	0	0	0	0	0%		
Series Subtotal #	40	36	19	14	4	0	0	113			
Series Subtotal %	35%	32%	17%	12%	4%	0%	0%		100%		
<b>Series 'Other'</b>										103	11%
GS8 and less	17	14	3	10	3	3	0	50	49%		
GS9 to GS11	3	2	1	0	1	0	0	7	7%		
GS12 to GS13	0	2	7	3	3	3	1	19	18%		
GS14 to GS15	2	4	4	6	4	0	1	21	20%		
SES	1	1	2	0	1	1	0	6	6%		
Series Subtotal #	23	23	17	19	12	7	2	103			
Series Subtotal %	22%	22%	17%	18%	12%	7%	2%		100%		
<b>Total</b>										949	100%

The data provided above and in Appendix C.4, indicates the following:

- 50% or more of employees across all key occupational series have 0 to 2 years in their current grade, excepting two series. 35% of the Miscellaneous Administration and Program (301) and 12% of the Accounting Technician (525) series have 0-2 years in their current grade.
- 53% of Management and Program Analysts (343) and 64% of Accountants (510) have 0 to 2 years in their current grade. These are the two largest occupational series within the NASA OCFO.
- Accounting Technicians (525) have the longest time in grade with an average of 7.2 years. All but two Accounting Technicians (94%) are GS-8 or lower.
- Employees in the Miscellaneous Administrative and Program (301) series have the second longest time in grade, averaging 5.8 years. 46% of these employees are GS-12 and GS-13s.

## NASA OCFO Workforce Profile and Key Competencies Assessment

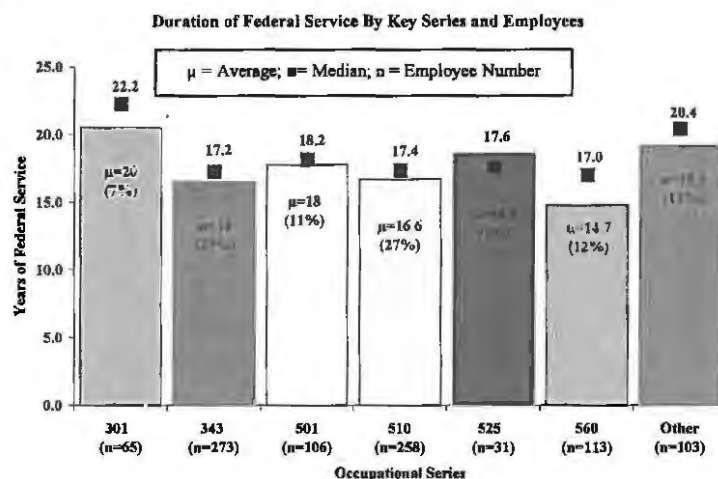
- Budget Analysts (560) have the shortest time in grade with an average of 2.7 years and a median of 1.3 years. Data indicates that analysts at Headquarters and Kennedy experience relatively short time in grade.
- 51% of Financial Administration and Program (501) employees have 0 to 2 years in their current grade.
- Employees at the GS-12 level and above generally stay in the same grade longer than employees at the GS-11 level and below.
- Most employees have less than five years in grade at the SES level.

### Observations

Time in grade varies across all key occupational series. Several factors may influence these differences, such as promotion opportunities and turn-over rate. Accounting Technicians (525) have a lengthy time in grade and few reach above the GS-8 level. Budget Analysts (560) spend less time in grade and have more promotional opportunity. As the work of the OCFO shifts from transactional to analytical, the need for transactional-based jobs such as Accounting Technicians is likely to decrease. In the future, this role may serve as an entry-level option for bringing in junior staff.

### 1.6. Federal Employee Entry on Duty

The NASA OCFO workforce has an average of 17 years and a median of 18 years of federal employment. The chart below details years of federal employment by key occupational series. Further information on workforce years of federal employment is available in Appendix C.5.

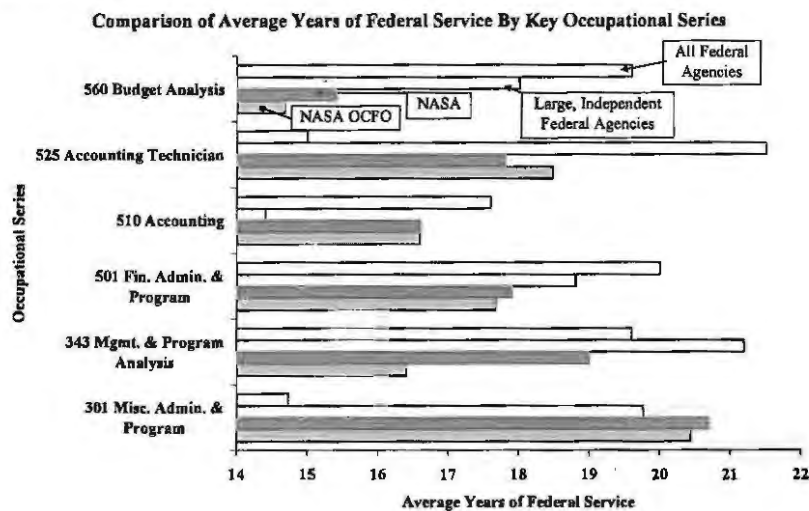


## NASA OCFO Workforce Profile and Key Competencies Assessment

The data provided above and in Appendix C.5. indicates the following:

- Miscellaneous Administrative and Program analysts (301) have the longest duration of federal years of service, averaging 20 years. The majority of these employees are located at Ames.
- Almost half of all employees with 15 or more years of federal service are located at Ames.
- Budget Analysts (560) demonstrate the shortest duration of federal service, averaging 14.7 years. 33% of Budget Analysts have 0 to 5 years of federal service. However, analysts at Kennedy have significantly less years of federal service than other OCFO locations, particularly Marshall.
- 22% of Accountants (510) have 0 to 5 years of federal service. At Headquarters, however, only 8% of the Accountants have 0 to 5 years of federal service. At Langley, 32% of Accountants have 0 to 5 years of federal service.
- 27% of Management and Program Analysts (343) have 0 to 5 years of federal service. At Ames and Glenn, however, less than a fifth of analysts have 0 to 5 years of federal service. At Johnson, 35% of analysts have 0 to five years of federal service.
- 20% of the Financial Administration and Program workforce (501) has 0 to 5 years of federal service. However, 0% of the Marshall employees within this series have 0 to 5 years of federal service. At Goddard, 50% of the series has 0 to 5 years of federal service.

The graph below compares NASA OCFO average years of federal service with NASA, large, independent agencies, and all federal agencies. Comparative data was obtained through OPM's FedScope.



## NASA OCFO Workforce Profile and Key Competencies Assessment

The data provided indicates the following:

- NASA OCFO Management and Program Analysts (343), Budget Analysts (560), and Financial Administration and Program employees (501) have fewer years of federal service than comparison federal agencies.
- NASA OCFO Miscellaneous Administrative and Program (301) analysts average more years of federal service than comparison agencies, excluding NASA.

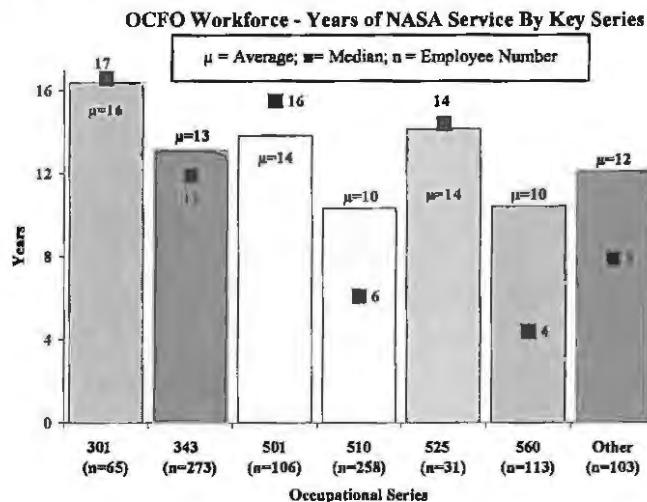
### Observations

Federal service tenure varies across and within occupational series and OCFO locations. In the past, NASA staff had looked for long federal government careers. However, generational research indicates that younger employees are more likely to have diverse careers, including multiple employers and experience in both public and private sectors.

iii

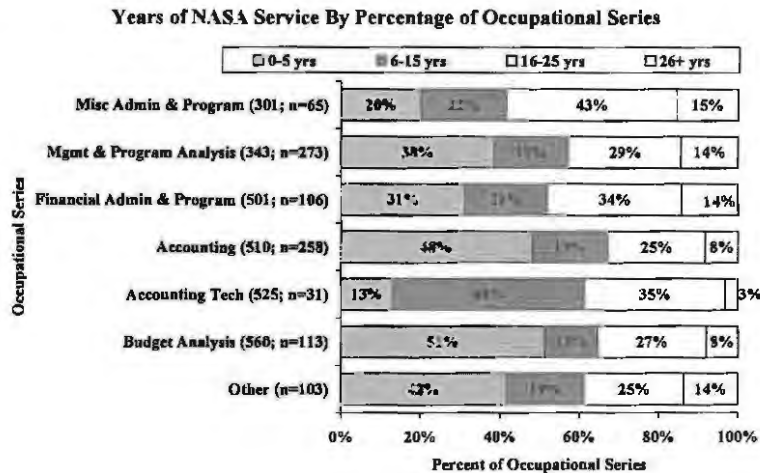
### 1.7. NASA Entry on Duty

The duration of NASA service for the OCFO averages 12 years with a median of 9 years. Forty-four percent of the OCFO workforce has been with NASA 15 or more years. The following chart provides the average and median years of NASA service for OCFO employees within key occupational series. Further detail on the duration of NASA service by occupational series is available in Appendix C.6.



## NASA OCFO Workforce Profile and Key Competencies Assessment

The following graphic details years of NASA service by occupational series. Each bar represents an occupational series and totals 100%. Percent of workforce by years of NASA service is shown within each occupational series.



The data provided above and in Appendix C.6, indicates the following:

- As with years of federal service, employees in the Miscellaneous Administrative and Program series (301) have more NASA years of service compared to employees in other occupational series.
- Approximately half the Miscellaneous Administrative and Program (301) and Financial Administration and Program series (501) have been employed by NASA for more than 15 years.
- Across the OCFO, 48% of Accountants (510) have 0 to 5 years of NASA service. At Headquarters, 81% of Accountants have 0 to 5 years of NASA service. At Marshall, 25% of Accountants have 0 to 5 years of NASA service.
- 38% of Management and Program Analysts (343) have 0 to 5 years of NASA service. At Johnson, 44% of program analysts have 0 to 5 years of NASA service. 22% of Ames program analysts have 0 to 5 years of NASA service. Glenn has no program analysts with 6 to 15 years of NASA service.
- 31% of the Financial Administration and Program series (501) have 0 to 5 years of NASA service. At Marshall, 7% of employees within this series have 0 to 5 years of NASA service. At Goddard, 50% of employees within this series have 0 to 5 years of NASA service.
- 51% of Budget Analysts (560) have 0 to 5 years of NASA service. At Kennedy, 82% of analysts have 0 to 5 years of service. At Marshall, 24% of budget analysts have 0 to 5 years of NASA service.



## NASA OCFO Workforce Profile and Key Competencies Assessment

### Observations

Presently, the aerospace industry has diversified and younger employees are choosing more varied careers, including employment and experience in both public and private sectors. Similar to other employers, NASA OCFO will need to be aware of the changing expectations of its workforce.

Gaps between years of NASA and federal service may indicate mobility between agencies. Such a gap is particularly apparent in Accountants (510). Accountants may have long federal careers, but appear to have relatively fewer years with NASA. NASA OCFO may want to consider more competitive recruitment and retention initiatives in order to capture requisite share of the financial employee market. This would assist in ensuring workforce knowledge of NASA-specific policies, procedures, and technologies.

### 1.8. Employee Overtime

Twenty-seven percent of OCFO civil servants worked overtime in calendar year 2006. The total amount spent on these overtime charges was \$543,914. The following tables detail overtime hours across the OCFO.

Employee Overtime by Occupational Series for Calendar Year* 2006						
Series	Worked OT		Total OCFO		Total OT Funds	
	n	%	n	%	\$	%
Misc. Admin. & Program (301)	7	3%	65	7%	\$12,148	2%
Mgmt. & Program Analysis (343)	14	6%	273	29%	\$19,364	4%
Financial Admin. & Program (501)	43	17%	106	11%	\$106,767	20%
Accounting (510)	120	47%	258	27%	\$286,677	53%
Accounting Technician (525)	12	5%	31	3%	\$9,513	2%
Budget Analysis (560)	33	13%	113	12%	\$75,588	14%
Other	25	10%	103	11%	\$33,857	6%
<b>Total</b>	<b>254</b>	<b>100%</b>	<b>949</b>	<b>100%</b>	<b>\$543,914</b>	<b>100%</b>

\*Calendar year data from FPPS is presented, as complete FY2006 data was unavailable.



## NASA OCFO Workforce Profile and Key Competencies Assessment

The following table provides information on overtime hours worked in calendar year 2006 by OCFO location.

Employee Overtime by OCFO Location for Calendar Year 2006						
Location	Employees Working OT		Total Spent on OT		Total OCFO Employees	
	n	% of Location	\$	% of Total	n	% OCFO
Ames	31	28%	\$43,704.95	8%	110	12%
Dryden	7	24%	\$22,893.95	4%	29	3%
Glenn	17	25%	\$26,344.13	5%	68	7%
Goddard	42	41%	\$143,113.10	26%	102	11%
HQ	46	47%	\$108,537.47	20%	98	10%
Johnson	28	12%	\$32,225.51	6%	230	24%
Kennedy	20	17%	\$20,366.25	4%	118	12%
Langley	19	25%	\$54,772.64	10%	76	8%
Marshall	37	39%	\$87,109.15	16%	95	10%
Stennis	7	30%	\$4,846.56	1%	23	2%
OCFO	254	27%	\$543,913.71	100%	949	100%

The data provided above indicates the following:

- Accountants (510) received 53% of overtime funds in calendar year 2006.
- Goddard and Headquarters have the largest percentages of staff working overtime. These OCFO locations together received approximately half of all overtime funds in calendar year 2006.

### Observations

While the data on overtime work is limited, it appears that funds spent on overtime may not be proportional across the OCFO. The OCFO may want to further analyze the use of overtime as a means to understand and alleviate root causes. Further understanding of overtime use will assist the OCFO in managing employee stress, addressing organizational and culture issues, and improving rewards and recognitions.



## 2. OCFO Key Subject Matter, Technical and Behavioral Competencies

## NASA OCFO Workforce Profile and Key Competencies Assessment

### 2. OCFO KEY SUBJECT MATTER, TECHNICAL AND BEHAVIORAL COMPETENCIES

As the public sector financial management landscape evolves, employees must be well rounded, having competencies that are most important to the NASA OCFO, as well as the occupational series. In order to attract and retain personnel with the right knowledge and skills, the Agency should emphasize relevant subject matter, technical, and behavioral competencies consistent with its organizational goals and values. Additionally, focusing staff training and development on key competencies is critical for steering the organization towards strategic objectives.

This section presents NASA OCFO's key competencies, as identified by OCFO managers. Key competencies are detailed for the entire OCFO, as well as by core financial functions, specifically financial management, budgeting, and financial management systems.

#### 2.1. OCFO

Based on competency assessments obtained through interviews and surveys with OCFO managers, the following subject matter, technical, and behavioral competencies were deemed most important across the entire OCFO.

OCFO Subject Matter Competencies	
Rank	Competency Name
1	NASA accounting policies and procedures
2	Federal accounting concepts and standards, including full cost accounting, property management, and NASA budget procedures and systems
3	Knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve program effectiveness and customer service
4	Ability to acquire and analyze financial data and communicate the results to a diverse audience
5	Generally Accepted Accounting Principles (GAAP) and concepts
6	Basic techniques of financial management, economic analysis, management controls, auditing, and program evaluation
7	Basic budgeting and program concepts and principles including NASA budget procedures and relationship with financial management systems
8	NASA-related processes for the administrative control of resources, fund allocation and fund control, paperwork management, program objectives, inter and intra-NASA reimbursable agreements, and funding and financial reports
OCFO Technical Competencies	
Rank	Competency Name
1	Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)
2	Microsoft Excel

## NASA OCFO Workforce Profile and Key Competencies Assessment

3	Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information
4	Written communication
5	Performance measures and analysis to track Center or NASA performance to identify and analyze problem areas and identify potential solutions
6	Oral communication
7	Understanding of generally accepted management principles and practices and organizational development concepts and principles
8	Sound basis in general analytics
<b>OCFO Behavioral Competencies</b>	
<b>Rank</b>	<b>Competency Name</b>
1	Analytical
2	Integrity/Honesty
3	Problem solving
4	Customer Service
5	Teamwork
6	Interpersonal skills
7	Creativity and Innovation
8	Leadership

### 2.2. OCFO Financial Management Function'

The following table provides an overview of subject matter, technical, and behavioral competencies deemed most critical within the OCFO's financial management function.

<b>Financial Management Subject Matter Competencies</b>	
<b>Rank</b>	<b>Competency Name</b>
1	NASA accounting policies and procedures
2	Generally Accepted Accounting Principles (GAAP) and concepts
3	Federal accounting concepts and standards, including full cost accounting, property management, and NASA budget procedures and systems
4	Knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve program effectiveness and customer service
<b>Financial Management Technical Competencies</b>	
<b>Rank</b>	<b>Competency Name</b>
1	Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information
2	Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)
3	Microsoft Excel
4	Understanding of generally accepted management principles and practices and organizational development concepts and principles
5	Knowledge of data conversation and data verification methodologies

## NASA OCFO Workforce Profile and Key Competencies Assessment

Financial Management Behavioral Competencies	
Rank	Competency Name
1	Integrity/Honesty
2	Analytical
3	Problem solving
4	Customer Service
5	Teamwork

<sup>1</sup>Information from 11 interviewees. See interview list in Appendix B.4. for more information.

### 2.3. Budgeting Function<sup>2</sup>

The following table provides an overview of subject matter, technical, and behavioral competencies deemed most critical within the OCFO's budgeting function.

Budget Subject Matter Competencies	
Rank	Competency Name
1	Ability to acquire and analyze financial data and communicate the results to a diverse audience
2	Basic budgeting and program concepts and principles including NASA budget procedures and relationship with financial management systems
3	Basic techniques of financial management, economic analysis, management controls, auditing, and program evaluation
4	Knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve program effectiveness and customer service
5	The Federal budget preparation process as it applies to the NASA and Centers
Budget Technical Competencies	
Rank	Competency Name
1	Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)
2	Microsoft Excel
3	Written communication (i.e., summary reports)
4	Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information
5	Performance measures and analysis to track Center or NASA performance to identify and analyze problem areas and identify potential solutions
6	Oral communication (i.e., presentations)
Budget Behavioral Competencies	
Rank	Competency Name
1	Analytical
2	Problem solving
3	Integrity/Honesty
4	Networking/Partnering
5	Teamwork

<sup>2</sup>Information from 7 interviewees. See interview list in Appendix B.4. for more information.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### 2.4. Financial Systems Function<sup>3</sup>

The following table provides an overview of subject matter, technical, and behavioral competencies deemed most critical within the OCFO's financial systems function. Information was drawn from two interviewees, resulting in limited conclusions.

Financial Systems Subject Matter Competencies	
Rank	Competency Name
1	NASA accounting policies and procedures
2	Generally Accepted Accounting Principles (GAAP) and concepts
3	Federal accounting concepts and standards, including full cost accounting, property management, and NASA budget procedures and systems
4	Knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve program effectiveness and customer service
Financial Systems Technical Competencies	
Rank	Competency Name
1	Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information
2	Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)
3	Microsoft Excel
4	Understanding of generally accepted management principles and practices and organizational development concepts and principles
5	Knowledge of data conversation and data verification methodologies
Financial Systems Behavioral Competencies	
Rank	Competency Name
1	Integrity/Honesty
2	Analytical
3	Problem solving
4	Customer Service
5	Teamwork

<sup>3</sup> Information from 2 interviewees. See interview list in Appendix B.4. for more information.



## Appendix A

### Workforce Profiles and Key Competencies by Location

## **NASA OCFO Workforce Profile and Key Competencies Assessment**

### **Appendix A**

#### **A.1. Workforce Profiles and Key Competencies by Location**

- A.1. Ames Research Center**
- A.2. Dryden Flight Research Center**
- A.3. Glenn Research Center**
- A.4. Goddard Space Flight Center**
- A.5. Headquarters**
- A.6. Johnson Space Flight Center**
- A.7. Kennedy Space Center**
- A.8. Langley Research Center**
- A.9. Marshall Space Flight Center**
- A.10. Stennis Space Center**



## NASA OCFO Workforce Profile and Key Competencies Assessment

### APPENDIX A. WORKFORCE PROFILES AND KEY COMPETENCIES BY LOCATION

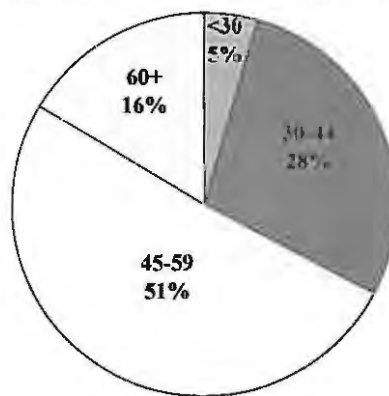
#### A.1. Ames Research Center OCFO Workforce Profile and Competency Assessment

This section provides an overview of the Ames OCFO workforce with respect to age, education, retirement eligibility, and NASA service. The subject matter, technical and behavioral competencies considered by Ames OCFO managers to be most critical are also detailed.

##### Ames OCFO Workforce Age

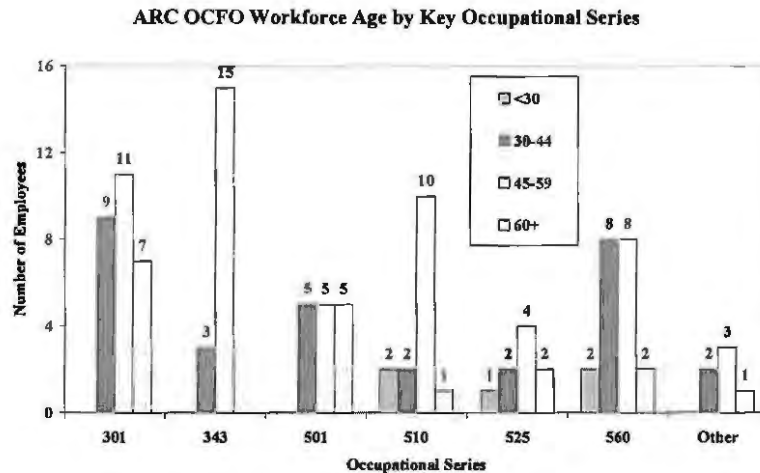
The Ames OCFO consists of 110 employees. The average age is 50 years with a median of 51 years. Amongst all OCFO workforces, Ames has the highest percentage of employees who are 60 years or older. The following figure depicts the age distribution of the Ames OCFO workforce.

ARC OCFO Employee Age  
(years as a percent of total workforce)



## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below provides information on workforce age within OCFO key occupational series.



Data provided in this profile and in Appendix C.1. indicates the following:

- Ames has the smallest percentage of employees under 30 years of age at 5% and the largest percentage over 60 years of age at 16%.
- Employees who are 60 years or older fall within the Miscellaneous Administrative and Program (301) and Financial Administration and Program (501) series.
- Accounting (510), Accounting Technician (525), and Budget Analysis (560) are the only key occupational series with employees who are 30 years or younger.

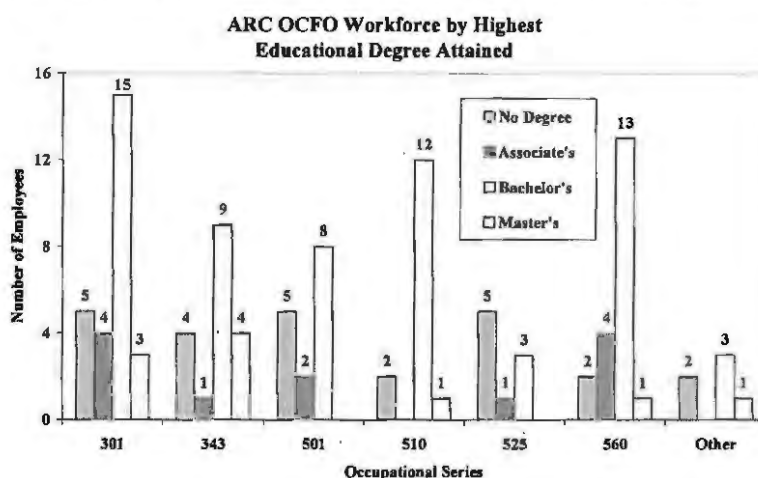
### Observations

Ames appears to face significant talent pipeline and succession planning challenges. Only five percent of the workforce is under thirty years of age and sixteen percent is over sixty, the most extreme proportions amongst all OCFO locations.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Ames OCFO Workforce Education

Fifty-seven percent of Ames employees have bachelor's degrees as their highest educational degree, compared to the OCFO average of 53%. The figure below provides an overview of the Ames OCFO workforce by highest educational degree.



Data provided in this profile and in Appendix C.2, indicates the following:

- 9% of Ames OCFO employees hold a master's degree. Compared to HQ and other Centers, this is the smallest proportion of employees holding a masters degree, except Stennis who also has 9% of employees holding a master's degree.
- 23% of Ames OCFO employees have not attained a higher educational degree compared to 21% of the entire OCFO workforce who do not have a degree.
- Within the Miscellaneous Administrative and Program (301) series, 56% have a bachelor's degree compared to 38% across the entire OCFO for this series.
- 50% of Management and Program Analysts (343) have a bachelor's degree whereas 46% of employees across the OCFO have a bachelor's degree.
- 53% of employees within the Financial Administration and Program (501) series have a bachelor's degree. There are no Ames OCFO employees within this series who hold a master's degree, whereas 25% of the entire OCFO workforce has a master's degree within this series.
- 65% of employees within the Budget Analysts (560) series have a bachelor's degree, compared to 60% across the entire OCFO within this series.
- 33% of Accounting Technicians (525) have bachelor's degrees, compared to 23% of the entire OCFO who have bachelor's degrees. 11% have associate's degrees which is slightly more than the entire OCFO at 4%. 56% of Accounting Technicians have no degree, compared to 21% of the entire OCFO workforce within this series.

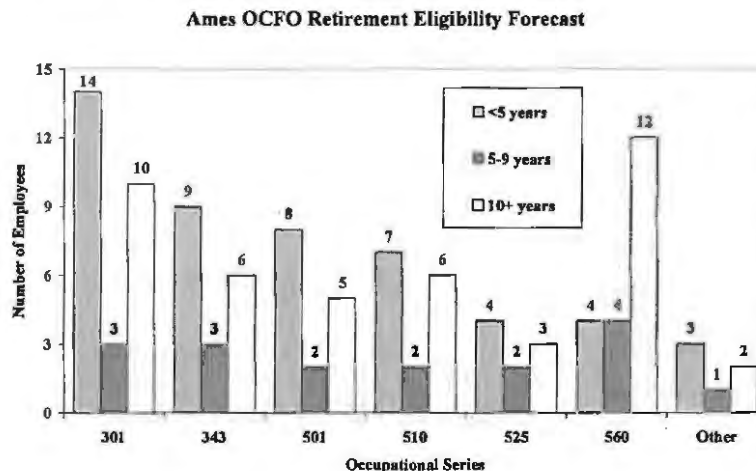
## NASA OCFO Workforce Profile and Key Competencies Assessment

### Observations

Ames has larger proportions of employees with associate degrees or bachelor's degrees compared to HQ and other Centers. All key occupational series, except for Management and Program Analysis (343), have higher proportions of employees with bachelor's degrees than the entire OCFO. Finally, similar to Stennis, Ames OCFO has the smallest percentage of employees with master's degrees at 9%.

### Ames OCFO Workforce Retirement Projection

Sixty percent of the Ames OCFO workforce is eligible for retirement in less than ten years. Ames has the largest near-term percentage of workforce eligible for retirement of all the OCFO locations. The figure below details Ames workforce retirement eligibility within key occupational series.



Data provided in this profile and in Appendix C.3. indicates the following:

- 45% of the Ames OCFO workforce is eligible for retirement in less than 5 years, compared to 30% of employees who are eligible across the entire OCFO.
- 60% of Ames OCFO employees are eligible to retire in 10 years or less, while only 44% of the entire OCFO workforce is eligible in 10 years or less.
- 52% of employees within the Miscellaneous Administrative and Program (301) series are eligible to retire in 5 years or less compared to 40% across the OCFO for this series.
- 50% Management and Program Analyst (343) are eligible to retire in 5 years or less, which is significantly more than the 27% eligible across the OCFO within this series.
- 53% of employees within the Financial Administration and Program (501) series are eligible to retire in 5 years or less, compared to 36% who are eligible across the entire OCFO within this series.

## NASA OCFO Workforce Profile and Key Competencies Assessment

- 47% of Accountants (510) are eligible for retirement in 5 years or less, while only 26% of accountants are eligible throughout the OCFO.
- 44% of Accounting Technicians (525) are eligible to retire in 5 years or less, slightly more than Technicians within the OCFO workforce as a whole.
- 40% of Budget Analysts (560) are eligible to retire in 10 years or less, compared to 31% of budget analysts across the OCFO.

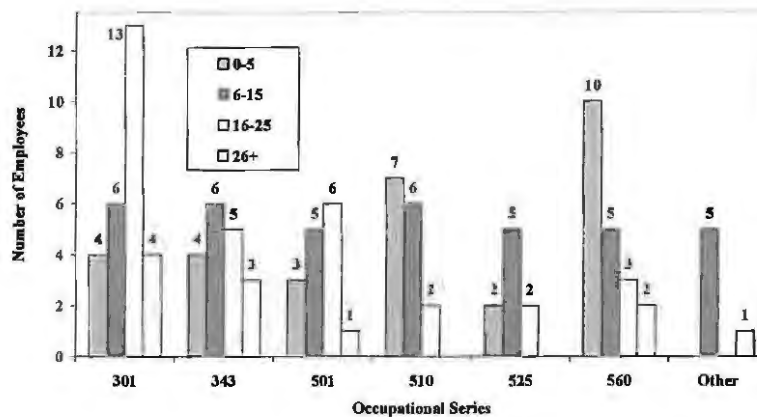
### Observations

Ames OCFO expects significant loss of financial management human capital across all occupational series in the next 5 to 10 years. This is particularly apparent in the Miscellaneous Administrative and Program (301), Management and Program Analysis (343), Financial Administration and Program (501), and Accounting (510) series.

### Ames OCFO Workforce NASA Service

The Ames OCFO averages 13 years of NASA service and a median of 12 years of NASA service. The following chart displays NASA years of service by key occupational series for Ames OCFO employees.

Ames OCFO Years of NASA Service by Key Series



Data provided in this profile and in Appendix C.6. indicates the following:

- Ames has the smallest proportion of workforce with less than 5 years of NASA service at 27%, similar to Marshall.
- Ames has a relatively large percentage of employees with 6 to 15 years of NASA service at 35%, compared to 20% of employees in series and range across the OCFO.

## NASA OCFO Workforce Profile and Key Competencies Assessment

- 15% of employees within the Ames Miscellaneous Administrative and Program (301) series have 0 to 5 years of NASA service, compared to 20% of analysts across the OCFO.
- 22% of Ames Management and Program Analysts (343) have 0 to 5 years of NASA service, which is less than analysts across the OCFO at 38%. 33% of analysts have 6 to 15 years of NASA service, slightly more than analysts across all Centers and HQ at 19%.
- 20% of employees within the Financial Administration and Program (501) have 0 to 5 years of NASA service, compared to 31% of employees across the entire OCFO. 33% of Ames employees have 6 to 15 years, which is slightly higher than employees in this series across the OCFO at 21%.
- 40% of Ames Accountants (510) have less than one year of service, the largest proportion of all OCFO locations. 40% have 6 to 15 years of NASA service, compared to 19% of Accountants across the OCFO.
- 22% of Ames Accounting Technicians (525) have 0 to 5 years of NASA service and 56% have 6 to 15 years, slightly more than Technicians across the OCFO.
- Approximately half of Ames Budget Analysts (560) have five years or less of NASA service, which is consistent with the overall NASA OCFO average. 25% of Ames' analysts have 6 to 15 years of NASA service, and 15% have 16 to 25 years of service.

### Observations

The data indicates that Ames employees are relatively experienced with regard to NASA policies, procedures, and technologies. Compared to other OCFO locations, Ames has a relatively large percentage of employees with 6 to 15 years of NASA service. This trend is particularly demonstrated in the Management and Program Analysis (343), Financial Administration and Program (501), Accounting (510), and Budget Analysis (560) series. Ames has the smallest proportion of workforce with less than five years of NASA service, aside from Marshall.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Ames OCFO Key Competencies

The table below provides the subject matter, technical and behavioral competencies considered most critical of the Ames OCFO workforce. The information reflects information gathered from one (1) interviewee. Further information is available in Appendix B.4.

Ames OCFO Subject Matter Competencies	
Competency Name	
Generally Accepted Accounting Principles (GAAP) and concepts	
NASA accounting policies and procedures	
NASA-related processes for the administrative control of resources, fund allocation and fund control, paperwork management, program objectives, inter and intra-NASA reimbursable agreements, and funding and financial reports	
Laws regarding appropriated and other types of funds (i.e., reimbursable accounts, working capital funds, loan funds, notifications and approvals required before funds are obligated)	
Audits and formal reviews	
Ames OCFO Technical Competencies	
Competency Name	
Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information	
Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)	
Microsoft Excel	
Understanding of generally accepted management principles and practices and organizational development concepts and principles	
Written communication	
Ames OCFO Behavioral Competencies	
Competency Name	
Analytical	
Decisiveness	
Integrity/Honesty	
Problem solving	
Teamwork	

## NASA OCFO Workforce Profile and Key Competencies Assessment

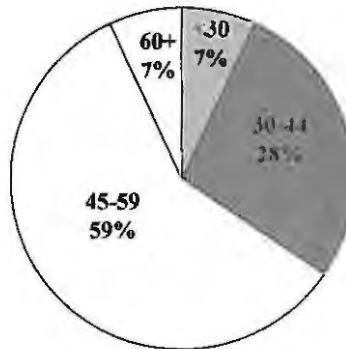
### A.2. Dryden Flight Research Center OCFO Workforce Profile and Competency Assessment

This section provides an overview of the Dryden OCFO workforce with respect to age, education, retirement eligibility, and NASA service. The subject matter, technical and behavioral competencies considered by Dryden OCFO managers to be most critical are also detailed.

#### Dryden OCFO Workforce Age

The Dryden OCFO consists of 29 employees. The average employee age is 47 years with a median of 50 years. This is slightly higher than the NASA OCFO's average and median of 46 years. Thirty-five percent of Dryden's workforce is under 45 years of age, compared to 44% across the OCFO. The following figure depicts the age distribution of the Dryden OCFO workforce.

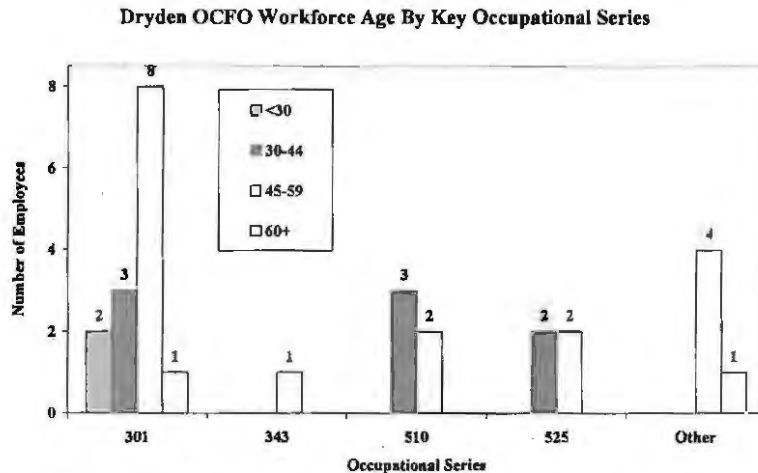
**Dryden OCFO Employee Age**  
(years as a percent of total workforce)





## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below provides information on workforce age within OCFO key occupational series.



Data provided in this profile and in Appendix C.1. indicates the following:

- 14% of employees within the Miscellaneous Administrative and Program (301) series are less than 30 years of age, compared to NASA OCFO employees within this series at 3%. This series is the only occupational series at Dryden with employees under 30 years of age.
- 60% of Accountants (510) are 30 to 44 years of age, compared to 40% of accountants across the OCFO.
- Approximately half of Accounting Technicians (525) are 30 to 44 years of age compared to 32% of technicians across the OCFO. Nearly half are 45 to 59 years of age, compared to 35% across the OCFO within the series.

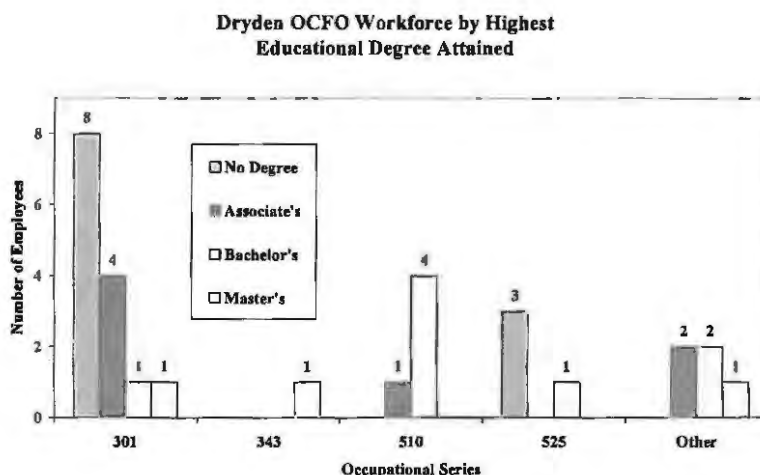
### Observations

The data suggests that Dryden has an older workforce compare to the overall OCFO. This trend is consistent in the Miscellaneous Administrative and Program (301), Accounting Technician (525), and 'Other' series. However, Dryden has a larger proportion of Miscellaneous Administrative and Program (301) employees less than thirty years of age in comparison to the entire OCFO. The occupations represented in the 'Other' series include: (3 employees) Financial Management (505); (1 employee) Civilian Pay (544); and (1 employee) Miscellaneous Clerk and Assistant (303).

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Dryden OCFO Workforce Education

Compared to HQ and other Centers, Dryden has the largest proportion of employees with no degree, similar to Goddard. Dryden OCFO also has the smallest proportion of its workforce holding bachelor's degrees. The figure below provides an overview of the Dryden OCFO workforce by highest educational degree attained.



Data provided in this profile and in Appendix C.2. indicates the following:

- 38% of Dryden OCFO employees do not have a higher educational degree, which is more than the OCFO average of 21% for this level of education.
- 24% of the Dryden OCFO workforce has associate degrees, compared to only 4% of the entire OCFO population for this level of education.
- 28% of the Dryden workforce has a bachelor's degree, compared to 52% of employees who have bachelor's degrees across the OCFO.
- 10% of Dryden employees hold a master's as their highest degree attained compared to 22% of the entire OCFO workforce with master's degrees.
- 57% of Dryden employees within the Miscellaneous Administrative and Program (301) workforce have no degree, which is significantly more than the OCFO average which is approximately 29% within this series. Only 7% of Dryden employees in this series hold bachelor's degrees, compared to 38% of the employees in this series across the OCFO workforce.
- 80% of Accountants (510) have bachelor's degrees, compared to 71% of accountants within the entire OCFO population.
- 75% of Accounting Technicians (525) have no degree, slightly more than the OCFO average of 71% within this particular series.

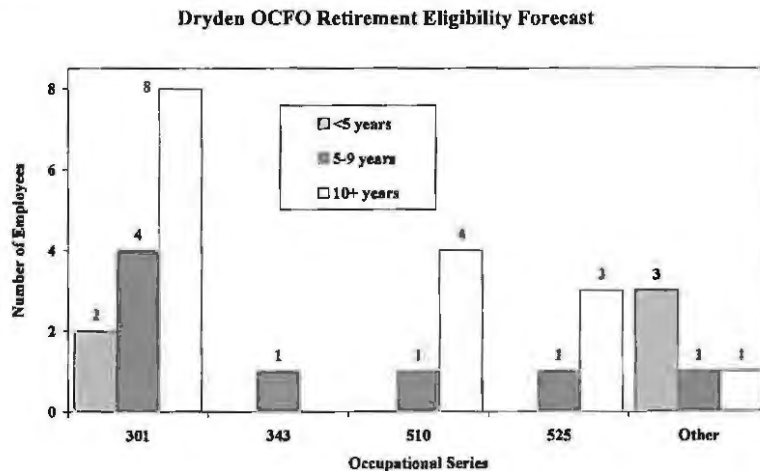
## NASA OCFO Workforce Profile and Key Competencies Assessment

### Observations

Data indicates that Dryden's workforce have more employees with no degree and less number of employees who have bachelor's degrees compared to the entire OCFO workforce.

### Dryden OCFO Workforce Retirement Projection

Seventeen percent of the Dryden OCFO workforce is eligible for retirement in less than five years, the lowest of all OCFO locations. However, in 5 to 9 years, 28% of the Dryden workforce is eligible to retire which is significantly more than the OCFO average at 14%. The figure below details Dryden workforce retirement eligibility within key occupational series.



Data provided in this profile and in Appendix C.3. indicates the following:

- 14% of employees within the Miscellaneous Administrative and Program (301) series are eligible to retire in less than 5 years, compared to 40% of such employees across the OCFO. 57% of employees within this series are eligible to retire in 10 or more years, which is slightly more than the OCFO average which is 38% within this series.
- Occupations with less than 5 years until retirement eligibility in the 'Other' series include: (2 employees) Financial Management (505); (1 employee) Civilian Pay (544).

### Observations

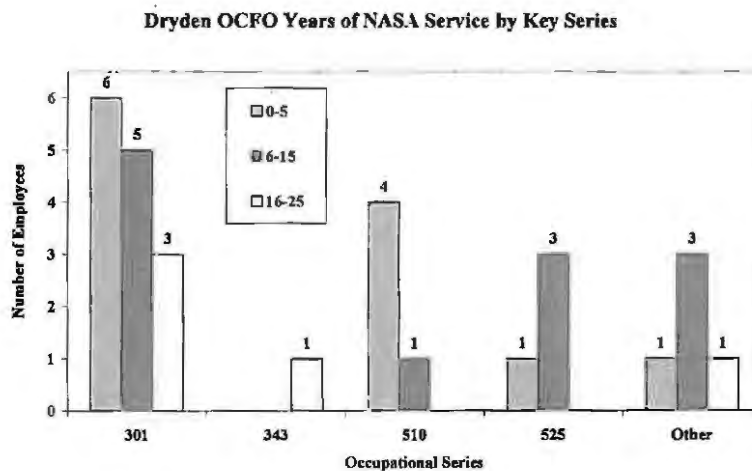
Data indicates the majority of Dryden's OCFO workforce will retire in 5 to 9 years. However, within key occupational series, this trend is not particularly significant when comparing all series. For example, within the Miscellaneous Administrative and

## NASA OCFO Workforce Profile and Key Competencies Assessment

Program (301) series, the majority of employees will become eligible to retire in 10 or more years.

### Dryden OCFO Workforce NASA Service

The average number of NASA years of service at Dryden is 8 years with a median of 7 years. The following chart displays NASA years of service by key occupational series for Dryden OCFO employees.



Data provided in this profile and in Appendix C.6. indicates the following:

- 41% of the Dryden OCFO workforce has 0 to 5 years of NASA service, comparable to the NASA OCFO average.
- Within the Miscellaneous Administrative and Program (301) series, 43% of employees have less than five years of NASA service, which is more than the OCFO average at 22% for employees within this series.
- Within the Accounting (510) series, 80% of Dryden employees have less than 5 years of NASA service, compared to 48% of accountants across the OCFO.
- Within the Accounting Technician (525) series, 25% of Dryden employees have 0 to 5 years of NASA service, compared to the OCFO average of 13% for this particular series.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Observations

Based on available data, Dryden's workforce is somewhat less experienced with regard to NASA compared to the entire OCFO. The Miscellaneous Administrative and Program (301), Accounting (510), and Accounting Technician (525) series have fairly large proportions of employees who have five years or less of NASA tenure. Therefore, knowledge of NASA-specific policies, procedures, and technologies in these occupational series may be relatively lower compared to HQ and other Centers.

### Dryden OCFO Key Competencies

The table below shows the subject matter, technical and behavioral competencies considered most critical of the Dryden OCFO workforce. The information reflects information gathered from one (1) interviewee. Further information is available in Appendix B.4.

Dryden OCFO Subject Matter Competencies	
Competency Name	
Generally Accepted Accounting Principles (GAAP) and concepts	
NASA accounting policies and procedures	
Knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve program effectiveness and customer service	
Mission and functions of central agencies such as OMB, Treasury, GSA, and OPM that play in government financial operations	
Public laws, executive orders, OMB circulars, bulletins, NASA directives, Comptroller General (GAO) decisions, and court opinion governing NASA's management process	
Dryden OCFO Technical Competencies	
Competency Name	
Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information	
Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)	
Microsoft Excel	
Knowledge of data conversation and data verification methodologies	
Written communication	
Dryden OCFO Behavioral Competencies	
Competency Name	
Analytical	
Customer Service	
Integrity/Honesty	
Interpersonal skills	
Problem solving	

## NASA OCFO Workforce Profile and Key Competencies Assessment

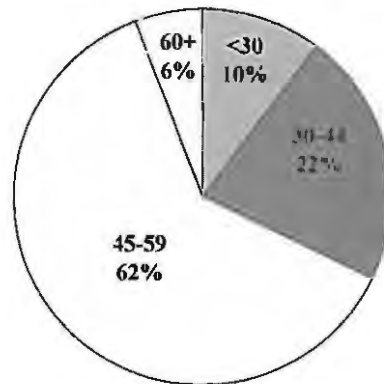
### A.3. Glenn Research Center OCFO Workforce Profile and Competency Assessment

This section provides an overview of the Glenn OCFO workforce with respect to age, education, retirement eligibility, and NASA service. Due to unavailable data, Glenn's competency assessment is unavailable.

#### Glenn OCFO Workforce Age

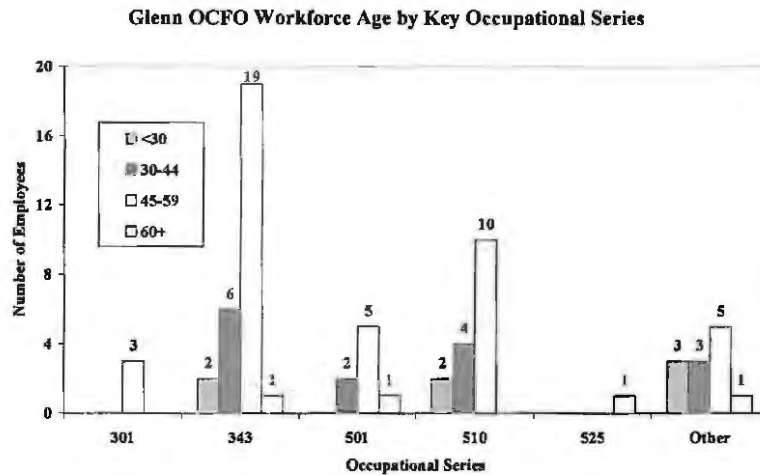
The Glenn OCFO consists of 68 employees. The average employee age is 47 years with a median of 49 years. Both are slightly higher than the OCFO average of 46 years of age. Compared to HQ and other Centers, Glenn has the smallest percentage of employees within the range of 30 to 44 years and the largest percentage within 45 to 59 years of age. The following figure depicts the age distribution of the Glenn OCFO workforce.

Glenn OCFO Employee Age  
(years as a percent of total workforce)



## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below provides information on workforce age within OCFO key occupational series.



Data provided in this profile and in Appendix C.1. indicates the following:

- 10% of the Glenn workforce is under 30 years of age, same as the average number of employees across the entire OCFO within this range.
- 22% of Glenn's workforce is 30 to 44 years of age, compared to 34% of OCFO employees within this range.
- 60% of Glenn's workforce is 45 to 59 years of age which is higher than the OCFO average number of employees within this range at 47%.
- 7% of Glenn's Management and Program Analysts (343) are less than 30 years of age. 21% of employees within this series are 30 to 44 years of age compared to 34% across the entire OCFO in this series and range. 68% of Glenn employees within this series are 45 to 59 years of age, slightly higher than the OCFO average at 47% within this range.
- Employees within the Financial Administration and Program (501) series have no employees under the age of 30. 63% of employees within this series are 45 to 59, years of age, compared to the OCFO average of 57% for this series and range.
- 25% of Glenn's Accountants (510) are 30 to 44 years of age, compared to the OCFO average of 40% in this series and range. 63% are 45 to 59 years of age, compared to the OCFO average of 47% for this series and range.

## NASA OCFO Workforce Profile and Key Competencies Assessment

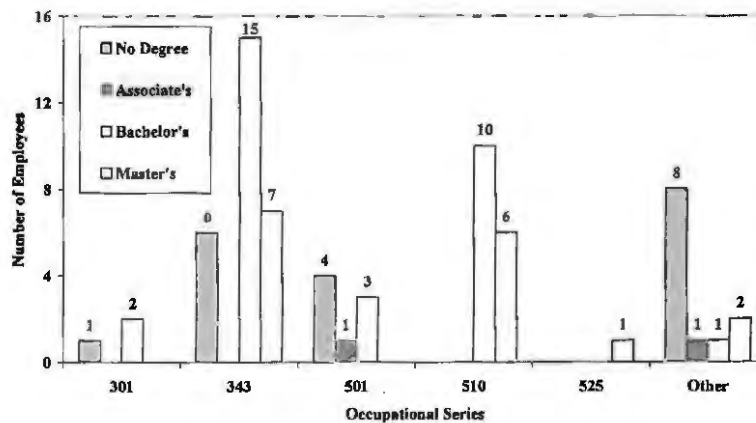
### Observations

Compared to other OCFO locations, Glenn has a smaller proportion of employees who are 30 to 44 years of age and a larger proportion of employees 45 to 49 years of age. This is particularly evident among Management and Program Analysts (343) and Accountants (510). Glenn has a relatively small proportion of Management and Program Analysts and a larger than average proportion of Accountants under the age of 30 years.

### Glenn OCFO Workforce Education

Forty-six percent of Glenn OCFO employees have a bachelor's degree as their highest educational degree, slightly less than the OCFO average of 40%. The figure below provides an overview of the Glenn OCFO workforce by highest educational degree.

Glenn OCFO Workforce by Highest Educational Degree Attained



Data provided in this profile and in Appendix C.2. indicates the following:

- 21% of Management and Program Analysts (343) have no degree which is slightly higher than the average across the OCFO at 13% in this series. 54% of Glenn analysts have a bachelor's degree.
- Within the Financial Administration and Program (501) series, approximately half do not have a degree, higher than the OCFO average which is 37% in this series. 38% of employees within this series have a bachelor's degree, compared to 31% of employees within this series across the OCFO.
- All Accountants (510) have either a bachelor's or master's degree. This is relatively atypical, as frequently within the NASA OCFO some employees have no degree or associate degrees.



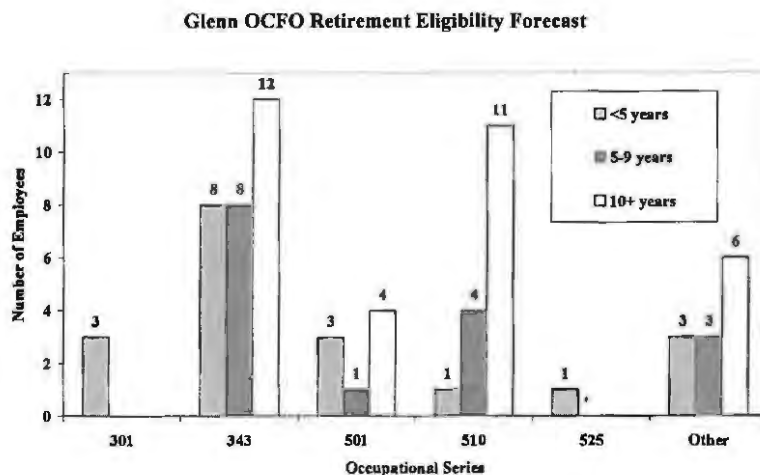
## NASA OCFO Workforce Profile and Key Competencies Assessment

### Observations

Glenn has a smaller percentage of employees with a bachelor's degree compared to NASA OCFO, except for Management and Program analysts (343). The Glenn OCFO Accounting (510) series has a relatively higher level of education compared to the overall NASA OCFO Accounting workforce, as they all have at least a bachelor's degree. However, the Financial Administration and Program (501) series has a high percentage of employees with no degree.

### Glenn OCFO Workforce Retirement Projection

Fifty-two percent of employees within the Glenn OCFO are eligible to retire in less than ten years. Aside from Ames, this is the largest proportion of all the OCFO locations. The figure below details Glenn workforce retirement eligibility within key occupational series.



Data provided in this profile and in Appendix C.3. indicates the following:

- 28% of the Glenn OCFO workforce is eligible for retirement in less than five years, slightly less than the NASA OCFO average at 30%.
- 52% of the Glenn OCFO workforce is eligible to retire in less than 10 years.
- All employees within the Miscellaneous Administrative and Program (301) and Accounting Technician (525) are eligible to retire in less than 5 years.
- 57% of Management and Program Analysts (343) are eligible to retire in less than 10 years, slightly higher than the OCFO average of 39% for employees within this occupational series.

## NASA OCFO Workforce Profile and Key Competencies Assessment

- 6% of Accountants (510) are eligible to retire in less than 5 years, compared to 26% across the entire OCFO workforce. 25% of Glenn Accountants are eligible to retire in 5 to 9 years, slightly higher than the average of 14% in this series. 69% of Glenn accountants are eligible in 10 or more years, compared to the OCFO average of 59% for employees within this series.

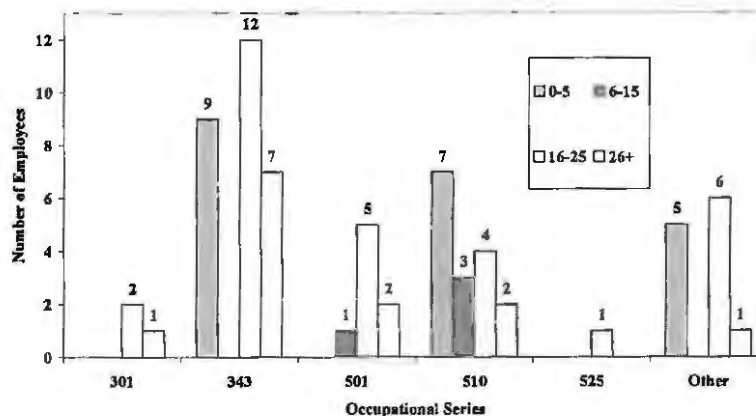
### Observations

Over the next ten years, fifty-two percent of the Glenn OCFO workforce is eligible to retire. This retirement wave is particularly evident within the Management and Program Analysis (343) series. The Accounting (510) series projects a relatively small proportion of retirees in less than five years but anticipates relatively large proportions in five or more years. Employees in both the Miscellaneous Administrative and Program (301) and Accounting Technicians (525) series are eligible to retire within five years.

### Glenn OCFO Workforce NASA Service

The Glenn OCFO workforce has an average of 16 years of NASA service, compared to the OCFO average of 12 years. Glenn OCFO's median years of NASA service is 18 years. The following chart displays NASA years of service by key occupational series for the Glenn OCFO.

Glenn OCFO Years of NASA Service by Key Series



Data provided in this profile and in Appendix C.6. indicates the following:

- 63% of the Glenn OCFO workforce has 16 or more years of NASA service, compared to the OCFO average of 40% for this range.
- All Miscellaneous Administrative and Program (301) and Accounting Technicians (525) employees have 16 or more years of NASA service.
- Within the Management and Program Analysis (343) series, 68% of employees have sixteen or more years of NASA service, while 43% of analysts across the OCFO fall within this range as well.

## NASA OCFO Workforce Profile and Key Competencies Assessment

- Glenn has 44% of employees who have 16 to 25 years of NASA service, similar to Marshall.
- Glenn has 19% of employees who have 26 or more years of NASA service, similar to Goddard.

### Observations

Of all OCFO locations, Glenn has more employees with 16 or more years of NASA service in comparison to HQ and other Centers. This is evident across all Glenn OCFO's key occupational series, except Accounting (510). The data indicates that Glenn's workforce is relatively knowledgeable in NASA-specific policies, procedures, and technologies.

## NASA OCFO Workforce Profile and Key Competencies Assessment

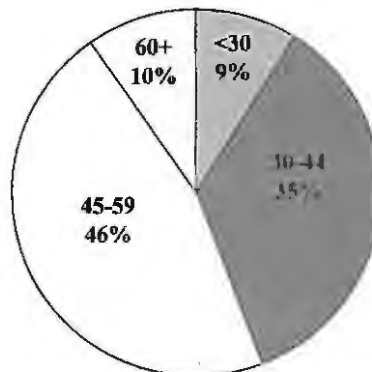
### A.4. Goddard Space Flight Center OCFO Workforce Profile and Competency Assessment

This section provides an overview of the Goddard OCFO workforce with respect to age, education, retirement eligibility, and NASA service. The subject matter, technical and behavioral competencies considered by Goddard OCFO managers to be most critical are also detailed.

#### Goddard OCFO Workforce Age

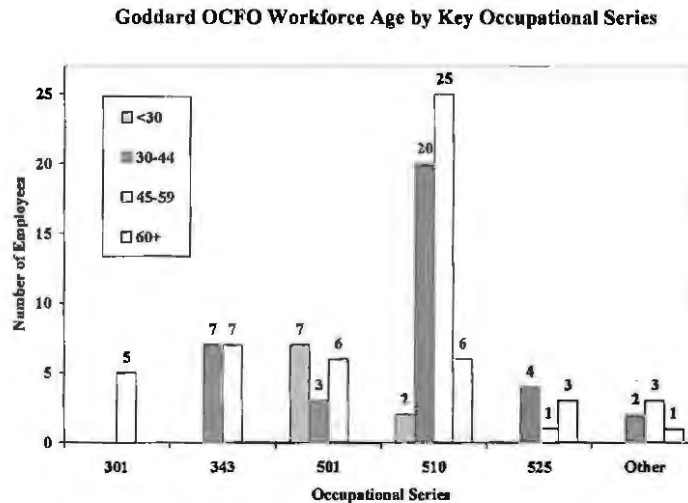
The Goddard OCFO consists of 102 employees. The average employee age is 46 years with a median of 47 years, similar to the NASA OCFO average of 46 years. The following chart depicts the age distribution of the Goddard OCFO workforce.

**Goddard OCFO Employee Age**  
(years as a percent of total workforce)



## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below provides information on workforce age within OCFO key occupational series.



Data provided in this profile and in Appendix C.1. indicates the following:

- 9% of the workforce is under 30 years of age, comparable to the NASA OCFO average of 10%.
- Employees who are 60 years or older comprise 10% of the workforce, somewhat higher than the NASA OCFO average of 8%.
- Employees within the Miscellaneous Administrative and Program (301) series are all 45 to 59 years of age.
- Management and Program Analysts (343) are equally distributed between the 30 to 44 and 45 to 59 years of age range. No employees in this series are under the age of 30, compared to the OCFO average at 14% for this series.
- 44% of employees within the Financial Administration and Program (501) series are under 30 years of age, compared to the OCFO average of 8% within this series. 38% of employees are over 45 years of age, compared to 68% of employees within this series across the entire OCFO.
- Within the Accounting (510) series, 4% of employees are under 30 years of age, while 7 % is the average across the OCFO for this series. 11% of Accountants are over 60 years of age, compared to the OCFO average of 7%.
- Goddard has no Accounting Technicians (525) who are less than 30 years of age, compared to the OCFO average of 6%. 50% of Goddard technicians are 30 to 44 years of age, compared to the OCFO average of 32% in this series. 13% are 45 to 59 years of age, compared to 35 % across the entire OCFO within this series.

## NASA OCFO Workforce Profile and Key Competencies Assessment

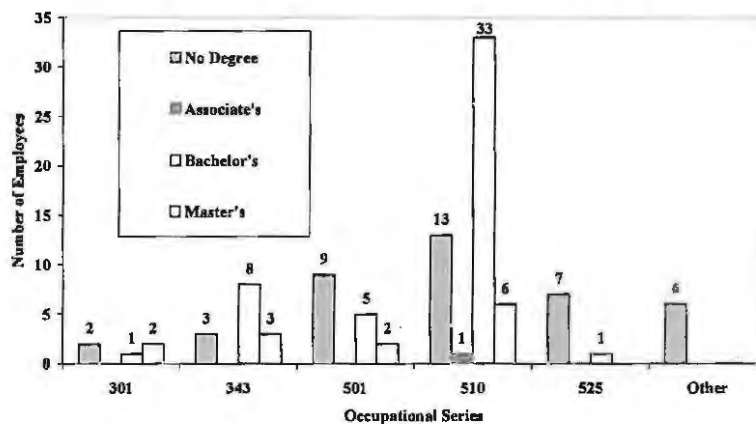
### Observations

Data indicates that Goddard OCFO's age statistics are similar in comparison to the NASA OCFO. Age distribution does vary across key occupational series. For example, all Miscellaneous Administrative and Program (301) employees are 45 to 59 years of age. Management and Program Analysts (343) have a small proportion of employees less than 45 years of age, whereas the Financial Administration and Program (501) employees have a large proportion. Goddard's Accountants (510) also seem to be somewhat older than NASA OCFO's average age for this particular series.

### Goddard OCFO Workforce Education

Forty-seven percent of Goddard OCFO employees hold a bachelor's degree, which is comparable to the OCFO average of 52%. Compared to other Centers and HQ, Goddard OCFO has the largest proportion of employees with no degree. The figure below provides an overview of the Goddard OCFO workforce by highest level of education attained.

Goddard OCFO Workforce by Highest Educational Degree Attained



Data provided in this profile and in Appendix C.2. indicates the following:

- 39% of employees have not attained a higher educational degree, compared to the OCFO average of 21%.
- 1% of Goddard OCFO employees have associate degrees, compared to the OCFO average of 4%.
- 13% of Goddard OCFO employees hold a master's as their highest educational degree attained which is slightly lower than the OCFO average of 22% who hold master's degrees.
- 40% of employees within the Miscellaneous Administrative and Program (301) series have no degree, compared to 29% which is the OCFO average within this occupational series. There are no employees in this series with associate degrees, compared to the OCFO average of 12%. 20% hold bachelor's degrees, which is

## NASA OCFO Workforce Profile and Key Competencies Assessment

less than the OCFO average of 38% in this series. However, 40% of employees within this series hold master's degrees, which is higher than the average of 18% across the OCFO within this occupational series.

- 21% of Management and Program Analysts (343) do not have a higher educational degree, compared to 13% of analysts across the entire OCFO in this series. 21% of Goddard analysts hold master's degrees which is less than the OCFO average of 31% within this series.
- 56% of Financial Administration and Program (501) employees do not have a higher educational degree, compared to an average of 37% across the OCFO within this series. 13% have a master's degree compared to an average of 25% across the OCFO for this series.
- Within the Accounting (510) series, 25% have no higher educational degree, compared to only 9% of accountants across the OCFO. 62% of Goddard accountants have a bachelor's degree, compared to 71% across the OCFO.
- 88% of Accounting Technicians (525) have no degree in comparison to the average of 71% of technicians within the OCFO. 12% hold bachelor's degrees which is less than the OCFO average of 23% within this series.

### Observations

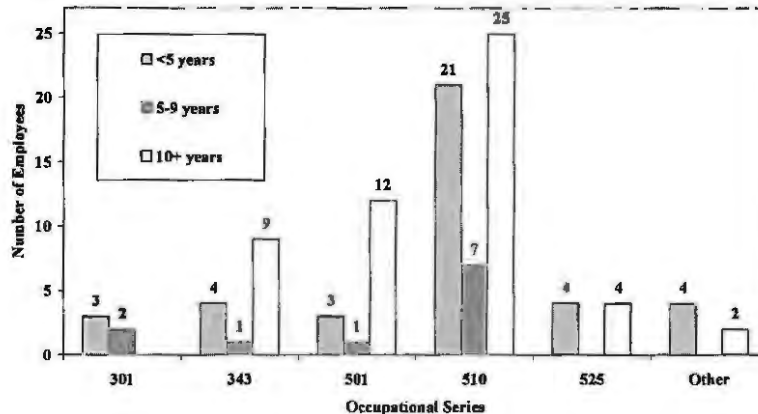
Compared to HQ and other Centers, Goddard has the largest proportion of employees with no higher educational degree. Goddard also has a relatively small proportion of employees holding bachelor's degrees. These trends are apparent within the Miscellaneous Administrative and Program (301), Accounting (510), and Accounting Technician (525) series. The Management and Program Analysis (343) and Financial Administration and Program (501) series likewise have relatively large proportions of workforces with no higher educational degree; these workforces also exhibit relatively small proportions of employees with master's degrees. The Miscellaneous Administrative and Program (301) series also has a relatively large proportion of employees with master's degrees.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Goddard OCFO Workforce Retirement Projection

Thirty-eight percent of the Goddard OCFO workforce is eligible for retirement in less than five years, compared to an average of 30% across the entire OCFO. The figure below details Goddard workforce retirement eligibility within key occupational series.

Goddard OCFO Retirement Eligibility Forecast



Data provided in this profile and in Appendix C.3. indicates the following:

- 49% percent of the Goddard OCFO workforce is eligible for retirement in less than 10 years, compared to the OCFO average of 45%.
- 60% of the Miscellaneous Administrative and Program (301) series is eligible to retire in less than 5 years, compared to the OCFO average of 40% in this series. 40% are eligible in less than 10 years, compared to an average of 22% across the OCFO in this series.
- 29% of Goddard's Management and Program Analysts (343) are eligible for retirement in less than 5 years, in comparison to the OCFO average of 27% in this series. 7% of Goddard analysts are eligible to retire in less than 10 years, compared to the OCFO average of 12% within this series.
- 19% of employees within the Financial Administration and Program (501) series are eligible to retire in less than 5 years.
- Within the Accounting (510) series, 40% of employees are eligible to retire in less than 5 years, compared to the OCFO average of 26% for accountants.
- 50% of Accounting Technicians (525) are eligible to retire in less than 5 years, compared to the OCFO average of 30%. No employees are eligible to retire in less than 10 years, compared to the OCFO average of 16% for this series.



## NASA OCFO Workforce Profile and Key Competencies Assessment

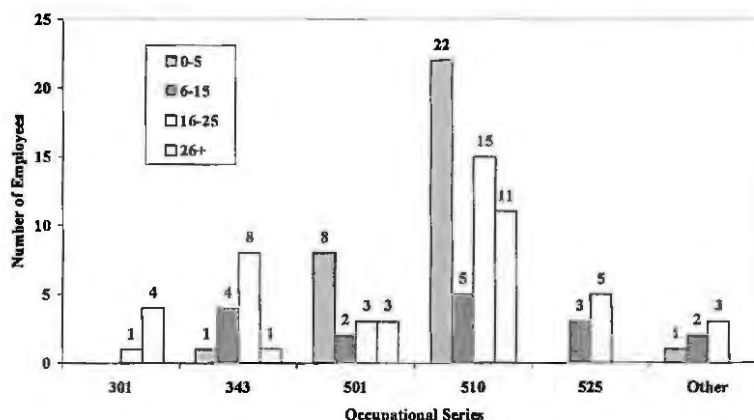
### Observations

Near-term retirement is a particularly evident issue within the Miscellaneous Administrative and Program (301), Accounting (510), and Accounting Technician (525) series at Goddard. The projected rate of retirement for Goddard's Management and Program Analysis (343) series is slightly higher than the OCFO average with regard to employees who are eligible to retire in ten years or less.

### Goddard OCFO Workforce NASA Service

Goddard has an average of 15 years of NASA service, compared to the OCFO average of 12 years. Goddard's median is 17 years of NASA service. The following chart displays NASA years of service by key occupational series for Goddard OCFO employees.

Goddard OCFO Years of NASA Service by Key Series



Data provided in this profile and in Appendix C.6. indicates the following:

- Overall, 53% of the Goddard OCFO workforce has 16 or more years of NASA service, compared to the OCFO average of 40%.
- Goddard had a high percentage of employees who have 26 years or more of service at 19%, similar to Glenn.
- There are no employees within the Miscellaneous Administrative and Program (301) series who have 0 to 5 years of NASA, compared to the OCFO average of 20% within this series. No employees within this series have 6 to 15 years of service, compared to the OCFO average of 22%.
- 64% of Goddard's Management and Program Analysts (343) have 16 or more years of NASA service, which is more than the OCFO average of 43% within this series.

## **NASA OCFO Workforce Profile and Key Competencies Assessment**

- 50% of employees within Goddard's Financial Administration and Program (501) series have 0 to 5 years of NASA service, compared to 31% which is the OCFO average. 38% have 16 or more years of NASA service, which is less than the OCFO average at 48% in this particular series.
- 42% of Accountants (510) have 0 to 5 years of NASA service, while the OCFO average is 48% in this series. 49% have more than 15 years of NASA service, compared to the OCFO average which is 33% for accountants.
- Goddard has no Accounting Technicians (525) with 0 to 5 years of NASA service, compared to the OCFO average of 13% within this series. 63% have 16 to 25 years service with NASA, compared to the OCFO average of 35% in this series.

### Observations

The Goddard OCFO workforce has relatively more tenure at NASA compared to other Centers and HQ. Data indicates that knowledge of NASA policies, procedures, and technologies is relatively strong in the Miscellaneous Administrative and Program (301), Management and Program Analysis (343), Accounting (510), and Accounting Technician (525) series. However, NASA-related knowledge may not be as strong in the Financial Administration and Program (501) series, as a relatively high proportion of employees have five years or less of NASA service.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Goddard OCFO Key Competencies

The table below shows the subject matter, technical and behavioral competencies considered most critical of the Goddard OCFO workforce. The information reflects information gathered from four (4) interviewees. Further information is available in Appendix B.4.

<b>Goddard OCFO Subject Matter Competencies</b>	
<b>Competency Name</b>	
Federal accounting concepts and standards, including full cost accounting, property management, and NASA budget procedures and systems	
NASA accounting policies and procedures	
Basic techniques of financial management, economic analysis, management controls, auditing, and program evaluation	
Knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve program effectiveness and customer service	
Ability to acquire and analyze financial data and communicate the results to a diverse audience	
<b>Goddard OCFO Technical Competencies</b>	
<b>Competency Name</b>	
Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information	
Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)	
Performance measures and analysis to track Center or NASA performance to identify and analyze problem areas and identify potential solutions	
Understanding of generally accepted management principles and practices and organizational development concepts and principles	
Written communication	
<b>Goddard OCFO Behavioral Competencies</b>	
<b>Competency Name</b>	
Analytical	
Integrity/Honesty	
Interpersonal skills	
Problem solving	
Teamwork	

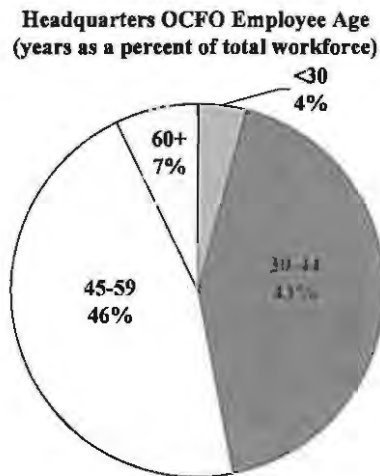
## NASA OCFO Workforce Profile and Key Competencies Assessment

### A.5. Headquarters OCFO Workforce Profile and Competency Assessment

This section provides an overview of the Headquarters OCFO workforce with respect to age, education, retirement eligibility, and NASA service. Headquarters' competency assessment is unavailable due to incomplete data.

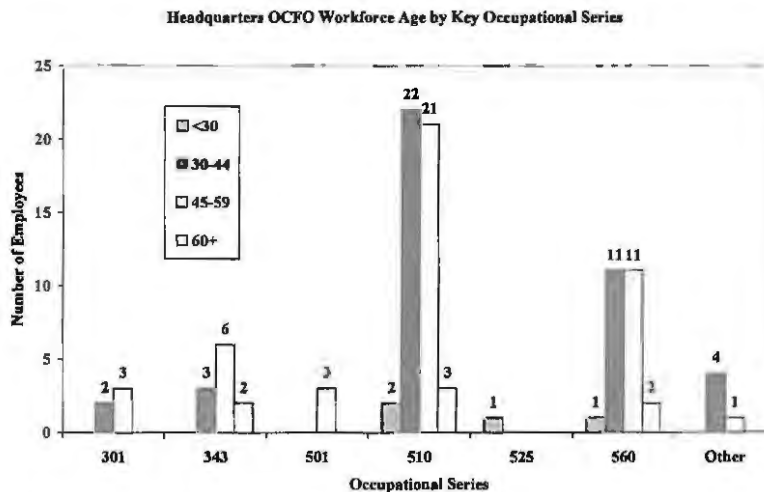
#### Headquarters OCFO Workforce Age

The Headquarters OCFO consists of 98 employees. Both the average and median age of the workforce is 46 years, which is the same as the OCFO average. Compared to all the Centers, Headquarters has the smallest percentage of workforce under the age of 30 years at 4%, compared to the OCFO average of 10%. The following figure depicts the age distribution of the Headquarters OCFO workforce.



## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below provides information on workforce age within OCFO key occupational series.



Data provided in this profile and in Appendix C.1. indicates the following:

- Accounting (510), Accounting Technician (525), and Budget Analysis (560) are the only key occupational series at Headquarters with employees less than 30 years of age.
- Employees within the Miscellaneous Administrative and Program (301) series have no employees under the age of 30 years, compared to the OCFO average of 3%. 40% are 30 to 44 years of age, higher than the OCFO average of 46%. 60% of employees within this series are 45 to 59 years of age, slightly more than the OCFO average of 58% in this series.
- Headquarters has no Management and Program Analysts (343) who are less than 30 years of age, compared to the OCFO average of 14%. 27% are 30 to 44 years of age, lower than the OCFO average of 34%. 55% are 45 to 59 years of age, higher than the OCFO average of 47% for this particular series.
- There are no employees within the Financial Administration and Program (501) under 45 years of age, compared to the OCFO average of 32%. 100% are 45 to 59 years of age; the OCFO average is 58%.
- 4% of Accountants (510) are under 30 years of age, slightly less than the OCFO average of 7%. 46% are 30 to 44 years of age which is comparable to the OCFO average of 40% for this series.
- 4% of Budget Analysts (560) are less than 30 years of age, compared to 13% of analysts across the entire OCFO. 44% are 30 to 44 years of age which is equivalent to the OCFO average.

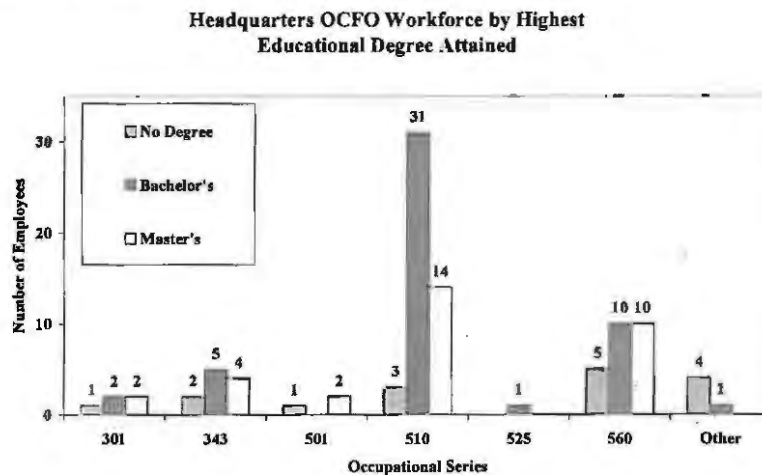
## NASA OCFO Workforce Profile and Key Competencies Assessment

### Observations

Across all key occupational series, Headquarters has few employees under the age of thirty. This trend is particularly evident within the Management and Program Analysis (343), Accounting (510), and Budget Analysis (560) series.

### Headquarters OCFO Workforce Education

Fifty-one percent of Headquarters employees have a bachelor's degree, similar to the NASA OCFO average. Thirty-three percent have a master's degree, compared to the OCFO average of 22%. The figure below provides an overview of the Headquarters OCFO workforce by highest degree of education attained.



Data provided in this profile and in Appendix C.2. indicates the following:

- 16% of Headquarters employees have no degree compared to an average of 21% across the OCFO. No employees have associate's degrees, compared to 4% of the entire OCFO population.
- 33% of HQ employees have master's degrees, which is slightly more than the OCFO average at 22%.
- 40% of employees within the Miscellaneous Administrative and Program (301) have bachelor's degree, compared to the OCFO average of 38%. 40% have master's degrees, compared to 18% of employees within this series across the OCFO.
- 18% of Management and Program Analysts (343) have no degree, which is slightly higher than the OCFO average of 13%. 45% have bachelor's degrees, less than the OCFO average of 54%. 36% have master's degrees, more than the OCFO average of 31%.

## NASA OCFO Workforce Profile and Key Competencies Assessment

- 66% of employees within Financial Administration and Program (501) have master's degrees, compared to 25% which is the OCFO average. 33% have no degree, which is slightly less than the OCFO average at 36% for this series.
- Within the Accounting (510) series, 65% have bachelor's degrees, less than the OCFO average of 71%. 29% have master's degrees, which is higher than the OCFO average at 18% for accountants.
- 20% of Budget Analysts (560) have no degree, compared to 12% of the OCFO. 40% have master's degrees, which is significantly greater than the OCFO average at 20%.

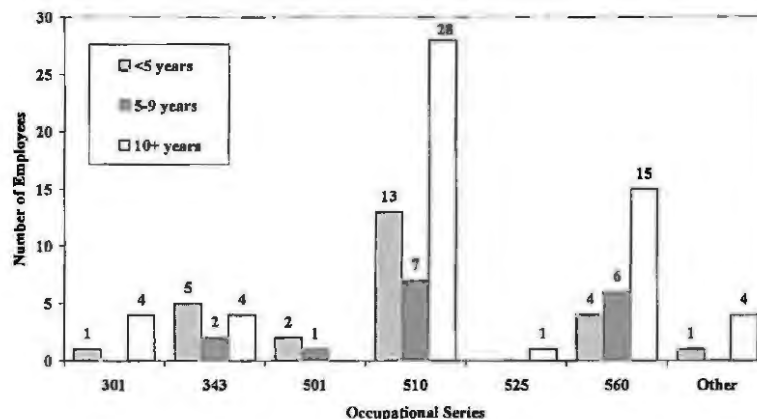
### Observations

Headquarters has one of the highest proportions of employees with master's degrees, similar to Langley. Several occupations have workforces with relatively large proportions of employees with master's degrees and relatively small shares of employees with no degree, including the Miscellaneous Administrative and Program (301), Financial Administration and Program (501), and Accounting (510) series. All key occupational series have either similar or smaller proportions of employees with bachelor's degrees compared to the entire NASA OCFO. The Headquarters Budget Analysis (560) and Management and Program Analysis (343) series have larger proportions of employees with no degree than NASA OCFO.

### Headquarters OCFO Workforce Retirement Projection

Twenty-seven percent of the Headquarters OCFO workforce is eligible for retirement in less than five years and 43% is eligible to retire in less than ten years, comparable to NASA OCFO projections. The figure below details Headquarters workforce retirement eligibility within key occupational series.

Headquarters OCFO Retirement Eligibility Forecast



## NASA OCFO Workforce Profile and Key Competencies Assessment

Data provided in this profile and in Appendix C.3. indicates the following:

- 20% of the Miscellaneous Administrative and Program (301) series is eligible for retirement in less than 5 years, compared to the OCFO average at 40%. No employees are eligible to retire within 5 to 9 years which is less than the OCFO average of 22%.
- 45% of Headquarters Management and Program Analysts (343) are eligible to retire in less than 5 years, higher than the OCFO average at 27%. 18% are eligible to retire in 5 to 9 years, slightly higher than the OCFO average of 12% for this series.
- 66% of employees within the Financial Administration and Program (501) series are eligible for retirement in less than 5 years, compared to an average of 36% across the OCFO. 33% are eligible to retire in 5 to 9 years, more than the OCFO average of 16% for employees within this series.
- 27% of Accountants (510) are eligible to retire in less than 5 years and 15% are eligible in 5 to 9 years. These figures are comparable to NASA OCFO Accounting series retirement statistics.
- 16% of Headquarters Budget Analysts (560) are eligible to retire in less than 5 years, compared to 18% across the entire OCFO. 24% are eligible to retire in 5 to 9 years, slightly more than the OCFO average at 7%.

### Observations

Headquarters retirement proportions are generally similar to averages across the entire NASA OCFO. Within occupational series, however, there are differences in the distribution of retirement projections. While the Accounting (510) series has a similar retirement projection to NASA OCFO, the Management and Program Analysis (343) series has a relatively large proportion of employees expected to retire in less than five years, as well as within five to nine years. The Budget Analysis (560) series has a relatively large proportion of workforce projected to retire in five to nine years. Nearly all Miscellaneous Administrative and Program (301) series employees are projected to retire in ten or more years. All employees within the Financial Administration and Program (501) series at HQ are projected to retire in less than ten years.

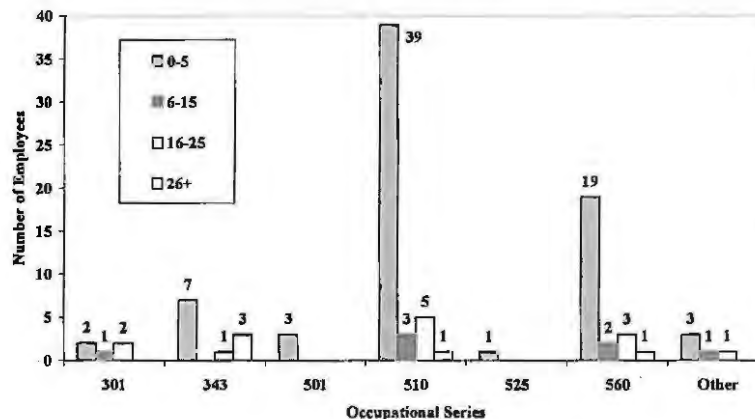


## NASA OCFO Workforce Profile and Key Competencies Assessment

### Headquarters OCFO Workforce NASA Service

The average number of years of NASA service is 7 years, compared to an OCFO-wide average of 12 years. The median years of NASA service for Headquarters is 3 years. Headquarters has the largest percentage of workforce with 0 to 5 years of NASA service. The following graph displays NASA years of service by key occupational series for the Headquarters OCFO workforce.

Headquarters OCFO Years of NASA Service by Key Series



Data provided in this profile and in Appendix C.6. indicates the following:

- 40% of the Miscellaneous Administrative and Program (301) series have 0 to 5 years of NASA service, significantly higher than the OCFO average at 20%. 20% have 6 to 15 years of NASA service, slightly less than the average of 18% across the OCFO for this series. There are no employees within this that has 26 or more years of NASA service, compared to the OCFO average of 15%.
- 64% of Management and Program Analysts (343) have 0 to 5 years of NASA service, compared to an OCFO average of 38%. 27% have 26 or more years compared to an OCFO average of 14%.
- All Financial Administration and Program (501) series employees have 0 to 5 years of NASA service compared to an average of 31% of employees across the entire NASA OCFO within this series.
- Within the Accountant (510) series, 81% of employees have 0 to 5 years of NASA service, significantly more than the OCFO average of 48%.
- 76% of Budget Analysts (560) have 0 to 5 years of NASA service, compared to an OCFO average of 51%.

## **NASA OCFO Workforce Profile and Key Competencies Assessment**

### **Observations**

Across all OCFO locations, Headquarters has the largest percentage of employees with five years or less of NASA service. This trend is evident across all key occupational series. This may indicate relatively less knowledge of NASA-specific policies, procedures, and technologies than in groups with more NASA experience.

## NASA OCFO Workforce Profile and Key Competencies Assessment

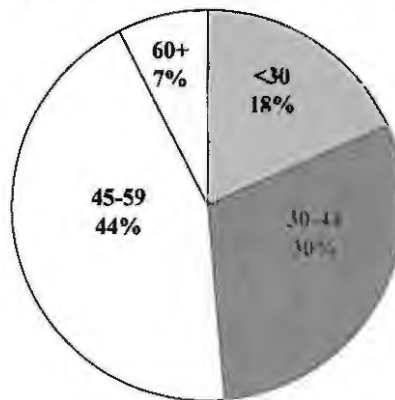
### A.6. Johnson Space Flight Center OCFO Workforce Profile and Competency Assessment

This section provides an overview of the Johnson OCFO workforce with respect to age, education, retirement eligibility, and NASA service. The subject matter, technical and behavioral competencies considered by Johnson OCFO managers to be most critical are also detailed.

#### Johnson OCFO Workforce Age

Johnson's OCFO consists of 230 employees. The average employee age is 44 years with a median of 45 years. This is slightly younger than the NASA OCFO average and median (46 years). Johnson has the highest percentage of employees who are less than 30 years of age at 18%. The following figure depicts the age distribution of the Johnson OCFO workforce.

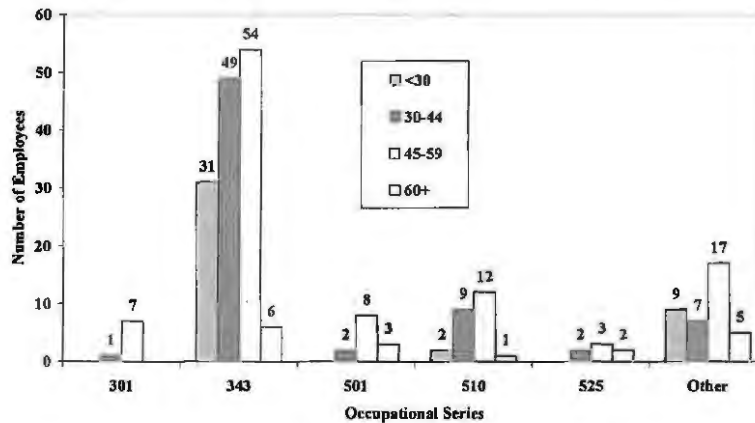
**Johnson OCFO Employee Age**  
(years as a percent of total workforce)



## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below provides information on workforce age within OCFO key occupational series.

Johnson OCFO Workforce Age by Key Occupational Series



Data provided in this profile and in Appendix C.1. indicates the following:

- 18% of the workforce is under 30 years of age which is significantly higher than the OCFO average at 10%.
- No employees within the Miscellaneous Administrative and Program (301) series are under 30 years of age, compared to an OCFO average of 3%. 13% of employees are 30 to 44 years of age, which is less than the OCFO average of 26% within this series.
- Within the Management and Program Analysis (343) series, 22% of employees are less than 30 years of age, slightly higher than the OCFO average of 14% for this particular series.
- No employees within the Financial Administration and Program (501) series are under 30 years of age compared to an OCFO average of 8%. 15% are 30 to 44 years of age, which is less than the OCFO average of 24% within this series.
- 8% of Accountants (510) are less than 30 years of age compared to the OCFO average of 7%. 38% are 30 to 44 years of age compared to the OCFO average of 40% for employees within this series.
- No employees within the Accounting Technician (525) series are under 30 years of age, compared to an OCFO average of 6%. 29% are 30 to 44 years of age compared to an OCFO average of 32% within this series.

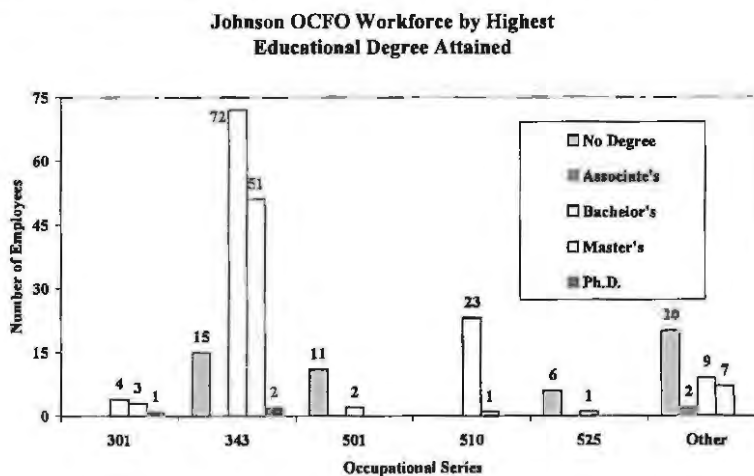
## NASA OCFO Workforce Profile and Key Competencies Assessment

### Observations

Compared to HQ and other Centers, Johnson has the largest proportion of employees who are less than thirty years of age. However, only within the Management and Program Analysis (343) and Accounting (510) series does Johnson have higher proportions of employees under thirty years of age than the NASA OCFO. The Miscellaneous Administrative and Program (301), Financial Administration and Program (501), and Accounting Technician (525) series have no employees less than thirty years of age.

### Johnson OCFO Workforce Education

Forty-eight percent of Johnson employees have a bachelor's degree and 27% have a master's degree as their highest degree of education. The figure below provides an overview of the Johnson workforce by highest degree of education.



Data provided in this profile and in Appendix C.2. indicates the following:

- 23% of Johnson OCFO employees have no higher educational degree compared to an average of 21% across the entire OCFO.
- 1% of employees have associate degrees compared to an OCFO average of 4%.
- 1% of employees have Ph.D.s, which is equivalent to the NASA OCFO average.
- 50% of employees within the Miscellaneous Administrative and Program (301) series have bachelor's degrees, compared to an OCFO average of 38%. 38% have master's degrees, which is slightly higher than the OCFO average at 36% within this series.
- 51% of Management and Program Analysts (343) have bachelor's degrees, compared to the OCFO average of 54%. 36% have master's degrees which is slightly more than the OCFO average of 31% within this series.

## NASA OCFO Workforce Profile and Key Competencies Assessment

- 85% of the Financial Administration and Program (501) series have no degree, compared to an OCFO average of 37%. 15% have bachelor's degrees compared to an OCFO average of 31% for employees within this series.
- 96% of Accountants (510) have bachelor's degrees, compared to an average of 71% across the OCFO. One employee holds a master's degree compared to an OCFO average of 18% within this series.
- 86% of Accounting Technicians (525) have no degree compared to an OCFO average of 71%. 14% hold bachelor's degrees compared to an average of 23% across the entire OCFO within this series.

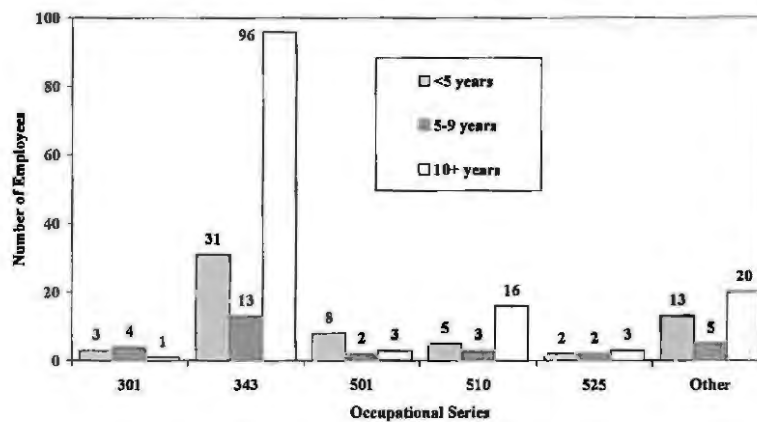
### Observations

Compared to other Centers and HQ, Johnson has the one of the highest percentages of employees with master's degrees. Within the Management and Program Analysis (343) series, Johnson has a somewhat smaller proportion of its workforce with bachelor's degrees and a somewhat larger proportion with master's degrees than the NASA OCFO. Similar to Glenn, all Accountants (510) have a minimum of a bachelor's degree. A relatively large proportion of Johnson's Financial Administration and Program (501) series have no degree.

### Johnson OCFO Workforce Retirement Projection

Twenty-seven percent of the Johnson OCFO is eligible to retire in less than five years. 13% of Johnson employees are eligible to retire in 5 to 9 years, similar to the NASA OCFO average (Appendix C.3.). The figure below details Johnson workforce retirement eligibility within key occupational series.

Johnson OCFO Retirement Eligibility Forecast



## **NASA OCFO Workforce Profile and Key Competencies Assessment**

Data provided in this profile and in Appendix C.3. indicates the following:

- 40% of Johnson's workforce is eligible to retire in less than 10 years compared to an average of 44% of the OCFO workforce.
- 38% of the Miscellaneous Administrative and Program series (301) is eligible to retire in less than 5 years, slightly less than the OCFO average at 40%. 50% of employees are eligible in 5 to 9 years, which is significantly more than the OCFO average at 22% within this series and range.
- Within the Management and Program Analysis (343) workforce, 22% of employees are eligible to retire in less than 5 years, compared to the OCFO average of 27%. 9% of employees within this series are eligible to retire in 5 to 9 years compared to an OCFO average within this series and range.
- 62% of employees within the Financial Administration and Program (501) series are eligible to retire in less than 5 years, which is significantly more than the OCFO average at 34%. 15% of employees are eligible in 5 to 9 years compared to an OCFO average of 16% within this series and range.
- 21% of Accountants (510) are eligible to retire in less than 5 years, compared to an OCFO average of 26%. 13% are eligible in 5 to 9 year which is comparable to the OCFO average of 14% for employees within this series and range.
- 29% of Accounting Technicians (525) are eligible to retire in 0 to 5 years, compared to an OCFO average of 39%. 29% are eligible in 5 to 9 years which is slightly more than the OCFO average of 22% for this particular series and range.

### **Observations**

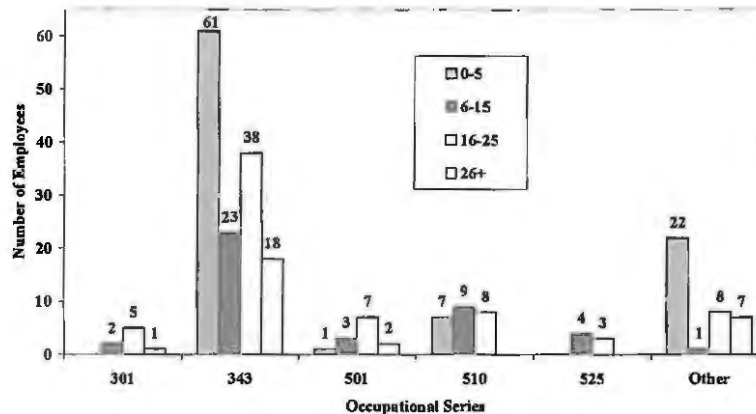
Johnson's overall proportion of employees eligible to retire in the near term is similar to NASA OCFO's. Within occupational series, however, differences exist in retirement projections. Johnson's Management and Program Analysis (343) and Accountant (510) series are expected to retire at slightly lesser rates over the next 5 to 10 years than the NASA OCFO. However, a relatively large proportion of the Financial Administration and Program (501) series is projected to retire in less than five years. In 5 to 9 years, relatively large proportions of the Miscellaneous Administrative and Program (301) and Accounting Technician (525) series are expected to retire.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Johnson OCFO Workforce NASA Service

The average length of NASA service at Johnson is 13 years with a median of 12 years. The following chart displays NASA years of service by key occupational series for Johnson OCFO employees.

Johnson OCFO Years of NASA Service by Key Series



Data provided in this profile and in Appendix C.6. indicates the following:

- 40% of the Johnson OCFO workforce has 0 to 5 years of NASA service, equivalent to the NASA OCFO average.
- No employees within the Miscellaneous Administrative and Program (301) series have 0 to 5 years of NASA service, compared to an OCFO average of 20%. 63% have 16 to 25 years, which is significantly more than the OCFO average at 33% within this series and range.
- 44% of employees within the Management and Program Analysis (343) series have 0 to 5 years of NASA service, compared to an OCFO average of 28%. 16% have 6 to 15 years, slightly less than the OCFO average of 19% for employees within this series and range.
- 8% of employees within the Financial Administration and Program (501) series have 0 to 5 years of NASA service, significantly less than the OCFO average at 31%. 54% have 16 to 25 years compared to an OCFO average of 34% for employees within this series and range.
- 29% of Accountants (510) have 0 to 5 years of NASA service, compared to an OCFO average of 48%. 38% have 6 to 15 years compared to an OCFO average of 19% within this series and range.
- No employees within the Accounting Technician (525) series have 0 to 5 years of NASA service, while the OCFO average of 13%. 57% have 6 to 15 years, slightly more than the OCFO average of 48% for employees within this series and range.



## **NASA OCFO Workforce Profile and Key Competencies Assessment**

### **Observations**

The average number years of NASA service at Johnson is relatively similar to the NASA OCFO. However, proportional distributions are inconsistent across key occupational series. Data suggests that all key occupational series, except for Management and Program Analysis (343), are relatively experienced with NASA policies, procedures, and technologies.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Johnson OCFO Key Competencies

The table below shows the subject matter, technical and behavioral competencies considered most critical of the Johnson OCFO workforce. The information reflects information gathered from four (4) interviewees. Further information is available in Appendix B.4.

<b>Johnson OCFO Subject Matter Competencies</b>	
<b>Competency Name</b>	
Federal accounting concepts and standards, including full cost accounting, property management, and NASA budget procedures and systems	
Basic techniques of financial management, economic analysis, management controls, auditing, and program evaluation	
Basic budgeting and program concepts and principles including NASA budget procedures and relationship with financial management systems	
The Federal budget preparation process as it applies to the NASA and Center	
Ability to acquire and analyze financial data and communicate the results to a diverse audience	
<b>Johnson OCFO Technical Competencies</b>	
<b>Competency Name</b>	
Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information	
Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)	
Microsoft Excel	
Performance measures and analysis to track Center or NASA performance to identify and analyze problem areas and identify potential solutions	
Sound basis in general analytics	
<b>Johnson OCFO Behavioral Competencies</b>	
<b>Competency Name</b>	
Analytical	
Customer Service	
Integrity/Honesty	
Interpersonal skills	
Networking/Partnering	

## NASA OCFO Workforce Profile and Key Competencies Assessment

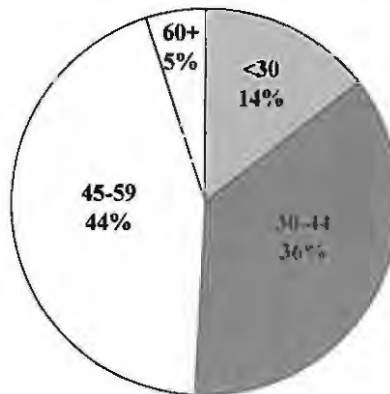
### A.7. Kennedy Space Center OCFO Workforce Profile and Competency Assessment

This section provides an overview of the Kennedy OCFO workforce with respect to age, education, retirement eligibility, and NASA service. The subject matter, technical and behavioral competencies considered by Kennedy OCFO managers to be most critical are also detailed.

#### Kennedy OCFO Workforce Age

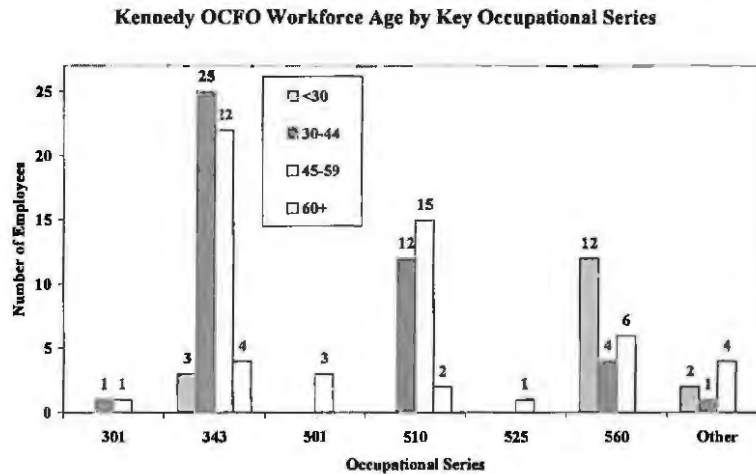
Kennedy's OCFO consists of 118 employees. Both the average and median age of the workforce is 44 years, which is slightly less than the NASA OCFO average and median at 46 years. Fourteen percent of the workforce is under 30 years of age, compared to an OCFO average of 10 %. The following figure depicts the age distribution of the Kennedy OCFO workforce.

**Kennedy OCFO Employee Age**  
(years as a percent of total workforce)



## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below provides information on workforce age within OCFO key occupational series.



Data provided in this profile and in Appendix C.1. indicates the following:

- Within the Management and Program Analysis (343) series, 6% of employees are under 30 years of age, compared to the OCFO average of 14%. 46% are 30 to 44 years of age compared to 34%, the OCFO average.
- All Financial Administration and Program (501) series employees are 45 to 59 years of age. 57% of NASA OCFO series 501 employees are in this age range.
- There are no Accountants (510) that are under 30 years of age, compared to the OCFO average of 7%. 41% are 30 to 44 years of age, relatively close to the OCFO average at 40%.
- 55% of Budget Analysts (560) are under 30 years of age, which is significantly more than the OCFO average at 13%. 18% are 30 to 44 years of age, less than the OCFO average of 44%.

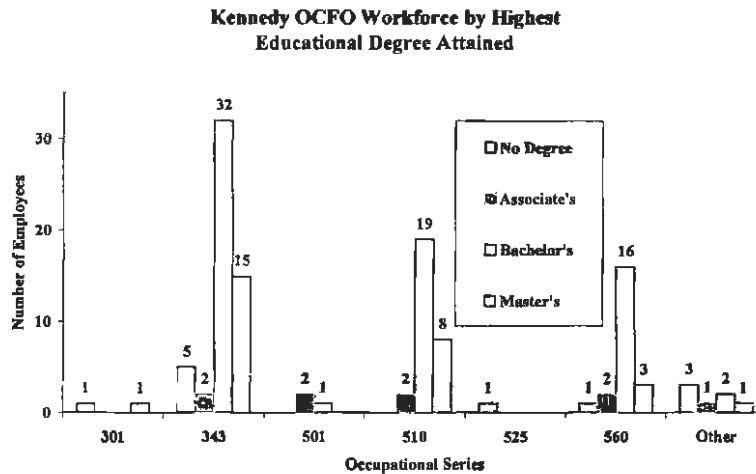
### Observations

Although Kennedy has a relatively high proportion of employees who are less than thirty years of age, the data indicates these employees are distributed disproportionately across occupational series. While there is a relatively large workforce less than 30 years of age within the Budget Analysis (560) series, proportions within the Management and Program Analysis (343) and Accounting (510) series are comparatively small.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Kennedy OCFO Workforce Education

Fifty-nine percent of Kennedy OCFO employees have a bachelor's degree as their highest educational degree attained, higher than the OCFO average of 52%. Twenty-four percent of employees at Kennedy have a master's degree. The figure below provides an overview of the Kennedy OCFO workforce by highest degree of education attained.



Data provided in this profile and in Appendix C.2. indicates the following:

- 9% of the Kennedy OCFO workforce has no higher educational degree, compared to 21% of the OCFO average.
- The Miscellaneous Administrative and Program series, 301, has one employee with no degree and one with a master's. 29% of NASA OCFO series 301 professionals have no degree and 18% have master's degrees.
- Within Management and Program Analysis (343) series, Kennedy has 5% more employees with bachelor's degrees and 3% less employees with master's degrees than the NASA OCFO. Kennedy has 3% more series 343 professionals with associate degrees and 4% less with no degree than NASA OCFO.
- 66% of the Financial Administration and Program (501) series have associate degrees, compared to an average of 6% across the OCFO. 33% have bachelor's degrees compared to NASA OCFO's 31% within this series.
- Within the Kennedy Accounting (510) series, 7% have associate degrees, compared to an average of 3% across the entire OCFO. 66% of employees have bachelor's degrees compared to 71% of employees within this series across the entire OCFO. 28% have master's degrees, compared to the OCFO's 18%.
- 73% of Budget Analysts (560) have bachelor's degrees, more than the OCFO average at 60%. Within this series, 5% have no degree compared to the OCFO average of 12%. 14% have master's degrees compared to an OCFO average of 20% for this series.

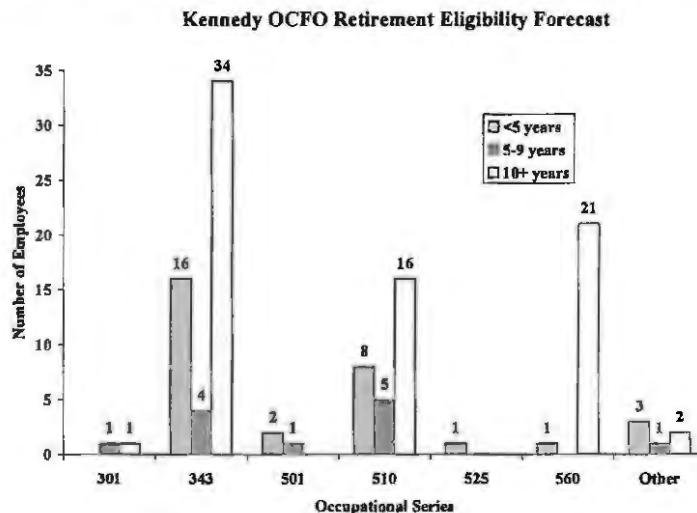
## NASA OCFO Workforce Profile and Key Competencies Assessment

### Observations

Compared to other Centers and HQ, Kennedy OCFO has proportionately more employees with bachelor's degrees and master's degrees. Kennedy's Management and Program Analysis (343) and Budget Analysis (560) series have larger proportions of employees with bachelor's degrees in comparison to the entire NASA OCFO. The Accounting series (510) has a larger percentage of employees with master's degrees. Kennedy has the smallest percentage of workforce with no degree, aside from Langley.

### Kennedy OCFO Workforce Retirement Projection

Twenty-six percent of the Kennedy OCFO workforce is eligible for retirement in less than five years, compared to the OCFO average of 30%. An additional 10% is eligible for retirement in 5 to 9 years, less than the OCFO average of 14%. The figure below details Kennedy workforce retirement eligibility within key occupational series. Series 'Other' excludes one civil servant for whom retirement information was not available.



Data provided in this profile and in Appendix C.3. indicates the following:

- One Miscellaneous Administrative and Program (301) series employee is eligible for retirement 5 to 9 years and one is eligible in 10 or more years. 22% of NASA OCFO professionals within this series are eligible to retire in 5 to 9 years and 38% are eligible in 10 or more years.
- 30% of Management and Program Analysts (343) are eligible to retire in less than 5 years, compared to the OCFO average of 27%. 63% are eligible to retire in 10 or more years, compared to the OCFO average of 61% within this series.
- 66% of the Financial Administration and Program (501) series is eligible for retirement in less than 5 years and 33% are eligible in 5 to 9 years. Compared to

## NASA OCFO Workforce Profile and Key Competencies Assessment

the entire OCFO, 36% of series 501 professionals are eligible to retire in less than 5 years and 16% are eligible in 5 to 9 years.

- 28% of Accountants (510) are eligible to retire in less than 5 years, compared to the OCFO average of 26%. Within this series, 17% of Kennedy Accountants are eligible to retire in 5 to 9 years, slightly more than the OCFO average of 14%.
- The Accounting Technician, series 525, is retirement-eligible in less than 5 years. 39% of NASA OCFO Accounting Technicians are eligible in less than 5 years.
- 95% of Budget Analysts (560) are eligible for retirement in 10 or more years, significantly more than the OCFO average of 70% for employees within this series.

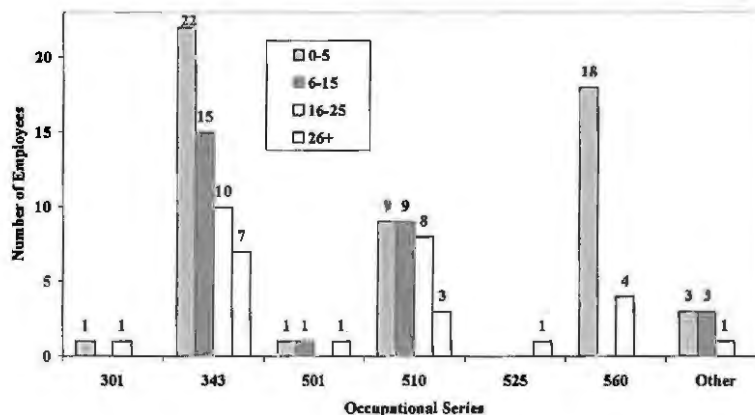
### Observations

Compared to the entire NASA OCFO, Kennedy has a somewhat smaller proportion of workforce projected to retire in less than five years. However, the Management and Program (343) and Accounting (510) series have somewhat higher retirement rates in the near term compared to projections for the entire NASA OCFO. Kennedy has a large proportion of Budget Analysts (560) retiring in 10 years or more, 25% more than the NASA OCFO proportion. All Financial Administration and Program (501) employees are eligible for retirement in less than ten years.

### Kennedy OCFO Workforce NASA Service

The average years of NASA service at Kennedy is 11 years with a median of 8 years. The following chart displays NASA years of service by key occupational series for Kennedy OCFO employees.

Kennedy OCFO Years of NASA Service by Key Series



## NASA OCFO Workforce Profile and Key Competencies Assessment

Data provided in this profile and in Appendix C.6. indicates the following:

- 46% of the Kennedy OCFO workforce has 0 to 5 years of NASA service compared to the OCFO average of 40%.
- One Miscellaneous Administrative and Program (301) series employee has 0 to 5 years of NASA service and one has 16 to 25 years. 20% of professionals within this series across the entire OCFO have 0 to 5 years of NASA service and 43% have 16 to 25 years.
- 41% of Management and Program Analysts (343) have 0 to 5 years of NASA service, compared to an OCFO average of 38%. 28% have 6 to 15 years compared to an average of 19% across the entire OCFO. 19% have 16 to 25 years, lower than the OCFO average at 29% for employees within this series.
- 31% of Accountants (510) have 0 to 5 years of NASA service, compared to an OCFO average of 48%. 31% of Accountants have 6 to 15 years of NASA service, more than the OCFO's 19%.
- 82% of Budget Analysts (560) have 0 to 5 years of NASA service compared to an OCFO average of 51%. 18% have 16 to 25 years compared to an OCFO average of 27% for employees within this series.

### Observations

Based on available data, Kennedy's workforce is relatively inexperienced with regard to NASA policies, procedures, and technologies compared to the overall NASA OCFO. Kennedy has eight percent more employees that have up to 15 years of NASA service than the overall NASA OCFO. Data indicates that Kennedy's Budget Analysts (560) and Management and Program Analysts (343) have less years of experience with NASA, while Accountants (510) are relatively more familiar with NASA-specific policies, procedures and technologies.



## NASA OCFO Workforce Profile and Key Competencies Assessment

### Kennedy OCFO Key Competencies

The table below shows the subject matter, technical and behavioral competencies considered most critical of the Kennedy OCFO workforce. The information reflects information gathered from three (3) interviewees. Further information is available in Appendix B.4.

Kennedy OCFO Subject Matter Competencies	
Competency Name	
Generally Accepted Accounting Principles (GAAP) and concepts	
Federal accounting concepts and standards, including full cost accounting, property management, and NASA budget procedures and systems	
Federal financial statements and reports	
Current accounting issues and state-of-the-art developments in the resources management field; areas outside of the budget which have financial importance to programs of NASA	
NASA accounting policies and procedures	
Kennedy OCFO Technical Competencies	
Competency Name	
Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information	
Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)	
Identify and interpret requirements resulting from major legislative and administrative changes as they apply to NASA's financial systems	
Microsoft Excel	
Understanding of generally accepted management principles and practices and organizational development concepts and principles	
Kennedy OCFO Behavioral Competencies	
Competency Name	
Analytical	
Customer Service	
Integrity/Honesty	
Leadership	
Problem solving	

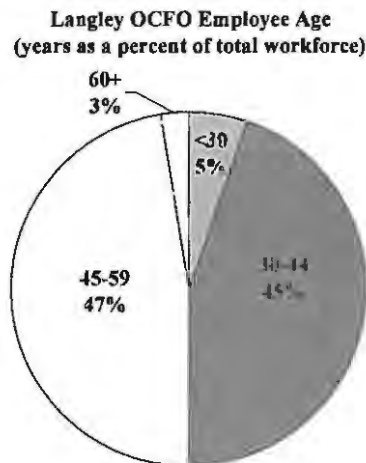
## NASA OCFO Workforce Profile and Key Competencies Assessment

### A.8. Langley Research Center OCFO Workforce Profile and Competency Assessment

This section provides an overview of the Langley OCFO workforce with respect to age, education, retirement eligibility, and NASA service. The subject matter, technical and behavioral competencies considered by Langley OCFO managers to be most critical are also detailed.

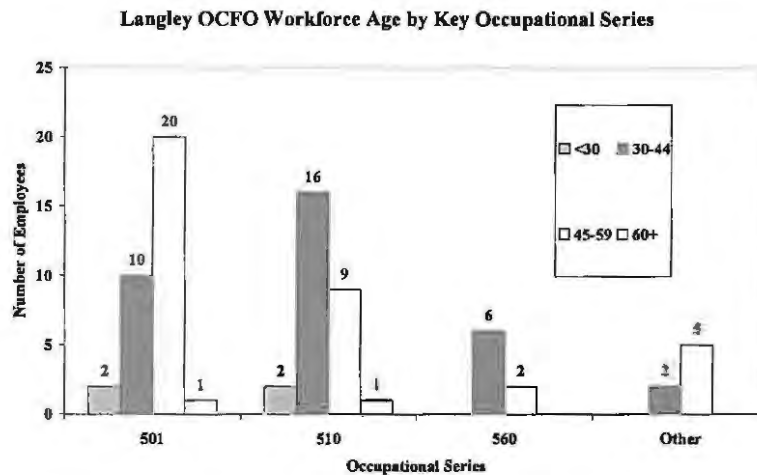
#### Langley OCFO Workforce Age

Langley's OCFO consists of 76 employees. Both the average and median age of the workforce is 45 years. The following figure shows age distribution of the Langley OCFO workforce.



## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below provides information on workforce age within OCFO key occupational series.



Data provided in this profile and in Appendix C.1. indicates the following:

- 5% of the Langley OCFO workforce is under 30 years of age compared to the OCFO average of 10%.
- 45% of the Langley OCFO workforce is 30 to 44 years of age, higher than the OCFO average at 34%.
- Employees who are 60 years or older comprise 3% of the Langley OCFO workforce compared to the OCFO average of 8%.
- 6% of the Financial Administration and Program (501) series are under 30 years of age, compared to the OCFO average of 8%. 30% of employees within this series are 30 to 44 years of age, slightly higher than the OCFO average which is 24%. Within this series, 60% are 45 to 59 years of age, higher than the OCFO average of 42%. 3% of employees within this series are 60 years or older compared to the OCFO average of 11%.
- 7% of Accountants (525) are less than 30 years of age, similar to the overall OCFO average at 7%.
- Langley has no Budget Analysts (560) less than 30 years of age. 75% of Budget Analysts are 30 to 44 years of age, significantly higher than the OCFO average of 44%. 25% are 45 to 59 years of age, less than the OCFO average of 36% for employees within this series.

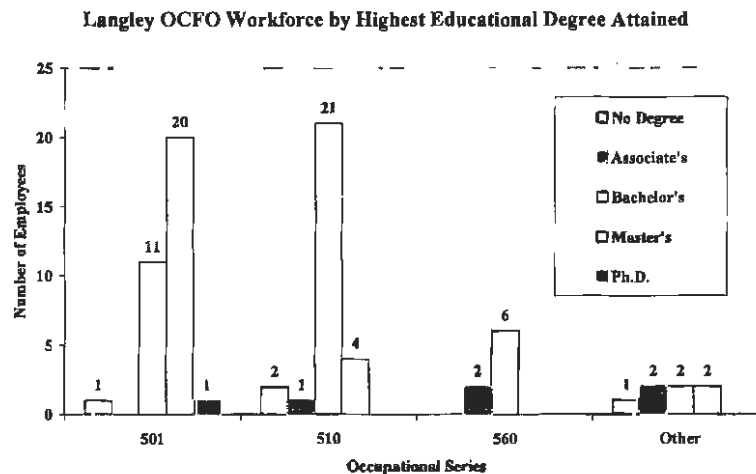
## NASA OCFO Workforce Profile and Key Competencies Assessment

### Observations

A relatively small proportion of Langley's workforce is less than thirty years of age and a relatively large proportion of employees is 30 to 44 years. Only two occupational series have employees below 30 years of age, Financial Administration and Program (501) and Accounting (510). All of Langley's key occupational series have relatively large workforce proportions within the 30 to 44 years of age range.

### Langley OCFO Workforce Education

Fifty-three percent of Langley OCFO employees have bachelor's degrees, similar to the NASA OCFO statistic (52%). Langley has the smallest proportion of workforce with no degree at 5%. The figure below provides an overview of the Langley OCFO workforce by highest degree of education.



Data provided in this profile and in Appendix C.2. indicates the following:

- 5% of the Langley OCFO workforce has no degree compared to the OCFO average of 21%.
- 7% of the workforce has associate degrees compared to the OCFO average of 4%.
- 34% of the workforce has master's degrees, higher than the OCFO average at 22%.
- 3% of the Financial Administration and Program (501) series have no degree compared to an average of 37% across the entire OCFO. Within this series, there are no Langley employees with associate degrees, whereas the OCFO average is 6%. 33% have bachelor's degrees, comparable to the NASA OCFO's 31%. 61% have master's degrees compared to an OCFO average of 25% for employees within this series.

## NASA OCFO Workforce Profile and Key Competencies Assessment

- 75% of Langley Accountants (510) hold bachelor's degrees compared to an average of 71% across the entire OCFO. 14% hold masters degrees, compared to an OCFO average of 18% for this series.
- There are no Budget Analysts (560) at Langley without degrees, compared to an OCFO average of 12%. 25% have associate's degrees compared to an OCFO average of 8%. 75% of Langley Budget Analysts hold bachelor's degrees compared to the OCFO's average of 60% for this series. Within this series, there are no employees with master's degrees compared to the OCFO average of 20%.

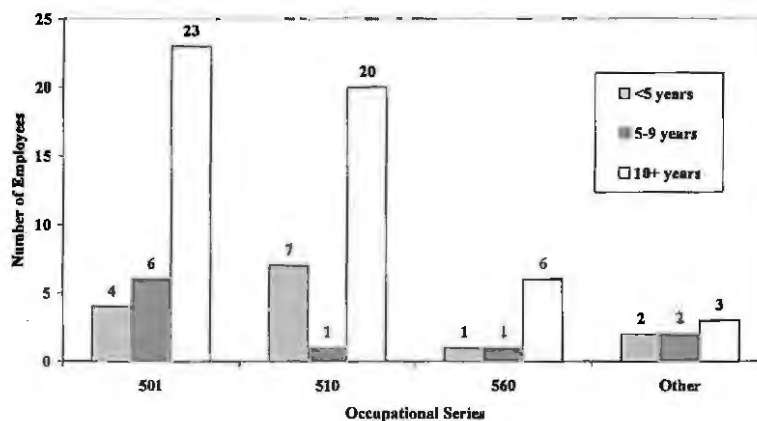
### Observations

Langley has a relatively small share of employees with no degree and a large proportion of employees with master's degrees. This trend is particularly evident within the Financial Administration and Program (501) series. Within the Accounting (510) series, the proportional distribution of educational attainment is relatively similar between Langley and the entire NASA OCFO. Langley Budget Analysts (560), have either associate or bachelor's degrees which is relatively unique, as the OCFO series has a range of degrees from no degree to master's.

### Langley OCFO Workforce Retirement Projection

Eighteen percent of the Langley OCFO workforce is eligible for retirement in less than five years, compared to the OCFO average of 30%. The figure below details Langley OCFO workforce retirement eligibility within key occupational series.

Langley OCFO Retirement Eligibility Forecast



## NASA OCFO Workforce Profile and Key Competencies Assessment

Data provided in this profile and in Appendix C.3. indicates the following:

- 12% of employees within the Financial Administration and Program (501) series are eligible to retire in less than 5 years, compared to an OCFO average of 36%. 18% are eligible in to retire in 5 to 9 years, which is slightly more than the OCFO average of 16%. 70% are eligible to retire in 10 or more years, which is higher than the OCFO average of 48% for employees within this series.
- 25% of Langley Accountants (510) are eligible to retire in less than 5 years, similar to the NASA OCFO average of 26%.
- 13% of employees within the Budget Analysis (560) series are eligible for retirement in less than 5 years compared to an OCFO average of 18% within this series. 13% are eligible to retire in 5 to 9 years, equivalent to NASA OCFO average for this series. 75% of budget analysts are eligible to retire in 10 years or more, slightly higher than the OCFO average of 70% for employees within this series.

### Observations

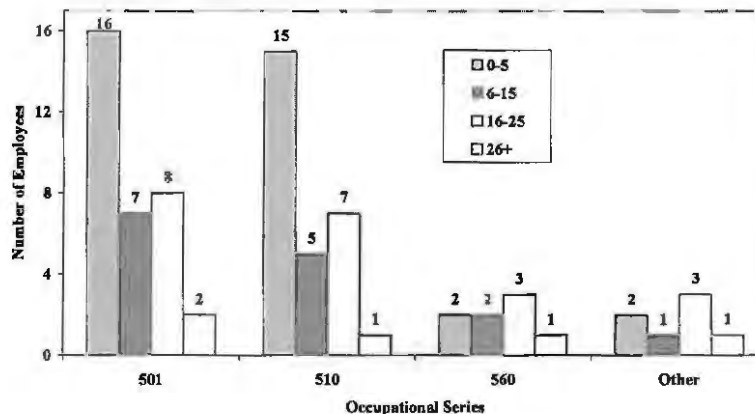
Compared to HQ and the other Centers, Langley has the smallest percentage of employees projected to retire in less than five years, aside from Dryden. Langley also has the smallest proportion of workforce eligible to retire in less than 10 years. Compared to the entire NASA OCFO, Langley has smaller proportions of the Financial Administration and Program (501) and Budget Analysis (560) series that are eligible to retire in less than five years, and similar proportions for retirement eligibility in 5 to 9 years. Within the Accounting (510) series, Langley has a smaller proportion eligible to retire in less than five years than the NASA OCFO and a similar proportion eligible in 5 to 9 years.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Langley OCFO Workforce NASA Service

The average years of NASA service at Langley is 10 years with a median of 7 years. Forty-six percent of the Langley workforce has 0 to 5 years of NASA service, compared to the OCFO average of 40%. The following chart displays NASA years of service by key occupational series for Langley OCFO employees.

Langley OCFO Years of NASA Service by Key Service



Data provided in this profile and in Appendix C.6. indicates the following:

- 48% of employees within the Financial Administration and Program (501) series, have 0 to 5 years of NASA service, slightly more than the OCFO average at 31%. 21% of employees have 6 to 15 years of NASA service which is equivalent to the NASA OCFO average.
- 54% of Accountants (510) have 0 to 5 years of NASA service compared to the OCFO average which is 48% within this series.
- 25% of Budget Analysts (560) have 0 to 5 years of NASA service compared to the NASA OCFO statistic of 50%. Within this series, 25% have 6 to 15 years of NASA service, compared to the OCFO' at 13%.

### Observations

Compared to the overall OCFO, Langley has relatively less tenure with NASA and possibly less experience with NASA-specific policies, procedures, and technologies. The Financial Administration and Program series (501), in particular, has a large proportion of employees with five years or less of NASA service. Similarly, data indicates that Langley's Accountants (510) are somewhat less experienced than NASA OCFO Accountants. However, the Budget Analysis (560) series demonstrates relatively long NASA tenure.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Langley OCFO Key Competencies

The table below shows the subject matter, technical and behavioral competencies considered most critical of the Langley OCFO workforce. The information reflects information gathered from five (5) interviewees. Further information is available in Appendix B.4.

Langley OCFO Subject Matter Competencies	
Competency Name	
Generally Accepted Accounting Principles (GAAP) and concepts	
Federal accounting concepts and standards, including full cost accounting, property management, and NASA budget procedures and systems	
Current accounting issues and state-of-the-art developments in the resources management field; areas outside of the budget which have financial importance to programs of NASA	
Knowledge of and ability to use principles, methods, techniques, and systems of financial management to improve program effectiveness and customer service	
NASA-related processes for the administrative control of resources, fund allocation and fund control, paperwork management, program objectives, inter and intra-NASA reimbursable agreements, and funding and financial reports	
Langley OCFO Technical Competencies	
Competency Name	
Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information	
Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)	
Microsoft Excel	
Written communication	
Oral communication	
Langley OCFO Behavioral Competencies	
Competency Name	
Analytical	
Customer Service	
Integrity/Honesty	
Problem solving	
Teamwork	



## NASA OCFO Workforce Profile and Key Competencies Assessment

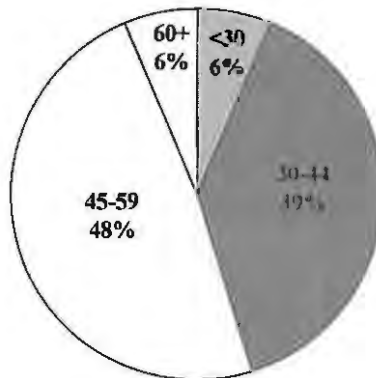
### A.9. Marshall Space Flight Center OCFO Workforce Profile and Competency Assessment

This section provides an overview of the Marshall OCFO workforce with respect to age, education, retirement eligibility, and NASA service. The subject matter, technical and behavioral competencies considered by Marshall OCFO managers to be most critical are also detailed.

#### Marshall OCFO Workforce Age

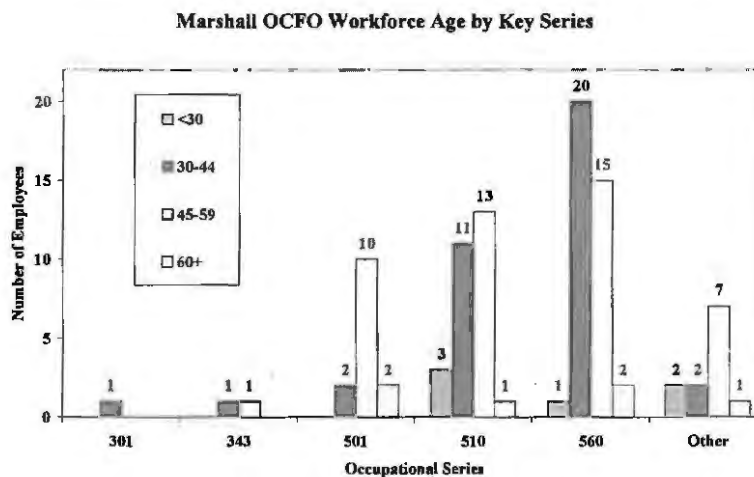
Marshall's OCFO consists of 95 employees. Both the average and median age of the workforce is 46 years, equivalent to the NASA OCFO's average and median. Six percent of the Marshall OCFO workforce is under 30 years of age compared to the OCFO average of 10%. The following figure depicts age distribution of the Marshall OCFO workforce.

**Marshall OCFO Employee Age**  
(years as a percent of total workforce)



## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below provides information on workforce age within OCFO key occupational series.



Data provided in this profile and in Appendix C.1. indicates the following:

- 39% of the Marshall workforce is 30 to 44 years of age compared to the OCFO average of 34%.
- Marshall and NASA OCFO have equivalent proportions of workforce 45 to 59 years of age, 47%.
- Employees 60 years or older comprise 7% of the Marshall OCFO workforce, compared to the OCFO average of 6%.
- The Miscellaneous Administrative and Program (301) employee, is 30 to 44 years of age. 26% of NASA OCFO employees within this series are 30 to 44 years of age.
- Approximately half of the Management and Program Analysis (343) series are 30 to 44 years of age, compared to the OCFO average of 34%. 50% of Marshall analysts within this series are 45 to 59 years of age, similar to the OCFO average of 47%.
- There are no employees within the Financial Administration and Program (501) series less than 30 years of age compared to the OCFO average of 8%. 14% are 30 to 44 years of age compared to the OCFO average of 24%. Within this series, 71% are 45 to 59 years of age, more than the OCFO average of 57%.
- 11% of Accountants (510) are less than 30 years of age compared to an average of 7% across the OCFO. 39% are 30 to 44 years of age, similar to the OCFO average of 40%. 46% are 45 to 59 years of age, similar to the OCFO average of 45%.
- 3% of Marshall's Budget Analysts (560) are less than 30 years of age compared to an OCFO average of 13%. Within this series, 53% are 30 to 44 years compared to an OCFO average of 44%.

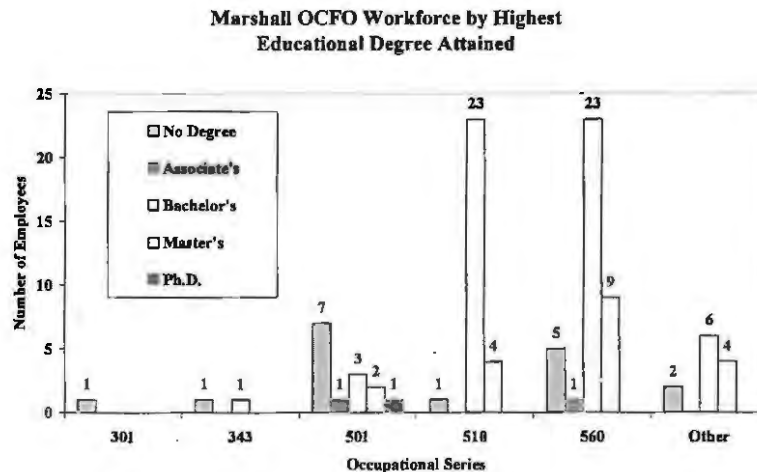
## NASA OCFO Workforce Profile and Key Competencies Assessment

### Observations

Compared to the NASA OCFO, Marshall has a relatively small proportion of employees less than 30 years of age and a relatively large proportion of employees within the range of 30 to 45 years of age. However, age distribution is inconsistent within key occupational series. Within the Budget Analysis (560) series, there is a small proportion of employees less than 30 years of age. Within the Financial Administration and Program (501) series, there is a small proportion of employees less than 45 years of age. However, within the Accountant (510) series, Marshall has a larger proportion of employees less than 30 years of age than NASA OCFO.

### Marshall OCFO Workforce Education

Fifty-nine percent of Marshall OCFO employees have a bachelor's degree as their highest educational degree. The figure below provides an overview of the Marshall OCFO workforce by highest educational degree attained.



Data provided in this profile and in Appendix C.2. indicates the following:

- 18% of Marshall employees have not attained a higher educational degree compared to the OCFO average of 21%.
- 2% of Marshall employees have an associate's degree compared to an OCFO average of 4%.
- 20% of Marshall employees have a master's degree as their highest educational degree, compared to an OCFO average of 22%.
- The Miscellaneous Administrative and Program (301) employee does not have a degree. 29% of NASA OCFO series 301 professionals have no degree.

## **NASA OCFO Workforce Profile and Key Competencies Assessment**

- One Management and Program Analyst (343) has no degree and the other has a bachelor's. Within this series, 13% of NASA OCFO analysts have no degrees and 54% have bachelor's degrees.
- Within the Financial Administration and Program (501) series, 50% have no degree, compared to an OCFO average of 37%. 21% have bachelor's degree compared to an average of 31% across the entire OCFO within this series. 14% have master's degrees compared to an OCFO average of 25% within this series.
- 4% of Accountants (510) hold no degree compared to an OCFO average of 5%. Within this series, there are no employees with associates degrees compared to an OCFO average of 3%. 82% of Marshall Accountants hold bachelor's degrees compared to an OCFO average of 71% for employees within this series.
- Within the Budget Analysis (560) series, 13% have no degree compared to an average of 12% across the entire OCFO. 3% have associate degrees compared to the OCFO average of 8% for this series. 61% have bachelor's degrees compared to an average of 60% across the entire OCFO within this series. 24% have master's degrees which is slightly higher than the OCFO average at 20% within this series.

### **Observations**

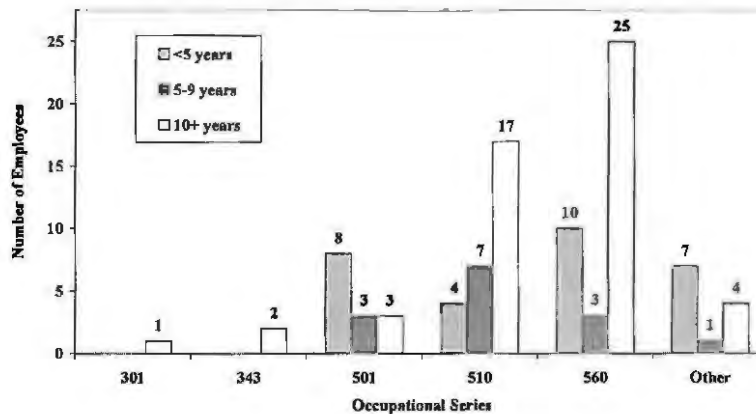
Compared to the other Centers and HQ, Marshall has a relatively large proportion of employees with bachelor's degrees. However, this trend is inconsistent across key occupational series. Accounting (510) has a large proportion of employees with bachelor's degrees. However, Financial Administration and Program (501) has a relatively small proportion. Additionally, employees within the 501 series have a large proportion of workforce with no degree. Budget Analysis (560) has a comparatively small proportion of employees with associate's degrees and a relatively large proportion with master's degrees.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Marshall OCFO Workforce Retirement Projection

Thirty-one percent of the Marshall OCFO workforce is eligible for retirement in less than five years and 15% is eligible in 5 to 9 years. These figures mirror NASA OCFO averages. The figure below details Marshall OCFO workforce retirement eligibility within key occupational series.

Marshall OCFO Retirement Eligibility Forecast



The data provided indicates the following:

- The Miscellaneous Administrative and Program (301) employee is retirement-eligible in 10 years or more 38% of NASA OCFO professionals within this series have 10 years or more until eligibility.
- The Management and Program Analysts (343) have 10 years or more until they are eligible for retirement. Across the entire NASA OCFO, 61% of employees within this series have 10 years or more until eligibility.
- 57% of employees within the Financial Administration and Program (501) series are eligible to retire in less than 5 years compared to an OCFO average of 36%. Within this series, 21% are eligible to retire in 5 to 9 years compared to an OCFO average of 16%.
- 14% of Accountants (510) are eligible to retire in less than 5 years compared to an average of 26% across the OCFO. Within this series, 25% are eligible to retire in 5 to 9 years which is more than the OCFO average of 14% within this series.
- 26% of Budget Analysts (560) are eligible to retire in less than 5 years in comparison to 18% across the OCFO. 8% of analysts are eligible in 5 to 9 years, which is less than the OCFO average of 23% for employees within this series.

## NASA OCFO Workforce Profile and Key Competencies Assessment

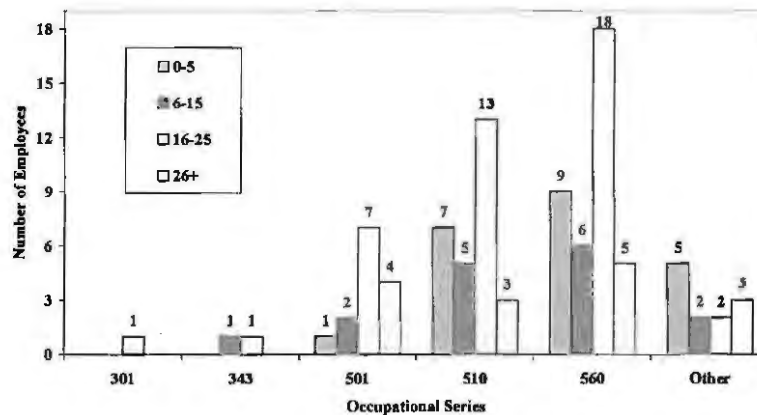
### Observations

Although overall Marshall OCFO retirement statistics are similar to the NASA OCFO, projections within occupational series differ. Seventy-eight percent of Marshall's Financial Administration and Program (501) employees will be eligible to retire in less than ten years. Marshall has a relatively large proportion of Budget Analysts (560) that will be eligible to retire in less than five years. Marshall has a relatively small proportion of Accountants (510) eligible to retire in less than five years, but a comparatively large proportion eligible in 5 to 9 years.

### Marshall OCFO Workforce NASA Service

The average duration of NASA service at Marshall is 16 years with a median of 18 years. Along with Goddard, Marshall has the largest proportion of OCFO employees with 16 to 25 years of NASA service at 44%. The following chart displays NASA years of service by key occupational series for Marshall OCFO employees.

Marshall OCFO Years of NASA Service by Key Series



Data provided in this profile and in Appendix C.6. indicates the following:

- 23% of the Marshall OCFO workforce has 0 to 5 years of NASA service compared to an average of 40% for the entire OCFO.
- The Miscellaneous Administrative and Program (301) employee has 16 to 25 years of NASA service. 43% of NASA OCFO series 301 professionals have 16 to 25 years of NASA service.
- One Management and Program Analyst (343) has 6 to 15 years of NASA service and the other has 16 to 25 years. Across the entire NASA OCFO, 29% of employees within this series have 6 to 15 years of NASA service and 14% have 16 to 25 years.
- 7% of the Financial Administration and Program (501) series have 0 to 5 years of NASA service, which is less than the OCFO average of 31%. 14% have 6 to 15 years at NASA, lower than the OCFO average of 21%.

## **NASA OCFO Workforce Profile and Key Competencies Assessment**

- 25% of Accountants (510) have 0 to 5 years of NASA service compared to an average of 48% across the OCFO. 18% have 6 to 15 years of NASA service, slightly less than the OCFO average of 19%. 46% of Accountants at Marshall have 16 to 25 years of NASA service, more than the OCFO average of 25%.
- 24% of Budget Analysts (560) have 0 to 5 years of NASA service compared to an OCFO average of 51%. 47% have 16 to 25 years of NASA service, higher than the OCFO average of 27%.

### **Observations**

The Financial Administration and Program (501) and Accounting (510) series have relatively large proportions of workforce with 15 years or more of NASA service. The Budget Analysis (560) series has a relatively large proportion of workforce with 5 years or more of NASA service. This data indicates that the Marshall workforce is relatively familiar with NASA-specific policies, procedures, and technologies.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Marshall OCFO Key Competencies

The table below shows the subject matter, technical and behavioral competencies considered most critical of the Marshall OCFO workforce. The information reflects information gathered from two (2) interviewees. Further information is available in Appendix B.4.

Marshall OCFO Subject Matter Competencies	
Competency Name	
Generally Accepted Accounting Principles (GAAP) and concepts	
Federal accounting concepts and standards, including full cost accounting, property management, and NASA budget procedures and systems	
Federal financial statements and reports	
NASA accounting policies and procedures	
Basic techniques of financial management, economic analysis, management controls, auditing, and program evaluation	
Marshall OCFO Technical Competencies	
Competency Name	
Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information	
Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)	
Identify and interpret requirements resulting from major legislative and administrative changes as they apply to NASA's financial systems	
Microsoft Excel	
Understanding of generally accepted management principles and practices and organizational development concepts and principles	
Marshall OCFO Behavioral Competencies	
Competency Name	
Creativity and Innovation	
Integrity/Honesty	
Interpersonal skills	
Judgment	
Networking/Partnering	



## NASA OCFO Workforce Profile and Key Competencies Assessment

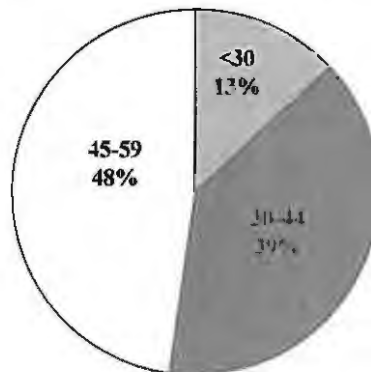
### A.10. Stennis Space Center OCFO Workforce Profile and Competency Assessment

This section provides an overview of the Stennis OCFO workforce with respect to age, education, retirement eligibility, and NASA service. The subject matter, technical and behavioral competencies considered by Stennis OCFO managers to be most critical are also detailed.

#### Stennis OCFO Workforce Age

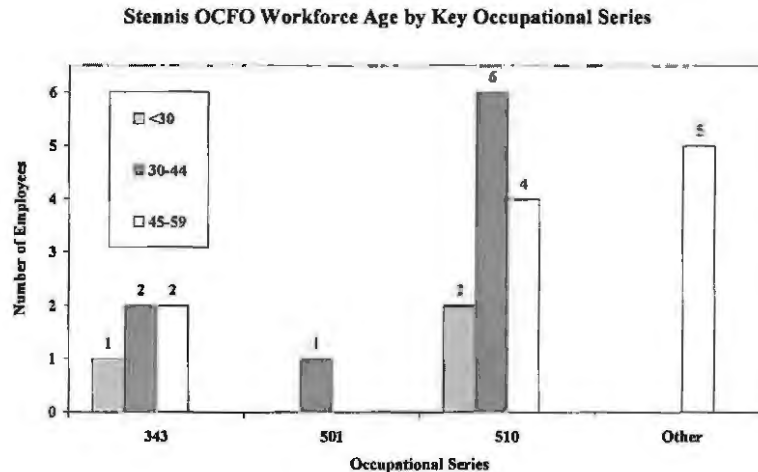
The Stennis OCFO consists of 23 employees. The average employee age at Stennis is 43 years with a median age of 44 years. This is less than the NASA OCFO average at 46 years. Thirteen percent of the workforce is under 30 years of age compared to the OCFO average of 16%. The following figure depicts the age distribution of the Stennis OCFO workforce.

**Stennis OCFO Employee Age**  
(years as a percent of total workforce)



## NASA OCFO Workforce Profile and Key Competencies Assessment

The graph below provides information on workforce age within OCFO key occupational series.



Data provided in this profile and in Appendix C.1. indicates the following:

- Stennis OCFO has no employees who are 60 years or older compared to the OCFO average of 8% for this age range.
- 20% of employees within the Management and Program Analysis (343) are less than 30 years of age, compared to the OCFO average of 14% in this series and age range. 40% of Stennis employees 30 to 44 years which is slightly higher than the OCFO average of 34% within this series and range.
- Employees within the Financial Administration and Program (501) series are 30 to 44 years of age. Comparatively, 24% of employees within this series across the entire OCFO are 30 to 44 years of age.
- 17% of employees within the Accounting (510) series are under 30 years of age, which is slightly higher than the OCFO average of 7% in this series and range. 50% of Stennis accountants are 30 to 44 years of age which is slightly higher than the OCFO average of 40% for employees within this series and age range.
- All employees in the 'Other' series are 45 to 59 years of age at Stennis. This series consists of three Financial Managers (505), one General Engineer (801), and one Secretary (318).

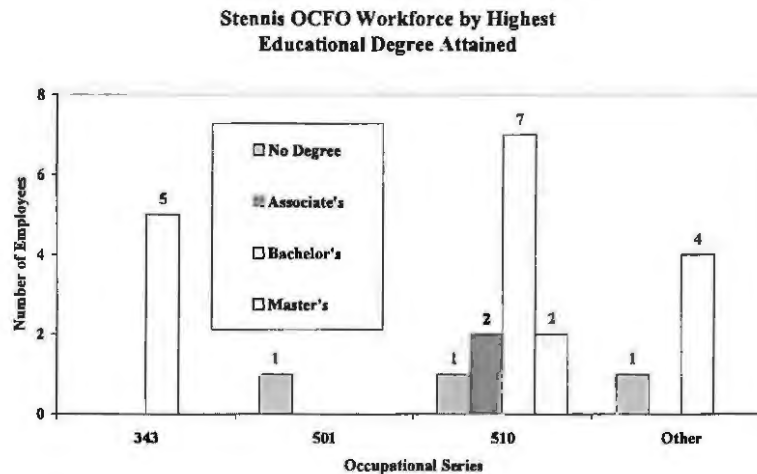
### Observations

Stennis has a relatively young workforce in comparison to averages across other Centers and HQ. More specifically, employees within the Management and Program Analysis (343) and Accounting (510) series have relatively large proportions of employees less than 30 years of age, as well as within the range of 30 to 44 years. However, all employees in the 'Other' series fall within the range of 45 to 59 years of age.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Stennis OCFO Workforce Education

Seventy percent of Stennis OCFO employees have a bachelor's degree as their highest educational degree, which is higher than the OCFO average of 52%. The figure below provides an overview of the Stennis OCFO workforce by highest level of education attained.



Data provided in this profile and in Appendix C.2. indicates the following:

- 13% of the workforce has no degree compared to the OCFO average of 21%.
- 9% of the workforce has an associate's degree compared to the OCFO average of 4%.
- 9% of the workforce has master's degrees compared to the OCFO average of 22%.
- All Stennis employees within the Management and Program Analysts (343) series hold bachelor's degrees which is significantly more than the OCFO average.
- Within the Accounting (510) series, 8% have no degree compared to the OCFO average of 9% in this series. 17% have associates degrees which is higher than the OCFO average of 3% in this series. 58% of Accountants have bachelor's degree compared to the OCFO average of 71% within this series. 17% have master's degrees which is slightly less than the OCFO average of 18% within this series.

### Observations

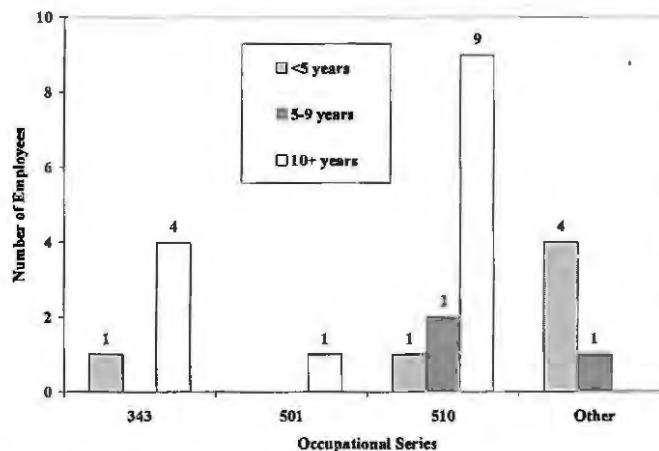
Stennis has relatively large proportions of employees with associate's and bachelor's degrees compared to the overall NASA OCFO. All analysts within the Management and Program Analysis (343) series hold bachelor's degrees. The Accounting (510) series has a relatively large proportion of employees with associate's degrees and a comparatively small proportion with bachelor's degrees.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Stennis OCFO Workforce Retirement Projection

Twenty-six percent of the Stennis OCFO workforce is eligible for retirement in less than 5 years and 13% is eligible in 5 to 9 years. The figure below details Stennis workforce retirement eligibility within key occupational series.

Stennis OCFO Retirement Eligibility Forecast



Data provided in this profile and in Appendix C.3. indicates the following:

- 20% of Management and Program Analysts (343) are eligible to retire in less than 5 years, compared to the OCFO average of 27%. 80% of employees within this series are eligible in 10 or more years, which is slightly more than the OCFO average of 61% in this series and range.
- One employee within the Financial Administration and Program (501) series is eligible to retire in 10 years or more, whereas an average of 48% across the entire OCFO is eligible to retire in 10 or more years in this series.
- 8% of Accountants (510) are eligible to retire in less than 5 years, compared to the OCFO average of 26% in this series. 17% are eligible in 5 to 9 years which is slightly higher than the OCFO average of 14% within this series. 75% of Stennis accountants are eligible to retire in 10 or more years, slightly higher than the OCFO average which is 59% for employees within this series.
- In the 'Other' series, all three Financial Managers (505) and the Secretary (318) are eligible to retire in less than five years.

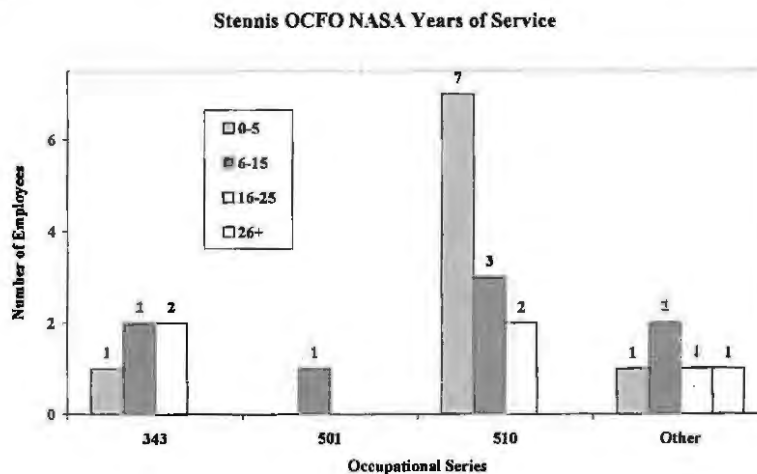
## NASA OCFO Workforce Profile and Key Competencies Assessment

### Observations

Data indicates that Stennis has a relatively small proportion of employees retiring in less than five years. This is evident in the Management and Program Analysis (343) and Accountant (510) series. The Accounting series projects a relatively large proportion of its workforce to become eligible for retirement in 5 to 9 years. Within the 'Other' series, a relatively large percentage is eligible to retire in less than five years.

### Stennis OCFO Workforce NASA Service

The average duration of NASA service at Stennis is 10 years compared to the OCFO average of 12 years. Stennis' median is 8 years, one year less than NASA OCFO at 9 years. Thirty-nine percent of the workforce has 0 to 5 years of NASA service. The following chart displays NASA years of service by key occupational series for Stennis OCFO employees.



Data provided in this profile and in Appendix C.6. indicates the following:

- 20% of Management and Program Analysts (343) have 0 to 5 years of NASA service compared to the OCFO average at 38% within this series. 40% have 6 to 15 years of NASA service compared to the OCFO average of 61% for employees within this series and service range.
- Employees within the Financial Administration and Program (501) series have 6 to 15 years of NASA service. 21% of NASA OCFO employees within this series have 6 to 15 years of NASA service.
- Within the Accountant (510) series, 58% of employees have 0 to 5 years of NASA service, compared to the OCFO average of 48% within this series. 25% have 6 to 15 years compared to the OCFO average of 19% for this series. 17% have 16 to 25 years at NASA which is slightly less than the OCFO average at 25% within this series.

## **NASA OCFO Workforce Profile and Key Competencies Assessment**

### **Observations**

Duration of NASA service at Stennis varies by occupational series. The Accounting series (510) has a relatively large proportion of employees with 15 years or less of NASA experience, indicating relatively lower levels of experience with NASA-specific policies, procedures, and technologies. However, data indicates that the Management and Program Analysis (343) series is relatively experienced with NASA policies, procedures, and technologies.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### Stennis OCFO Key Competencies

The table below shows the subject matter, technical and behavioral competencies considered most critical of the Marshall OCFO workforce. The information reflects information gathered from two (2) interviewees. Further information is available in Appendix B.4.

Stennis OCFO Subject Matter Competencies	
Competency Name	
Generally Accepted Accounting Principles (GAAP) and concepts	
Federal accounting concepts and standards, including full cost accounting, property management, and NASA budget procedures and systems	
Federal financial statements and reports	
NASA accounting policies and procedures	
Basic budgeting and program concepts and principles including NASA budget procedures and relationship with financial management systems	
Stennis OCFO Technical Competencies	
Competency Name	
Ability to understand and utilize the SAP financial management information system, including the establishment and maintenance of appropriate internal controls to ensure the generation of timely, accurate, and consistent financial information	
Working knowledge of functionalities in NASA financial management systems (i.e., SAP, N2, BW)	
Identify and interpret requirements resulting from major legislative and administrative changes as they apply to NASA's financial systems	
Microsoft Excel	
Understanding of generally accepted management principles and practices and organizational development concepts and principles	
Stennis OCFO Behavioral Competencies	
Competency Name	
Analytical	
Customer Service	
Integrity/Honesty	
Interpersonal skills	
Networking/Partnering	



## Appendix B

# OCFO Organizational Structure and Additional Report References



## **NASA OCFO Workforce Profile and Key Competencies Assessment**

### **Appendix B**

#### **OCFO Organizational Structure and Additional Report References**

- B.1. Civil Service and Contractor Workforce by Function
- B.2. OCFO Baseline Organizational Structure
- B.3. Table of Series 'Other'
- B.4. Interview List

## NASA OCFO Workforce Profile and Key Competencies Assessment

### APPENDIX B.1. CIVIL SERVICE AND CONTRACTOR WORKFORCE BY FUNCTION

The following table provides information on contract and civil servant employees by function. The table demonstrates that contractor support is primarily within the financial systems function. The civil servant workforce includes six part-time employees.

OCFO Workforce* by Function				
Function	Employee Type		Total Workforce	
	# Contractors	# Civil Servants**	# Employees	% Contractors
Financial Management	180	339	519	35%
Budget	96	489	585	16%
Financial Systems	73	51	124	59%
Other	23	75	98	23%
<b>Total</b>	<b>372</b>	<b>954</b>	<b>1326</b>	<b>28%</b>

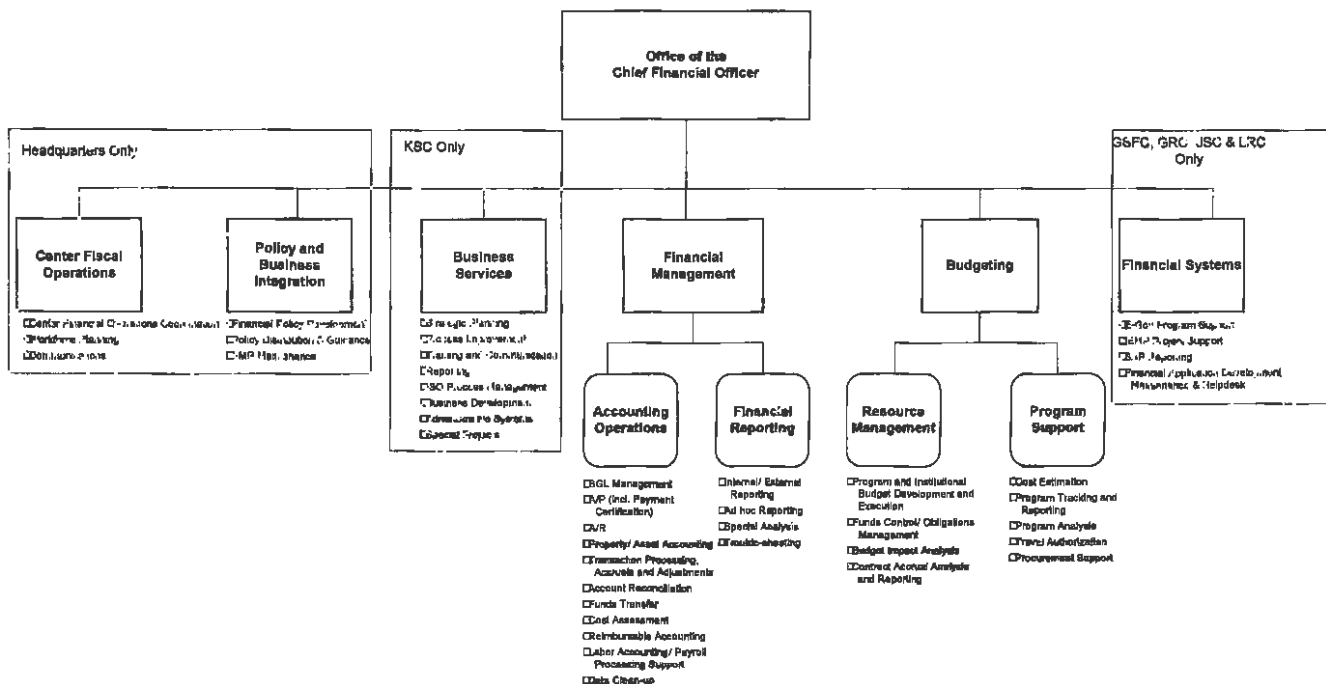
\* Work year equivalent is not tabulated due to data inconsistency. Partial year equivalent numbers were tallied to the next full number. The civil service workforce includes six part-time employees.

\*\*This does not equal 949 due to the request by HQ to replace FPPS HQ organizational function data with ACCESS workforce data.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### APPENDIX B.2. OCFO BASELINE ORGANIZATIONAL STRUCTURE

The following diagram depicts a baseline organizational structure for the OCFO. The OCFO is structured around core key financial functions such as financial management and budgeting, although some Centers have functions unique to that Center as demonstrated below.



## NASA OCFO Workforce Profile and Key Competencies Assessment

### APPENDIX B.3. TABLE OF SERIES 'OTHER'

The table below details the composition of the 'Other' series. This series consists of most frequently used occupational series by the OCFO outside of the core financial positions. These sixteen "non-key" series together comprise 11% of the NASA OCFO workforce.

Table of Series 'Other'		
Series	Total OCFO Employees	
	n	% of OCFO
Financial Management (505)	20	2.1%
Secretary (318)	16	1.7%
General Engineering (801)	13	1.4%
Office Support Student Trainee (399)	12	1.3%
Miscellaneous Clerk and Assistant (303)	7	0.7%
Financial Management Student Trainee (599)	7	0.7%
Voucher Examining (540)	5	0.5%
Auditing Series (511)	4	0.4%
Budget Clerical and Assistance (561)	4	0.4%
Information Technology Management (2210)	4	0.4%
Administrative Officer (341)	3	0.3%
Civilian Pay (544)	3	0.3%
Contracting (1102)	2	0.2%
Financial Clerical and Technician Series (503)	1	0.1%
Business and Industry Student Trainee (1199)	1	0.1%
Operations Research (1515)	1	0.1%
<b>Total Series 'Other'</b>	<b>103</b>	<b>11%</b>
<b>Total OCFO</b>	<b>949</b>	<b>100%</b>

## NASA OCFO Workforce Profile and Key Competencies Assessment

### APPENDIX B.4. INTERVIEW LIST

The table below lists the twenty-two individuals who participated in this study through interviews and questionnaires. These respondents are listed by location, organizational branch, and general financial management function.

List of Respondents by Core Financial Function						
Respondent Name	Location	Organizational Branch	Financial Management	Information Technology	Program Management	Other
	ARC	Financial Management Division	X			
	DSFC	Financial Management Office	X			
	GSFC	General Accounting Department	X			
	GSFC	Policy and Standards Office				X
	GSFC	Program Analysis Office		X		
	GSFC	Regional Finance office	X			
	JSC	Cost Estimating and Assessment Office		X		
	JSC	Engineering Resources Management Office		X		
	JSC	Financial Management Division	X			
	JSC	Space and Life Sciences Resources Management Office		X		
	KSC	Business Services				X
	KSC	Finance	X			
	KSC	General Accounting	X			
	LRC	Financial Management - Accounting Branch	X			
	LRC	Financial Management - Services Branch	X			
	LRC	Financial Systems Management Office			X	
	LRC	Resources Management - Institution Branch		X		
	LRC	Resources Management - Mission Branch		X		
	MSFC	Accounting Operations Office	X			
	MSFC	Business Systems and Support Office			X	
	SSC	Financial Management Division	X			
	SSC	Resources Management Division		X		



## Appendix C

### Supplemental Data

## **NASA OCFO Workforce Profile and Key Competencies Assessment**

### **Appendix C**

#### **Supplemental Data**

- C.1. Age
- C.2. Education
- C.3. Retirement
- C.4. Time in Grade
- C.5. Federal Service
- C.6. NASA Service

## NASA OCFO Workforce Profile and Key Competencies Assessment

### APPENDIX C.1. AGE

The table below details the OCFO workforce that is less than 30 years of age by location and key occupational series. By location, the range of employees under 30 years of age is 4% to 18% of the workforce. Headquarters has the smallest and Johnson has the largest proportion of employees less than 30 years of age. The largest percentage of employees under 30 years is within the Management and Program Analysis (343) series at 14%. The Miscellaneous Administrative and Program (301) series has the smallest proportion of employees under 30 years at 3%.

Location	Number of Employees by Occupational Series							Totals by Location		
	301	343	501	510	525	560	Other	# Under 30	% All OCFO	% Under 30
Ames	0	0	0	2	1	2	0	5	11%	5%
Dryden	2	0	0	0	0	0	0	2	2%	7%
Glenn	0	2	0	2	0	0	3	7	6%	10%
Goddard	0	0	7	2	0	0	0	9	10%	9%
Headquarters	0	0	0	2	1	1	0	4	9%	4%
Johnson	0	31	0	2	0	0	9	42	23%	18%
Kennedy	0	3	0	0	0	11	2	16	11%	14%
Langley	0	0	2	2	0	0	0	4	4%	5%
Marshall	0	0	0	3	0	1	2	6	9%	6%
Stennis	0	1	0	2	0	0	0	3	2%	1%
# Under 30	2	37	9	17	2	15	16	91		
# All OCFO	65	273	106	258	31	113	103	949		
% Under 30 of Series	3%	14%	8%	7%	6%	13%	16%			10%
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%			

The table below details the OCFO's age range of 30 to 44 years by location and key occupational series. By location, the percentage of employees in this age group ranges from 22% to 45% of the total workforce. Glenn has the smallest and Langley has the largest proportion of employees 30 to 44 years of age. Excluding the 'Other' series, the smallest percentage of employees 30 to 44 years of age is within the Financial Administration and Program (501) series at 24%. The Budget Analysis (560) series has the largest proportion of employees 30 to 44 years of age at 44%.

Location	Number of Employees by Occupational Series							Totals by Location		
	301	343	501	510	525	560	Other	# 30-44	% All OCFO	% 30-44
Ames	9	3	3	2	2	8	2	31	11%	28%
Dryden	3	0	0	3	2	0	0	8	2%	28%
Glenn	0	6	2	4	0	0	3	15	6%	22%
Goddard	0	7	3	20	1	0	2	33	10%	35%
Headquarters	2	3	0	22	0	11	4	42	9%	43%
Johnson	1	47	2	8	2	0	7	67	23%	29%
Kennedy	1	24	0	12	0	5	1	43	11%	36%
Langley	0	0	12	16	3	0	2	33	7%	45%
Marshall	1	1	2	11	0	20	2	37	9%	39%
Stennis	0	2	1	6	0	0	0	9	2%	10%
# 30-44	17	93	25	104	10	50	23	322		
# All OCFO	65	273	106	258	31	113	103	949		
% 30-44 of Series	26%	34%	24%	40%	32%	44%	22%			34%
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%			



## NASA OCFO Workforce Profile and Key Competencies Assessment

The table below details the OCFO's age range of 45 to 59 years of age workforce by location and key occupational series. By location, the percentage of employees in this age group ranges from 44% to 60% of the total workforce. Johnson has the smallest and Glenn has the largest proportion of employees 45 to 59 years of age. The smallest percentage of employees 45 to 59 years of age is within the Accounting Technician (525) series at 35%. The Miscellaneous Administrative and Program (301) series has the largest proportion of employees 45 to 59 years of age at 58%.

45-59 Years of Age Workforce By Location and Key Occupational Series												
Location	Number of Employees by Occupational Series								Totals by Location			
	301	343	391	410	525	560	Other	# 45-59	# All OCFO	% 45-59		
Ames	11	15	3	10	4	8	2	53	110	50%		
Dryden	8	1	3	2	2	0	3	17	29	59%		
Glenn	3	18	5	10	0	0	5	41	68	60%		
Goddard	3	7	6	24	1	0	3	47	102	46%		
Headquarters	3	6	3	20	0	11	1	44	98	45%		
Johnson	7	5	8	12	3	9	15	61	270	41%		
Kennedy	1	23	3	15	1	6	4	53	118	45%		
Langley	0	0	20	7	0	2	5	36	76	47%		
Marshall	0	1	10	13	0	14	7	45	95	47%		
Stennis	0	2	0	4	0	0	1	17	23	69%		
# 45-59	38	129	60	120	11	41	51	450				
# All OCFO	65	273	106	258	31	113	103		949			
% 45-59 of Series	58%	47%	57%	47%	35%	36%	50%			47%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%					

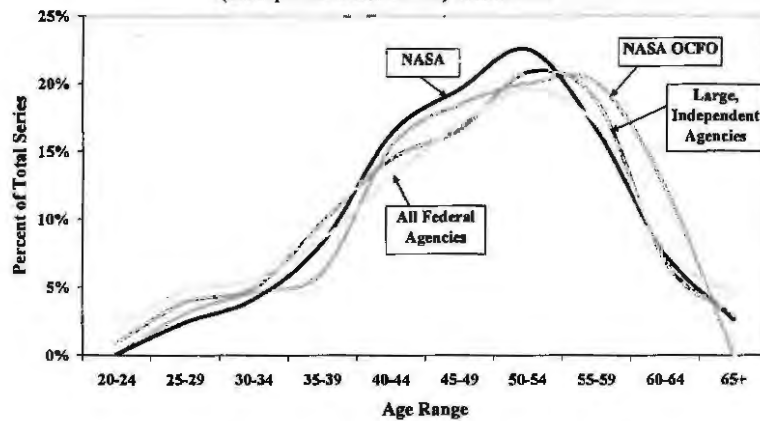
The table below details the OCFO's age range of 60 years or more by location and key occupational series. By location, the percentage of employees in this age group ranges from 0% to 17% of the total workforce. Stennis has the smallest and Ames has the largest proportion of employees in this age range. The smallest percentage of employees 60 years or more is within the Management and Program Analysis (343) series at 5%. The Accounting Technician (525) series has the largest proportion of employees 45 to 59 years of age at 26%.

60+ Years of Age Workforce By Location and Key Occupational Series												
Location	Number of Employees by Occupational Series								Totals by Location			
	301	343	391	410	525	560	Other	# Under 60+	# All OCFO	% 60+		
Ames	7	0	5	1	2	2	2	19	110	17%		
Dryden	1	0	0	0	0	0	1	2	29	7%		
Glenn	0	2	1	0	1	0	1	5	68	7%		
Goddard	0	0	0	0	3	0	1	10	102	10%		
Headquarters	0	2	0	4	0	2	0	8	98	8%		
Johnson	0	6	3	2	2	9	7	20	270	9%		
Kennedy	0	4	0	2	0	0	0	6	118	5%		
Langley	0	0	1	1	0	0	0	2	76	3%		
Marshall	0	0	2	1	0	3	1	7	95	7%		
Stennis	0	0	0	0	0	0	0	0	23	0%		
# 60+	8	14	12	17	8	7	13	79				
# All OCFO	65	273	106	258	31	113	103		949			
% 60+ of Series	12%	5%	11%	7%	26%	6%	13%			8%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%					

## NASA OCFO Workforce Profile and Key Competencies Assessment

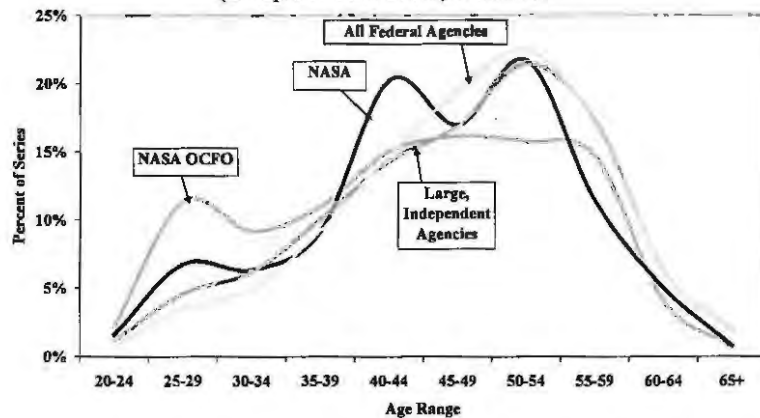
The table below compares workforce age of NASA's OCFO Miscellaneous Administrative and Program (301) series with other federal organizations.

Age Comparison of Miscellaneous Administrative and Program  
(Occupational Series 301) Workforce



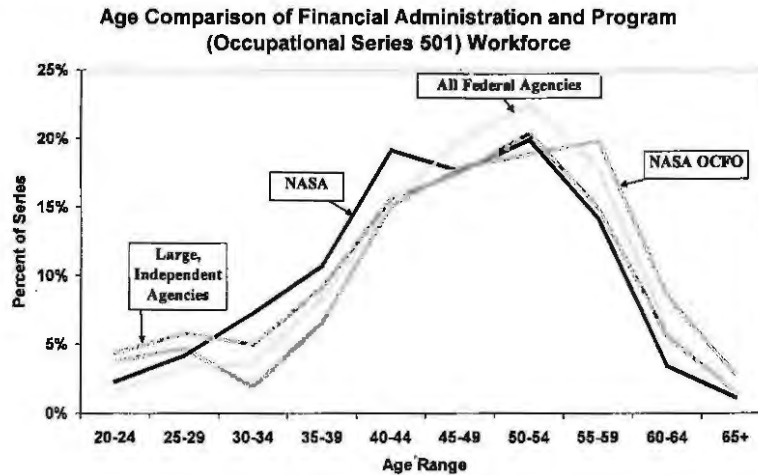
The table below compares workforce age of NASA's OCFO Management and Program Analysis (343) series with other federal organizations. NASA's OCFO workforce is younger than comparison federal agencies.

Age Comparison of Management and Program Analysis  
(Occupational Series 343) Workforce

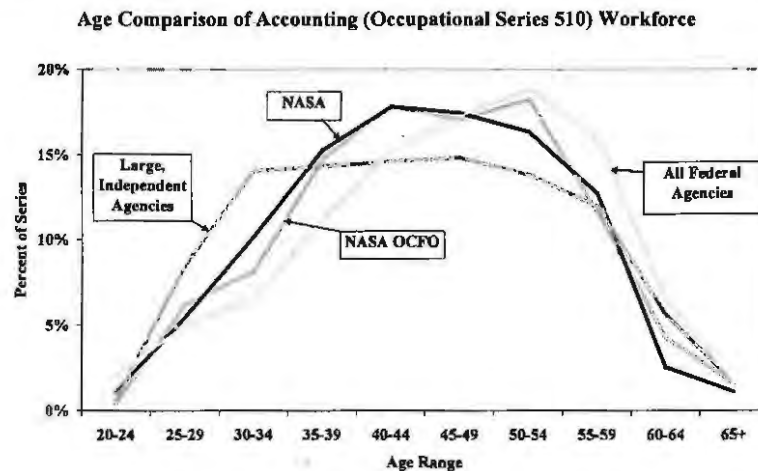


## NASA OCFO Workforce Profile and Key Competencies Assessment

The table below compares workforce age of NASA's OCFO Financial Administration and Program (501) series with other federal organizations. NASA's OCFO workforce is older than comparison federal agencies.

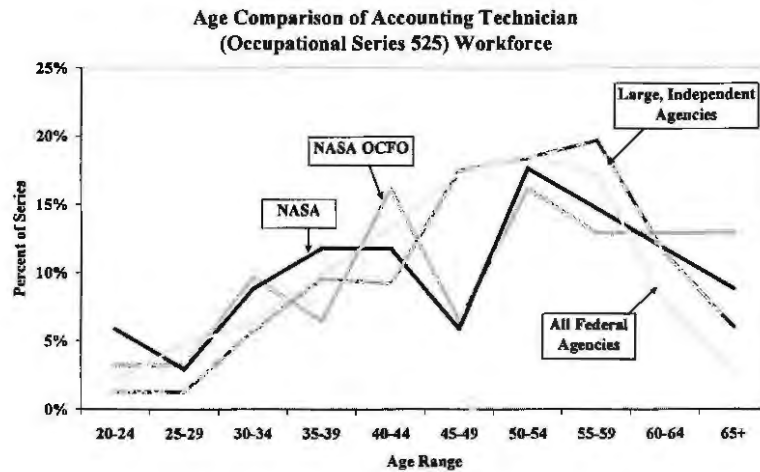


The table below compares workforce age of NASA's OCFO Accounting (510) series with other federal organizations.

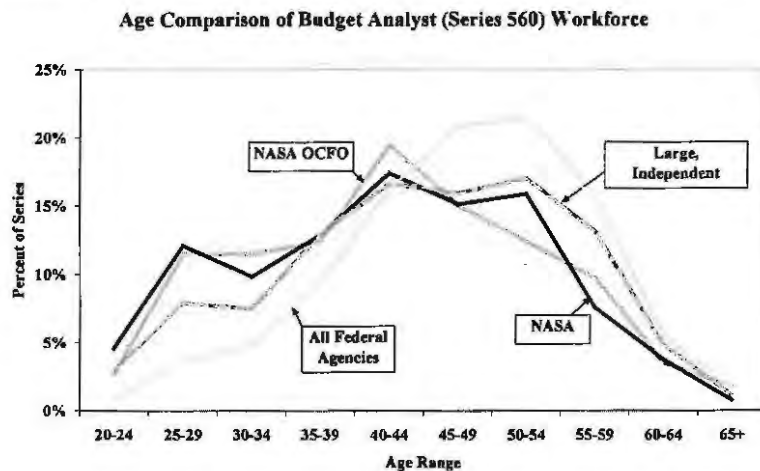


## NASA OCFO Workforce Profile and Key Competencies Assessment

The table below compares workforce age of NASA's OCFO Accounting Technician (525) series with other federal organizations.



The table below compares workforce age of NASA's OCFO Budget Analyst (560) series with other federal organizations. NASA's OCFO workforce is younger than comparison federal agencies.



## NASA OCFO Workforce Profile and Key Competencies Assessment

### APPENDIX C.2. EDUCATION

The table below illustrates the OCFO workforce by highest educational degree attained by location and key occupational series. Data was extracted from FPPS of which accuracy is unknown.

As shown in the table below, 52% of the OCFO has a bachelor's degree as the highest educational degree attained. Goddard and Dryden have the largest percentages of workforce with no degree. Dryden also has the largest percent of workforce with an associate's degree at 24%. Seventy percent of the Stennis workforce has a bachelor's degree. Langley and Headquarters have the largest percent of employees with master's degrees.

OCFO Workforce by Location and Highest Educational Degree Attained												
Location	Employees by Highest Degree Attained											
	No Degree		Associate's		Bachelor's		Master's		Ph.D.		Total	
	#	% of Location	#	% of Location	#	% of Location	#	% of Location	#	% of Location	#	% of OCFO
Ames	25	23%	12	11%	63	57%	10	9%	0	0%	110	12%
Dryden	11	38%	7	24%	8	28%	3	10%	0	0%	29	3%
Glenn	19	28%	2	3%	31	46%	16	24%	0	0%	68	7%
Goddard	40	39%	1	1%	45	47%	13	13%	0	0%	102	11%
HQ	16	16%	0	0%	50	51%	32	33%	0	0%	98	10%
Johnson	52	23%	3	1%	111	48%	62	27%	3	1%	230	24%
Kennedy	11	9%	9	8%	70	59%	28	24%	0	0%	118	12%
Langley	4	5%	5	7%	40	53%	26	34%	1	1%	76	8%
Marshall	17	18%	2	2%	56	59%	19	20%	1	1%	95	10%
Stennis	3	13%	2	9%	16	70%	2	9%	0	0%	23	2%
Total	198	21%	42	4%	493	52%	211	22%	5	1%	949	100%

The table below illustrates the OCFO workforce segment with no degree as highest educational degree attained. By key occupational series, the lowest percentage of employees with no degree is Accountants (510) at 9% and the highest percentage is Accounting Technicians (525) at 71%. By location, Goddard has the largest percentage of employees with no degree at 39%. Interestingly, Goddard has a large number of Accountants (510) with no degree. Goddard also has the highest number of Accounting Technicians (525) with no degree.

Workforce with No Degree as Highest Degree Attained by Location and Series											
Location	Number of Employees by Occupational Series								Totals by Location		
	301	343	501	510	525	560	Other	# No Degree	# Total	% No Degree	% of OCFO
Ames	3	4	3	2	5	2	2	25	110	23%	12%
Dryden	8	0	0	0	3	0	0	11	29	38%	3%
Glenn	1	6	4	0	0	0	8	19	68	28%	7%
Goddard	2	3	9	13	7	0	6	40	102	39%	11%
HQ	1	2	1	3	0	5	4	16	98	16%	10%
Johnson	0	15	11	0	6	0	20	52	230	23%	24%
Kennedy	1	5	0	0	1	1	3	11	118	9%	12%
Langley	0	0	1	2	0	0	1	4	76	5%	8%
Marshall	1	1	7	1	0	5	2	17	95	18%	10%
Stennis	0	0	1	1	0	0	1	3	23	13%	2%
<b># No Degree</b>	<b>19</b>	<b>36</b>	<b>39</b>	<b>22</b>	<b>22</b>	<b>13</b>	<b>47</b>	<b>198</b>			
<b># All OCFO</b>	<b>65</b>	<b>273</b>	<b>106</b>	<b>258</b>	<b>31</b>	<b>113</b>	<b>103</b>		<b>949</b>		
<b>% Series No Degree</b>	<b>29%</b>	<b>13%</b>	<b>37%</b>	<b>9%</b>	<b>71%</b>	<b>12%</b>	<b>46%</b>			<b>21%</b>	
<b>% Series of OCFO</b>	<b>7%</b>	<b>29%</b>	<b>11%</b>	<b>27%</b>	<b>3%</b>	<b>12%</b>	<b>11%</b>				<b>100%</b>

## NASA OCFO Workforce Profile and Key Competencies Assessment

The table below illustrates the OCFO workforce with an associate's degree as highest educational degree attained. Management and Program Analysts (343) have the smallest percentage at 1% of employees with an associate's degree. The Miscellaneous Administrative and Program (301) series has the largest percentage at 12% of employees with an associate's degree.

By location, the largest percentage of workforce with an associate's degree is at Dryden at 24%. Most are Miscellaneous Administrative and Program (301) employees.

Workforce with Associate's Degree as Highest Degree Attained by Location and Series											
Location	Number of Employees by Occupational Series							Totals by Location			
	301	343	501	510	525	560	Other	# Assoc.	# Total	% Assoc.	% of OCFO
Ames	4	1	2	0	1	4	0	12	110	11%	12%
Dryden	4	0	0	1	0	0	2	7	29	24%	3%
Glenn	0	0	1	0	0	0	1	2	68	3%	7%
Goddard	0	0	0	1	0	0	0	1	192	1%	11%
HQ	0	0	0	0	0	0	0	0	98	0%	10%
Johnson	0	0	0	0	0	0	2	2	230	1%	24%
Kennedy	0	2	2	2	0	2	1	9	118	8%	12%
Langley	0	0	0	1	0	2	2	5	76	7%	8%
Marshall	0	0	1	0	0	1	0	2	95	2%	10%
Stennis	0	0	0	2	0	0	0	2	23	9%	2%
# Associate's	8	3	6	7	1	9	8	42			
# All OCFO	65	273	106	258	31	113	103		949		
% Series with Associate's	12%	1%	6%	3%	3%	8%	8%			4%	
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%

The table below illustrates the OCFO workforce with a bachelor's degree as highest educational degree attained. By key occupational series, the smallest percentage of employees with a bachelor's degree is the Accounting Technician (525) series at 23%. The highest percentage is Accountants (510) at 71%.

By location, Stennis has the largest percentage of employees with a bachelor's degree is at 70%. Most of these employees are Accountants (510). Dryden has the smallest percentage of workforce with a bachelor's degree at 28%.

Workforce with Bachelor's Degree as Highest Degree Attained by Location and Series											
Location	Number of Employees by Occupational Series							Totals by Location			
	301	343	501	510	525	560	Other	# Bach.	# Total	% Bach.	% of OCFO
Ames	15	9	8	12	3	13	3	63	110	57%	12%
Dryden	1	0	0	4	1	0	2	8	29	28%	3%
Glenn	2	15	3	10	0	0	1	31	68	46%	7%
Goddard	1	8	5	33	1	0	0	48	192	47%	11%
HQ	2	5	0	31	1	10	1	50	98	51%	10%
Johnson	4	72	2	23	1	0	9	111	230	48%	24%
Kennedy	0	32	1	19	0	16	2	70	118	59%	12%
Langley	0	0	11	21	0	5	2	40	76	53%	8%
Marshall	0	1	3	23	0	23	6	56	95	59%	10%
Stennis	0	5	0	7	0	0	4	16	23	70%	2%
# Bachelor's	25	147	33	183	7	68	30	493			
# All OCFO	65	273	106	258	31	113	103		949		
% Series with Bachelor's	38%	54%	31%	71%	23%	60%	29%			52%	
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%



## NASA OCFO Workforce Profile and Key Competencies Assessment

The table below illustrates the OCFO workforce segment with a master's degree as highest educational degree attained. By key occupational series, the smallest percentage of employees with a master's degree is the Accounting Technician (525) series at 3%. The highest percentage is Management and Program Analysis Series (343) at 31%.

By location, Langley and Headquarters have the largest percentages of employees with a master's degree. This workforce consists primarily of Financial Administration and Program (501) employees, Accountants (510), and Budget Analysts (560).

Workforce with Master's Degree as Highest Degree Attained by Location and Series												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# Master	# Total	% Master	% of OCFO	
Ames	3	4	0	1	0	1	1	10	110	9%	12%	
Dryden	1	1	0	0	0	0	1	3	29	10%	3%	
Glenn	0	7	0	6	1	0	2	16	68	24%	7%	
Goddard	2	3	3	6	0	0	0	13	102	13%	11%	
HQ	2	4	2	14	0	10	0	32	98	33%	10%	
Johnson	3	51	0	1	0	0	7	62	230	27%	24%	
Kennedy	1	15	0	8	0	3	1	28	118	24%	12%	
Langley	0	0	20	1	0	0	2	26	76	34%	8%	
Marshall	0	0	2	4	0	9	4	19	95	20%	10%	
Stennis	0	0	0	2	0	0	0	2	21	9%	2%	
# Master's	12	85	26	46	1	23	18	211				
# All OCFO	65	273	106	258	31	113	103		949			
% Series with Master's	18%	31%	25%	18%	3%	20%	17%			22%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

The table below illustrates the OCFO workforce segment with a Ph.D. as highest educational degree attained. There are only five employees with a Ph.D. within the total OCFO workforce. The distribution of Ph.D. employees by location and occupational series is as follows: one Miscellaneous Administrative and Program (301) employee and two Management and Program Analysts (343) at Johnson; one Financial Administration and Program (501) employee at Langley and one at Marshall.

Workforce with Ph.D. Degree as Highest Degree Attained by Location and Series												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# Ph.D.'s	# Total	% Ph.D.'s	% of OCFO	
Ames	0	0	0	0	0	0	0	0	110	0%	12%	
Dryden	0	0	0	0	0	0	0	0	29	0%	3%	
Glenn	0	0	0	0	0	0	0	0	68	0%	7%	
Goddard	0	0	0	0	0	0	0	0	102	0%	11%	
HQ	0	0	0	0	0	0	0	0	98	0%	10%	
Johnson	1	2	0	0	0	0	0	3	230	1%	24%	
Kennedy	0	0	0	0	0	0	0	0	118	0%	12%	
Langley	0	0	1	0	0	0	0	1	76	1%	8%	
Marshall	0	0	1	0	0	0	0	1	95	1%	10%	
Stennis	0	0	0	0	0	0	0	0	21	0%	2%	
# Ph.D.'s	1	2	2	0	0	0	0	5				
# All OCFO	65	273	106	258	31	113	103		949			
% Series with Ph.D.'s	2%	1%	2%	0%	0%	0%	0%			1%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

## NASA OCFO Workforce Profile and Key Competencies Assessment

### APPENDIX C.3. RETIREMENT

OCFO retirement is detailed in the table for employees who are eligible to retire in less than 5 years. By location, the percentage of employees in this retirement group ranges from 17% to 45% of the total workforce. Dryden has the smallest and Ames has the largest proportion of employees eligible to retire in less than five years. By occupation, the Budget Analysis (560) series has the smallest percentage of employees retiring in less than five years at 18%. Excluding the 'Other' series, the Miscellaneous Administrative and Program (301) series has the largest proportion of employees retiring in less than five years at 40%.

Workforce with Less than 5 Years to Retirement Eligibility By Location and Series												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# <5 yrs	# Total	% <5 yrs	% of OCFO	
Ames	14	9	8	7	4	4	3	49	110	45%	12%	
Dryden	2	0	0	0	0	0	3	5	29	17%	3%	
Glenn	3	8	3	1	1	0	3	19	68	28%	7%	
Goddard	3	4	3	21	4	0	4	39	102	38%	11%	
HQ	1	5	2	13	0	4	1	26	98	27%	10%	
Johnson	3	31	8	5	2	0	13	62	230	27%	24%	
Kennedy*	0	16	2	8	1	1	3	31	117	26%	12%	
Langley	0	0	4	7	0	1	2	14	76	18%	8%	
Marshall	0	0	8	4	0	10	7	29	95	31%	10%	
Stennis	0	1	0	1	0	0	4	6	23	26%	2%	
# Less than 5 years	26	74	38	67	12	20	43	280				
# All OCFO	65	273	106	258	31	113	102		948			
% Series with <5 yrs	40%	27%	36%	26%	39%	18%	42%			30%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

\*One civil servant in the 'Other' series at Kennedy did not have retirement information available. As a result, Kennedy's workforce total number is reduced by one, as is total OCFO workforce, for this analysis.



## NASA OCFO Workforce Profile and Key Competencies Assessment

OCFO retirement is detailed in the table below for the workforce who is eligible to retire in 5 to 9 years. By location, the percentage of employees in this retirement group ranges from 10% to 28% of the total workforce. Kennedy has the smallest and Dryden has the largest proportion of employees eligible to retire in 5 to 9 years. By occupation, the Management and Program Analysis (343) series has the smallest percentage of employees retiring in 5 to 9 years at 12%. The Miscellaneous Administrative and Program (301) series has the largest proportion of employees retiring in 5 to 9 years at 22%.

Workforce with 5-9 Years to Retirement Eligibility By Location and Series												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# 5-9 yrs	# Total	% 5-9 yrs	% of OCFO	
Ames	3	3	2	2	2	4	1	17	110	15%	12%	
Dryden	4	1	0	1	1	0	1	8	29	28%	3%	
Glenn	0	8	1	4	0	0	3	16	68	24%	7%	
Goddard	2	1	1	7	0	0	0	11	102	11%	11%	
HQ	0	2	1	7	0	6	0	16	98	16%	10%	
Johnson	4	13	2	3	2	0	5	29	230	13%	24%	
Kennedy*	1	4	1	5	0	0	1	12	117	10%	12%	
Langley	0	0	6	1	0	1	2	10	76	13%	8%	
Marshall	0	1	3	5	0	4	1	14	95	15%	10%	
Stennis	0	0	0	2	0	0	1	3	23	13%	2%	
# 5 to 9 years	14	33	17	37	5	15	15	136				
# All OCFO	65	273	106	258	31	113	102		948			
% Series with 5 to 9 yrs	22%	12%	16%	14%	16%	13%	15%			14%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

\*One civil servant in the 'Other' series at Kennedy did not have retirement information available. As a result, Kennedy's workforce total number is reduced by one, as is total OCFO workforce, for this analysis.

## NASA OCFO Workforce Profile and Key Competencies Assessment

OCFO retirement is detailed in the table below for the workforce who is eligible to retire in 10 years or more. By location, the percentage of employees in this retirement group ranges from 40% to 68% of the total workforce. Ames has the smallest and Langley has the largest proportion of employees eligible to retire in 10 years or more. By occupation, the Miscellaneous Administrative and Program (301) series has the smallest percentage of employees retiring in 10 years or more at 38%. The Budget Analysis (560) series has the largest proportion of employees retiring in 10 years or more at 70%.

Workforce with 10+ Years to Retirement Eligibility By Location and Series											
Location	Number of Employees by Occupational Series							Totals by Location			
	301	343	501	510	525	560	Other	# 10+ yrs	# Total	% 10+ yrs	% of OCFO
Ames	10	6	5	6	3	12	2	44	110	40%	12%
Dryden	8	0	0	4	3	0	1	16	29	55%	3%
Glenn	0	12	4	11	0	0	6	33	68	49%	7%
Goddard	0	9	12	25	4	0	2	52	102	51%	11%
HQ	4	4	0	28	1	15	4	56	98	57%	10%
Johnson	1	96	3	16	3	0	20	139	230	60%	24%
Kennedy*	1	34	0	16	0	21	2	74	117	63%	12%
Langley	0	0	23	20	0	6	3	52	76	68%	8%
Marshall	1	2	3	17	0	25	4	52	95	55%	10%
Stennis	0	4	1	9	0	0	0	14	23	61%	2%
# 10 or more years	25	167	51	152	14	79	44	532			
# All OCFO	65	273	106	258	31	113	102		948		
% Series with 10+ yrs	38%	61%	48%	59%	45%	70%	43%			56%	
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%

\*One civil servant in the 'Other' series at Kennedy did not have retirement information available. As a result, Kennedy's workforce total number is reduced by one, as is total OCFO workforce, for this analysis.

## NASA OCFO Workforce Profile and Key Competencies Assessment

### APPENDIX C.4. TIME IN GRADE

The table below details the OCFO workforce with less than 1 year in grade by location and occupational series. Overall, 27% of the OCFO has less than 1 year in grade.

Employees at Stennis, Headquarters, and Kennedy have the largest workforces with less than one year in their current grade. Marshall has the smallest percentage of workforce with less than one year in grade at 17%. By occupational series, Budget Analysts (560) have the highest percentage of employees with less than one year time in grade at 35%. The Accounting Technicians (525) series has the smallest percentage with 6% of employees having less than a year time in grade.

Workforce with Less than 1 Year Time in Grade By Location and Occupational Series												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# <1 Yr	# Total	% <1 Yr	% of OCFO	
Ames	1	3	3	5	1	5	2	20	110	18%	12%	
Dryden	3	0	0	3	0	0	2	8	29	28%	3%	
Glenn	0	3	1	5	0	0	3	12	68	18%	7%	
Goddard	0	5	13	12	0	0	0	30	102	29%	11%	
HQ	2	2	0	17	1	13	2	37	98	38%	10%	
Johnson	1	49	2	3	0	0	7	62	230	27%	24%	
Kennedy	1	18	0	8	0	12	4	43	118	36%	12%	
Langleys	0	0	0	9	0	1	1	20	76	26%	8%	
Marshall	0	0	0	5	0	9	2	16	95	17%	10%	
Stennis	0	3	0	6	0	0	0	9	22	40%	2%	
# <1 Yr	8	83	28	73	2	40	23	257				
# All OCFO	65	273	106	258	31	113	103		949			
% Series with <1 Yr	12%	30%	26%	28%	6%	35%	22%			27%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

## NASA OCFO Workforce Profile and Key Competencies Assessment

The OCFO workforce with 1 to 2 years time in grade is detailed in the table below by key occupational series and location. When combined with the less than 1 year time in grade workforce, 54% of the total workforce has 0 to 2 years in grade. As with the less than one year time in grade workforce, Accounting Technicians (525) have the smallest percentage with 1 to 2 years time in grade. Accountants (510) have the smallest percentage of employees with 1 to 2 years time in grade at 36%. A total of 78% of the Stennis workforce has less than 2 years in grade. Johnson has the smallest percentage (19%) of employees with 1 to 2 years time in grade at 19%.

Workforce with 1-2 Years Time in Grade By Location and Occupational Series												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# 1-2 Yrs	# Total	% 1-2 Yrs	% of OCFO	
Ames	4	3	2	3	2	7	1	22	110	20%	12%	
Dryden	7	0	0	2	0	0	2	11	29	38%	3%	
Glenn	0	11	1	2	0	0	3	17	68	25%	7%	
Goddard	0	4	2	26	0	0	1	33	102	32%	11%	
HQ	1	4	2	15	0	9	2	33	98	34%	10%	
Johnson	3	24	1	7	0	0	9	44	230	19%	24%	
Kennedy	0	14	3	12	0	8	1	38	118	32%	12%	
Langley	0	0	9	12	0	3	1	25	76	33%	8%	
Marshall	0	2	5	9	0	9	1	26	95	27%	10%	
Stennis	0	0	1	6	0	0	2	9	23	39%	2%	
# 1-2 Yrs	15	62	26	94	2	36	23	258				
# All OCFO	65	273	106	258	31	113	103		949			
% Series with 1-2 Yrs	23%	23%	25%	36%	6%	32%	22%			27%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

## NASA OCFO Workforce Profile and Key Competencies Assessment

The table below details the OCFO workforce with 3 to 4 years time in grade by key occupational series and location. 13% of the OCFO workforce has 3 to 4 years time in grade. Dryden has the smallest percentage of employees with 3 to 4 years time in grade at 3%. Ames has the highest percentage of its workforce at 22%. By occupation, 10% of Accountants (510) and Accounting Technicians (525) have 3 to 4 years of time in grade. 18 % of Financial Administration and Program (501) employees have 3 to 4 years of time in grade.

Workforce with 3-4 Years Time in Grade By Location and Occupational Series												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# 3-4 Yrs	# Total	% 3-4	% of OCFO	
Ames	4	5	6	2	1	4	2	24	110	22%	12%	
Dryden	0	0	0	0	1	0	0	1	29	3%	3%	
Glenn	1	1	2	6	0	0	2	12	68	18%	7%	
Goddard	1	1	0	3	1	0	1	7	102	7%	11%	
HQ	1	0	0	7	0	3	0	11	98	11%	10%	
Johnson	1	18	0	4	0	0	5	28	230	12%	24%	
Kennedy	1	4	0	0	0	2	0	7	118	6%	12%	
Langley	0	0	9	1	0	2	1	13	76	17%	8%	
Marshall	1	0	2	2	0	8	4	17	95	18%	10%	
Stennis	0	0	0	0	0	0	2	2	23	9%	2%	
# 3-4 Yrs	10	29	19	25	3	19	17	122				
# All OCFO	65	273	106	258	31	113	103		949			
% Series with 3-4 Yrs	15%	11%	18%	10%	10%	17%	17%			13%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

## NASA OCFO Workforce Profile and Key Competencies Assessment

The table below details the OCFO workforce with 5 to 9 years time in grade by key occupational series and location. A total of 21% of the OCFO have been in the same grade 5 to 9 years. Stennis has the smallest percentage of employees with 5 to 9 years time in grade at 4%. Ames has the highest percentage of its workforce with 5 to 9 years time in grade at 31%.

By occupational series, Accounting Technicians (525) have the largest percentage of workforce with 5 to 9 years time in grade at 58%. Budget Analysts (560) have the smallest percentage of employees with 5 to 9 years time in grade at 12%.

Workforce with 5-9 Years Time in Grade By Location and Occupational Series												
Location	Number of Employees by Occupational Series								Totals by Location			
	301	343	501	510	525	560	Other	# 5-9 Yrs	# Total	% 5-9 Yrs	% of OCFO	
Ames	16	3	4	4	2	4	1	34	110	31%	12%	
Dryden	2	0	0	0	2	0	0	4	29	14%	3%	
Glenn	1	7	4	3	0	0	1	16	68	24%	7%	
Goddard	1	3	0	6	6	0	3	19	102	19%	11%	
HQ	0	3	0	6	0	0	0	9	98	9%	10%	
Johnson	1	26	7	5	7	0	7	53	230	23%	24%	
Kennedy	0	14	0	4	1	0	1	20	118	17%	12%	
Langley	0	0	6	6	0	2	3	17	76	22%	8%	
Marshall	0	0	4	11	0	8	3	26	95	27%	10%	
Stennis	0	1	0	0	0	0	0	1	23	4%	2%	
# 5-9 Yrs	21	57	25	45	18	14	19	199				
# All OCFO	65	273	106	258	31	113	103		949			
%Series with 5-9 Yrs	32%	21%	24%	17%	58%	12%	18%			21%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

## NASA OCFO Workforce Profile and Key Competencies Assessment

The table below details the OCFO workforce with 10 to 14 years time in grade by key occupational series and location. 9% of the OCFO has 10 to 14 years time in grade. Stennis and Langley have the smallest percentages of employees with 10 to 14 years time in grade. Dryden has the highest percentage of its workforce with 10 to 14 years time in grade at 17%.

Similar to the 5 to 9 year time in grade workforce, Accounting Technicians (525) have the largest percentage of workforce with 10 to 14 years time in grade at 16%. A total of 74% of Accounting Technicians (525) have 5 to 14 years time in grade. Budget Analysts (560) have the smallest percentage of employees with 10 to 14 years time in grade at 4%.

Workforce with 10-14 Years Time in Grade By Location and Occupational Series													
Location	Number of Employees by Occupational Series								Totals by Location				
	301	343	501	510	525	560	Other		# 10-14 Yrs	Total	% 10-14 Yrs	% of OCFO	
Ames	1	2	0	1	2	0	0		6	110	5%	12%	
Dryden	2	1	0	0	1	0	1		5	29	17%	3%	
Glenn	1	5	0	0	1	0	2		9	68	13%	7%	
Goddard	2	1	0	4	1	0	1		9	102	9%	11%	
HQ	1	2	1	2	0	0	1		7	98	7%	10%	
Johnson	1	19	2	5	0	0	4		31	230	13%	24%	
Kennedy	0	2	0	5	0	0	1		8	118	7%	12%	
Langley	0	0	0	0	0	0	1		1	76	1%	8%	
Marshall	0	0	2	1	0	4	1		8	95	8%	10%	
Stennis	0	0	0	0	0	0	0		0	23	0%	2%	
# 10-14 Yrs	8	32	5	18	5	4	12		84				
# All OCFO	65	273	106	258	31	113	103			949			
% Series with 10-14 Yrs	12%	12%	5%	7%	16%	4%	12%				9%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%					100%	



## NASA OCFO Workforce Profile and Key Competencies Assessment

The table below depicts the workforce with 15 to 19 years in grade. Only 3% of the OCFO workforce falls into this range. Stennis has the highest percentage of employees with 15 to 19 years in grade. However, Johnson comprises a larger total number, most being Management and Program Analysts (343) and 'Other' series employees.

Workforce with 15-19 Years Time in Grade By Location and Occupational Series												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# 15-19 Yrs	# Total	% 15-19 Yrs	% of OCFO	
Ames	1	2	0	0	1	0	0	4	110	4%	12%	
Dryden	0	0	0	0	0	0	0	0	29	0%	3%	
Glenn	0	1	0	0	0	0	1	2	68	3%	7%	
Goddard	1	0	1	2	0	0	0	4	102	4%	11%	
HQ	0	0	0	1	0	0	0	1	98	1%	10%	
Johnson	1	4	1	0	0	0	4	10	230	4%	24%	
Kennedy	0	1	0	0	0	0	0	1	118	1%	12%	
Langley	0	0	0	0	0	0	0	0	76	0%	8%	
Marshall	0	0	1	0	0	0	1	2	95	2%	10%	
Stennis	0	1	0	0	0	0	1	2	23	9%	2%	
# 15-19 Yrs	3	9	3	3	1	0	7	26				
# All OCFO	65	273	106	258	31	113	103		949			
% Series with 15-19 Yrs	5%	3%	3%	1%	3%	0%	7%			3%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

The table below details the workforce with 20 years or more time in grade. This is the smallest percentage of the OCFO at less than 3%. Employees in this category are located at Johnson and Kennedy and are classified within the 'Other' General Engineering (801) and Management and Program Analysis (343) series.

Workforce with 20+ Years Time in Grade By Location and Occupational Series												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# 20+ Yrs	# Total	% 20+ Yrs	% of OCFO	
Ames	0	0	0	0	0	0	0	0	110	0%	12%	
Dryden	0	0	0	0	0	0	0	0	29	0%	3%	
Glenn	0	0	0	0	0	0	0	0	68	0%	7%	
Goddard	0	0	0	0	0	0	0	0	102	0%	11%	
HQ	0	0	0	0	0	0	0	0	98	0%	10%	
Johnson	0	0	0	0	0	0	2	2	230	1%	24%	
Kennedy	0	1	0	0	0	0	0	1	118	1%	12%	
Langley	0	0	0	0	0	0	0	0	76	0%	8%	
Marshall	0	0	0	0	0	0	0	0	95	0%	10%	
Stennis	0	0	0	0	0	0	0	0	23	0%	2%	
# 20+ Yrs	0	1	0	0	0	0	2	3				
# All OCFO	65	273	106	258	31	113	103		949			
% of Series with 20+ Yrs	0%	0%	0%	0%	0%	0%	2%			0.3%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

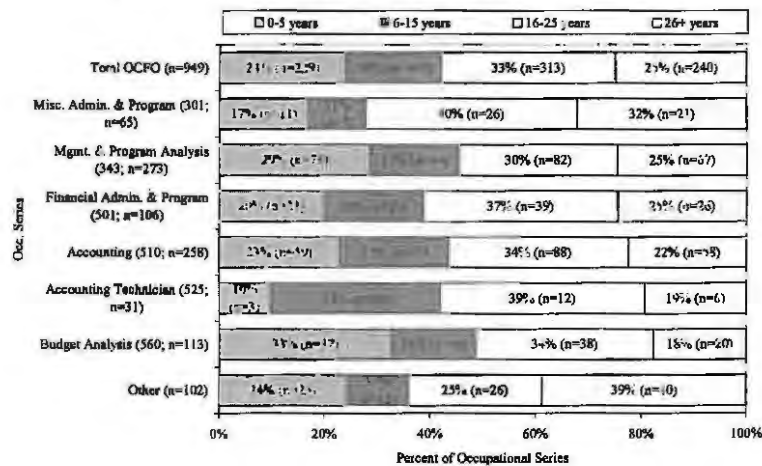


## NASA OCFO Workforce Profile and Key Competencies Assessment

### APPENDIX C.5. FEDERAL SERVICE

The graph and tables following detail the NASA OCFO workforce by years of federal service. The majority of the OCFO workforce has 16 years or more of federal service at 58%. Budget Analysts (560) and Management and Program Analysts (343) have the largest proportions of employees with 0 to 5 years of federal service. The Miscellaneous Administrative and Program (301) series has the largest percentage of employees with 26 years or more of federal service.

NASA OCFO Years of Federal Service by Occupational Series



The table below details the NASA OCFO workforce with 0 to 5 years of federal service by location. This series comprises 24% of the total OCFO workforce.

NASA OCFO Workforce with 0-5 Years of Federal Service												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# 0-5 yrs	# OCFO	% 0-5 yrs	% of OCFO	
Ames	4	3	3	4	1	7	0	22	110	20%	12%	
Dryden	6	0	0	2	1	0	0	9	29	31%	3%	
Glenn	0	5	0	7	0	0	4	16	68	24%	7%	
Goddard	0	1	8	10	0	0	0	19	102	19%	11%	
HQ	0	1	0	4	1	8	2	16	98	16%	10%	
Johnson	0	49	1	4	0	0	13	67	230	29%	24%	
Kennedy	1	14	1	7	0	17	3	43	118	36%	12%	
Langley	0	0	8	9	0	1	0	18	76	24%	8%	
Marshall	0	0	0	5	0	4	3	12	95	13%	10%	
Stennis	0	1	0	6	0	0	0	7	23	30%	2%	
# 0-5 yrs	11	74	21	58	3	37	25	229				
# OCFO	65	273	106	258	31	113	103		949			
% 0-5 yrs	17%	27%	20%	22%	10%	33%	24%			24%		
% of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

## NASA OCFO Workforce Profile and Key Competencies Assessment

The table below details the NASA OCFO workforce with 26 years or more of federal service by location. This series comprises 25% of the total OCFO workforce.

NASA OCFO Workforce with 26+ Years of Federal Service												
Location	Number of Employees by Series							Totals by Location				
	301	343	501	510	525	560	Other	# 26+ yrs	# OCFO	% 26+ yrs	% of OCFO	
Ames	7	7	2	6	2	2	1	27	110	25%	12%	
Dryden	3	0	0	0	0	0	3	6	29	21%	3%	
Glenn	3	11	2	2	0	0	2	20	68	29%	7%	
Goddard	4	4	5	22	2	0	4	41	102	40%	11%	
HQ	1	4	2	8	0	5	1	21	98	21%	10%	
Johnson	3	27	3	2	1	0	15	51	230	22%	24%	
Kennedy	0	16	1	6	1	1	3	28	118	24%	12%	
Langley	0	0	4	5	0	1	2	12	76	16%	8%	
Marshall	0	0	7	6	0	11	7	31	95	33%	10%	
Stennis	0	0	0	1	0	0	2	3	23	13%	2%	
# 26+ yrs	21	69	26	58	6	20	40	240				
# OCFO	65	273	106	258	31	113	103		949			
% 26+ yrs	32%	25%	25%	22%	19%	18%	39%			25%		
% of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

## NASA OCFO Workforce Profile and Key Competencies Assessment

### APPENDIX C.6. NASA SERVICE

The tables following detail the NASA OCFO workforce by years of NASA service. 40% of the OCFO workforce has 0 to 5 years of NASA service. Budget Analysts (560) and Accountants (510) have the largest proportions of employees with 0 to 5 years of federal service. The Miscellaneous Administrative and Program (301) series has the largest percentage of employees with 16 to 25 years of federal service at 43%.

The table below details the NASA OCFO workforce with 0 to 5 years of NASA service by location. This series comprises 40% of the total OCFO workforce.

NASA OCFO Workforce with 0-5 Years of NASA Service												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# 0-5 years	# All OCFO	% 0-5 years	% of OCFO	
Ames	4	4	3	7	2	10	0	30	110	27%	12%	
Dryden	6	0	0	4	1	0	1	12	29	41%	3%	
Glenn	0	9	0	7	0	0	5	21	68	31%	7%	
Goddard	0	1	8	22	0	0	1	32	102	31%	11%	
Headquarters	2	7	3	39	1	19	3	74	98	76%	10%	
Johnson	0	61	1	7	0	0	22	91	230	40%	24%	
Kennedy	1	22	1	9	0	18	3	54	118	46%	12%	
Langley	0	0	16	15	0	2	2	35	76	46%	8%	
Marshall	0	0	1	7	0	9	5	22	95	23%	10%	
Stennis	0	1	0	7	0	0	1	9	23	39%	2%	
# 0-5 years	13	105	33	124	4	58	43	380				
# All OCFO	65	273	106	258	31	113	103		949			
% 0-5 of Series	20%	38%	31%	48%	13%	51%	42%			40%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

The table below details the NASA OCFO workforce with 6 to 15 years of NASA service by location. This series comprises 20% of the total OCFO workforce.

NASA OCFO Workforce with 6-15 Years of NASA Service												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# 6-15 years	# All OCFO	% 6-15 years	% of OCFO	
Ames	0	6	5	6	5	5	5	38	110	35%	12%	
Dryden	5	0	0	1	3	0	3	12	29	41%	3%	
Glenn	0	0	1	3	0	0	0	4	68	6%	7%	
Goddard	0	4	2	5	3	0	2	16	102	16%	11%	
Headquarters	1	0	0	3	0	2	1	7	98	7%	10%	
Johnson	2	23	3	9	4	0	1	42	230	18%	24%	
Kennedy	0	15	1	9	0	0	3	28	118	24%	12%	
Langley	0	0	7	5	0	2	1	15	76	20%	8%	
Marshall	0	1	2	5	0	6	2	16	95	17%	10%	
Stennis	0	2	1	3	0	0	2	8	23	35%	2%	
# 6-15 years	14	51	22	49	15	15	20	186				
# All OCFO	65	273	106	258	31	113	103		949			
% 6-15 of Series	22%	19%	21%	19%	48%	13%	19%			20%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

## NASA OCFO Workforce Profile and Key Competencies Assessment

The table below details the NASA OCFO workforce with 16 to 25 years of NASA service by location. This series comprises 29% of the total OCFO workforce.

NASA OCFO Workforce with 16-25 Years of NASA Service												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# 16-25 years	# All OCFO	% 16-25 yrs	% of OCFO	
Ames	13	5	6	2	2	3	0	31	110	28%	12%	
Dryden	3	1	0	0	0	0	1	5	29	17%	3%	
Glenn	2	12	5	4	1	0	6	30	68	44%	7%	
Goddard	1	8	3	15	5	0	3	35	102	34%	11%	
Headquarters	2	1	0	5	0	3	1	12	98	12%	10%	
Johnson	5	38	7	8	3	0	8	69	230	30%	24%	
Kennedy	1	10	0	8	0	4	1	24	118	20%	12%	
Langley	0	0	8	7	0	3	3	21	76	28%	8%	
Marshall	1	1	7	13	0	18	2	42	95	44%	10%	
Stennis	0	2	0	2	0	0	1	5	23	22%	2%	
# 16-25 years	28	78	36	64	11	31	26	274				
# All OCFO	65	273	106	258	31	113	103		949			
% 16-25 of Series	43%	29%	34%	25%	35%	27%	25%			29%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

The table below details the NASA OCFO workforce with 26 years or more of NASA service by location. This series comprises 11% of the total OCFO workforce.

NASA OCFO Workforce with 26+ Years of NASA Service												
Location	Number of Employees by Occupational Series							Totals by Location				
	301	343	501	510	525	560	Other	# 26+ years	# All OCFO	% 26+ years	% of OCFO	
Ames	4	3	1	0	0	2	1	11	110	10%	12%	
Dryden	0	0	0	0	0	0	0	0	29	0%	3%	
Glenn	1	7	2	2	0	0	1	13	68	19%	7%	
Goddard	4	1	3	11	0	0	0	19	102	19%	11%	
Headquarters	0	3	0	1	0	1	0	5	98	5%	10%	
Johnson	1	18	7	0	0	0	7	28	230	12%	24%	
Kennedy	0	7	1	3	1	0	0	12	118	10%	12%	
Langley	0	0	2	1	0	1	1	5	76	7%	8%	
Marshall	0	0	4	3	0	5	3	15	95	16%	10%	
Stennis	0	0	0	0	0	0	1	1	23	4%	2%	
# 26+ years	10	39	15	21	1	9	14	109				
# All OCFO	65	273	106	258	31	113	103		949			
% 26+ of Series	15%	14%	14%	8%	3%	8%	14%			11%		
% Series of OCFO	7%	29%	11%	27%	3%	12%	11%				100%	

## NASA OCFO Workforce Profile and Key Competencies Assessment

### REFERENCES

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