

## Appendix F

<b>Table F-1 Conversion Costs (Buy-In)</b>	
<b>Lab</b>	<b>Costs</b>
AFRL	
AMRDEC	\$1 million
ARL	
MRMC	
NSWC (Dahlgren)	
NSWC (Indian Head)	
NSWC (Carderock)	
NSWC (Crane)	
NSWC (Pt. Hueneme)	
NSWC (Corona)	
ERDC	\$901,826
NRL	\$1.2 Million*
NUWC Newport	

\* The amount for NRL represents a permanent pay increase equivalent to what employees had earned toward their next within-grade increase.

<b>Table F-2 Starting Base Salaries by Wave, Year, and Occupational Category</b>					
<b>Wave</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
<b>S&amp; E</b>					
Wave 1	58,341 (n=132)	62,228 (n=204)	60,036 (n=158)	67,689 (n=144)	61,887 (n=283)
Wave 2	55,540 (n=355)	52,384 (n=184)	55,548 (n=237)	52,955 (n=220)	54,119 (n=229)
Wave 3	52,919 (n=27)	47,310 (n=133)	51,006 (n=46)	45,937 (n=166)	50,754 (n=238)
<b>Admin</b>					
Wave 1	43,058 (n=30)	47,543 (n=23)	44,082 (n=5)	59,685 (n=15)	52,323 (n=11)
Wave 2	45,913 (n=68)	47,310 (n=33)	49,742 (n=51)	49,096 (n=32)	52,318 (n=26)
Wave 3	49,568 (n=16)	47,977 (n=71)	48,675 (n=32)	47,516 (n=62)	51,414 (n=180)
<b>Tech</b>					
Wave 1	28,699 (n=26)	32,907 (n=25)	32,043 (n=2)	36,814 (n=16)	27,191 (n=4)
Wave 2	29,093 (n=73)	26,161 (n=46)	27,915 (n=88)	26,332 (n=76)	24,881 (n=71)
Wave 3	18,843 (n=13)	30,599 (n=16)	22,978 (n=19)	28,240 (n=22)	30,156 (n=49)
<b>Clerical</b>					
Wave 1	21,129 (n=57)	22,786 (n=30)	21,738 (n=3)	33,397 (n=7)	31,713 (n=6)
Wave 2	21,572 (n=103)	20,723 (n=70)	21,502 (n=70)	23,414 (n=46)	25,773 (n=44)
Wave 3	20,835 (n=27)	22,793 (n=37)	22,392 (n=36)	23,180 (n=38)	25,195 (n=54)
<b>Other</b>					
Wave 1	19,716 (n=7)	22,200 (n=5)	20,883 (n=2)	23,392 (n=5)	24,258 (n=12)
Wave 2	19,978 (n=51)	19,109 (n=28)	20,776 (n=30)	23,305 (n=36)	22,095 (n=23)
Wave 3	18,326 (n=22)	19,280 (n=18)	21,047 (n=14)	24,905 (n=45)	22,587 (n=51)

**Note.** Wave 1 and Wave 2 include only employees who are covered by broadbands.

Table F-3 Pay Pool Funding Levels										
	1997		1998		1999		2000		2001	
	Base	Bonus	Base	Bonus	Base	Bonus	Base	Bonus	Base	Bonus
AFRL	2.4	.	2.4	.	2.3	.	2.2	.	2.2	.
AMRDEC	*	*	2.4	1.3	2.4	1.3	2.4	1.3	2.4	1.3
ARL	*	*	2.4		2.4	.	2.4	.	.	.
MRMC**	*	*	*	*	2.0 - 3.0		2.5	.	2.5	.
NSWC										
Dahlgren	*	*	2.3	1.0	2.3	1.0	2.3	1.0	2.3	1.0
Indian Head	*	*	1.5	1.8	1.2	0.6	1.2	0.6	1.8	1.0
Carderock	*	*	1.9	1.1	1.8	1.3	1.8	1.3	1.8	1.3
Crane	*	*	1.5	1.0	1.5	1.0	1.5	1.0	1.5	1.0
Port Hueneme	*	*	*	*	2.0	1.5	2.0	1.5	2.0	1.5
Corona	*	*	*	*	*	*	1.6	0.8	1.7	0.8
ERDC***										
WES	*	*	*	*	2.4	N/A	2.4	N/A	2.4	N/A
CERL	*	*	*	*	2.4	N/A	2.4	N/A	2.4	N/A
CRREL	*	*	*	*	2.4	N/A	2.4	N/A	2.4	N/A
TEC	*	*	*	*	2.4	N/A	2.4	N/A	2.4	N/A
NRL	*	*	*	*	2.4	2.0	2.4	1.5	2.4	1.5
NUWC										
Newport	*	*	*	*	*	*	1.47	1.76	1.87	1.96
Keyport	.	.	.	.	.	.	.	.	1.4	1.6

\* Prior to implementation

\*\* MRMC's paypool percentage includes distribution of **both** base and bonus. These are granted either to base salary or a lump sum bonus based on where an employee's salary falls within his or her payband. The range of the total amount varies from 2.0 to 3.0.

\*\*\* The ERDC demonstration project does not include a provision for bonuses.

<b>Table F-4 Mean Basic Pay* by Lab and Occupational Group: 1996</b>						
<b>Lab</b>	<b>Prof.</b>	<b>Admin.</b>	<b>Tech.</b>	<b>Clerical</b>	<b>Other</b>	<b>Total</b>
<b>Wave 1</b>						
AFRL	62,406 2965	— —	— —	— —	— —	62,406 2965
AMRDEC	60,640 1615	45,984 335	35,284 190	23,680 239	23,274 25	52,530 2404
ARL	60,830 1037	46,480 205	37,945 216	25,547 109	28,237 14	53,122 1581
MRMC	55,707 410	44,848 197	30,885 208	25,692 170	— —	43,113 985
NSWC	57,203 7347	46,696 2670	39,864 3011	25,506 825	24,756 484	48,685 14337
<b>Wave 2</b>						
ERDC	55,862 1340	43,133 341	30,479 411	23,418 192	21,326 40	46,231 2324
NRL	65,276 1740	46,669 358	36,503 352	26,303 320	24,084 122	53,420 2892
NUWC — Newport	58,029 2043	48,462 367	40,214 314	24,624 180	—	52,823 2904
<b>Wave 3</b>						
NUWC—Keyport	54,730 622	44,812 374	40,774 251	24,584 45	24,057 35	47,464 1327
CECOM	61,104 1035	49,766 320	36,320 75	24,394 152	18,969 11	53,866 1593
TACOM—Armaments	58,246 2140	47,870 521	36,305 459	26,043 355	25,584 63	50,059 3538
TACOM	58,423 643	49,836 217	38,841 127	24,486 109	20,313 51	49,710 1147
SBCCOM	54,948 285	43,572 110	34,041 61	24,863 70	23,475 10	45,718 536
STRICOM	57,251 246	52,162 218	26,700 10	23,601 76	—	50,029 550
<b>CPDF</b>	62,090 29123	54,858 16348	34,116 5001	26,330 4622	23,079 1071	53,808 56165

\* Does not include locality pay.

<b>Table F-5 Mean Basic Pay* by Lab and Occupational Group: 1997</b>						
<b>Lab</b>	<b>Prof.</b>	<b>Admin.</b>	<b>Tech.</b>	<b>Clerical</b>	<b>Other</b>	<b>Total</b>
<b>Wave 1</b>						
AFRL	65,158 2888	— —	— —	— —	— —	65,158 2888
AMRDEC	63,316 1113	47,390 213	38,069 115	24,046 151	24,592 24	55,176 1616
ARL	63,178 1357	49,604 378	38,985 291	27,304 149	28,030 33	54,720 2208
MRMC	57,287 440	46,406 202	32,133 209	26,090 168	— —	44,827 1019
NSWC	58,974 7360	48,015 2601	41,806 2905	26,339 714	25,197 470	50,607 14050
<b>Wave 2</b>						
ERDC	58,144 1168	44,731 297	31,463 358	24,817 151	22,739 34	48,298 2008
NRL	67,373 1660	47,524 346	36,788 334	26,601 298	24,245 102	55,098 2740
NUWC — Newport	60,918 1901	50,234 361	41,978 272	25,719 148	—	55,617 2682
<b>Wave 3</b>						
NUWC—Keyport	57,656 496	47,116 283	43,278 189	26,367 24	20,228 1	51,121 993
CECOM	61,943 1421	50,841 385	40,596 129	25,377 180	24,232 18	55,244 2133
TACOM—Armaments	60,287 2008	49,579 484	38,256 410	26,967 297	27,373 61	52,275 3260
TACOM	59,776 674	51,803 214	38,859 143	25,483 68	21,387 51	51,961 1150
SBCCOM	56,987 387	45,563 200	34,581 84	25,903 88	23,996 12	47,521 771
STRICOM	59,640 241	54,645 212	27,863 10	25,327 64	—	52,860 527
<b>CPDF</b>	63,808 28141	56,319 16352	34,410 4917	27,069 4132	24,541 859	55,489 54401

**Note.** Data in years prior to implementation are from all employees; after and during implementation the data are from covered employees only.

\* Does not include locality pay.

<b>Table F-6 Mean Basic Pay* by Lab and Occupational Group: 1998</b>						
<b>Lab</b>	<b>Prof.</b>	<b>Admin.</b>	<b>Tech.</b>	<b>Clerical</b>	<b>Other</b>	<b>Total</b>
<b>Wave 1</b>						
AFRL	69,172 2537	— —	— —	— —	— —	69,172 2537
AMRDEC	64,875 1592	50,665 292	45,073 112	26,650 218	20,553 4	58,168 2218
ARL	65,538 720	51,506 171	41,141 160	28,187 75	27,085 16	57,027 1142
MRMC	60,598 270	47,970 122	32,748 124	25,732 123	21,568 2	45,995 641
NSWC	60,726 6663	49,816 2451	43,678 2557	27,944 534	27,319 309	52,882 12514
<b>Wave 2</b>						
ERDC	60,037 892	44,504 289	32,216 382	25,272 130	24,337 18	48,185 1711
NRL	70,251 1563	49,181 320	37,351 325	28,207 244	25,484 91	57,759 2543
NUWC — Newport	62,845 1896	52,065 368	43,391 286	26,714 142	18,401 2	57,369 2694
<b>Wave 3</b>						
NUWC—Keyport	59,685 493	48,628 287	45,287 183	27,656 23	19,949 6	52,847 992
CECOM	64,250 1357	52,672 344	41,598 127	26,530 160	24,766 13	57,549 2001
TACOM—Armaments	62,383 1850	51,134 470	39,278 376	27,986 249	28,040 61	54,188 3006
TACOM	62,174 666	53,727 203	39,968 174	25,332 40	21,971 33	54,666 1116
SBCCOM	58,975 385	47,656 162	35,145 80	26,068 99	23,709 15	48,817 741
STRICOM	61,522 251	55,880 222	28,705 16	26,803 58	17,848 1	54,524 548
<b>CPDF</b>	67,611 27770	59,669 16846	36,284 4735	28,414 3577	25,368 835	59,100 53763

**Note.** Data in years prior to implementation are from all employees; after and during implementation the data are from covered employees only.

\* Does not include locality pay.

<b>Table F-7 Mean Basic Pay* by Lab and Occupational Group: 1999</b>						
<b>Lab</b>	<b>Prof.</b>	<b>Admin.</b>	<b>Tech.</b>	<b>Clerical</b>	<b>Other</b>	<b>Total</b>
<b>Wave 1</b>						
AFRL	72,313 2368	— —	— —	— —	— —	72,313 2368
AMRDEC	69,912 1427	53,993 269	48,954 100	29,059 176	—	63,031 1972
ARL	71,689 1312	55,760 314	44,388 269	30,989 121	29,000 25	62,705 2041
MRMC	62,484 329	50,132 89	38,036 111	31,444 71	—	52,456 600
NSWC	62,966 7435	52,557 2517	45,965 2610	29,442 504	28,073 351	55,534 13417
<b>Wave 2</b>						
ERDC	63,984 839	49,822 135	37,929 126	28,685 130	26,230 32	55,274 1262
NRL	73,906 1561	52,191 321	36,366 379	28,020 237	23,199 63	60,135 2561
NUWC — Newport	64,417 1879	54,538 368	45,500 282	28,175 113	— —	59,471 2642
<b>Wave 3</b>						
NUWC—Keyport	— —	— —	— —	— —	— —	— —
CECOM	67,645 1338	57,626 1155	40,565 163	28,662 177	25,411 26	59,256 2859
TACOM—Armaments	65,007 1864	53,830 472	41,123 357	29,845 226	30,118 64	56,967 2983
TACOM	61,821 607	55,828 1304	32,769 122	28,688 186	30,347 74	53,164 2293
SBCCOM	64,706 1073	53,630 414	39,864 269	27,887 231	24,767 14	54,545 2001
STRICOM	64,294 238	58,896 189	31,115 18	27,651 52	—	57,206 497
<b>CPDF</b>	70,952 27116	62,801 16706	38,459 4521	29,902 3209	26,934 821	62,342 52373

**Note.** Data in years prior to implementation are from all employees; after and during implementation the data are from covered employees only.

\* Does not include locality pay.



<b>Table F-8 Mean Basic Pay* by Lab and Occupational Group: 2000</b>						
<b>Lab</b>	<b>Prof.</b>	<b>Admin.</b>	<b>Tech.</b>	<b>Clerical</b>	<b>Other</b>	<b>Total</b>
<b>Wave 1</b>						
AFRL	75,526 2320	— —	— —	— —	— —	75,526 2320
AMRDEC	72,122 1562	56,375 269	51,183 93	31,154 160	20,863 5	65,902 2089
ARL	75,358 1260	58,750 284	47,226 242	32,806 113	30,836 27	66,253 1926
MRMC	65,362 359	51,053 106	40,584 119	32,706 89	—	54,408 673
NSWC	66,016 6723	59,490 1031	51,042 683	32,868 116	32,946 69	63,339 8622
<b>Wave 2</b>						
ERDC	66,504 946	51,945 160	40,087 149	29,832 151	27,160 29	57,484 1435
NRL	76,613 1474	53,843 306	38,215 330	29,801 198	23,282 50	63,223 2358
NUWC — Newport	67,422 1747	62,484 87	48,172 46	34,098 5	—	66,636 1885
<b>Wave 3</b>						
NUWC—Keyport	66,013 293	54,060 199	49,628 163	30,939 6	—	58,056 661
CECOM	70,053 1360	60,534 1042	41,479 162	29,367 167	22,631 55	61,456 2786
TACOM—Armaments	67,374 1788	56,290 465	42,495 366	30,981 196	30,871 69	59,083 2884
TACOM	62,253 883	56,736 2193	33,688 190	29,768 227	31,260 75	54,623 3568
SBCCOM	69,399 662	58,495 246	43,184 185	30,070 115	—	59,420 1208
STRICOM	67,786 189	61,984 182	30,247 11	28,312 43	—	60,336 425
<b>CPDF</b>	73,168 27462	65,212 17215	40,487 4464	30,875 3057	27,529 921	64,618 53119

**Note.** Data in years prior to implementation are from all employees; after and during implementation the data are from covered employees only.

\* Does not include locality pay.

<b>Table F-9 Satisfaction with Advancement (% Agreement)</b>					
<b>Item</b>	<b>Wave</b>	<b>1996</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
29. I am satisfied with my opportunities for advancement.	Wave 1	23.3%	32.2%	32.9%	42.1%
	Wave 2	24.9%	28.3%	30.2%	38.5%
	Wave 3	18.7%	26.9%	27.9%	38.1%
	“China Lake”	32.5%	41.9%	—	—
139. In this organization, advancement opportunities are available for highly-qualified individuals regardless of gender, race, national origin, religion, age, cultural background, or disability.	Wave 1	55.4%	60.2%	61.6%	68.7%
	Wave 2	58.8%	60.9%	62.7%	67.1%
	Wave 3	49.4%	56.2%	55.1%	64.4%
	“China Lake”	65.8%	63.4%	—	—

<b>Table F-10 Dual Career Ladder (% Agreement)</b>					
<b>Item</b>	<b>Wave</b>	<b>1996</b>	<b>1998</b>	<b>1999</b>	<b>2001</b>
62. In this organization, I do not have to become a supervisor in order to receive more pay.	Wave 1	39.7%	44.9%	47.6%	52.9%
	Wave 2	39.5%	38.5%	36.5%	49.6%
	Wave 3	36.5%	36.9%	35.8%	43.4%
	“China Lake”	53.9%	49.1%	—	—

<b>Table F-11 Procedural Justice and Pay Satisfaction (% Agreement)</b>					
<b>Item</b>	<b>Wave</b>	<b>1996</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
28. Pay is administered fairly in this organization.	Wave 1	32.6%	29.9%	31.0%	38.7%
	Wave 2	32.1%	32.4%	27.8%	33.9%
	Wave 3	33.1%	36.6%	35.6%	40.2%
	“China Lake”	39.9%	41.0%	—	—
36. All in all, I am satisfied with my pay.	Wave 1	47.7%	50.6%	49.8%	56.6%
	Wave 2	45.6%	46.3%	40.1%	47.5%
	Wave 3	42.7%	43.8%	44.8%	50.8%
	“China Lake”	56.2%	56.5%	—	—
40. I understand how pay decisions are made.	Wave 1	—	46.3%	48.3%	57.2%
	Wave 2	—	44.8%	44.2%	54.7%
	Wave 3	—	45.9%	44.5%	50.3%
	“China Lake”	—	61.6%	—	—
27. Pay progression, the way I move up within my grade or band, is fair.	Wave 1	40.2%	37.5%	39.7%	47.5%
	Wave 2	39.8%	43.8%	33.1%	40.6%
	Wave 3	39.2%	42.3%	42.8%	47.0%
	“China Lake”	53.7%	54.9%	—	—

**Table F-12 Multiple Regression Summary—Salary Progression of Scientists and Engineers from 1996/1997 to 2000 in Wave 1 Labs**

	AFRL	AMRDEC	ARL	MRMC	CPDF
1996/1997 Basic Pay	0.97***	1.06***	1.04***	1.09***	0.66***
Education	384.20***	372.55*	817.64***	498.93*	86.23***
Performance	19341.05***	1886.47***	4526.21***	1431.58***	219.56***
Promotions	1787.11***	1456.92***	1775.12***	2867.71***	702.05***
Tenure	-8.89	-36.81**	-22.50	-82.41**	-0.39
Grade	1942.04***	1268.86***	1238.65***	216.78***	5521.27***
Supervisory Status	-337.57	1612.86***	-840.66	169.77	-475.52***
Veteran Status	-513.73**	-421.12	-532.96	-205.26	-6.96
Disability	-321.87	514.89	230.57	366.70	41.62
Age Group	30.28	-521.77*	559.09	-176.72	197.93***
Gender	1.90	-149.53	-542.50	-88.23	46.08
Black	-79.46	-580.49	77.17	179.27	66.57
Hispanic	-349.30	-713.79	1211.43	-1.62	-84.97
Asian	1102.26***	-569.15	-804.54	-607.66	-12.10
Model R <sup>2</sup>	.951	.947	.929	.968	.974
N	1935	1321	1179	300	21834

**Note.** Cell entries are unstandardized regression coefficient at the .05\*, .01\*\*, and .001\*\*\* levels of significance as predictors of pay. Ns are the minimum across all variables. For AFRL and CPDF, basic pay is from 1996; for the other labs, basic pay is from 1997. Education was coded as 1 = no degree, 2 = bachelors degree, 3 = masters degree, 4 = doctorate; Supervisory Status was coded as 1 = supervisor, 2 = non-supervisor; Veteran Status was coded as 1 = veteran, 2 = non-veteran; Disability was coded as 1 = no disability, 2 = disability; Age Group was coded at 0 = under 40 years old, 1 = 40 years old or older. Gender was coded as 1 = female, 2 = male.

<b>Variable Means</b>	<b>AFRL</b>	<b>AMRDEC</b>	<b>ARL</b>	<b>MRMC</b>	<b>CPDF</b>
2000 Basic Pay	76865.56	73996.13	77516.23	67631.89	75868.44
1996/1997 Basic Pay	62502.46	63144.19	63444.11	58367.83	60806.54
Education	2.91	2.28	2.75	3.04	2.53
Performance	0.19	4.72	4.27	4.64	3.43
Promotions	0.49	0.70	1.06	0.89	0.30
Tenure	17.86	13.46	15.16	15.89	14.09
Grade	13.64	3.27	3.41	4.71	13.57
Supervisor Status	1.84	1.89	1.91	1.78	1.89
Veteran Status	1.17	1.15	1.17	1.22	1.12
Disability	0.07	0.04	0.08	0.04	0.07
Age Group	0.74	0.65	0.73	0.92	0.71
Gender	0.09	0.12	0.15	0.31	0.28
Black	0.02	0.06	0.03	0.03	0.08
Hispanic	0.04	0.02	0.03	0.04	0.05
Asian	0.04	0.05	0.09	0.07	0.07

	<b>AMRDEC</b>	<b>ARL</b>	<b>MRMC</b>	<b>CPDF</b>
1996/1997 Basic Pay	1.06***	1.07***	1.07***	0.66***
Education	-162.81	-116.76	-275.07	11.39
Performance	921.63*	2727.65***	161.84	157.17***
Promotions	1820.33***	1647.44**	3257.05***	923.76***
Tenure	-22.90	-58.87*	-32.36	-1.53
Grade	301.27**	-145.15	186.00	4850.54***
Supervisory Status	-851.58	-3491.73***	-2029.19**	-1030.39***
Veteran Status	39.61	-448.12	-338.70	-198.05*
Disability	-98.10	-276.41	260.38	-82.76
Age Group	-520.70	578.26	-187.52	-595.70***
Gender	926.24*	-213.44	424.32	-215.62***
Black	281.00	-642.59	-41.61	-120.48
Hispanic	5253.89***	-941.96	413.16	-246.58
Asian	3622.59*	-2369.93	--	310.71
Model R <sup>2</sup>	.957	.950	.971	.966
N	234	287	68	11753

**Note.** Cell entries are unstandardized regression coefficient at the .05\*, .01\*\*, and .001\*\*\* levels of significance as predictors of pay. Ns are the minimum across all variables. For CPDF, basic pay is from 1996; for the other labs, basic pay is from 1997. See Table F-11 for how the variables were coded.

<b>Variable Means</b>	<b>AMRDEC</b>	<b>ARL</b>	<b>MRMC</b>	<b>CPDF</b>
2000 Basic Pay	57631.49	60090.49	53980.95	69390.77
1996/1997 Basic Pay	48849.94	48679.55	46233.96	54044.64
Education	1.48	1.50	1.70	1.92
Performance	4.73	4.47	4.80	3.58
Promotions	0.65	1.03	0.95	0.41
Tenure	15.77	16.73	16.12	14.94
Grade	3.42	3.71	4.23	13.10
Supervisor Status	1.94	1.93	1.74	1.87
Veteran Status	1.33	1.21	1.28	1.17
Disability	0.08	0.08	0.07	0.10
Age Group	0.93	0.84	0.86	0.80
Gender	0.48	0.64	0.53	0.56
Black	0.18	0.17	0.26	0.17
Hispanic	0.01	0.03	0.01	0.04
Asian	0.01	0.01	0.00	0.03

	<b>AMRDEC</b>	<b>ARL</b>	<b>MRMC</b>	<b>CPDF</b>
1996/1997 Basic Pay	1.14***	1.09***	1.01***	0.74***
Education	498.94	-457.73	440.00	759.77***
Performance	1221.43*	1913.85***	790.12*	65.02
Promotions	1200.85**	3009.32***	2132.86***	1076.56***
Tenure	-90.97*	3.00	26.15	-31.94***
Grade	663.31**	631.26**	280.15***	2097.20***
Supervisory Status	6006.38*	--	-595.32	-1878.18***
Veteran Status	-875.92	120.69	-381.59	-29.42
Disability	-485.63	136.85	1069.81	-33.81
Age Group	-24.61	-538.15	-415.78	-78.36
Gender	-839.04	-2016.05***	-106.04	208.03
Black	-1215.51	-710.83	105.14	-92.45
Hispanic	--	-677.58	499.51	-247.72
Asian	-3.04	372.57	--	84.65
Model R <sup>2</sup>	.963	.942	.920	.947
N	108	253	112	3455

**Note.** Cell entries are unstandardized regression coefficient at the .05\*, .01\*\*, and .001\*\*\* levels of significance as predictors of pay. Ns are the minimum across all variables. For CPDF, basic pay is from 1996; for the other labs, basic pay is from 1997. See Table F-11 for how the variables were coded.

<b>Variable Means</b>	<b>AMRDEC</b>	<b>ARL</b>	<b>MRMC</b>	<b>CPDF</b>
2000 Basic Pay	45924.16	47987.33	38007.40	43277.22
1996/1997 Basic Pay	38167.02	39225.19	32901.75	33137.52
Education	1.13	1.06	1.27	1.16
Performance	4.60	4.21	4.64	3.28
Promotions	0.86	1.09	0.92	0.73
Tenure	16.41	15.89	14.86	14.42
Grade	2.92	2.40	4.01	9.70
Supervisor Status	1.99	2.00	1.95	1.99
Veteran Status	1.41	1.38	1.23	1.20
Disability	0.09	0.11	0.07	0.12
Age Group	0.87	0.85	0.81	0.72
Gender	0.33	0.34	0.59	0.58
Black	0.13	0.15	0.20	0.27
Hispanic	0.00	0.05	0.04	0.05
Asian	0.02	0.00	0.00	0.03

	<b>AMRDEC</b>	<b>ARL</b>	<b>MRMC</b>	<b>CPDF</b>
1996/1997 Basic Pay	0.84***	1.08***	1.03***	0.58***
Education	1800.99***	369.73	--	152.59
Performance	871.17*	1598.78***	595.99	-18.95
Promotions	108.51	2922.24***	1535.87***	406.36***
Tenure	-11.48	-36.61	34.89	-1.92
Grade	2513.80***	326.54	314.65***	2111.79***
Supervisory Status	2790.59	--	--	-513.48
Veteran Status	--	-3523.00	779.36	-460.20*
Disability	-565.49	-753.59	224.08	248.80*
Age Group	-241.13	15.82	-483.71	73.62
Gender	180.06	379.80	-0.08	-732.90***
Black	65.15	-1635.12**	-243.30	-83.64
Hispanic	-94.13	861.47	-53.55	111.05
Asian	498.61	-1825.72	-132.74	236.13
Model R <sup>2</sup>	.870	.833	.967	.931
N	133	119	73	3399

**Note.** Cell entries are unstandardized regression coefficient at the .05\*, .01\*\*, and .001\*\*\* levels of significance as predictors of pay. Ns are the minimum across all variables. For CPDF, basic pay is from 1996; for the other labs, basic pay is from 1997. See Table F-11 for how the variables were coded.

**Table F-15A Descriptive Statistics for Multiple Regression Summary – Clerical Employees**

<b>Variable Means</b>	<b>AMRDEC</b>	<b>ARL</b>	<b>MRMC</b>	<b>CPDF</b>
2000 Basic Pay	29631.60	33020.43	29486.91	35006.89
1996/1997 Basic Pay	24736.20	27352.93	25922.55	26885.85
Education	1.11	1.04	1.00	1.08
Performance	4.76	4.51	4.72	3.50
Promotions	0.85	1.03	0.81	0.82
Tenure	12.99	15.41	12.49	12.30
Grade	2.10	2.22	3.38	7.69
Supervisor Status	1.99	2.00	2.00	2.00
Veteran Status	1.08	1.01	1.07	1.03
Disability	0.09	0.12	0.13	0.10
Age Group	0.79	0.75	0.66	0.67
Gender	0.93	0.97	0.88	0.96
Black	0.21	0.18	0.30	0.37
Hispanic	0.03	0.03	0.12	0.07
Asian	0.01	0.01	0.01	0.02

	1996		1997		1998		1999		2000	
	N	%	N	%	N	%	N	%	N	%
Wave 1										
AFRL	819	27.25	844	28.83	840	33.11	961	40.58	1133	48.84
AMRDEC	437	27.03	318	19.16	413	25.62	368	25.48	394	25.00
ARL	354	33.81	472	34.53	272	20.30	550	40.38	518	40.63
MRMC*	83	20.15	83	18.78	60	12.53	30	7.67	41	9.72
NSWC	1031	12.76	1030	12.92	992	13.59	1062	13.37	1199	14.78
Wave 2										
NRL	643	36.37	647	38.33	633	39.84	649	40.54	618	40.71
NUWC — Newport	268	13.07	263	13.76	258	13.54			293	16.21
Wave 3										
NUWC—Keyport	30	4.82	24	4.83	25	5.06	24	5.41	22	7.51
CECOM	246	23.43	341	22.57	333	22.93	332	23.48	341	23.86
TACOM—Armaments	369	16.52	346	16.47	304	15.69	313	16.17	323	17.37
TACOM	131	19.58	122	17.60	120	17.42	115	18.14	126	14.03
SBCCOM	40	13.79	68	16.11	55	13.75	214	19.12	153	22.21
STRICOM	43	17.06	39	15.73	43	16.67	40	16.26	30	15.54
CPDF	11096	36.67	10953	37.46	11271	38.94	11461	40.45	11949	41.54

**Note.** High grades are defined as GS-14 and GS-15. ERDC was excluded from this analysis because GS-14 and GS-15 could not be separated from GS-12 or GS-13.

\*Because MRMC bands span GS-13 and GS-14, numbers are for GS-15 only.

Lab	Number of SSTMs Allocated	Number of SSTM Positions Filled in 2002
AFRL		
All Army	16	
- AMRDEC	0	0
- ARL	0	0
- MRMC	0	0
- ERDC	0	1
NRL	12	12
NSWC	5	5
NUWC	3	3



<b>Table F-18 Average Pay* of Supervisors and Non-Supervisors by Band and Year: Scientists and Engineers</b>											
Band	Sup	1996		1997		1998		1999		2000	
		Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
<b>AFRL</b>											
1	S	40424	7	43441	5	.	.	.	.	.	.
	NS	38980	90	40358	74	42766	31	46237	40	48899	39
2	S	58788	119	61106	101	66790	56	69328	32	70229	20
	NS	57170	1930	59390	1864	62533	1610	64684	1335	66456	1128
3	S	73510	218	76284	179	78384	153	81014	142	82378	143
	NS	73266	318	75122	317	77093	339	78054	489	79515	618
4	S	87213	153	88082	172	91004	174	94540	158	97087	169
	NS	86466	130	87947	176	90703	174	94223	172	96646	203
<b>AMRDEC</b>											
2	S	40811	1	.	.	.	.	.	.	.	.
	NS	39224	67	40347	39	41309	65	43383	41	45096	75
3	S	57339	20	57293	5	63634	5	57278	6	61591	11
	NS	55822	1084	57970	745	60051	1109	64437	1012	66902	1081
4	S	77067	217	79506	162	84655	165	92249	129	95135	149
	NS	73866	220	76165	156	79490	248	85904	239	89837	245
<b>ARL</b>											
2	NS	41195	60	42780	75	41263	39	43277	44	45070	50
3	S	59047	9	60312	15	63009	9	65113	8	70624	4
	NS	54273	609	56384	787	58392	400	62639	710	66014	682
4	S	80239	104	82823	148	86545	70	93179	100	96923	85
	NS	72600	250	74437	324	77209	202	84088	450	88880	433
<b>MRMC</b>											
2	S	47690	3	52750	4	57043	2	51473	7	52528	5
	NS	44347	190	45371	203	47508	115	47860	130	49584	138
3	S	64466	41	65367	45	67566	28	73013	33	75948	33
	NS	62006	147	63564	152	65437	97	67160	128	69562	140
4	S	85870	20	86948	22	90314	16	95409	25	96109	30
	NS	85800	7	87220	11	86764	9	99099	5	93837	11
5	S	.	.	.	.	.	.	.	.	110895	1
	NS	.	.	.	.	.	.	88368	1	88368	1
<b>NSWC</b>											
2	S	25790	1	27206	1	28836	1	29932	1	31176	1
	NS	29723	78	32509	76	33778	116	36912	172	40641	172
3	S	37165	4	35304	4	37436	3	38858	3	40049	1
	NS	40726	378	41159	409	41805	351	43369	460	45191	443
4	S	61341	381	63294	392	65425	327	67989	364	69853	407
	NS	54769	5543	56710	5521	58615	4901	61301	5373	63791	4531
5	S	78628	425	79868	428	82294	397	85563	434	87974	508
	NS	77989	531	79895	520	82605	503	85763	543	88031	584

\* Does not include locality pay.

<b>Table F-18 Cont. Average Pay* of Supervisors and Non-Supervisors by Band and Year: Scientists and Engineers</b>											
Band	Sup	1996		1997		1998		1999		2000	
		Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
<b>ERDC</b>											
2	S	42852	4	41751	2	45149	1	.	.	.	.
	NS	38423	189	39043	131	40142	105	40622	43	40687	66
3	S	.	.	.	.	.	.	51444	2	62686	1
	NS	.	.	.	.	.	.	49713	64	52106	64
4	S	66828	98	69056	86	69924	69	76534	63	79556	72
	NS	55259	948	56991	859	58951	645	62730	602	65578	669
5	S	83373	55	86483	44	88219	28	92898	25	97129	25
	NS	83017	39	85083	39	87017	37	93593	40	97782	48
<b>NRL</b>											
3	S	.	.	.	.	.	.	64255	15	64782	13
	NS	41507	110	42350	90	43975	78	63557	862	65688	811
4	S	60610	38	61709	28	60716	20	95348	153	98086	126
	NS	57370	915	59051	862	61361	809	88417	478	91504	465
5	S	84621	267	87211	176	90369	158	84766	8	103442	19
	NS	78329	376	80604	471	83204	475	79867	10	86368	8
<b>NUWC-N</b>											
1	S	.	.	.	.	.	.	68331	28	.	.
	NS	.	.	.	.	.	.	60965	1521	19716	2
2	S	.	.	.	.	.	.	85849	119	101082	5
	NS	27805	2	30832	5	34851	4	84232	159	58059	11
4	S	62209	45	63696	46	65517	45	.	.	69756	21
	NS	55945	1589	58222	1536	60320	1521	57243	37	64237	1352
5	S	78039	127	80360	111	82838	105	.	.	87388	116
	NS	76575	141	78978	152	81795	153	.	.	85877	177
<b>NUWC-K</b>											
4	S	60180	83	62556	61	64250	58	67295	49	.	.
	NS	55212	346	57199	329	59282	331	62211	314	.	.
5	S	77048	24	79307	22	82035	22	86207	21	.	.
	NS	74250	6	76809	2	78931	3	83394	3	.	.

**Note.** For years prior to implementation, GS grades have been converted to bands.

\* Does not include locality pay.

<b>Table F-19 Average Pay* of Supervisors and Non-Supervisors by Band and Year: Administrative Employees</b>											
Band	Sup	1996		1997		1998		1999		2000	
		Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
<b>AMRDEC</b>											
3	S	48642	9	51330	3	53087	6	56217	3	58517	3
	NS	44944	213	46635	145	48563	207	52257	187	55197	181
4	S	61380	27	65002	12	68347	16	72474	10	75454	7
	NS	57919	30	59025	22	65030	31	68598	34	73319	39
5	S	83736	4	82709	1	90507	3	96107	4	102649	3
	NS	85470	1	89798	1	88620	1	92044	1	.	.
<b>ARL</b>											
2	NS	31173	31	33430	53	35747	22	38234	38	40554	34
3	S	53774	14	57971	24	59642	13	63305	11	70336	6
	NS	45894	143	48212	263	49770	116	54653	234	57976	221
4	S	76621	14	78290	27	77583	11	83674	18	89220	15
	NS	71681	2	72140	11	77108	7	85844	12	91636	8
<b>MRMC</b>											
2	S	38839	1	37264	2	.	.	.	.	42479	1
	NS	33699	41	34422	35	34917	20	36970	18	37913	27
3	S	46547	14	47119	13	46413	6	50671	9	53628	10
	NS	43775	104	44856	111	46651	70	49806	47	51555	50
4	S	60937	21	62044	23	62239	14	66704	12	68545	15
	NS	58166	16	59786	18	61556	12	66305	3	67746	3
<b>NSWC</b>											
2	S	25790	9	26382	8	29027	6	30273	6	35493	1
	NS	27859	42	28649	51	29529	58	30545	32	33159	15
3	S	35400	7	35706	5	41652	1	38958	5	38944	5
	NS	33761	294	34427	289	35746	298	37326	292	38346	73
4	S	48466	99	49651	92	50626	63	52677	60	54800	54
	NS	46084	1882	47367	1782	49380	1645	51664	1695	53896	457
5	S	63748	174	63992	175	65229	147	67856	153	70360	155
	NS	61368	143	62121	175	63725	199	66222	235	68262	228
6	S	84954	19	85195	22	85351	3	92045	3	.	.
	NS	92161	1	83406	2	.	.	.	.	.	.
<b>ERDC</b>											
2	S	29837	3	27710	2	31108	2	37165	3	40640	5
	NS	31496	107	32297	86	33854	102	36973	40	38151	49
3	S	46278	8	45612	9	44706	7	50408	9	53323	9
	NS	43577	165	44508	142	46380	137	49191	56	50979	62
4	S	61376	19	63721	20	67790	15	70705	15	75203	16
	NS	61086	33	61698	34	62037	24	64756	9	68361	16
5	S	84406	6	87335	4	86828	2	94597	2	100313	3
	NS	.	.	.	.	.	.	94646	1	.	.

<b>Table F-19 Cont. Average Pay of Supervisors and Non-Supervisors by Band and Year: Administrative Employees</b>											
Band	Sup	1996		1997		1998		1999		2000	
		Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
<b>ERDC</b>											
2	S	29837	3	27710	2	31108	2	37165	3	40640	5
	NS	31496	107	32297	86	33854	102	36973	40	38151	49
3	S	46278	8	45612	9	44706	7	50408	9	53323	9
	NS	43577	165	44508	142	46380	137	49191	56	50979	62
4	S	61376	19	63721	20	67790	15	70705	15	75203	16
	NS	61086	33	61698	34	62037	24	64756	9	68361	16
5	S	84406	6	87335	4	86828	2	94597	2	100313	3
	NS	.	.	.	.	.	.	94646	1	.	.
<b>NRL</b>											
	NS	.	.	.	.	.	.	20369	3	24486	1
2	S	.	.	.	.	.	.	45015	2	46676	2
	NS	28239	15	30440	14	30719	10	39079	99	40179	100
3	S	37315	4	40174	3	42368	2	54331	28	56190	23
	NS	34873	89	35578	95	37021	88	52442	135	54447	126
4	S	46782	43	48274	35	50580	31	68406	11	69316	11
	NS	46711	143	48091	141	49051	134	69465	21	71537	22
5	S	66080	36	68485	29	71651	25	88203	18	88265	17
	NS	65215	21	66048	22	67394	24	83357	4	87700	4
<b>NUWC-N</b>											
1	S	.	.	.	.	.	.	57973	3	.	.
	NS	.	.	.	.	.	.	50532	56	.	.
2	S	.	.	.	.	.	.	74538	21	92797	7
	NS	26912	4	27875	8	29279	9	60889	17	67194	3
	NS	33362	31	34371	26	35313	25	35671	20	37277	10
4	S	52042	5	53629	3	53530	2	.	.	60228	2
	NS	47113	271	49274	270	51336	281	53638	230	56142	38
5	S	63476	26	65304	22	68697	18	.	.	73198	15
	NS	62593	26	63669	29	65547	30	67405	21	71696	12
6	S	83875	2	91318	2	94142	2	.	.	.	.
	NS	85072	2	87033	1	89725	1	.	.	.	.
<b>NUWC-K</b>											
2	S	33521	1	.	.	.	.	.	.	.	.
	NS	27044	14	31326	1	28901	2	29469	5	.	.
	NS	35280	51	35233	31	36172	35	37305	26	.	.
4	S	48692	25	50947	19	53594	12	56017	14	.	.
	NS	45633	261	47191	216	48914	215	50646	209	.	.
5	S	63913	18	65059	11	63045	17	64662	18	.	.
	NS	67615	4	62175	4	62758	5	64444	8	.	.

**Note.** For years prior to implementation, GS grades have been converted to bands.

\* Does not include locality pay.

<b>Table F-20 Satisfaction with Supervisory Differential by Lab and Year</b>									
151. The supervisory pay differential I receive is adequate compensation for the additional responsibilities under the demonstration project.									
Year	Lab	Disagree		Neither		Agree		Total	
		N	%	N	%	N	%	N	%
1998	AMRDEC	40	61.5	8	12.3	17	26.2	65	100.0
	MRMC	31	66.0	9	19.1	7	14.9	47	100.0
	ERDC	30	61.2	12	24.5	7	14.3	49	100.0
1999	AMRDEC	27	48.2	4	7.1	25	44.6	56	100.0
	MRMC	31	73.8	8	19.0	3	7.1	42	100.0
	ERDC	27	56.3	13	27.1	8	16.7	48	100.0
2001	AMRDEC	41	50.6	13	16.0	27	33.3	81	100.0
	MRMC	18	52.9	8	23.5	8	23.5	34	100.0
	ERDC	30	68.2	8	18.2	6	13.6	44	100.0
Total	1998	101	62.7	29	18.0	31	19.3	161	100.0
	1999	85	58.2	25	17.1	36	24.7	146	100.0
	2001	89	56.0	29	18.2	41	25.8	159	100.0

<b>Table F-21 Internal and External Pay Equity (% Agreement)</b>					
Item	Wave	1996	1998	1999	2000
37. Other employers in this area pay more than the Government does for the kind of work I am doing.	Wave 1	49.8%	60.2%	59.7%	60.4%
	Wave 2	58.5%	66.1%	75.8%	70.7%
	Wave 3	60.8%	65.1%	67.6%	65.4%
	“China Lake”	50.2%	61.3%	—	—
61. Pay differentials here fairly represent real differences in levels of responsibility and job difficulty.	Wave 1	18.4%	18.1%	19.0%	26.1%
	Wave 2	18.9%	17.3%	16.0%	24.6%
	Wave 3	17.1%	19.5%	19.4%	23.1%
	“China Lake”	26.4%	24.4%	—	—

**Table F-22 Bonus Ranges (Minimum and Maximum Amounts) by Lab from 1996 to 2000**

Lab	1996			1997			1998			1999			2000		
	Min	Max	N	Min	Max	N	Min	Max	N	Min	Max	N	Min	Max	N
<b>AFRL</b>															
Prof	23	1465	2262	17	3333	1162	25	2333	999	3	3667	1133	3	2167	1080
<b>AMRDEC*</b>															
Prof	33	2292	994	33	3119	832	0	2081	296	10	5000	1400	6	5776	1199
Admin	50	1900	265	67	3333	157	176	1568	97	10	5000	257	26	5000	218
Tech	50	1383	146	17	881	77	.	.	.	82	4084	98	40	2820	75
Clerical	17	1000	179	17	1467	97	90	759	56	38	2000	170	9	2083	128
Other	83	157	9	82	1000	12	.	.	.	.	.	.	.	.	.
Total	17	2292	1593	17	3333	1175	.	.	.	10	5000	1925	6	5776	1620
<b>ARL</b>															
Prof	58	2500	701	28	3325	908				27	5000	1286	35	3648	1120
Admin	42	2333	150	17	2333	291				50	4000	300	44	3500	261
Tech	67	1817	143	17	1920	171				28	2136	265	28	2105	200
Clerical	42	1400	85	33	1100	121				35	3225	118	35	2500	103
Other	50	833	10	50	1017	18				25	943	21	25	943	16
Total	42	2500	1089	17	3325	1509				25	5000	1990	25	3648	1700
<b>MRMC</b>															
Prof	17	1732	261	33	1667	274				100	7000	215	47	7000	209
Admin	50	2133	122	33	3733	120				100	5000	60	150	3250	52
Tech	17	833	133	33	1667	138				100	2897	81	57	2500	70
Clerical	65	833	96	60	833	92				200	2500	52	200	2500	54
Total	17	2133	612	33	3733	624				100	7000	408	47	7000	385

**Table F-22 Cont. Bonus Ranges (Minimum and Maximum Amounts) by Lab from 1996 to 2000**

Lab	1996			1997			1998			1999			2000		
	Min	Max	N	Min	Max	N	Min	Max	N	Min	Max	N	Min	Max	N
<b>NSWC</b>															
Prof	4	4800	5336	4	8328	5954	25	4378	2474	8	3500	221	2	8999	1010
Admin	8	5000	2058	4	4038	2247	75	5000	1827	2	1900	42	8	5000	170
Tech	8	4500	2373	8	3500	2577	75	2510	2007	2	7033	22	8	1944	155
Clerical	12	2500	601	54	2500	588	50	1800	394	2	1300	6	168	750	18
Other	8	900	245	8	1326	296	135	1708	214	208	208	1	204	498	24
Total	4	5000	10613	4	8328	11662	25	5000	6916	2	7033	292	2	8999	1377
<b>ERDC**</b>															
Prof	33	3683	1139	17	3239	743				75	6000	760	100	4900	142
Admin	17	2431	299	33	1981	242				75	3500	121	150	2470	29
Tech	17	1053	337	17	1240	248				75	2200	118	100	1800	22
Clerical	33	1000	152	33	1417	101				50	1500	123	250	3500	17
Other	73	611	26	100	567	14				245	801	22	150	150	1
Total	17	3683	1953	17	3239	1348				50	6000	1144	100	4900	211
<b>NRL</b>															
Prof	8	5000	1349	16	6000	1294	76	4500	1251	100	18491	1283	100	20720	1210
Admin	8	3500	291	8	5000	295	150	7000	249	275	15447	301	250	8000	285
Tech	16	2700	261	8	2710	239	100	2400	216	100	6695	246	50	7739	217
Clerical	4	2200	232	4	2000	188	100	2000	175	197	5194	165	150	4500	159
Other	40	1012	52	40	1800	47	150	848	36	125	2050	17	150	1000	20
Total	4	5000	2185	4	6000	2063	76	7000	1927	100	18491	2012	50	20720	1891
<b>ArmyW2</b>															
Prof	17	2667	3416	7	4596	3648				25	11800	4238	25	10000	2900
Admin	17	2500	1081	17	3067	1192				25	9536	2928	25	6500	2556
Tech	33	1517	541	28	1733	594				50	3970	794	50	4000	520
Clerical	33	1583	560	25	1650	530				100	4055	725	50	4000	438
Other	25	817	84	38	667	82				100	2300	129	100	2300	108
Total	17	2667	5682	7	4596	6046				25	11800	8814	25	10000	6522

**Table F-22 Cont. Bonus Ranges (Minimum and Maximum Amounts) by Lab from 1996 to 2000**

Lab	1996			1997			1998			1999			2000		
	Min	Max	N	Min	Max	N	Min	Max	N	Min	Max	N	Min	Max	N
<b>NUWC-N</b>															
Prof	25	5000	1561	25	5000	824	25	5000	1371	200	2000	151	200	1250	79
Admin	38	2500	297	100	3700	196	100	3700	279	250	4000	131	200	2000	2
Tech	50	1635	233	150	1200	120	150	2086	202	100	1500	102	.	.	
Clerical	100	2000	139	191	1000	81	191	1200	107	150	1500	55	.	.	
Total	25	5000	2230	25	5000	1221	25	5000	1959	100	4000	439	200	2000	81
<b>NUWC-K</b>															
Prof	88	2300	622	150	3500	383	150	3500	376	35	7500	331	63	3500	192
Admin	88	875	374	200	4500	243	100	4500	248	8	4500	222	50	4500	141
Tech	88	865	251	100	800	160	100	800	153	60	1200	155	25	1500	82
Clerical	88	350	45	16	500	20	100	500	18	145	300	9	200	500	4
Other	100	150	31	200	200	1	.	.		.	.		.	.	
Total	88	2300	1323	16	4500	807	100	4500	795	8	7500	717	25	4500	419

**Note.** This table reflects both special act and service awards, as well as performance and contribution awards. Data in years prior to implementation are from all employees; after and during implementation the data are from covered employees only.

\* In 1998, Administrative data at AMRDEC includes administrative and technical employees.

\*\* The data for ERDC include awards only.



**Table F-23 Mean Bonus Amounts by Lab**

Lab	1996		1997		1998		1999		2000	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
<b>AFRL</b>										
Prof	260	2262	281	1162	291	999	274	1133	295	1080
<b>AMRDEC*</b>										
Prof	516	994	581	832	826	296	1084	1400	1299	1199
Admin	427	265	451	157	674	97	822	257	875	218
Tech	351	146	326	77	.	.	598	98	625	75
Clerical	294	179	331	97	365	56	528	170	533	128
Other	120	9	287	12	.	.	.	.	.	.
Total	459	1593	523	1175	.	.	975	1925	1150	1620
<b>ARL</b>										
Prof	596	701	665	908			663	1286	599	1120
Admin	567	150	610	291			487	300	503	261
Tech	397	143	437	171			428	265	434	200
Clerical	350	85	384	121			352	118	329	103
Other	352	10	443	18			184	21	201	16
Total	545	1089	604	1509			582	1990	545	1700
<b>MRMC</b>										
Prof	464	261	431	274			1283	215	1235	209
Admin	389	122	366	120			1263	60	1103	52
Tech	274	133	290	138			904	81	847	70
Clerical	288	96	319	92			839	52	821	54
Total	380	612	371	624			1148	408	1089	385

**Table F-23 Cont. Mean Bonus Amounts by Lab**

Lab	1996		1997		1998		1999		2000	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
<b>NSWC</b>										
Prof	717	5336	885	5954	733	2474	440	221	465	1010
Admin	630	2058	659	2247	719	1827	553	42	485	170
Tech	503	2373	514	2577	632	2007	792	22	377	155
Clerical	457	601	506	588	591	394	710	6	397	18
Other	360	245	359	296	491	214	208	1	233	24
Total	629	10613	727	11662	684	6916	488	292	453	1377
<b>ERDC**</b>										
Prof	594	1139	581	743			1203	760	915	142
Admin	525	299	497	242			837	121	538	29
Tech	298	337	273	248			563	118	431	22
Clerical	278	152	300	101			427	123	664	17
Other	256	26	260	14			460	22	150	1
Clerical	350	85	384	121			352	118	329	103
Other	352	10	443	18			184	21	201	16
Total	545	1089	604	1509			582	1990	545	1700
<b>NRL</b>										
Prof	1123	1349	1116	1294	1173	1251	2284	1283	2454	1210
Admin	886	291	901	295	1126	249	1562	301	1483	285
Tech	694	261	637	239	706	216	1062	246	1093	217
Clerical	570	232	563	188	699	175	1126	165	990	159
Other	434	52	581	47	598	36	609	17	472	20
Total	965	2185	967	2063	1061	1927	1918	2012	2007	1891
<b>Army W2</b>										
Prof	551	3416	547	3648			1281	4238	1338	2900
Admin	499	1081	463	1192			987	2928	985	2556
Tech	361	541	359	594			805	794	827	520
Clerical	350	560	324	530			769	725	775	438
Other	217	84	187	82			506	129	503	108

Table F-23 Cont. Mean Bonus Amounts by Lab										
Lab	1996		1997		1998		1999		2000	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
Total	498	5682	488	6046			1087	8814	1107	6522

Table F-23 Cont. Mean Bonus Amounts by Lab										
Lab	1996		1997		1998		1999		2000	
	Mean	N	Mean	N	Mean	N	Mean	N	Mean	N
<b>NUWC-N</b>										
Prof	919	1561	869	824	1091	1371	439	151	306	79
Admin	789	297	780	196	853	279	1023	131	1100	2
Tech	515	233	532	120	686	202	752	102	.	
Clerical	481	139	513	81	558	107	667	55	.	
Total	832	2230	798	1221	986	1959	714	439	325	81
<b>NUWC-K</b>										
Prof	170	622	549	383	552	376	649	331	683	192
Admin	122	374	496	243	479	248	510	222	505	141
Tech	124	251	396	160	398	153	448	155	408	82
Clerical	112	45	261	20	291	18	227	9	344	4
Other	102	31	200	1	.		.		.	
Total	144	1323	495	807	494	795	557	717	566	419

**Note.** This table reflects both special act and service awards, as well as performance and contribution awards.

\* In 1998, Administrative data at AMRDEC includes administrative and technical employees.

\*\* The data for ERDC include awards only.

<b>Table F-24 Percentage of Employees Receiving a Bonus by Lab</b>										
<b>Lab</b>	<b>1996</b>		<b>1997</b>		<b>1998</b>		<b>1999</b>		<b>2000</b>	
	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
<b>AFRL</b>										
Prof	2262	75.83	1162	40.01	999	39.38	1133	47.85	1080	46.55
<b>AMRDEC*</b>										
Prof	994	61.55	832	74.75	296	99.66	1400	98.11	1199	76.76
Admin	265	79.10	157	73.71	97	100	257	95.54	218	81.04
Tech	146	76.84	77	66.96	.	.	98	98.00	75	80.65
Clerical	179	74.90	97	64.24	56	100	170	96.59	128	80.00
Other	9	36.00	12	50.00	.	.				
<b>ARL</b>										
Prof	701	67.60	908	66.91			1286	98.02	1120	88.89
Admin	150	73.17	291	76.98			300	95.54	261	91.90
Tech	143	66.20	171	58.76			265	98.51	200	82.64
Clerical	85	77.98	121	81.21			118	97.52	103	91.15
Other	10	71.43	18	54.55			21	84.00	16	59.26
<b>MPMC</b>										
Prof	261	63.66	274	62.27			215	65.35	209	58.22
Admin	122	61.93	120	59.41			60	67.42	52	49.06
Tech	133	63.94	138	66.03			81	72.97	70	58.82
Clerical	96	56.47	92	54.76			52	73.24	54	60.67
<b>NSWC</b>										
Prof	5336	72.63	5954	80.90	2474	37.13	221	3.32	1010	15.02
Admin	2058	77.08	2247	86.39	1827	74.54	42	4.25	170	16.49
Tech	2373	78.81	2577	88.71	2007	78.49	22	3.29	155	22.69
Clerical	601	72.85	588	82.35	394	73.78	6	4.84	18	15.52
Other	245	50.62	296	62.98	214	69.26	1	1.28	24	34.78
<b>ERDC**</b>										
Prof	1139	85.00	743	63.61			760	90.58	142	15.01
Admin	299	87.68	242	81.48			121	89.63	29	18.13
Tech	337	82.00	248	69.27			118	93.65	22	14.77
Clerical	152	79.17	101	66.89			123	94.62	17	11.26
Other	26	65.00	14	41.18			22	68.75	1	3.45
<b>NRL</b>										
Prof	1349	77.53	1294	77.95	1251	80.04	1283	78.04	1210	76.78
Admin	291	81.28	295	85.26	249	77.81	301	86.25	285	88.24
Tech	261	74.15	239	71.56	216	66.46	246	63.73	217	56.36
Clerical	232	72.50	188	63.09	175	71.72	165	66.53	159	68.24
Other	52	42.62	47	46.08	36	39.56	17	29.82	20	29.41

<b>Table F-24 Cont. Percentage of Employees Receiving a Bonus by Lab</b>										
<b>Lab</b>	<b>1996</b>		<b>1997</b>		<b>1998</b>		<b>1999</b>		<b>2000</b>	
	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>	<b>N</b>	<b>%</b>
<b>NUWC – Newport</b>										
Prof	1561	76.41	824	43.35	1371	72.31	151	8.04	79	4.52
Admin	297	80.93	196	54.29	279	75.82	131	35.60	2	2.30
Tech	233	74.20	120	44.12	202	70.63	102	36.17		
Clerical	139	77.22	81	54.73	107	75.35	55	48.67		
<b>NUWC – Keyport</b>										
Prof	622	100	383	77.22	376	76.27	331	74.55	192	65.53
Admin	374	100	243	85.87	248	86.41	222	79.00	141	70.85
Tech	251	100	160	84.66	153	83.61	155	84.70	82	50.31
Clerical	45	100	20	83.33	18	78.26	9	69.23	4	66.67
Other	31	88.57	1	100					32	74.42
<b>Army Wave III</b>										
Prof	3416	78.55	3648	77.11			4238	82.77	2900	59.40
Admin	1081	77.99	1192	79.73			2928	82.85	2556	61.92
Tech	541	73.91	594	76.55			794	85.47	520	56.89
Clerical	560	73.49	530	76.04			725	83.14	438	58.56
Other	84	62.22	82	57.75			129	72.47	108	54.27

**Note.** This reflects both special act and service awards, as well as performance and contribution awards.

\* In 1998, Administrative data at AMRDEC includes administrative and technical employees.

\*\* The data for ERDC include awards only.

**Table F-25 Mean Organizational Commitment by Lab and Occupational Group**

	Prof		Admin		Tech		Clerical		Other		Total	
	M	N	M	N	M	N	M	N	M	N	M	N
AFRL	3.32	837	3.33	129	3.08	32	3.52	40	3.25	27	3.32	1067
AMRDEC	3.53	919	3.54	101	3.27	68	3.49	58	3.07	19	3.50	1176
ARL	2.89	187	3.25	53	2.97	44	3.20	23	3.07	9	2.99	319
MRMC	3.63	77	3.34	75	3.50	32	3.41	23	3.78	3	3.49	211
NSWC	3.28	1474	3.41	211	3.13	178	3.34	41	3.31	63	3.28	1970
ERDC	3.29	425	3.20	66	3.23	59	3.25	48	3.63	9	3.27	610
NRL	3.46	417	3.17	123	3.42	40	3.23	60	3.08	36	3.37	678
NUWC	3.15	612	3.36	130	3.29	137	3.02	18	3.67	22	3.20	968
CECOM	3.34	294	3.29	45	3.21	44	3.63	10	3.63	8	3.33	401
TACOM - Armaments	3.35	425	3.35	98	3.35	66	3.59	30	3.45	17	3.37	640
TACOM	3.34	338	3.30	380	3.26	144	3.21	44	3.31	100	3.30	1013
SBCCOM	3.55	139	3.55	58	3.49	21	3.52	16	3.22	9	3.53	247

**Table F-26 Regression Results Predicting Organizational Commitment**

	Step 1	Step 2	Step 3
Pay and Advancement			
Advancement Opportunities	0.33***	0.18***	0.07***
External Pay Equity	-0.01	0.01	0.03***
Pay Satisfaction	0.27***	0.11***	0.08***
Performance Appraisal			
Performance Appraisal Fairness	--	0.22***	0.06***
Pay-Performance Link	--	0.16***	0.10***
Internal Pay Equity	--	0.08***	0.07***
Job Characteristics			
Job Challenge	--	--	0.01
Quality of Supervision	--	--	0.25***
Job Satisfaction	--	--	0.30***
R <sup>2</sup>	.32	.39	.52

Note. Entries are standardized regression weights. \*\*\* p < .001.

**Table F-27 Turnover of Permanent Employees by PATCO Across Time**

Lab and Occupational Group	1996			1997			1998			1999			2000		
	Total N	Separations N	%	Total N	Separations N	%	Total N	Separations N	%	Total N	Separations N	%	Total N	Separations N	%
AFRL*															
Professionals	2881	139	4.8%	2479	167	6.71%	2531	176	7.0%	2497	230	9.2%	2357	153	6.5%
AMRDEC															
Professionals	1635	33	2.0%	1722	62	3.6%	1672	62	3.7%	1592	138	8.7%	1631	29	1.8%
Administrative	334	12	3.6%	336	7	2.1%	303	10	3.3%	312	44	14.1%	283	7	2.5%
Technicians	188	2	1.1%	145	7	4.8%	112	1	0.9%	114	16	14.0%	93	1	1.1%
Clerical	221	11	5.0%	215	8	3.7%	220	17	7.7%	192	16	8.3%	156	1	0.6%
ARL															
Professionals	1110	38	3.4%	1453	120	8.3%	1399	39	2.8%	1409	49	3.5%	1333	38	2.9%
Administrative	198	0		360	23	6.4%	350	12	3.4%	340	10	2.9%	297	5	1.7%
Technicians	225	3	1.3%	305	26	8.5%	292	6	2.1%	286	10	3.5%	255	6	2.4%
Clerical	103	2	1.9%	146	11	7.5%	127	5	3.9%	130	4	3.1%	120	3	2.5%
MRMC															
Professionals	417	29	7.0%	439	18	4.1%	464	16	3.4%	357	20	5.6%	376	10	2.7%
Administrative	196	9	4.6%	204	4	2.0%	234	12	5.1%	96	3	3.1%	115	3	2.6%
Technicians	200	9	4.5%	203	12	5.9%	223	5	2.2%	142	9	6.3%	142	4	2.8%
Clerical	138	6	4.3%	136	12	8.8%	149	8	5.4%	83	4	4.8%	87	2	2.3%
NSWC															
Professionals	8153	659	8.1%	8045	568	7.1%	7368	553	7.5%	8013	690	8.6%	8184	557	6.8%
Administrative	3055	311	10.2%	2892	300	10.4%	2672	180	6.7%	2726	258	9.5%	2664	157	5.9%
Technicians	3424	364	10.6%	3158	258	8.2%	2771	181	6.5%	2785	249	8.9%	2652	141	5.3%
Clerical	954	144	15.1%	785	100	12.7%	570	35	6.1%	540	69	12.8%	482	37	7.7%

**Table F-27 Cont. Turnover of Permanent Employees by PATCO Across Time**

Lab and Occupational Group	1996			1997			1998			1999			2000		
	Total N	Separations N	%	Total N	Separations N	%	Total N	Separations N	%	Total N	Separations N	%	Total N	Separations N	%
ERDC															
Professionals	1414	60	4.2%	1255	71	5.7%	1278	71	5.6%	1230	42	3.4%	1183	27	2.3%
Administrative	361	18	5.0%	300	14	4.7%	299	14	4.7%	286	12	4.2%	270	8	3.0%
Technicians	424	18	4.2%	372	34	9.1%	397	22	5.5%	299	16	5.4%	262	4	1.5%
Clerical	183	12	6.6%	145	7	4.8%	127	4	3.1%	180	7	3.9%	181	5	2.8%
NRL**															
Professionals	1972	118	6.0%	1952	173	8.9%	1896	230	12.1%	1751	82	4.7%	1762	139	7.9%
Administrative	408	29	7.1%	411	36	8.8%	405	57	14.1%	386	35	9.1%	368	36	9.8%
Technicians	400	42	10.5%	361	35	9.7%	346	52	15.0%	345	15	4.3%	312	35	11.2%
Clerical	362	21	5.8%	339	40	11.8%	305	52	17.0%	239	26	10.9%	236	36	15.3%
NRL ***															
ES Employees	30	2	6.7%	29	0	0	29	0	0	28	2	7.1%	26	0	0
GM Employees	962	51	5.3%	832	64	7.7%	742	73	9.8%	NA	NA	NA	NA	NA	NA
GS Employees	2534	255	10.1%	2571	286	11.1%	2577	319	12.4%	NA	NA	NA	NA	NA	NA
NC Admin. Support	NA	NA	NA	NA	NA	NA	NA	NA	NA	475	3	0.6%	512	81	15.8%
NO Admin. S&P	NA	NA	NA	NA	NA	NA	NA	NA	NA	416	1	0.2%	452	47	10.4%
NP S&E Professional	NA	NA	NA	NA	NA	NA	NA	NA	NA	1695	4	0.2%	1778	171	9.6%
NR S&E Technical	NA	NA	NA	NA	NA	NA	NA	NA	NA	208	2	1.0%	286	64	22.4%
NUWC Newport															
Scientists & Engineers	2297	233	10.1%	2136	218	10.2%	1949	105	5.4%	1912	99	5.2%	1881	155	8.2%
S & E Technicians	297	46	15.5%	244	46	18.9%	195	15	7.7%	189	5	2.6%	197	14	7.1%
Other Technicians	54	8	14.8%	47	8	17.0%	48	3	6.3%	44	1	2.3%	46	5	10.9%



Admin. Professions	471	56	11.9%	442	57	12.9%	409	12	2.9%	430	22	5.1%	426	30	7.0%
Admin. Support	187	45	24.1%	143	27	18.9%	112	2	1.8%	100	6	6.0%	91	9	9.9%
Secretarial & Clerical	263	53	11.9%	211	48	12.9%	157	10	2.9%	141	9	5.1%	129	16	7.0%
<b>Table F-27 Cont. Turnover of Permanent Employees by PATCO Across Time</b>															
<b>Lab and Occupational Group</b>	<b>1996</b>			<b>1997</b>			<b>1998</b>			<b>1999</b>			<b>2000</b>		
	<b>Total N</b>	<b>Separations N</b>	<b>%</b>	<b>Total N</b>	<b>Separations N</b>	<b>%</b>	<b>Total N</b>	<b>Separations N</b>	<b>%</b>	<b>Total N</b>	<b>Separations N</b>	<b>%</b>	<b>Total N</b>	<b>Separations N</b>	<b>%</b>
NUWC Keyport															
Scientists & Engineers	711	40	5.6%	674	140	20.8%	529	45	8.5%	495	22	4.4%	481	45	9.4%
Technical Specialists	647	47	7.3%	626	179	28.6%	464	42	9.1%	445	34	7.6%	433	45	10.4%
Administrative	202	14	6.9%	190	66	34.7%	126	8	6.3%	123	43	35.0%	77	11	14.3%
TACOM															
Professionals	672	27	4.0%	698	23	3.3%	694	16	2.3%	622	24	3.9%	879	11	1.3%
Administrative	217	5	2.3%	218	11	5.0%	204	13	6.4%	1338	37	2.8%	2197	12	0.6%
Technicians	133	4	3.0%	147	6	4.1%	173	0		134	7	5.2%	190	2	1.1%
Clerical	122	11	9.0%	80	5	6.3%	53	5	9.4%	200	10	5.0%	229	5	2.2%
CECOM															
Professionals	1031	42	4.1%	1505	123	8.2%	1461	72	4.9%	1422	64	4.5%	1437	43	3.0%
Administrative	311	12	3.9%	395	63	15.9%	366	62	16.9%	1253	88	7.0%	1130	75	6.6%
Technicians	79	6	7.6%	138	15	10.9%	138	11	8.0%	175	5	2.9%	169	8	4.7%
Clerical	139	10	7.2%	183	21	11.5%	165	17	10.3%	199	16	8.0%	177	9	5.1%
SBCCOM															
Professionals	289	21	7.3%	426	28	6.6%	403	14	3.5%	1119	35	3.1%	694	24	3.5%
Administrative	110	12	10.9%	208	15	7.2%	168	8	4.8%	407	5	1.2%	240	6	2.5%
Technicians	63	11	17.5%	96	4	4.2%	82	4	4.9%	275	13	4.7%	197	4	2.0%
Clerical	56	4	7.1%	83	9	10.8%	82	2	2.4%	219	9	4.1%	126	6	4.8%
STRICOM															
Professionals	226	7	3.1%	223	8	3.6%	229	7	3.1%	217	5	2.3%	193	4	2.1%

Administrative	209	8	3.8%	205	11	5.4%	201	3	1.5%	181	11	6.1%	184	7	3.8%
Technicians	7	0	0	7	0	0	11	0	0	13	0	0	8	0	0
Clerical	59	7	11.9%	53	2	3.8%	52	4	7.7%	43	0	0	37	1	2.7%

<b>Table F-27 Cont. Turnover of Permanent Employees by PATCO Across Time</b>															
<b>Lab and Occupational Group</b>	<b>1996</b>			<b>1997</b>			<b>1998</b>			<b>1999</b>			<b>2000</b>		
	<b>Total N</b>	<b>Separations N</b>	<b>%</b>	<b>Total N</b>	<b>Separations N</b>	<b>%</b>	<b>Total N</b>	<b>Separations N</b>	<b>%</b>	<b>Total N</b>	<b>Separations N</b>	<b>%</b>	<b>Total N</b>	<b>Separations N</b>	<b>%</b>
CPDF															
Professionals	33628	2033	6.0%	32424	2257	7.0%	31977	1887	5.9%	31678	1633	5.2%	.	.	.
Administrative	17917	1334	7.4%	17812	1714	9.6%	18203	1391	7.6%	18312	1107	6.0%	18917	?	?
Technicians	5339	404	7.6%	5001	426	8.5%	4664	335	7.2%	4619	296	6.4%	4564	?	?
Clerical	4655	485	10.4%	4013	514	12.8%	3358	399	11.9%	3147	282	9.0%	3023	?	?

**Source.** OPM Workforce Data

**Note.** AFRL numbers for 1996 and 1997 were taken from AFRL comments on the report, not from OPM's WFD. Turnover for NUWC (Keyport and Newport) were taken from spreadsheets submitted by these labs rather than from OPM's WFD file.

\* Professionals Only

\*\* Using OPM's WFD & PATCO definitions

\*\*\* by Pay Plan: NRL separation data were provided in a different format and could not be reported by PATCO category.

<b>Table F-28 STARTURN Separations by Lab</b>			
	<b>N</b>	<b>Number of Separated</b>	<b>Percentage Separated</b>
<b>AFRL</b>			
Lowest	100	28	28.0%
Medium	433	93	21.5%
Highest	619	117	18.9%
<b>AMRDEC</b>			
Lowest	93	9	9.7%
Medium	418	23	5.5%
Highest	398	23	5.8%
<b>ARL</b>			
Lowest	6	0	0.0%
Medium	52	0	0.0%
Highest	48	1	2.1%
<b>MRMC</b>			
Lowest	3	0	0.0%
Medium	13	0	0.0%
Highest	8	1	12.5%
<b>NUWC Newport</b>			
Lowest	3	0	0.0%
Medium	13	3	23.1%
Highest	13	0	0.0%
<b>TACOM*</b>			
Lowest	56	3	5.4%
Medium	345	24	7.0%
Highest	411	20	4.9%
<b>CECOM*</b>			
Lowest	31	1	3.2%
Medium	107	11	10.3%
Highest	62	9	14.5%
<b>STRICOM*</b>			
Lowest	2	0	0.0%
Medium	12	0	0.0%
Highest	42	3	7.1%

\* Non-Starturn separation rates.

<b>Table F-29 Highest Rated Starturn Employees Who Subsequently Separated</b>						
<b>Lab</b>	<b>Rating</b>	<b>Occupation</b>	<b>Gender</b>	<b>Race</b>	<b>Age</b>	<b>Education</b>
AFRL	10	Physics	M	White	38	Doctorate
AFRL	10	Physics	F	White	37	Doctorate
AFRL	10	Electronics Engineering	M	White	32	Post Masters
AFRL	10	Electronics Engineering	M	White	39	Doctorate
AFRL	10	General Physical Science	M	White	45	Doctorate
AFRL	10	Physics	M	White	46	Doctorate
AFRL	10	Physics	M	White	60	Doctorate
AFRL	10	General Engineering	M	White	61	Doctorate
AFRL	10	Materials Engineering	F	White	37	Doctorate
AFRL	10	Aerospace Engineering	M	White	35	Doctorate
AFRL	10	Chemistry	M	White	41	Masters
AFRL	10	Aerospace Engineering	M	White	54	Masters
AFRL	10	Electronics Engineering	M	White	59	Bachelors
AFRL	10	Electronics Engineering	M	White	59	Post Masters
AFRL	10	Toxicology	M	White	48	Doctorate
AFRL	10	Electronics Engineering	M	White	39	Bachelors
AFRL	10	Electronics Engineering	M	White	52	Masters
AFRL	10	Electronics Engineering	M	White	60	Bachelors
AFRL	10	Aerospace Engineering	M	White	61	Post Bachelors
AFRL	10	Computer Science	M	White	41	Bachelors
AFRL	10	Materials Engineering	M	White	45	Doctorate
AFRL	10	Aerospace Engineering	M	White	34	Doctorate
AFRL	10	Aerospace Engineering	M	White	64	Post Bachelors
AFRL	10	Aerospace Engineering	M	White	56	Masters
AFRL	10	Electrical Engineering	M	White	59	Bachelors
AFRL	10	Electronics Engineering	M	White	51	Bachelors
AFRL	10	Aerospace Engineering	M	White	57	Masters
AFRL	10	Mechanical Engineering	M	White	33	Masters
AFRL	10	Electronics Engineering	M	White	59	Post Bachelors
AFRL	10	Electronics Engineering	M	White	45	Bachelors
AFRL	10	Aerospace Engineering	M	White	60	Doctorate
AFRL	10	Physics	M	White	35	Doctorate
AFRL	10	Chemistry	M	White	65	Doctorate
AFRL	9	General Physical Science	M	White	63	Bachelors
AFRL	9	Electronics Engineering	M	White	33	Masters
AFRL	9	General Physical Science	M	White	54	Masters
AFRL	9	General Physical Science	M	White	62	Doctorate
AFRL	9	Electronics Engineering	M	White	31	Masters
AFRL	9	Aerospace Engineering	M	White	72	Bachelors
AFRL	9	Physics	M	White	51	Doctorate
AFRL	9	Physics	M	White	34	Doctorate
AFRL	9	Aerospace Engineering	M	White	66	Bachelors
AFRL	9	Aerospace Engineering	M	White	32	Masters
AFRL	9	Electronics Engineering	M	Hispanic	34	Masters

**Table F-29 Cont. Highest Rated Starturn Employees Who Subsequently Separated**

Lab	Rating	Occupation	Gender	Race	Age	Education
AFRL	9	General Physical Science	M	White	67	Doctorate
AFRL	9	General Physical Science	M	White	9	Doctorate
AFRL	9	General Engineering	M	White	60	Post Bachelors
AFRL	9	Computer Science	M	White	74	Doctorate
AFRL	9	General Physical Science	M	White	57	Post Bachelors
AFRL	9	Electronics Engineering	F	White	38	Masters
AFRL	9	Operations Research	M	White	57	Post Bachelors
AFRL	9	Electronics Engineering	M	White	66	Masters
AFRL	9	Electronics Engineering	M	White	41	Masters
AFRL	9	Computer Engineering	M	White	37	Bachelors
AFRL	9	Aerospace Engineering	M	Hispanic	61	Masters
AFRL	9	Aerospace Engineering	M	White	61	Doctorate
AFRL	9	Electronics Engineering	M	Asian	31	Doctorate
AFRL	9	Aerospace Engineering	M	White	63	Bachelors
AFRL	9	Psychologist	F	Asian	43	Doctorate
AFRL	9	Aerospace Engineering	M	White	30	Doctorate
AVRDEC	10	General Engineering	M	White	34	Post Bachelors
AVRDEC	10	General Engineering	M	White	29	Bachelors
AVRDEC	10	Aerospace Engineering	F	White	38	Post Masters
AVRDEC	10	Computer Engineering	M	Hispanic	31	Bachelors
AVRDEC	10	Computer Engineering	M	Asian	28	Masters
AVRDEC	9	Electronics Engineering	M	White	59	Bachelors
AVRDEC	9	General Engineering	M	White	57	Bachelors
AVRDEC	9	General Engineering	M	White	60	Bachelors
ARL	9	Mathematics	M	White	63	Bachelors
ARL	9	Mechanical Engineering	M	White	61	Masters
ARL	9	Electronics Engineering	M	White	36	Bachelors
ARL	9	Electronics Engineering	M	White	54	Maters

**Table F-30 Summary of Statistics of Those Rated 9 or 10 in STARTURN**

Demographic Group	2000				1999				1998			
	Total		Separations		Total		Separations		Total		Separations	
	N	%	N	%	N	%	N	%	N	%	N	%
<b>Gender</b>												
Female	4	4.9%	0	0	120	9.2%	2	3.8%	30	6.1%	6	7.2%
Male	77	95.1%	1	100%	1189	90.8%	50	96%	459	93.9%	77	93%
Total	81		1		1309		52		489		83	
<b>Race</b>												
American Indian/Alaskan					10	0.8%	0	0	1	0.2%	0	0
Asian/PI	3	3.8%	0	0	74	5.7%	2	3.8%	17	3.7%	1	1.2%
Black	1	1.3%	0	0	37	2.8%	0	0	4	0.9%	0	0
Hispanic	4	5.0%	0	0	36	2.8%	1	1.9%	13	2.9%	2	2.4%
White	72	90.0%	2	100%	1152	88.0%	49	94%	420	92.3%	80	96%
Total	80		2		1309		52		455		83	
<b>Education</b>												
High School	3	3.7%	0	0	13	1.0%	0	0	2	0.4%	2	0
Some College					12	0.9%	0	0	2	0.4%	0	0
Associate Degree					2	0.2%	0	0	0	0.0%	0	0
3 or 4 years college					7	0.5%	0	0	0	0.0%	0	0
Bachelors	10	12.3%	0	0	446	34.1%	21	40.4%	81	17.8%	15	18.1%
Post-Bachelors	1	1.2%	0	0	153	11.7%	6	11.5%	40	8.8%	11	13.3%
First Professional	1	1.2%	1	50%	6	0.5%	0	0%	0	0.0%	0	0%
Masters Degree	17	21.0%	1	50%	384	29.3%	13	25%	168	36.9%	28	34%
Post-Masters	4	4.9%	0	0	55	4.2%	3	5.8%	27	5.9%	2	2.4%
Doctorate	43	53.1%	0	0	207	15.8%	9	17.3%	130	28.6%	25	30.1%
Post-Doctorate	2	2.5%	0	0	24	1.8%	0	0	5	1.1%	0	0
Total	81		2		1309		52		455		83	
<b>Job Series</b>												
Intelligence									2	0.4%	1	1.3%
Psychologist	1	1.2%	0	0	26	2.0%	1	2.0%	8	1.6%	3	3.8%
General Anthropology					2	0.2%	0	0.0%	2	0.4%	0	0.0%
Misc Admin & Program					3	0.2%	0	0.0%	0	0.0%	0	0.0%
Computer Specialist					2	0.2%	0	0.0%	0	0.0%	0	0.0%
General Biological Science					2	0.2%	0	0.0%	1	0.2%	0	0.0%
Microbiology					10	0.8%	0	0.0%	0	0.0%	0	0.0%
Physiology	1	1.2%	0	0	8	0.6%	0	0.0%	1	0.2%	0	0.0%
Toxicology					2	0.2%	1	2.0%	2	0.4%	1	1.3%
Veterinary Science					1	0.1%	0	0.0%	0	0.0%	0	0.0%
General Engineering	11	13.4%	0	0	152	11.6%	0	0.0%	44	9.0%	5	0.0%
Safety Engineering					2	0.2%	0	0.0%	0	0.0%	0	0.0%
Materials Engineering					19	1.5%	1	2.0%	19	3.9%	5	6.4%
Civil Engineering					2	0.2%	0	0.0%	1	0.2%	0	0.0%
Environmental	1	1.2%	0	0	1	0.1%	0	0.0%	0	0.0%	0	0.0%

**Table F-30 Summary of Statistics of Those Rated 9 or 10 in STARTURN**

Demographic Group	2000				1999				1998			
	Total		Separations		Total		Separations		Total		Separations	
	N	%	N	%	N	%	N	%	N	%	N	%
Engineering												
Mechanical Engineering	6	7.3%	0	0	74	5.7%	2	4.0%	25	5.1%	3	3.8%
Nuclear Engineering	1	1.2%	0	0					1	0.2%	0	0.0%
Electrical Engineering	1	1.2%	0	0	8	0.6%	1	2.0%	4	0.8%	0	0.0%
Computer Engineering					143	10.9%	3	6.0%	12	2.5%	2	2.6%
Electronics Engineering	17	20.7%	2	100%	447	34.2%	20	40.0%	170	34.8%	23	29.5%
Electronics Technician					3	0.2%	0	0.0%	0	0.0%	0	0.0%
Biomedical Engineering	1	1.2%	0	0	3	0.2%	0	0.0%	3	0.6%	0	0.0%
Aerospace Engineering	3	3.7%	0	0	207	15.8%	14	28.0%	110	22.5%	15	19.2%
Ceramic Engineering									1	0.2%	0	0.0%
Chemical Engineering	1	1.2%	0	0	7	0.5%	0	0.0%	5	1.0%	0	0.0%
Industrial Engineering					2	0.2%	0	0.0%	1	0.2%	0	0.0%
General Arts & Inform.									1	0.2%	0	0.0%
General Physical Science	5	6.1%	0	0	25	1.9%	0	0.0%	22	4.5%	8	10.3%
Physics	24	29.3%	0	0	67	5.1%	1	2.0%	31	6.3%	8	10.3%
Chemistry	7	8.5%	0	0	20	1.5%	1	2.0%	12	2.5%	2	2.6%
Metallurgy					2	0.2%	0	0.0%	1	0.2%	0	0.0%
Meteorology					4	0.3%	0	0.0%	1	0.2%	0	0.0%
Cartography									1	0.2%	0	0.0%
Operations Research	1	1.2%	0	0	20	1.5%	2	4.0%	2	0.4%	1	1.3%
Mathematics					11	0.8%	1	2.0%	3	0.6%	0	0.0%
Mathematical Statistician					5	0.4%	1	2.0%	0	0.0%	0	0.0%
Computer Science	1	1.2%	0	0	28	2.1%	1	2.0%	3	0.6%	1	1.3%
Total	82		2		1308		50		489		78	
<b>Age Group</b>												
20-29	4	4.9%	0	2	33	2.5%	2	3.8%	33	2.5%	2	3.8%
30-39	30	36.6%	2	100%	490	37.4%	18	34.6%	490	37.4%	18	34.6%
40-49	27	32.9%	0	0	431	32.9%	5	9.6%	431	32.9%	5	9.6%
50-59	19	23.2%	0	0	283	21.6%	13	25.0%	283	21.6%	13	25.0%
60-69	2	2.4%	0	0	69	5.3%	14	26.9%	69	5.3%	14	26.9%
70 and above	0	0.0%	0	0	3	0.2%	0	0.0%	3	0.2%	0	0.0%
Total	82		2		1309		52		1309		52	