

RESEARCH REPORT

2018 Public Procurement Compensation & Retention Benchmark Study

SPONSORED IN PART BY:
The NIGP Business Council

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nigp.org

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August 2018

Produced for:



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EXECUTIVE SUMMARY

The National Institute of Governmental Purchasing (NIGP) is pleased to offer its seventh biennial Compensation Survey Report on positions within public sector procurement. The primary goal of this biennial study is to provide comparative compensation information to assist in classifying public procurement positions and determining appropriate salary ranges. This year's report also includes a supplement on retention and turnover rates.

NIGP issued its first Compensation Survey Report in 2003 in collaboration with Dr. Mohamad G. Alkadry, currently of the University of Connecticut's Department of Public Policy. The first study was conducted in January 2003, and was repeated in the first quarter of 2005, the first quarter of 2007, the first quarter of 2009, 2011, and most recently, the first of quarter of 2016. The current report, co-authored by Dr. Mohamad Alkadry and Dr. Susannah Ali, covers the 2018 study and reports key data from the previous four studies. Each of the studies covered two years of data as respondents were asked to report their current year salary (as of the previous December) as well as their previous year's salary. Therefore, for the first time, this report includes a fourteen-year salary trend for procurement professionals starting with 2001 through 2018. No data was collected between 2011 and 2015.

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Second, NIGP issued a survey to all individuals receiving member benefits, which asked about their salary and various things that affect their salary including certification, education, benefits, and bonuses. The individual survey data allows NIGP to report average and median salaries summarized by level of government, highest education completed, field of education, number of certifications, gender, and race. The individual survey provides information for the same seventeen (17) positions. While for some positions, not enough people responded to allow for valid analysis, for most of the 17 positions, further breakdowns of salary data is provided for key variables that could affect how much an individual earns: entity type, education level, education field, and number of certifications. Finally, breakdowns by gender, race, and presence of a collective bargaining unit are provided for informational purposes only.

The two surveys resulted in self-reported responses from 590 procurement agencies (in prior years, we had 390-818 agencies respond) and 2,450 (in prior years, 1,943 and 2,674) procurement professionals in various positions from the United States and Canada. Each of the 590 agencies reported on one (1) or more of the seventeen (17) positions.

Titles for similar public procurement positions vary across the United States and Canada. This study uses a designated set of titles and descriptions, as shown on the following page, to define the position regardless of the actual title used in each agency. For the purposes of this study, procurement and purchasing are used interchangeably, and a division is considered a subset of a department.

The responses cover small to large agencies at the federal, state, and local levels of government.

Figure 1a. Reporting Agencies by Region

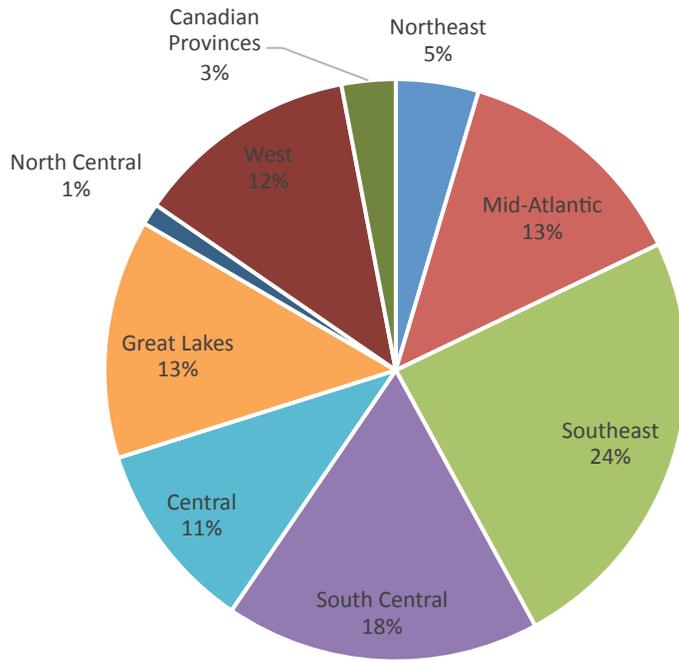


Figure 1b. Reporting Agencies

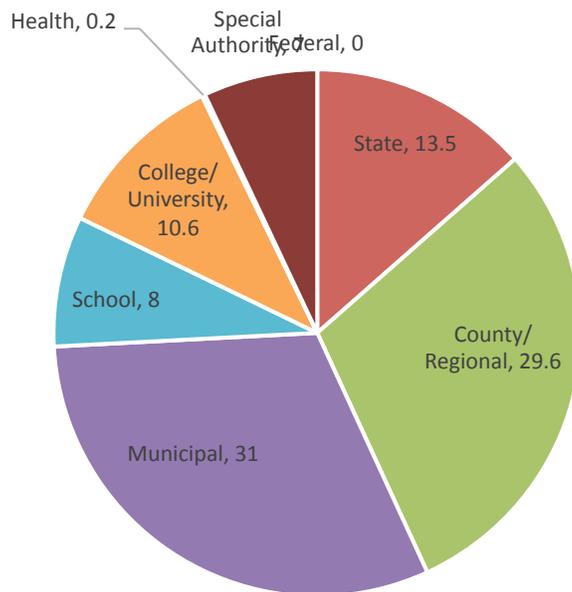
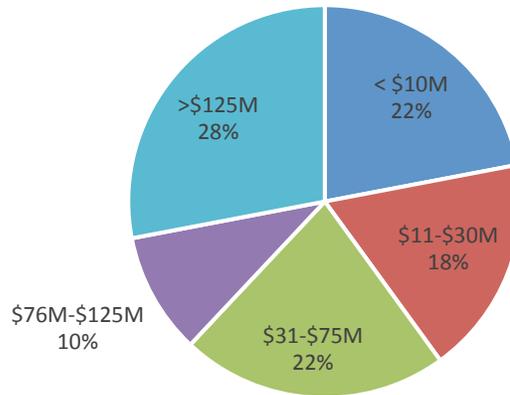


Figure 1c. Reporting Agency by Annual Procurement Volume



Salaries are Rising

Agencies reported that average salaries are rising. On average, between 2001 and 2018, all of the sixteen surveyed positions showed a cumulative increase in salaries ranging from 24% to 58%. Buyers saw a rise of 46% while senior buyers witnessed an increase of 42% over the same period. Titles for similar public procurement positions vary across the United States and Canada. This study uses a designated set of titles and descriptions, as shown in Exhibit A, to define the position regardless of the actual title used in each agency.

Figure 2. Salary Trend for Director Ranks



Figure 2a. Salary Trend for Manager Ranks

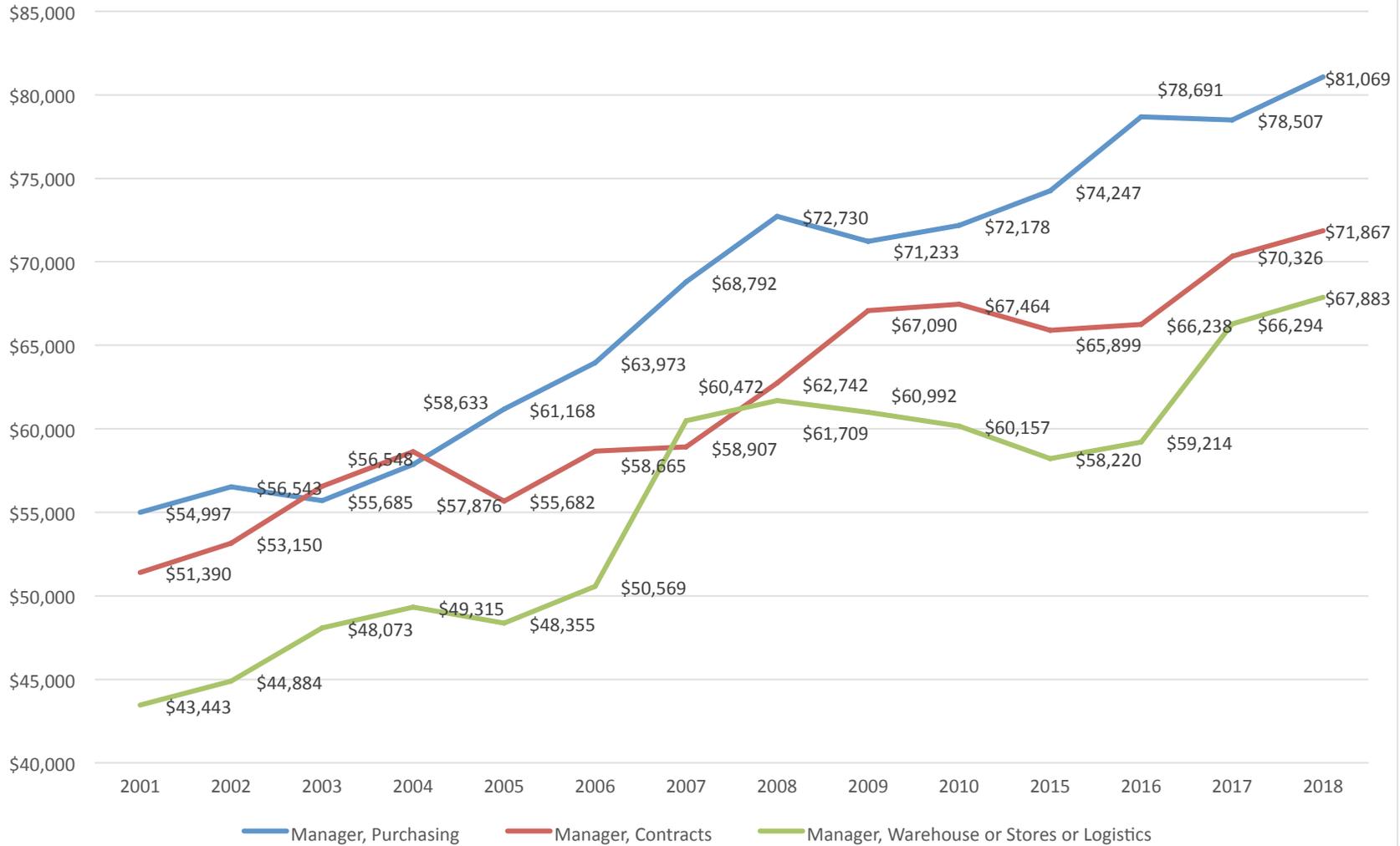
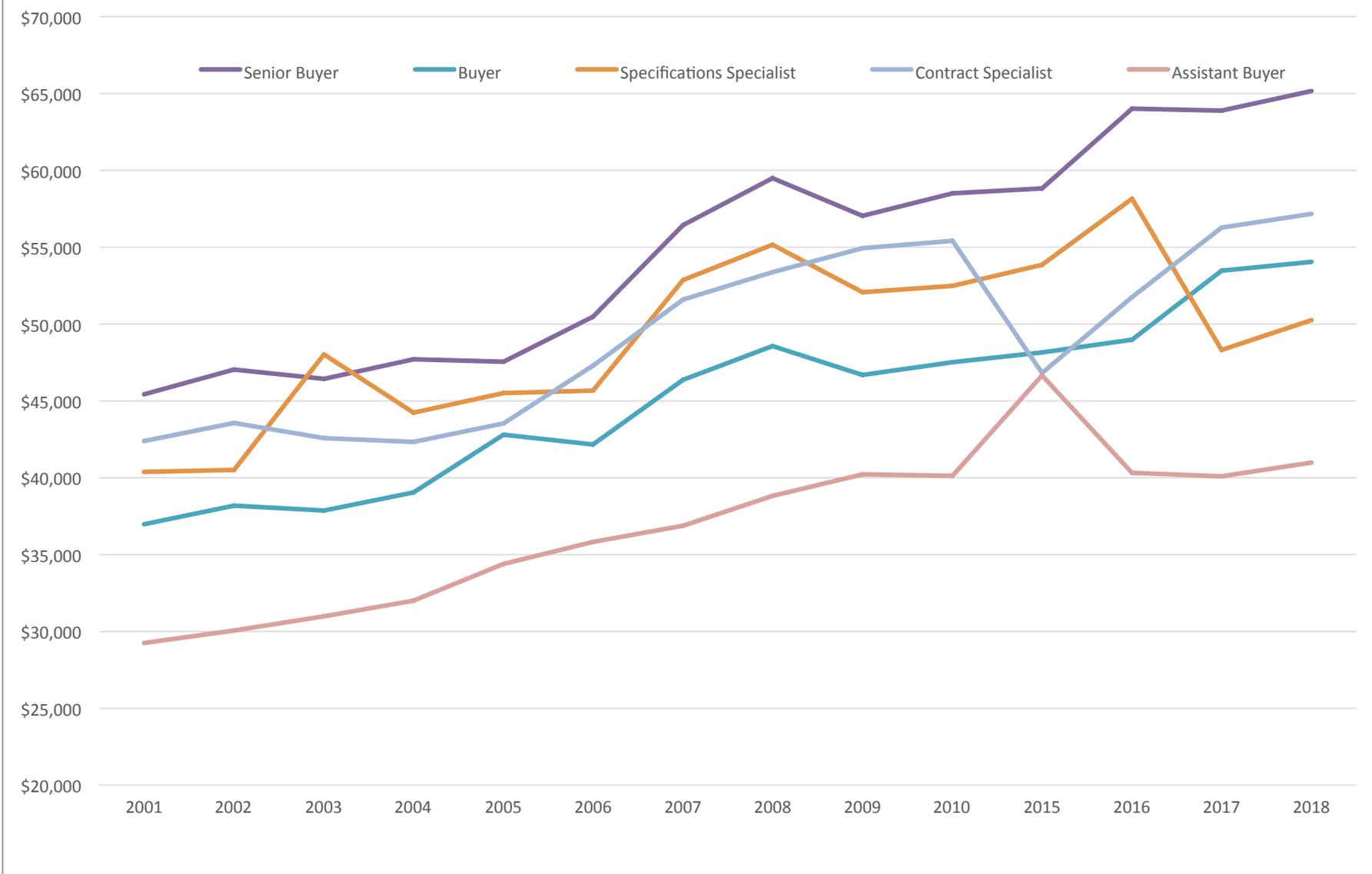


Figure 2b. Salary Trend for Professional Ranks



Certification Requirements

Of the 1,844 people that gave their positions, 58% reported that they held procurement-specific certification. That rate varies but most managers and directors had a higher percentage. It is fair to say that about 70% of directors hold procurement-related certifications.

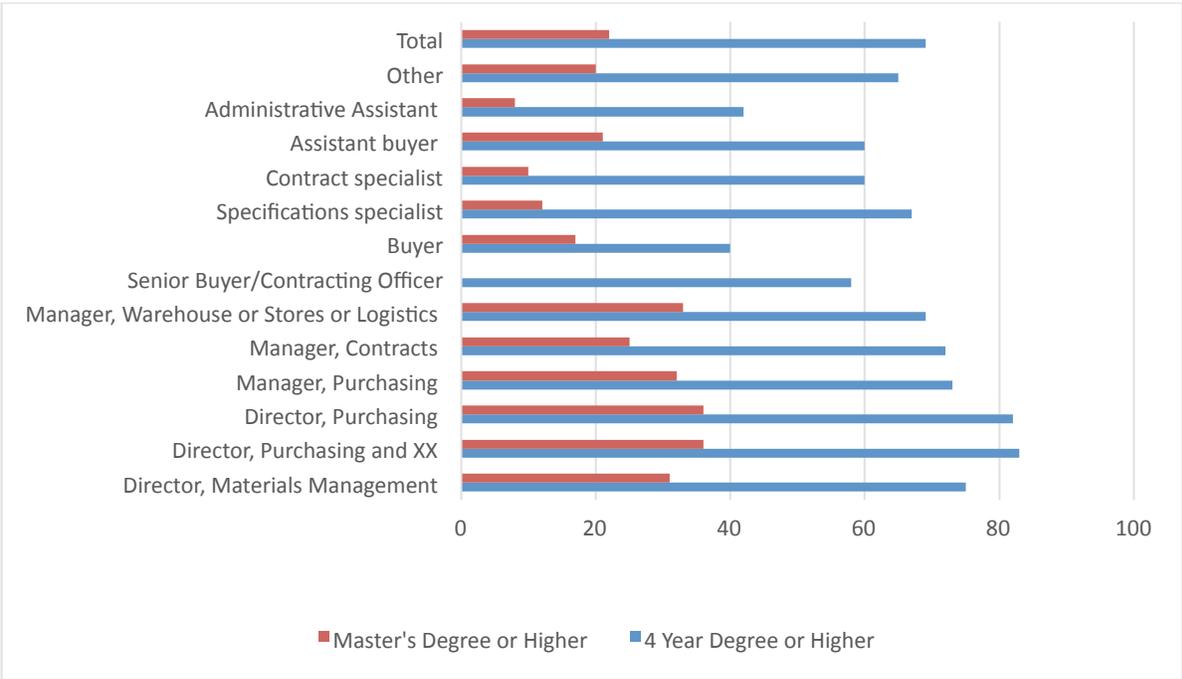
Table 1.1. Certification Status of Current Procurement Professionals.

Position	Hold Certifications	Did not Report Certifications	Total
Director, Materials Management	76%	24%	17
Director, Purchasing and XX	75%	25%	99
Director, Purchasing	67%	33%	197
Manager, Purchasing	68%	32%	328
Manager, Contracts	70%	30%	88
Manager, Warehouse or Stores or Logistics	83%	17%	6
Senior Buyer/Contracting Officer	63%	37%	415
Buyer	40%	60%	332
Specifications specialist	22%	78%	9
Contract specialist	48%	52%	140
Assistant buyer	33%	67%	15
Receiving Technician	100%	0%	1
Expediter	100%	0%	1
Administrative Assistant	33%	67%	12
Other	51%	49%	184
Total	58%	42%	1844

Education Levels & Fields

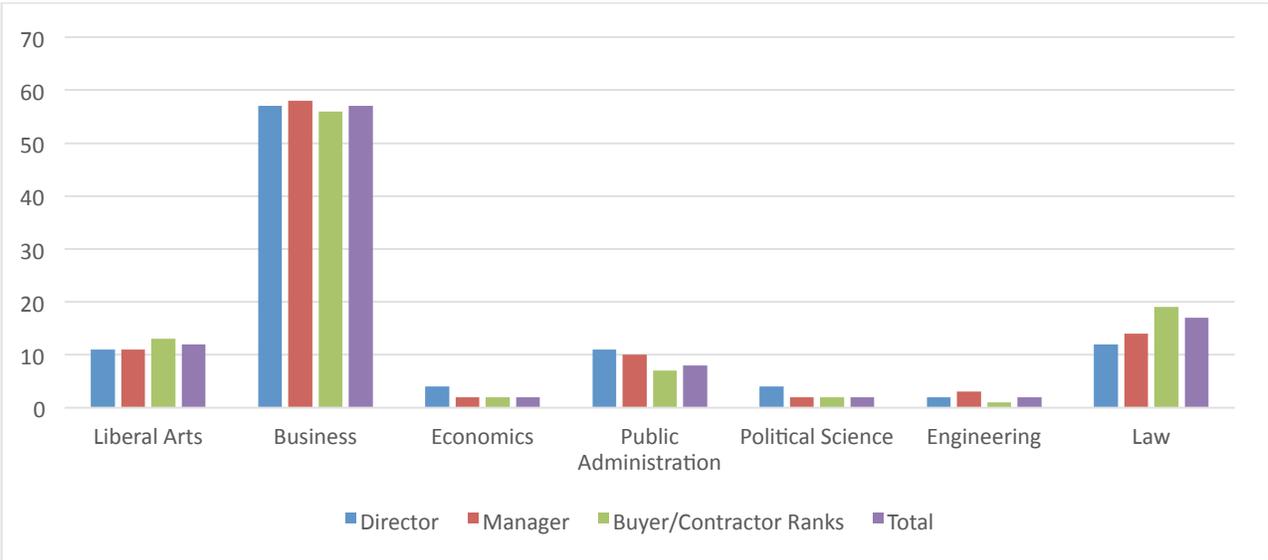
Education appears to play a major factor in public procurement as well. Overall, 69% of respondents have a four-year or higher degree, and 22% of respondents held a master’s degree or higher. As can be expected, degrees are most common for managers and directors.

Figure 3. Educational Attainment of Public Procurement Professionals (%)



The most common field of education reported is Business (57%).

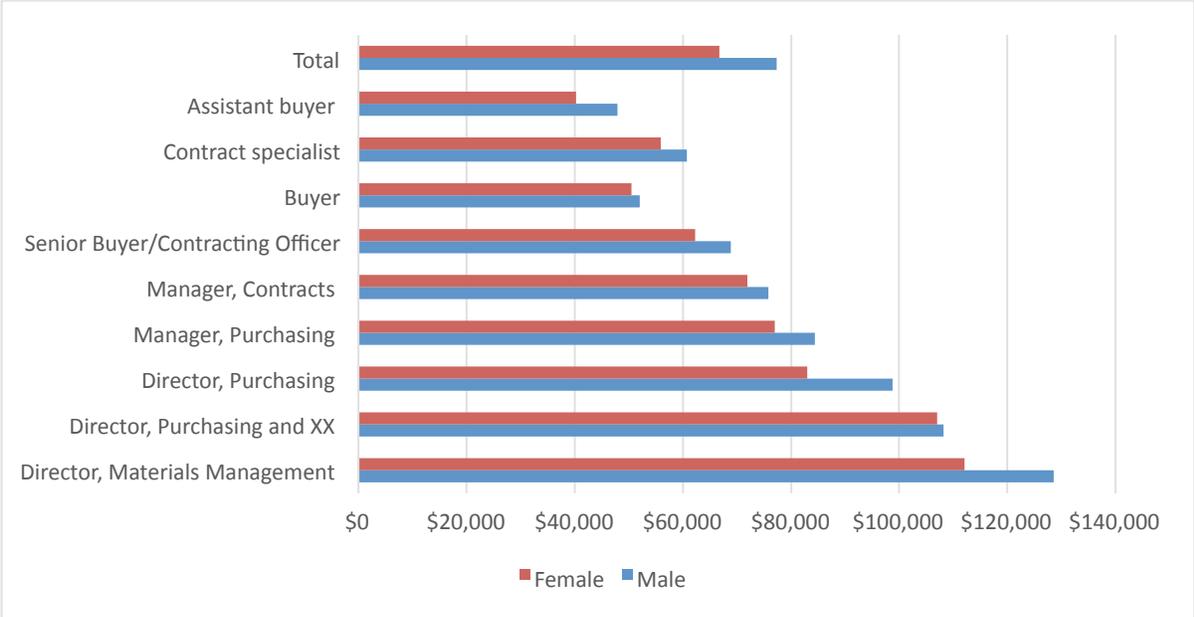
Figure 4. Fields of Education (%)



Gender & Salary

On average, women earn \$8,422 less than what men earn when serving the same role. While women always earned less on average than men, the greatest salary discrepancies are noted for Directors, where differences ranged from 11% to 16%, and Assistant Buyers, with a 16% difference. Sixty-three percent (63%) were female and thirty-seven percent (37%) of respondents were male.

Figure 5. Gender Differences in Salaries



Employer-Provided Benefits

Employer-provided benefits, including retirement programs, and health, dental, life, and disability insurance, are common for public procurement jobs. Fifty-nine percent (59%) of respondents worked for organizations that offered flexible work arrangements and seventeen percent (17%) worked for organizations that offered childcare benefits.

Race/Ethnicity

Of the 1,799 respondents answering this question, 71% of respondents were White Non-Hispanic, 13% were Black Non-Hispanic, and 9% were Hispanic.

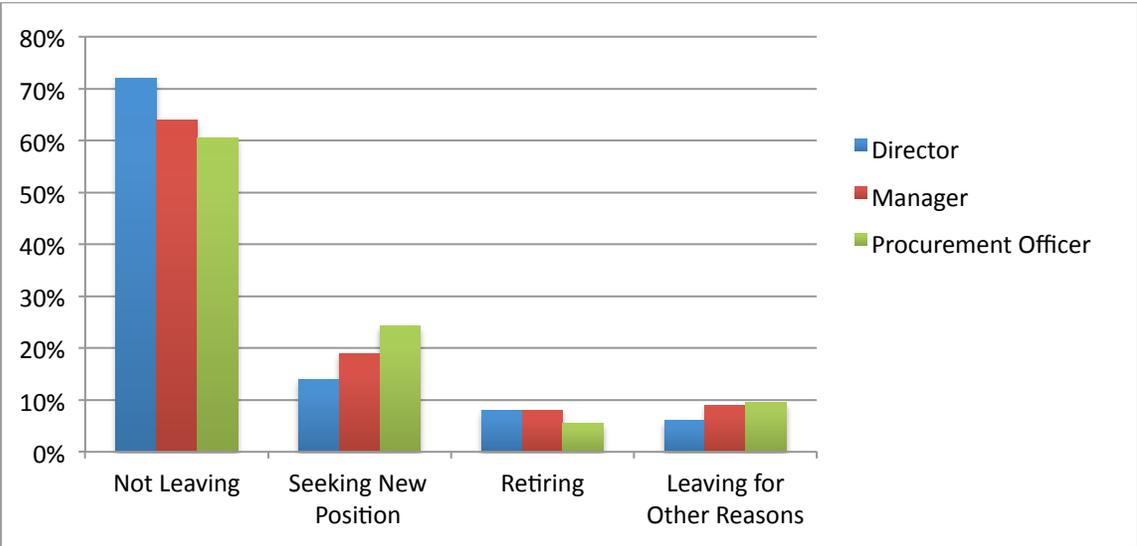
Willingness to Relocate

Respondents were asked about their willingness to relocate to a different geographic location if offered more pay for a similar job. Forty-four percent (611) of the 1,843 respondents were willing to relocate, while 56% (1,023) were not.

Intent to Change Jobs in the Next Year by Position and Future Job

Respondents were asked if during the next 12 months they would consider staying in their current job, finding a new job in their current field, retiring, or leaving for other reasons including family concerns, pursuit of a career change or to further their education. At the director level, 72% wanted to stay in their jobs, 14% wanted a new position and 8% wanted to retire. Managers were more likely to want to leave their positions with 64% wanting to stay in their current positions, 24% wanting to look for new jobs and 8% considering retirement. Finally, Procurement Officers were the most likely to look for a new position with 61% staying in their current jobs, 24% seeking new positions, and 6% planning to retire.

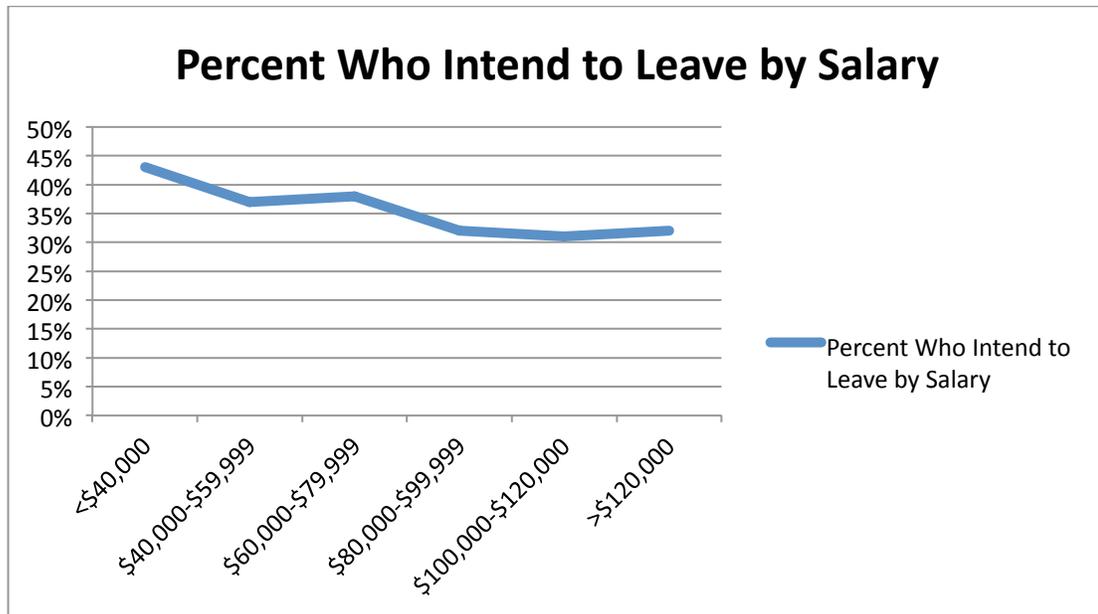
Figure 6. Decision to Leave



Intent to Change Jobs in the Next Year by Salary

As salary increased, people were less likely to express a desire to change positions. Those who earned less than \$40,000 per year were the most likely to want new positions, with 43% expressing the desire to change in the next year. That number decreased as salary increased. Thirty-eight percent (38%) of those earning \$60,000 to \$79,000 wanted to leave and of those earning \$100,000 to \$120,000, 31% expressed interest in seeking a change.

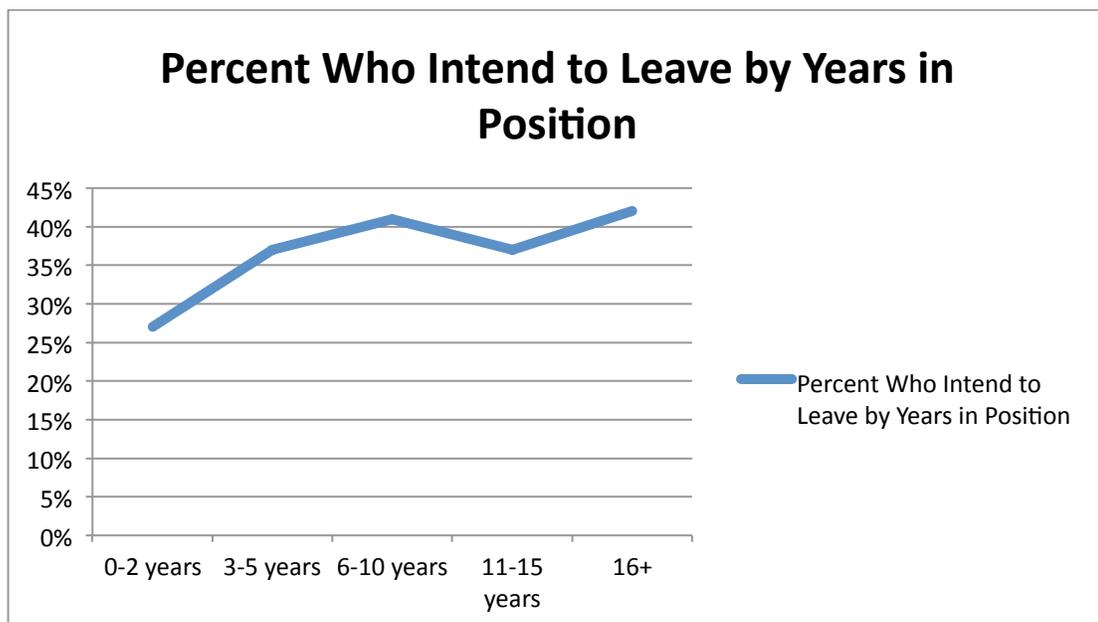
Figure 7. Percent Who Intend to Leave by Salary



Intent to Change Jobs in the Next Year by Years in Position

Position tenure also influences a desire to change jobs. In the first two years, 27% of people want to change jobs. In years 3-5, people are more likely to want to change (37% of respondents). The percentage of people wanting to change jobs rises again to 41% in years 6-10, then dips in years 11-15 and then hits the high of 42% as retirement becomes an option for more people in the 16+ years category.

Figure 8. Percent Intending to Leave by Years in Position



Intent to Change Jobs in the Next Year by Education

Differing levels of education also impacted turnover intent. Individuals with more education were more likely to want to leave their organizations with 38% of those with a master’s degree or above wanting to leave compared to 36% of those with a bachelor’s degree and 34% of those without a bachelor’s degree. Professional certifications also are correlated with higher turnover, where 37% of those who reported having a certificate wanted to leave compared to 34% of those who did not identify as having a certificate.

Intent to Change Jobs in the Next Year by Satisfaction Measures

The clearest drivers for people wanting to leave their organization are satisfaction with the organization, supervisor, and salary. For each satisfaction measure, less than 22% of people who were extremely satisfied were considering leaving. On the other hand, 93% of those who were extremely dissatisfied with the organization, 71% of those who were extremely dissatisfied with their supervisor, and 57% of those who were extremely dissatisfied with their salary want to leave in the next 12 months.

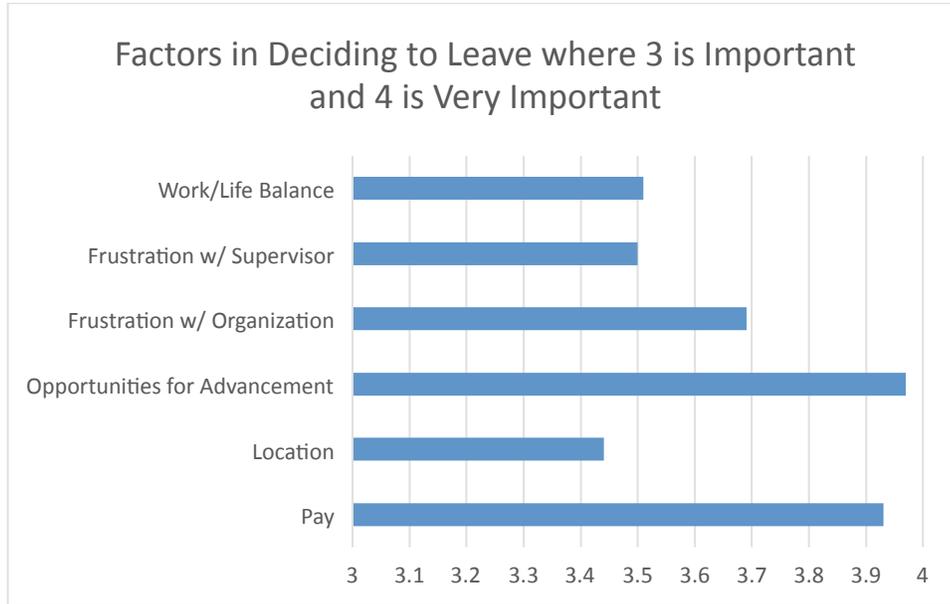
Figure 9. Percent Intending to Leave by Satisfaction



Factors Influencing Previous Decisions to Change Jobs

Individuals were asked to rate from one to five how important various factors were in their decision to change jobs in the past. The most important factor was the opportunity for advancement followed closely by salary. Other factors in order of importance were frustration with the organization/leadership, work/life balance, one’s supervisor, and location.

Figure 10. Reasons for Leaving



For more information and to obtain a full copy of the 2018 NIGP Compensation Report visit www.nigp.org

Exhibit A. Position Descriptions

Directors, Managers and Supervisors

Director, Materials Management: Responsible for directing all activities of the purchasing department as well as warehousing, stores, or logistics activities and facilities to include direct and indirect supervision of all employees within these various functions.

Director, Purchasing and (XX): Responsible for directing all activities of the purchasing department to include direct and indirect supervision of all employees within the purchasing department as well as other related department or function of the entity other than warehousing or stores. Examples include Print Shop, Mail Room, and Insurance/Risk Management.

Director, Purchasing (interchangeable with Purchasing Agent or Chief Purchasing Officer): Responsible for directing all activities of the purchasing department to include direct and indirect supervision of all employees within the purchasing department.

Manager, Purchasing (interchangeable with Supervisor or Administrator): Responsible for managing a specific function or division within the purchasing department to include the supervision of employees within that function or division. (Note: use the "Director, Purchasing class" if this title manages all activities of the purchasing department rather than a specific section or division of purchasing)

Manager, Contracts (interchangeable with Supervisor or Administrator): Responsible for managing or administering contracts to include monitoring performance, negotiating or modifying terms, and determining contract compliance and defaults.

Manager, Warehouse or Stores or Logistics (interchangeable with Supervisor or Administrator): Responsible for managing a specific function or division within a warehouse, stores or logistics function to include the supervision of employees within a warehouse, stores or logistics function.

Buying and Contracting Classifications

Senior Buyer/Contracting Officer: Responsible for determining how customer requests for non-standard or complex purchases should be processed; develops, issues, evaluates and recommends award of complex and non-standard procurements on behalf of the entity; may supervise or lead buyers within a specific function, section or division.

Buyer: Responsible for determining how customer requests for standard purchases of goods and services should be processed; develops issues, evaluates and recommends award of competitive bids and proposals on behalf of the entity.

Specifications Specialist (interchangeable with Specifications Analyst, Technician or Writer): Responsible for developing detailed, technical specifications for specific groups of procurements.

Contract Specialist: Responsible for some facets of managing or administering contracts to include monitoring performance, negotiating or modifying terms, and determining contract compliance and defaults.

Assistant Buyer (interchangeable with Purchasing Clerk): Responsible for assisting a buyer(s) or senior buyer(s) in developing, issuing, and evaluating purchases on behalf of the entity; has limited or no authority to issue purchase orders or contracts.

Warehousing/Asset Classifications

Stores Technician: Responsible for monitoring stock levels of items maintained in stores and warehouses; may process orders to replenish stock; may issue stock based on customer requests.

Receiving Technician: Responsible for receiving, inspecting, testing, and accepting shipments of goods and equipment on behalf of an entity; may issue claims or damages or losses.

Delivery Technician: Responsible for delivering shipments from a centralized location (warehouse or stores) to locations throughout the entity; may be responsible for preparing shipments to include orders for stock items.

Fixed Assets Technician: Responsible for identifying, tracking, storing, and disposing of fixed assets and equipment of the entity as determined by regulations.

Support Classifications

Expediter: Responsible for expediting the delivery of goods in accordance with an order or contract; follows-up on delinquent orders; may coordinate changes to orders and/or damages/losses on behalf of a buyer or senior buyer.

Administrative Assistant (interchangeable with Secretary, Receptionist, or Program Assistant): Responsible for the administrative and clerical functions of the purchasing entity to include scheduling of meetings and conferences, coordinating communications efforts, etc.

CHAPTER I. INTRODUCTION

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CHAPTER II. A GUIDE FOR USERS

This study provides data at both the agency and individual level.

Using Agency Factors

Procurement agency data are summarized using three major factors:

-  *Entity Type*
-  *Geographic Region*
-  *Procurement Volume*

In analyzing a position, one or more of these factors may be used.

Using a Single Agency Factor

To use only one of these factors, for example, Entity Type, in looking at a Buyer position in a city, refer to the “Buyer” Agency Survey Results table provided on the next page as Sample Table i to see:

-  *The number of responses for Cities - 88*
-  *The average salary in 2018 for a Buyer in those cities - \$53,388*
-  *The historic average salary from 2018 back to 2001 for a Buyer in those cities*
-  *The percent change from the base year (2001) to the current year 2018 – 37%*
-  *The percent change from the prior year (2017) to the current year 2018 – -1%*

Table i. "Buyer": Agency Survey Summaries – Single Agency Factor

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	308	\$54,027	\$53,480	\$48,975	\$48,150	\$47,513	\$46,680	\$48,546	\$46,372	\$42,155	\$42,790	\$39,027	\$37,856	\$38,173	\$36,949	46%	1%
Entity																	
Federal				\$68,000	\$65,000	\$51,613	\$48,224										
State	38	\$48,771	\$46,702	\$45,709	\$42,303	\$49,281	\$48,256	\$48,009	\$47,473	\$37,291	\$37,834	\$35,178	\$34,140	\$34,685	\$34,129	43%	4%
County	118	\$56,722	\$52,776	\$48,114	\$49,162	\$47,962	\$46,066	\$48,017	\$45,442	\$42,208	\$39,992	\$38,175	\$36,904	\$35,295	\$33,796	68%	7%
City	88	\$53,388	\$54,047	\$49,895	\$49,987	\$47,296	\$46,598	\$47,041	\$44,523	\$44,489	\$42,455	\$40,106	\$38,909	\$40,880	\$38,945	37%	-1%
School	7	\$50,570	\$56,846	\$49,218	\$45,861	\$47,815	\$47,965	\$50,941	\$48,801	\$43,828	\$56,860	\$42,251	\$40,970	\$39,505	\$38,266	32%	-11%
Higher Ed.	33	\$47,483	\$46,579	\$47,617	\$47,419	\$45,973	\$45,835	\$41,158	\$37,744	\$35,493	\$36,302	\$35,193	\$33,392	\$34,253	\$34,139	39%	2%
Health	1	\$74,000	\$72,000			\$50,471				\$27,000	\$30,000						3%
Utility				\$56,177	\$61,000	\$45,131	\$45,131	\$50,500	\$50,320	\$35,322	\$31,611	\$38,425	\$41,667	\$39,438	\$38,109		
Sp. Auth.	23	\$60,504	\$65,883	\$48,610	\$44,588	\$46,601	\$45,994	\$57,167	\$54,671	\$49,347	\$45,781	\$46,005	\$42,869	\$44,230	\$43,877	38%	-8%
Region																	
Northeast	4	\$59,257	\$58,751	\$58,000	\$56,000	\$49,816	\$50,253	\$53,045	\$48,682	\$49,486	\$49,706	\$45,145	\$43,763	\$43,470	\$41,184	44%	1%
Mid-Atlantic	31	\$56,238	\$53,867	\$51,590	\$46,620	\$49,451	\$49,476	\$48,781	\$46,247	\$44,534	\$43,678	\$38,904	\$37,467	\$38,821	\$37,198	51%	4%
Southeast	71	\$46,789	\$45,429	\$45,644	\$44,057	\$42,867	\$40,992	\$47,330	\$44,737	\$39,167	\$37,072	\$35,663	\$34,523	\$32,831	\$32,172	45%	3%
South				\$47,347	\$45,328												
Central	38	\$45,518	\$48,450			\$40,712	\$39,658	\$42,911	\$41,359	\$36,481	\$36,094	\$36,081	\$34,433	\$33,576	\$32,560	40%	-6%
Central	26	\$55,634	\$51,317	\$51,487	\$50,992	\$45,142	\$44,906	\$45,943	\$44,913	\$40,934	\$58,656	\$38,803	\$38,535	\$40,338	\$37,454	49%	8%
Great Lakes	13	\$50,193	\$51,813	\$45,317	\$49,386	\$46,804	\$45,633	\$49,102	\$46,860	\$42,823	\$43,739	\$42,721	\$40,973	\$41,294	\$40,293	25%	-3%
North				\$35,957	\$34,864	\$35,097	\$35,097										
Central	8	\$48,976	\$46,971					\$49,000	\$49,000	\$40,999	\$37,041	\$31,000	\$29,500	\$32,363	\$31,613	55%	4%
West	94	\$69,046	\$72,007	\$59,475	\$58,928	\$57,027	\$56,945	\$58,300	\$55,539	\$49,171	\$47,555	\$45,803	\$45,203	\$46,569	\$45,382	52%	-4%
Canada	23	\$66,701	\$65,255	\$72,748	\$68,467	\$56,373	\$56,158	\$51,561	\$50,466	\$52,617	\$50,577	\$42,845	\$43,645	\$41,792	\$40,460	65%	2%
Procur. Vol.																	
\$1-\$10M	21	\$50,348	\$44,394	\$45,786	\$45,365	\$44,510	\$43,378	\$45,778	\$42,837	\$38,525	\$37,510	\$35,292	\$33,314	\$36,219	\$35,369	42%	13%
\$11-\$30M	38	\$51,089	\$48,668	\$42,699	\$44,313	\$45,676	\$44,900	\$45,618	\$43,465	\$40,690	\$40,138	\$36,485	\$36,077	\$36,612	\$34,802	47%	5%
\$31-\$75M	41	\$50,533	\$54,923	\$50,963	\$51,963	\$46,650	\$46,043	\$46,879	\$46,477	\$39,731	\$38,673	\$40,426	\$38,432	\$37,380	\$35,834	41%	-8%
\$76-\$125M	21	\$65,863	\$62,311	\$48,196	\$46,949	\$48,129	\$47,866	\$53,160	\$51,227	\$47,249	\$45,395	\$42,123	\$42,174	\$43,257	\$42,496	55%	6%
>\$125M	151	\$57,176	\$56,525	\$54,858	\$52,002	\$51,192	\$50,287	\$51,579	\$49,411	\$47,160	\$56,837	\$43,397	\$42,816	\$42,306	\$41,603	37%	1%

Using Multiple Agency Factors

To use multiple agency factors, identify the relevant data for each factor and calculate the average.

As an example, in looking at a Buyer position with a city in Missouri with annual procurement volume of \$5 million, refer to the **“Buyer” Agency Survey Results** Sample Table ii provided on the following page and find the desired factors. As shown in the following chart, Missouri falls in the Central Geographic Region:

- Northeast:** CT, MA, ME, NH, RI, NY, VT
- Mid-Atlantic:** DC, DE, MD, NJ, PA, VA, WV
- Southeast:** AL, FL, GA, MS, NC, SC, TN
- South Central:** AR, AZ, LA, NM, OK, TX
- Central:** CO, IA, KS, **MO**, NE, UT
- Great Lakes:** IL, IN, KY, MI, MN, OH, WI
- North Central:** ID, MT, ND, SD, WY
- West:** AK, CA, HI, NV, OR, WA
- Canadian Provinces**

Once all agency factors have been identified, the average is calculated. As shown below, in this example, the average 2018 salary for a buyer in a city with an annual procurement volume of \$5 million is \$53,123.

	2018 N	2018 Average
City	76	\$53,388
Central	26	\$55,634
\$1 - \$10 M	13	\$50,348
AVERAGE		\$53,123

Table ii. "Buyer" Agency Survey Summaries – Multiple Agency Factors

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	308	\$54,027	\$53,480	\$48,975	\$48,150	\$47,513	\$46,680	\$48,546	\$46,372	\$42,155	\$42,790	\$39,027	\$37,856	\$38,173	\$36,949	46%	1%
Entity																	
Federal				\$68,000	\$65,000	\$51,613	\$48,224										
State	38	\$48,771	\$46,702	\$45,709	\$42,303	\$49,281	\$48,256	\$48,009	\$47,473	\$37,291	\$37,834	\$35,178	\$34,140	\$34,685	\$34,129	43%	4%
County	118	\$56,722	\$52,776	\$48,114	\$49,162	\$47,962	\$46,066	\$48,017	\$45,442	\$42,208	\$39,992	\$38,175	\$36,904	\$35,295	\$33,796	68%	7%
City	88	\$53,388	\$54,047	\$49,895	\$49,987	\$47,296	\$46,598	\$47,041	\$44,523	\$44,489	\$42,455	\$40,106	\$38,909	\$40,880	\$38,945	37%	-1%
School	7	\$50,570	\$56,846	\$49,218	\$45,861	\$47,815	\$47,965	\$50,941	\$48,801	\$43,828	\$56,860	\$42,251	\$40,970	\$39,505	\$38,266	32%	-11%
Higher Ed.	33	\$47,483	\$46,579	\$47,617	\$47,419	\$45,973	\$45,835	\$41,158	\$37,744	\$35,493	\$36,302	\$35,193	\$33,392	\$34,253	\$34,139	39%	2%
Health	1	\$74,000	\$72,000			\$50,471				\$27,000	\$30,000						3%
Utility				\$56,177	\$61,000	\$45,131	\$45,131	\$50,500	\$50,320	\$35,322	\$31,611	\$38,425	\$41,667	\$39,438	\$38,109		
Sp. Auth.	23	\$60,504	\$65,883	\$48,610	\$44,588	\$46,601	\$45,994	\$57,167	\$54,671	\$49,347	\$45,781	\$46,005	\$42,869	\$44,230	\$43,877	38%	-8%
Region																	
Northeast	4	\$59,257	\$58,751	\$58,000	\$56,000	\$49,816	\$50,253	\$53,045	\$48,682	\$49,486	\$49,706	\$45,145	\$43,763	\$43,470	\$41,184	44%	1%
Mid-Atlantic	31	\$56,238	\$53,867	\$51,590	\$46,620	\$49,451	\$49,476	\$48,781	\$46,247	\$44,534	\$43,678	\$38,904	\$37,467	\$38,821	\$37,198	51%	4%
Southeast	71	\$46,789	\$45,429	\$45,644	\$44,057	\$42,867	\$40,992	\$47,330	\$44,737	\$39,167	\$37,072	\$35,663	\$34,523	\$32,831	\$32,172	45%	3%
South				\$47,347	\$45,328												
Central	38	\$45,518	\$48,450			\$40,712	\$39,658	\$42,911	\$41,359	\$36,481	\$36,094	\$36,081	\$34,433	\$33,576	\$32,560	40%	-6%
Central	26	\$55,634	\$51,317	\$51,487	\$50,992	\$45,142	\$44,906	\$45,943	\$44,913	\$40,934	\$58,656	\$38,803	\$38,535	\$40,338	\$37,454	49%	8%
Great Lakes	13	\$50,193	\$51,813	\$45,317	\$49,386	\$46,804	\$45,633	\$49,102	\$46,860	\$42,823	\$43,739	\$42,721	\$40,973	\$41,294	\$40,293	25%	-3%
North				\$35,957	\$34,864	\$35,097	\$35,097										
Central	8	\$48,976	\$46,971					\$49,000	\$49,000	\$40,999	\$37,041	\$31,000	\$29,500	\$32,363	\$31,613	55%	4%
West	94	\$69,046	\$72,007	\$59,475	\$58,928	\$57,027	\$56,945	\$58,300	\$55,539	\$49,171	\$47,555	\$45,803	\$45,203	\$46,569	\$45,382	52%	-4%
Canada	23	\$66,701	\$65,255	\$72,748	\$68,467	\$56,373	\$56,158	\$51,561	\$50,466	\$52,617	\$50,577	\$42,845	\$43,645	\$41,792	\$40,460	65%	2%
Procur. Vol.																	
\$1-\$10M	21	\$50,348	\$44,394	\$45,786	\$45,365	\$44,510	\$43,378	\$45,778	\$42,837	\$38,525	\$37,510	\$35,292	\$33,314	\$36,219	\$35,369	42%	13%
\$11-\$30M	38	\$51,089	\$48,668	\$42,699	\$44,313	\$45,676	\$44,900	\$45,618	\$43,465	\$40,690	\$40,138	\$36,485	\$36,077	\$36,612	\$34,802	47%	5%
\$31-\$75M	41	\$50,533	\$54,923	\$50,963	\$51,963	\$46,650	\$46,043	\$46,879	\$46,477	\$39,731	\$38,673	\$40,426	\$38,432	\$37,380	\$35,834	41%	-8%
\$76-\$125M	21	\$65,863	\$62,311	\$48,196	\$46,949	\$48,129	\$47,866	\$53,160	\$51,227	\$47,249	\$45,395	\$42,123	\$42,174	\$43,257	\$42,496	55%	6%
>\$125M	151	\$57,176	\$56,525	\$54,858	\$52,002	\$51,192	\$50,287	\$51,579	\$49,411	\$47,160	\$56,837	\$43,397	\$42,816	\$42,306	\$41,603	37%	1%

Using Individual Factors

The agency-level data provides industry benchmarks for an agency. However, a better picture is provided when using all factors reported in the agency data chapter in addition to the data reported in the individual data chapter.

For individual survey data only 2018 salary is reported for the mean and standard deviation, median, and the number of cases for each of the response groups.

The procurement professionals' individual survey data are summarized using six major factors:

- ☒ Agency/Jurisdiction Type
- ☒ Education Level
- ☒ Field of Education
- ☒ Gender
- ☒ Race/Ethnicity

You may wish to use the individual survey information (individual survey) to incorporate some factors from the individual survey to establish a more competitive estimate of a competitive salary. You simply find the education level, field of education, and entity type and construct a summary table to incorporate data reported by individuals who have similar characteristics. That would give you an average of the reported means and medians of individuals who are similar to you.

“Buyer” Individual Survey Results

Table iii Reported Individual Salaries by Agency/Jurisdiction Type

What type of agency do you work for?	Mean	Median	N
State/Provincial Government	\$49,086	\$44,838	46
County/Regional Government	\$50,765	\$47,000	39
City/Municipal Government	\$50,892	\$50,503	60
School System	\$53,606	\$51,000	19
College/University	\$43,530	\$38,880	21
Health Related	\$53,063	\$53,063	2
Utility	\$56,838	\$51,194	10
Special Authority/District	\$59,903	\$65,000	9
Other	\$42,000	\$42,000	2
Total	\$51,050	\$48,382	315

Table iv. Reported Individual Salaries by Highest Education Completed

What is your highest level of education?	Mean	Median	N
High School Diploma	\$57,636	\$58,063	12
Technical/Vocational School	\$56,584	\$56,050	4
Some College	\$48,982	\$48,091	62
2-year College Degree	\$47,717	\$45,000	53
4-year College Degree	\$51,962	\$48,541	146
Master's Degree	\$53,303	\$47,000	35
Some Doctorate Courses	\$39,800	\$39,800	1
Doctorate Degree	\$52,000	\$52,000	1
Other (Please specify)	\$53,134	\$53,134	1
Total	\$51,050	\$48,382	315

Table v. Reported Individual Salaries by Field of Education

What is your highest level of education?	Mean	Median	N
Liberal Arts	\$50,833	\$46,881	39
Business	\$50,837	\$48,000	182
Economics	\$45,337	\$44,011	6
Public Administration	\$50,632	\$54,113	10
Political Science	\$44,437	\$44,020	6
Engineering	\$89,002	\$89,742	3
Other (Please specify)	\$50,659	\$48,880	61
Total	\$51,050	\$48,382	315

CHAPTER III. DESCRIPTIVE DATA FOR AGENCY DATA

Organizational members of the National Institute of Governmental Purchasing (NIGP) were surveyed to determine the number of positions that they have and the annual compensation for each position. All NIGP member agencies in Canada and the United States received the agency survey. The survey was sent to 2,472 agencies and 391 purchasing agencies responded. Given that the email containing the survey was received and opened by only 550 agencies, we estimate the response rate at 72%. Agencies were asked to report salary data for all positions within that agency and a record was created for each position within each agencies.

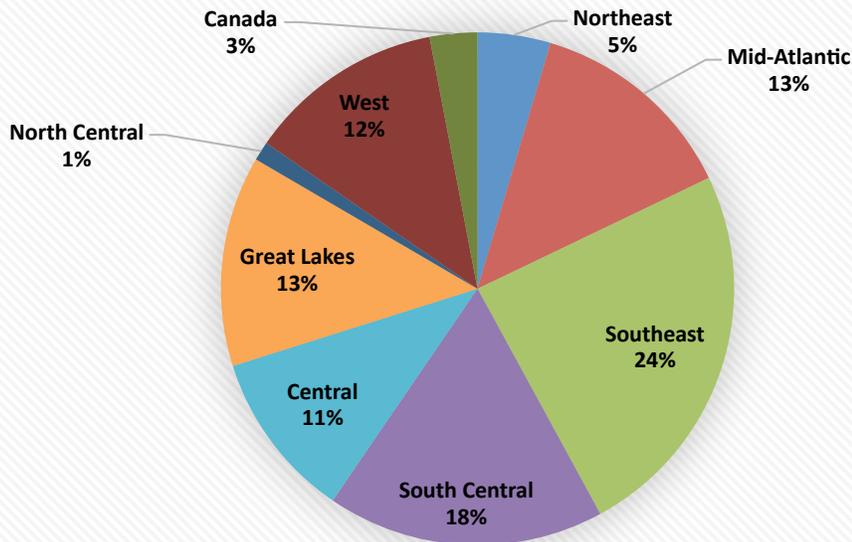
Geographic Regions

Responding Agencies were distributed across the United States and Canada. Almost one-quarter of reported positions were from the Southeast region. The North-Central region was the least represented with only 1.2% of respondents. Eighteen percent are from the South Central region, 13% are from the Mid-Atlantic region, 11% are from the Central region, 12% are from the West, and 13% are from the Great Lakes region.

Table 3.1. Geographic Distribution of Reporting Agencies - 2018

	Percent
Northeast: CT, MA, ME, NH, RI, NY, VT	4.6
Mid-Atlantic: DC, DE, MD, NJ, PA, VA, WV	13.3
Southeast: AL, FL, GA, MS, NC, SC, TN	24.2
South-Central: AR, AZ, LA, NM, OK, TX	17.5
Central: CO, IA, KS, MO, NE, UT	10.6
Great Lakes: IL, IN, KY, MI, MN, OH, WI	13.3
North Central: ID, MT, ND, SD, WY	1.2
West: AK, CA, HI, NV, OR, WA	12.4
Canadian Provinces	3.0
Total	100.0

Geographic Distribution of Reporting Agencies

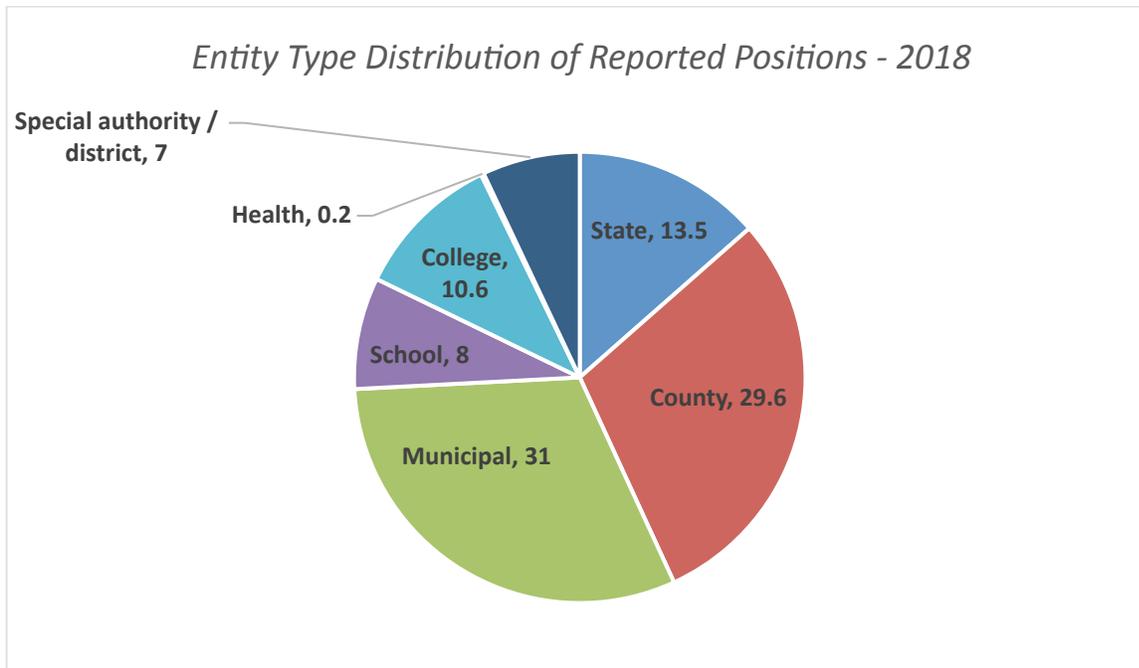


Entity Type

Of the 590 reporting agencies, 31% were from municipalities, 11% were from postsecondary institutions, 30% were from counties or regional governments, 8% were from school districts, 7% were from special districts, and 14% were from state governments.

Table 3.2. Entity Type Distribution of Reported Positions – 2018

	Percent
State/Provincial government	13.5
County/Regional government	29.6
City / Town government	31.0
School System	8.0
College / University	10.6
Health-related	0.2
Special authority / district	7.0
Total	100.0



Levels of Hierarchy

Agency representatives were asked to report on the number of levels of hierarchy between the Procurement head and the head of the agency or jurisdiction. Thirty-eight percent of respondents reported that there is one level between the procurement head and the agency head, while 30 percent reported that there are two levels, and 19 percent reported having more than two levels.

Table 3.3. Levels of Hierarchy between Procurement Head and Head of Agency: Reporting Agencies-2018

	Frequency	Percent
0	38	6.4
1	226	38.3
2	178	30.2
3	95	16.1
4	16	2.7
5	4	0.7
Total	557	100.0

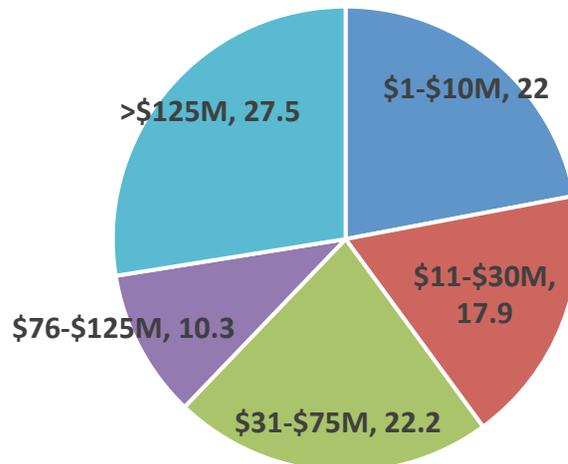
Procurement Volume

Of the 436 agencies that reported their annual procurement volume, data were distributed across the different procurement volume classes with 22% reporting \$1-\$10 million, 18% reporting \$11-30 million, 22% reporting \$31-75 million, 10% reporting \$76-125 million, and 28% reporting over \$125 million in annual procurement volume.

Table 3.4. Annual Procurement Volume for Reporting Agencies - 2018

	Percent
\$1-\$10 Million	22.0
\$11-\$30 Million	17.9
\$31-\$75 Million	22.2
\$76-\$125 Million	10.3
More than \$125 Million	27.5
Total	100.0

Annual Procurement Volume for Reporting Agencies - 2018



Certification

For four position types, respondents were asked to report whether certification was required prior to employment or within a certain period of employment.

Head of Procurement

Of the 590 responding agencies, 42% indicated that they require their head of procurement to have certification within at time of application.

Table 3.5. Certification Requirement for Procurement Head at Time of Application – 2018

	Frequency	Percent
No	339	57.5
Yes	251	42.5
Total	590	100.0

Procurement Supervisors

Of the 590 responding agencies, 22% required procurement supervisors to have certification at time of application.

Table 3.6. Certification Requirement for Supervisors at Time of Application - 2018

	Frequency	Percent
No	460	78.0
Yes	130	22.0
Total	590	100.0

Contracting Officers/Senior Buyers

Of the 590 responding agencies, 23.3% of Contracting Officers or Senior Buyers are required to have certification at application for employment.

Table 3.7. Certification Requirement for Contracting Officers & Senior Buyers at Application– 2018

	Frequency	Percent
No	465	78.8
Yes	125	21.2
Total	590	100.0

Centralization

Forty-two percent of the 503 agencies responding to this question indicated that procurement is centralized with some procurement authority delegated based on dollar amounts. Twelve percent indicated that there is no delegation of authority and procurement is fully centralized, and 18% of the agencies grant departments some authority to purchase.

Table 3.8. Degree of Centralization

	N	%
Purchasing is fully centralized (No delegation of authority)	62	12.3
Procurement is centralized but some procurement authority is delegated based on dollar amounts	212	42.1
Procurement is centralized except where certain departments/divisions have been granted authority to purchase	89	17.7
Procurement function is decentralized but authorization occurs at a centralized level	58	11.5
Procurement function is fully decentralized and the central procurement office's authority is to make sure that service departments/agencies comply with procurement regulations.	67	13.3
Total	503	100

CHAPTER IV. DESCRIPTIVE DATA FOR INDIVIDUAL SURVEY

The individual survey was sent to 10,431 individuals and almost 2413 responses were received.

Average Salary by Position

Table 4.1. 2017 Average Salary

		2017 Salary	2016 Salary
Director, Purchasing and XX	N	95	92
	Mean	107,272	102,167
	Median	97,272	95,981
Director, Purchasing	N	192	184
	Mean	90,135	85,784
	Median	85,445	82,000
Manager, Purchasing	N	325	314
	Mean	82,153	78,109
	Median	79,000	75,000
Manager, Contracts	N	87	80
	Mean	73,645	69,161
	Median	70,818	66,000
Senior Buyer/Contracting Officer	N	399	379
	Mean	64,033	60,709
	Median	61,120	58,752
Buyer	N	315	292
	Mean	51,050	48,816
	Median	48,382	45,800
Contract specialist	N	134	123
	Mean	57,314	53,511
	Median	55,250	52,000
Total	N	1,780	1,677
	Mean	70,356	67,039
	Median	66,000	63,000

*Positions with less than 50 respondents are not included in the table, but are included in the totals

Raise Determinants

Respondents were asked to indicate what they thought most affected their raise. Of the 1,605 valid responses, "merit and productivity" had the highest scores, followed by cost of living, certification, seniority, and educational attainment.

Table 4.2. Raise Determinants

On a scale of 1 to 5 where 1 is completely unimportant and 5 is extremely important, how important do you think each of the following is for deciding your raises?

Collapsed Position		Merit and productivity	Cost of living	Additional educational attainment	Certification	Seniority
Director	Mean	3.572	3.273	2.763	3.057	2.869
	N	266	251	212	209	212
	Std. Deviation	1.407	1.341	1.299	1.352	1.302
Manager	Mean	3.866	3.493	3.021	3.172	3.000
	N	375	356	314	314	303
	Std. Deviation	1.248	1.265	1.247	1.293	1.283
Procurement Officer	Mean	3.813	3.514	3.088	3.236	3.131
	N	788	792	716	716	722
	Std. Deviation	1.304	1.348	1.269	1.300	1.316
Total	Mean	3.772	3.457	3.022	3.194	3.058
	N	1605	1568	1392	1385	1387
	Std. Deviation	1.311	1.331	1.274	1.310	1.297

Certification

Of the 1,844 valid responses to the individual survey, 58% held procurement-specific certification. That rate varies but most managers and directors had a higher percentage. It is fair to say that less than 30% of directors do not hold any procurement-related certifications.

Table 4.3. Certifications

	Hold Certifications	Does not Hold Certifications	Total
Director, Materials Management	76%	24%	17
Director, Purchasing and XX	75%	25%	99
Director, Purchasing	67%	33%	197
Manager, Purchasing	68%	32%	328
Manager, Contracts	70%	30%	88
Manager, Warehouse or Stores or Logistics	83%	17%	6
Senior Buyer/Contracting Officer	63%	37%	415
Buyer	40%	60%	332
Specifications specialist	22%	78%	9
Contract specialist	48%	52%	140
Assistant buyer	33%	67%	15
Receiving Technician	100%	0%	1
Expediter	100%	0%	1
Administrative Assistant	33%	67%	12
Other	51%	49%	184
Total	58%	42%	1,844

Education

Forty-seven percent of all respondents had a 4-year college degree. Twenty-one percent had a master's degree or higher.

Table 4.4. Highest Education Completed

About a third of directors hold graduate degrees. A quarter of senior managers and 17% of senior buyers hold graduate degrees.

	High School	2-year College Degree	4-year College Degree	Master's Degree	Some Doctorate Courses	Doctorate Degree	Total
Director, Materials Management	24%	0%	41%	18%	12%	0%	17
Director, Purchasing and XX	11%	5%	45%	29%	2%	5%	99
Director, Purchasing	10%	8%	49%	28%	1%	3%	197
Manager, Purchasing	16%	11%	48%	22%	0%	3%	328
Manager, Contracts	21%	7%	38%	28%	0%	3%	88
Manager, Warehouse or Stores or Logistics	17%	0%	83%	0%	0%	0%	6
Senior Buyer/Contracting Officer	21%	9%	52%	16%	0%	1%	415
Buyer	26%	17%	46%	11%	0%	0%	332
Specifications specialist	50%	10%	30%	10%	0%	0%	10
Contract specialist	22%	11%	46%	20%	0%	1%	140
Assistant buyer	20%	20%	40%	13%	7%	0%	15
Receiving Technician	100%	0%	0%	0%	0%	0%	1
Expediter	0%	0%	100%	0%	0%	0%	1
Administrative Assistant	42%	17%	33%	8%	0%	0%	12
Other	23%	11%	45%	17%	0%	2%	185
Total	20%	11%	47%	19%	0%	2%	1,846

Fifty-seven percent of respondents held business degrees, 8% held public administration degrees, and 12% held liberal arts degrees.

Table 4.5. Education Field

	Liberal Arts	Busines s	Economics	Public Administration	Political Science	Engineering	Other	Total
Director	33	178	12	34	11	5	37	310
	11%	57%	4%	11%	4%	2%	12%	
Manager	47	242	9	42	8	11	57	416
	11%	58%	2%	10%	2%	3%	14%	
Procurement Officer	114	504	18	59	16	13	169	1,028
	13%	56%	2%	7%	2%	1%	19%	
Total	194	924	39	135	35	29	263	1,966
	12%	57%	2%	8%	2%	2%	16%	

Gender

Thirty-four percent of respondents were male and sixty-six percent were female. While the majority of respondents were women in all positions, 72% of procurement officers were women while 55% of directors were women.

Table 4.6. Gender

	Male	Female	Total
Director	140	179	310
	45%	55%	
Manager	162	254	416
	39%	61%	
Procurement Officer	256	645	901
	28%	72%	
Total	558	1069	1627
	34%	66%	

Race/Ethnicity

Of the 1,600 respondents answering this question, 7% of respondents were White non-Hispanic, 14% were Black non-Hispanic, and 9% were Hispanic.

Table 4.7. Race Distribution

	White Non- Hispanic	Black Non- Hispanic	Hispanic	Asian	American Indian or Alaskan Native	Total
Director	240	33	19	0	3	304
	79%	11%	6%	0%	1%	
Manager	295	53	29	7	4	403
	73%	13%	7%	2%	1%	
Procurement Officer	602	132	90	24	9	992
	67%	15%	10%	3%	1%	
Total	1,137	218	138	31	16	1,600
	71%	14%	9%	2%	1%	

Performance Appraisal

Respondents were asked about their last performance appraisal. Of the 1,826 respondents to this question, 59% indicated that they received “excellent,” 36% received “good,” 5% received “average,” and 1% received “satisfactory, but lower than average.” Only one respondent reported receiving unsatisfactory.

Table 4.8. Descriptor of Performance in Latest Performance Appraisal

	Unsatisfactory	Satisfactory, but lower than average	Average	Good	Excellent	Total
Director, Materials Management	-	1	1	4	11	17
	-	6%	6%	23%	65%	
Director, Purchasing and XX	1	-	1	19	76	97
	1%	-	1%	19%	78%	
Director, Purchasing	-	1	3	58	132	194
	-	1%	2%	30%	68%	
Manager, Purchasing	-	2	12	109	203	326
	-	1%	4%	33%	62%	
Manager, Contracts	-	1	7	28	51	87
	-	1%	8%	32%	59%	
Senior Buyer/Contracting Officer	-	4	22	147	237	410
	-	1%	5%	36%	58%	
Buyer	-	-	19	153	157	329
	-	-	6%	47%	48%	
Contract specialist	-	2	12	49	77	140
	-	1%	9%	35%	55%	
Assistant buyer	-	-	2	4	9	15
	-	-	13%	27%	60%	
Administrative Assistant	-	-	-	4	8	12
	-	-	-	33%	67%	
Total	1	12	91	652	1,070	1,826
	0%	1%	5%	36%	59%	

Satisfaction with Current Organization

More than three-quarters of our respondents are satisfied or extremely satisfied with their current work. The percentage that are extremely satisfied is higher among more senior ranks and shifts to somewhat satisfied among lower ranks.

Table 4.9. Degree of Satisfaction with Current Organization

	Extremely satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Extremely dissatisfied	Total
Director, Materials Management	47%	29%	6%	18%	0%	17
Director, Purchasing and XX	49%	34%	6%	9%	1%	99
Director, Purchasing	39%	49%	6%	5%	1%	196
Manager, Purchasing	30%	52%	8%	8%	2%	327
Manager, Contracts	30%	52%	10%	8%	0%	88
Senior Buyer/Contracting Officer	22%	52%	10%	12%	4%	414
Buyer	27%	47%	11%	12%	2%	331
Contract specialist	20%	55%	10%	10%	5%	140
Total	28%	50%	9%	10%	3%	1,841

Willingness to Relocate

Respondents were asked about their willingness to relocate to a different geographic location if offered more pay for a similar job. Forty-four percent of the 1,643 respondents were willing to relocate while 56% were not.

Table 4.10. Willingness to Relocate

	Yes	No	Total
Director	139	174	313
	44%	56%	
Manager	199	223	422
	47%	53%	
Procurement Officer	392	516	908
	43%	57%	
Total	730	913	1,643
	44%	56%	

Respondents were asked about their willingness to relocate to a different geographic location if offered more pay for a similar job. One-third of the 1,643 respondents were willing to relocate while two-thirds were not.

Table 4.11. Willingness to Move at Time of Hiring

	No	Yes	Total
Director	193	119	312
	62%	38%	
Manager	268	154	422
	64%	36%	
Procurement Officer	637	279	909
	70%	30%	
Total	1,098	545	1,643
	67%	33%	

Marital Status

Of the 1,600 respondents, 68% are married, 12% are single, and 13% are divorced.

Table 4.12. Marital Status

	Married	Single	Divorced	Widowed	Living with Someone	Total
Director	238	18	29	6	7	305
	78%	6%	10%	2%	2%	
Manager	295	48	40	6	11	403
	73%	12%	10%	1%	3%	
Procurement Officer	555	131	133	13	47	892
	62%	15%	15%	1%	5%	
Total	1,088	197	202	25	65	1,600
	68%	12%	13%	2%	4%	

CHAPTER V. SUMMARY TABLES

This chapter provides a position-by-position summary of each of the 17 positions reported in this study. The first table for each position is a summary of agency data by entity type, geographic region, and annual procurement volume.

Following the Agency Summary table for each position is a chart showing the salary trend for the position from 2001 through 2016.

Finally, a set of individual survey data summary tables provide additional salary information broken down by:

- ☒ Agency/Jurisdiction Type*
- ☒ Education Level*
- ☒ Field of Education*
- ☒ Number of Procurement Related Certifications Held*
- ☒ Gender*
- ☒ Race/Ethnicity*

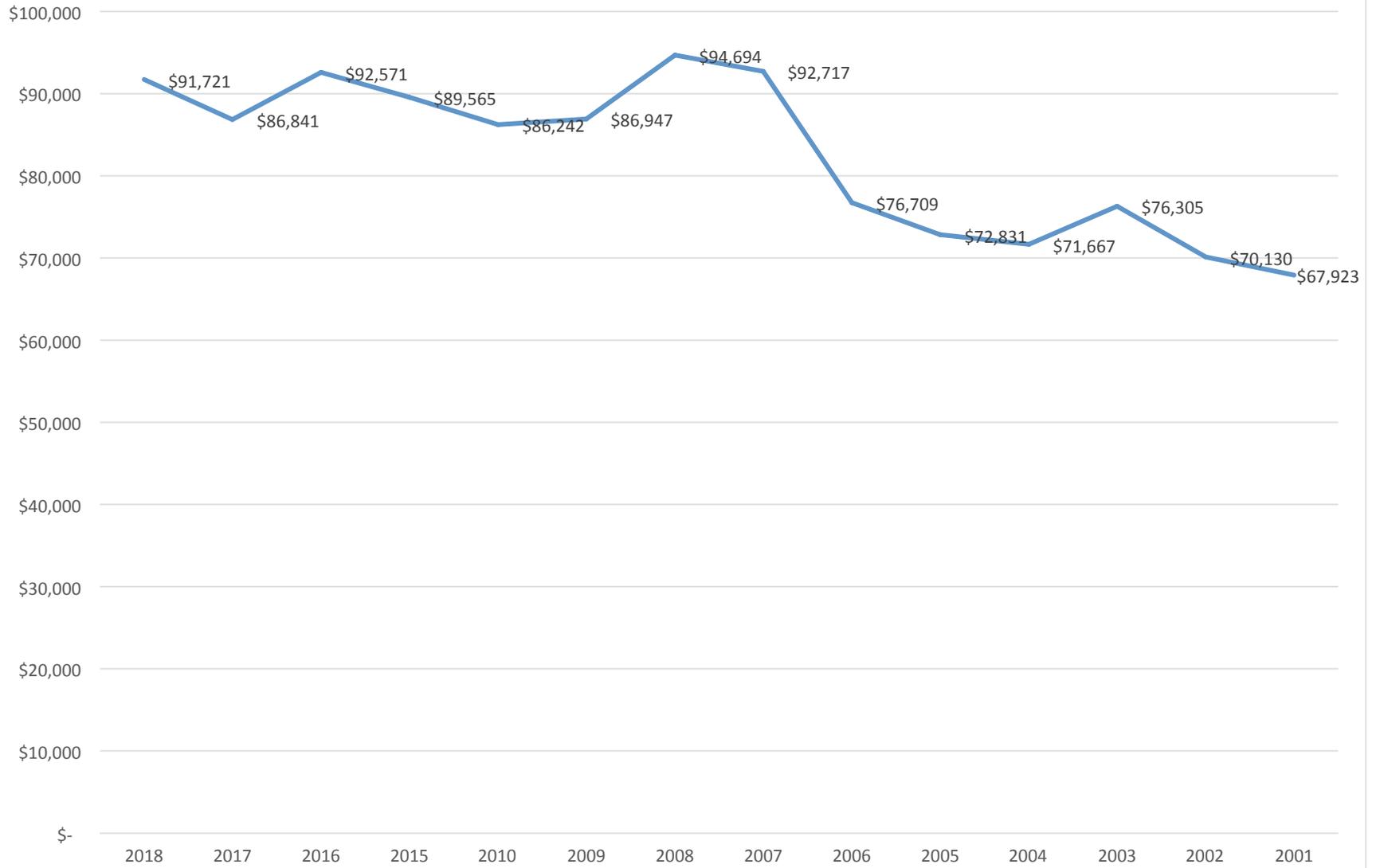
These tables report the mean salary, the median salary, and the number of respondents in each group (N).

Director, Materials Management

Table 5.1. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	164	\$91,721	\$86,841	\$92,571	\$89,565	\$86,242	\$86,947	\$94,694	\$92,717	\$76,709	\$72,831	\$71,667	\$76,305	\$70,130	\$67,923	35%	6%
Entity																	
Federal						\$38,167	\$37,250										
State	45	\$70,406	\$44,659	\$84,938	\$94,083	\$78,673	\$79,617	\$90,178	\$85,831	\$59,639	\$56,876	\$67,449	\$65,492	\$64,634	\$63,508	11%	58%
County	40	\$91,930	\$94,777	\$85,108	\$78,237	\$83,518	\$82,752	\$87,383	\$83,470	\$86,670	\$76,754	\$71,809	\$66,410	\$67,720	\$68,438	34%	-3%
City	49	\$90,131	\$75,195	\$95,033	\$95,137	\$85,279	\$85,372	\$94,560	\$91,463	\$77,336	\$74,363	\$68,752	\$65,805	\$65,480	\$62,021	45%	20%
School	6	\$92,300	\$98,700	\$91,600	\$82,749	\$88,713	\$89,137	\$83,897	\$85,247	\$78,537	\$75,894	\$82,610	\$133,216	\$77,595	\$76,075	21%	-6%
Higher Ed.	10	\$129,539	\$138,809	\$93,950	\$91,400	\$90,200	\$98,233	\$131,500	\$127,300	\$74,214	\$73,236	\$78,828	\$76,449	\$77,915	\$74,557	74%	-7%
Health	1	\$86,000	\$87,000			\$85,088	\$85,088			\$72,000	\$72,000						
Utility				\$145,000	\$145,000	\$143,000	\$141,000	\$119,333	\$115,333	\$103,175	\$75,600	\$61,750	\$59,600	\$70,000	\$70,000	-100%	
Sp. Auth.	14	\$84,495	\$88,625	\$94,786	\$89,000	\$94,566	\$95,679	\$113,921	\$116,750	\$76,678	\$71,725	\$84,831	\$81,526	\$81,320	\$76,616	10%	-5%
Region																	
Northeast	5	\$122,842	\$177,500	\$75,500	\$57,000	\$96,000	\$96,500	\$84,350	\$80,200	\$92,425	\$89,687	\$85,200	\$85,560	\$92,795	\$103,585	19%	-31%
Mid-Atlantic	17	\$97,485	\$96,667	\$89,966	\$84,350	\$89,987	\$92,185	\$100,377	\$98,656	\$76,916	\$76,086	\$80,067	\$80,302	\$71,830	\$68,708	42%	1%
Southeast	69	\$88,888	\$81,205	\$90,936	\$91,614	\$78,485	\$80,437	\$82,113	\$82,202	\$70,329	\$61,149	\$60,592	\$59,708	\$61,752	\$61,373	45%	9%
South Central	25	\$79,704	\$74,513	\$94,472	\$82,646	\$75,548	\$75,604	\$80,402	\$78,592	\$73,832	\$71,460	\$67,515	\$65,397	\$69,419	\$68,705	16%	7%
Central	8	\$77,758	\$88,250	\$88,783	\$88,960	\$79,022	\$80,266	\$187,066	\$178,236	\$74,067	\$66,926	\$62,783	\$179,357	\$55,086	\$59,122	32%	-12%
Great Lakes	16	\$74,980	\$82,976	\$87,615	\$70,424	\$96,182	\$97,750	\$72,382	\$69,582	\$73,659	\$74,096	\$73,832	\$67,665	\$72,904	\$67,500	11%	-10%
North Central	2	\$114,000	\$145,000			\$46,500	\$46,500			\$71,091	\$60,804	\$60,000	\$58,000				
West	19	\$120,210	\$90,360	\$91,081	\$97,715	\$114,555	\$115,340	\$110,279	\$103,735	\$84,169	\$83,024	\$86,270	\$83,338	\$79,189	\$76,092	58%	33%
Canada	6	\$115,491	\$88,626	\$138,108	\$135,150	\$96,506	\$89,445	\$108,500	\$104,000	\$92,269	\$88,096	\$77,851	\$68,114	\$79,203	\$74,205	56%	30%
Procur. Vol.																	
\$1-\$10M	28	\$72,946	\$57,733	\$62,111	\$51,200	\$67,499	\$63,349	\$106,681	\$110,135	\$57,568	\$56,435	\$57,855	\$56,657	\$55,461	\$55,490	31%	26%
\$11-\$30M	22	\$81,856	\$80,680	\$85,442	\$78,053	\$77,040	\$77,755	\$81,095	\$77,395	\$70,115	\$68,568	\$64,600	\$64,145	\$61,341	\$59,512	38%	1%
\$31-\$75M	22	\$89,578	\$81,250	\$92,440	\$96,501	\$83,161	\$84,281	\$70,561	\$69,664	\$77,881	\$71,491	\$78,589	\$74,443	\$66,993	\$64,645	39%	10%
\$76-\$125M	12	\$101,142	\$109,576	\$92,933	\$94,295	\$91,627	\$93,957	\$107,665	\$112,274	\$86,990	\$82,761	\$80,512	\$74,727	\$86,761	\$83,015	22%	-8%
>\$125M	63	\$114,963	\$101,798	\$119,770	\$113,105	\$111,986	\$112,023	\$103,880	\$99,537	\$99,982	\$95,161	\$92,475	\$128,173	\$95,847	\$92,284	25%	13%

Director, Materials Management Salary Trend 2001-2018



“Director, Materials Management” Individual Survey Results

Table 5.1a. 2017 Salary by Agency / Jurisdiction Type

What type of agency do you work for?	Mean	Median	N
State/Provincial Government	\$128,400	\$127,,000	5
County/Regional Government	\$101,500	\$101,500	2
City/Municipal Government	\$140,000	\$140,000	1
School System	\$103,120	\$103,120	2
College/University	\$135,970	\$131,910	3
Total	\$120,763	\$115,725	17

Table 5.1b. 2017 Salary by Highest Education Completed

What is your highest level of education?	Mean	Median	N
High School Diploma	\$127,000	\$127,000	1
Some College	\$98,667	\$99,000	3
4-year College Degree	\$120,261	\$118,000	7
Master's Degree	\$107,414	\$107,240	3
Some Doctorate Courses	\$150,455	\$150,455	2
Total	\$120,763	\$115,725	17

Table 5.1c. 2017 Salary by Field of Education

What best describes your field of education?	Mean	Median	N
Liberal Arts	\$137,545	\$131,910	3
Business	\$109,157	\$105,000	7
Public Administration	\$128,000	\$108,000	3
Engineering	\$140,000	\$140,000	1
Other	\$117,414	\$107,240	3
Total	\$120,763	\$115,725	17

Table 5.1d. 2017 Salary by Gender

What is your sex?	Mean	Median	N
Male	\$128,525	\$127,000	9
Female	\$112,031	\$106,120	8
Total	\$120,763	\$115,725	17

Table 5.1e. 2017 Salary by Race/Ethnicity

What is your race/ethnic background?	Mean	Median	N
White Non-Hispanic	\$121,561	\$116,863	16
Hispanic	\$108,000	\$108,000	1
Total	\$120,763	\$115,725	17

Table 5.1f. 2017 Salary by Presence of Collective Bargaining in Organization

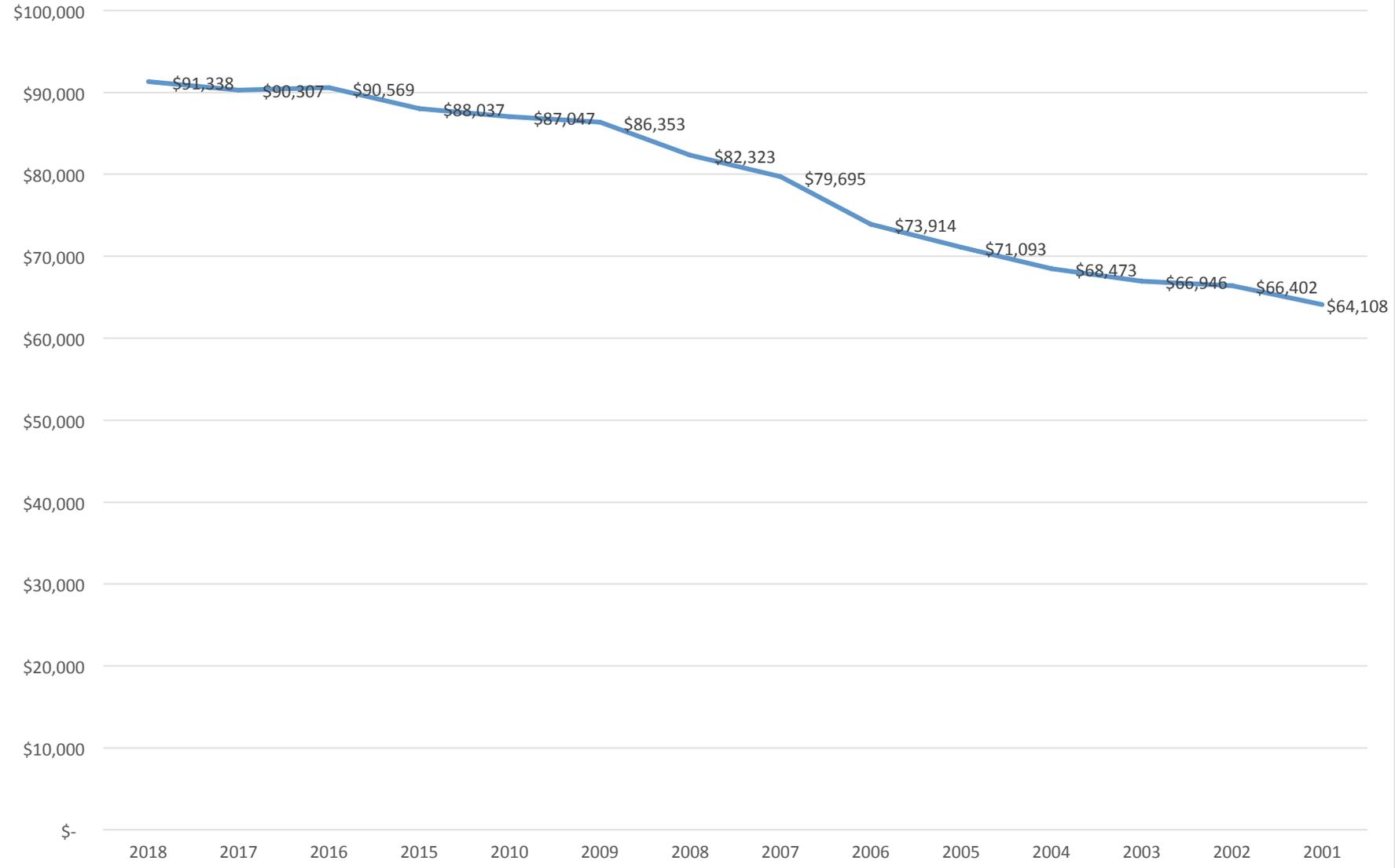
Is there a collective bargaining unit or Union in your organization?	Mean	Median	N
Yes	\$121,198	\$116,863	10
No	\$120,143	\$108,000	7
Total	\$120,763	\$115,725	17

Director, Purchasing and XX

Table 5.2. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	157	\$91,338	\$90,307	\$90,569	\$88,037	\$87,047	\$86,353	\$82,323	\$79,695	\$73,914	\$71,093	\$68,473	\$66,946	\$66,402	\$64,108	42%	1%
Entity																	
Federal				\$98,000	\$94,000	\$64,250	\$118,000										
State	13	\$90,473	\$91,266	\$79,151	\$80,715	\$76,500	\$77,811	\$77,194	\$74,456	\$57,844	\$52,844	\$60,571	\$55,077	\$59,007	\$55,830	62%	-1%
County	41	\$86,467	\$85,890	\$91,511	\$91,085	\$95,570	\$89,523	\$76,416	\$75,150	\$82,368	\$77,416	\$66,502	\$62,704	\$67,060	\$64,544	34%	1%
City	37	\$93,875	\$93,847	\$93,073	\$90,674	\$87,370	\$86,952	\$80,944	\$77,454	\$74,279	\$71,173	\$72,480	\$73,065	\$65,374	\$64,304	46%	0%
School	28	\$82,599	\$91,014	\$90,521	\$87,095	\$83,273	\$86,968	\$91,797	\$92,339	\$78,915	\$76,288	\$76,495	\$74,059	\$74,567	\$72,732	14%	-9%
Higher Ed.	28	\$96,083	\$91,653	\$83,100	\$77,038	\$79,928	\$82,113	\$74,686	\$72,850	\$64,601	\$61,976	\$64,970	\$63,935	\$63,012	\$59,432	62%	5%
Health										\$105,000	\$105,000						
Utility				\$130,500	\$145,000	\$102,367	\$100,563	\$87,088	\$87,223			\$79,000	\$79,000	\$91,603	\$84,219	-100%	#DIV/0!
Sp. Auth.	10	\$109,117	\$91,150	\$89,714	\$82,333	\$95,589	\$89,780	\$98,883	\$89,575	\$76,186	\$66,364	\$86,946	\$87,452	\$69,688	\$63,084	73%	20%
Region																	
Northeast	4	\$105,750	\$115,750	\$77,513	\$77,391	\$86,317	\$84,186	\$72,555	\$71,050	\$85,297	\$82,733	\$62,349	\$59,202	\$68,506	\$66,664	59%	-9%
Mid-Atlantic	22	\$98,145	\$96,735	\$92,987	\$90,251	\$81,601	\$82,200	\$97,758	\$99,810	\$73,458	\$69,099	\$74,266	\$68,121	\$66,179	\$64,001	53%	1%
Southeast	42	\$90,083	\$91,313	\$84,571	\$84,432	\$87,016	\$84,551	\$79,320	\$76,015	\$72,561	\$72,906	\$62,455	\$62,693	\$62,396	\$59,624	51%	-1%
South Central	31	\$79,603	\$78,129	\$95,797	\$83,557	\$80,138	\$81,760	\$83,388	\$80,997	\$64,193	\$60,252	\$66,385	\$69,419	\$60,961	\$58,919	35%	2%
Central	12	\$111,890	\$97,891	\$78,926	\$69,320	\$62,364	\$67,184	\$87,547	\$82,468	\$66,381	\$59,888	\$75,341	\$71,879	\$67,531	\$66,934	67%	14%
Great Lakes	24	\$84,839	\$81,549	\$93,945	\$91,222	\$89,209	\$90,790	\$84,538	\$80,181	\$79,026	\$77,217	\$74,930	\$69,738	\$70,661	\$69,627	22%	4%
North Central	1	\$62,000	\$58,000	\$72,000	\$68,000	\$72,000	\$72,000			\$74,068				\$51,185	\$49,425	25%	7%
West	20	\$93,154	\$102,325	\$109,099	\$114,417	\$104,784	\$96,370	\$88,399	\$83,766	\$94,541	\$92,332	\$76,874	\$77,744	\$77,228	\$71,758	30%	-9%
Canada	3	\$110,667	\$123,500	\$121,500	\$114,146	\$103,497	\$101,627	\$101,500	\$109,000	\$80,000	\$80,000	\$68,814	\$66,350	\$67,965	\$64,942	70%	-10%
Procur. Vol.																	
\$1-\$10M	30	\$79,212	\$77,224	\$56,393	\$56,456	\$77,901	\$79,337	\$70,562	\$68,129	\$54,410	\$49,840	\$56,324	\$57,532	\$57,585	\$55,940	42%	3%
\$11-\$30M	22	\$84,991	\$81,291	\$77,809	\$79,127	\$79,251	\$78,058	\$69,907	\$65,021	\$68,349	\$68,485	\$61,184	\$60,542	\$60,088	\$56,935	49%	5%
\$31-\$75M	35	\$91,949	\$92,789	\$90,697	\$87,261	\$75,181	\$74,179	\$90,368	\$88,276	\$70,434	\$74,515	\$77,320	\$74,141	\$69,581	\$67,628	36%	-1%
\$76-\$125M	13	\$94,412	\$95,877	\$91,753	\$90,929	\$95,419	\$94,320	\$88,953	\$86,820	\$89,975	\$86,432	\$87,003	\$94,488	\$78,202	\$73,519	28%	-2%
>\$125M	50	\$104,632	\$106,580	\$107,467	\$106,296	\$107,501	\$105,413	\$95,935	\$91,650	\$87,273	\$83,340	\$81,164	\$79,967	\$85,572	\$82,884	26%	-2%

Director, Purchasing & XX Salary Trend 2001-2018



“Director, Purchasing and XX” Individual Survey Results

Table 5.2a. 2017 Salary by Agency / Jurisdiction Type

What type of agency do you work for?	Mean	Median	N
State/Provincial Government	\$94,409	\$92,100	16
County/Regional Government	\$97,663	\$87,650	4
City/Municipal Government	\$112,022	\$106,180	16
School System	\$90,463	\$86,997	9
College/University	\$105,072	\$98,843	13
Special Authority/District	\$161,000	\$161,000	2
Other	\$114,147	\$107,355	35
Total	\$107,272	\$97,272	95

Table 5.2b. 2017 Salary by Highest Education Completed

What is your highest level of education?	Mean	Median	N
High School Diploma	\$52,000	\$52,000	1
Technical/Vocational Schol	\$79,180	\$79,180	2
Some College	\$80,067	\$80,694	8
2-year College Degree	\$85,124	\$77,998	4
4-year College Degree	\$109,050	\$100,422	44
Master's Degree	\$112,414	\$103,000	29
Some Doctorate Courses	\$111,500	\$111,500	2
Doctorate Degree	\$129,952	\$107,355	3
Total	\$107,272	\$97,272	95

Table 5.2c. 2017 Salary by Field of Education

What best describes your field of education?	Mean	Median	N
Liberal Arts	\$125,136	\$110,000	7
Business	\$96,938	\$91,873	55
Economics	\$94,734	\$96,500	5
Public Administration	\$123,846	\$131,000	13
Political Science	\$158,700	\$153,000	4
Engineering	\$180,000	\$180,000	1
Other	\$108,465	\$107,355	9
Total	\$107,272	\$97,272	95

Table 5.2d. 2017 Salary by Gender

What is your sex?	Mean	Median	N
Male	\$108,208	\$97,000	41
Female	\$106,967	\$100,360	53
Total	\$107,272	\$97,272	95

Table 5.2e. 2017 Salary by Race/Ethnicity

What is your race/ethnic background?	Mean	Median	N
White Non-Hispanic	\$100,517	\$94,068	69
Black Non-Hispanic	\$137,492	\$134,000	12
Hispanic	\$120,600	\$128,000	5
American Indian or Alaskan Native	\$122,525	\$122,525	2
Total	\$107,272	\$97,272	95

Table 5.2f. 2017 Salary by Presence of Collective Bargaining in Organization

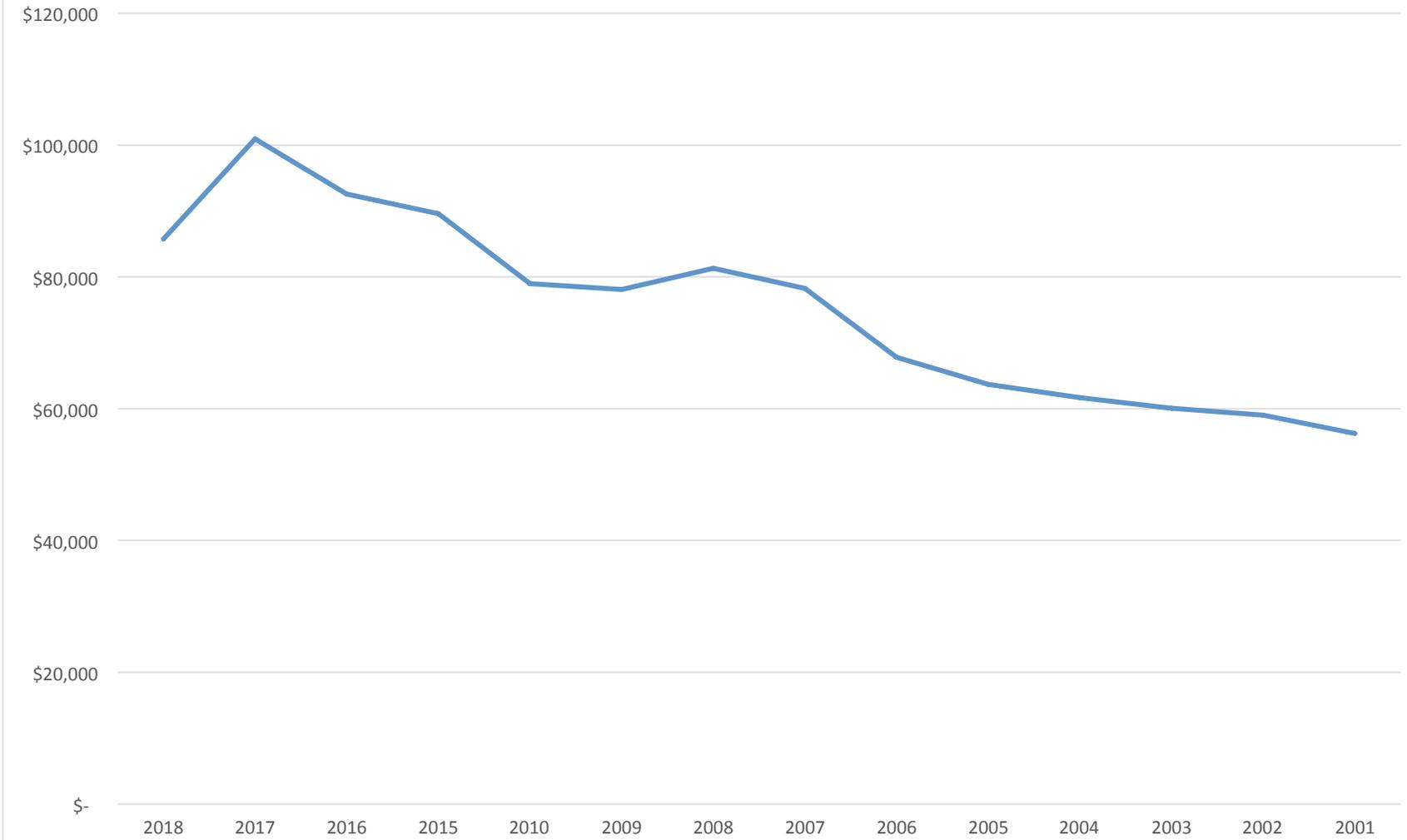
<i>Is there a collective bargaining unit or Union in your organization?</i>	<i>Mean</i>	<i>Median</i>	<i>N</i>
Yes	\$111,366	\$99,636	38
No	\$104,542	\$96,600	57
Total	\$107,272	\$97,272	95

Director, Purchasing

Table 5.3. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	149	\$85,696	\$100,950	\$92,571	\$89,565	\$78,999	\$78,097	\$81,343	\$78,230	\$67,828	\$63,724	\$61,650	\$60,083	\$59,028	\$56,240	52%	-15%
Entity																	
Federal						\$65,084	\$61,350										
State	10	\$84,857	\$84,250	\$84,938	\$94,083	\$79,686	\$81,026	\$67,665	\$64,459	\$69,592	\$64,435	\$56,816	\$53,388	\$55,255	\$55,148	54%	1%
County	46	\$87,225	\$128,606	\$85,108	\$78,237	\$86,079	\$89,254	\$89,329	\$83,928	\$67,397	\$63,595	\$60,381	\$59,028	\$58,945	\$56,971	53%	-32%
City	49	\$81,594	\$83,153	\$95,033	\$95,137	\$71,926	\$69,759	\$79,513	\$76,177	\$67,314	\$63,150	\$59,895	\$58,961	\$58,587	\$55,136	48%	-2%
School	6	\$77,172	\$84,107	\$91,600	\$82,749	\$92,478	\$85,711	\$80,816	\$82,608	\$73,144	\$73,940	\$72,671	\$69,684	\$57,605	\$54,736	41%	-8%
Higher Ed.	25	\$93,410	\$95,895	\$93,950	\$91,400	\$77,358	\$79,518	\$80,300	\$80,500	\$66,699	\$61,323	\$67,040	\$70,742	\$65,229	\$60,515	54%	-3%
Health						\$84,510				\$58,500		\$49,750	\$55,000				
Utility				\$145,000	\$145,000	\$93,598	\$66,398	\$75,975	\$74,150	\$52,307	\$41,861	\$73,769	\$72,269				
Sp. Auth.	13	\$89,980	\$98,845	\$94,786	\$89,000	\$81,500	\$82,698	\$94,896	\$91,122	\$69,893	\$55,059	\$59,352	\$55,773	\$53,846	\$51,287	75%	-9%
Region																	
Northeast	9	\$111,813	\$108,008	\$75,500	\$57,000	\$84,673	\$72,195	\$81,637	\$80,201	\$66,139	\$60,150	\$57,669	\$57,423	\$56,471	\$55,925	100%	4%
Mid-Atlantic	25	\$88,424	\$93,276	\$89,966	\$84,350	\$93,915	\$93,304	\$76,367	\$75,759	\$76,316	\$71,433	\$65,808	\$64,986	\$65,621	\$62,505	41%	-5%
Southeast	35	\$85,795	\$137,734	\$90,936	\$91,614	\$68,782	\$65,277	\$88,268	\$80,839	\$62,868	\$59,345	\$58,778	\$56,871	\$51,259	\$50,054	71%	-38%
South Central	20	\$64,032	\$75,192	\$94,472	\$82,646	\$76,384	\$76,091	\$76,479	\$73,728	\$57,012	\$53,968	\$56,594	\$54,621	\$53,215	\$50,866	26%	-15%
Central	15	\$82,689	\$79,352	\$88,783	\$88,960	\$74,117	\$74,545	\$84,538	\$82,243	\$62,623	\$59,736	\$62,589	\$61,477	\$64,761	\$55,821	48%	4%
Great Lakes	17	\$72,955	\$76,621	\$87,615	\$70,424	\$75,733	\$75,227	\$79,122	\$75,569	\$69,270	\$67,930	\$61,643	\$60,755	\$59,496	\$56,912	28%	-5%
North Central	3	\$76,000	\$68,500			\$62,504	\$65,000			\$59,621	\$57,000	\$56,860	\$55,900	\$47,656	\$45,250	68%	11%
West	24	\$93,320	\$107,574	\$91,081	\$97,715	\$105,408	\$109,430	\$86,111	\$82,883	\$84,541	\$79,951	\$68,993	\$68,551	\$77,323	\$76,434	22%	-13%
Canada	2	\$120,463	\$153,587	\$138,108	\$135,150	\$84,321	\$85,694	\$91,500	\$84,750	\$94,429	\$87,000	\$86,161	\$76,816	\$70,161	\$65,872	83%	-22%
Procur. Vol.																	
\$1-\$10M	22	\$69,530	\$77,116	\$62,111	\$51,200	\$65,434	\$62,996	\$81,227	\$77,562	\$59,784	\$53,136	\$51,308	\$49,043	\$49,418	\$47,487	46%	-10%
\$11-\$30M	20	\$76,066	\$75,665	\$85,442	\$78,053	\$68,688	\$68,103	\$70,027	\$68,389	\$61,086	\$57,180	\$57,907	\$56,770	\$55,321	\$52,631	45%	1%
\$31-\$75M	26	\$82,954	\$85,642	\$92,440	\$96,501	\$84,605	\$80,446	\$71,810	\$68,147	\$65,556	\$64,050	\$65,584	\$63,445	\$62,396	\$60,416	37%	-3%
\$76-\$125M	25	\$90,606	\$98,257	\$92,933	\$94,295	\$83,257	\$85,242	\$89,020	\$90,142	\$78,117	\$74,545	\$74,177	\$76,158	\$65,410	\$63,484	43%	-8%
>\$125M	42	\$105,489	\$143,827	\$119,770	\$113,105	\$98,238	\$99,541	\$94,917	\$89,679	\$94,396	\$90,154	\$74,752	\$73,570	\$79,355	\$77,318	36%	-27%

Director, Purchasing Salary Trend 2001-2018



“Director, Purchasing” Individual Survey Results

Table 5.3a. Reported Individual Salaries by Agency / Jurisdiction Type

What type of agency do you work for?	Mean	Median	N
State/Provincial Government	\$89,458	\$86,000	21
County/Regional Government	\$86,408	\$78,575	33
City/Municipal Government	\$86,547	\$76,000	34
School System	\$90,902	\$93,835	12
College/University	\$85,691	\$85,388	23
Special Authority/District	\$106,833	\$108,000	3
Other	\$90,000	\$90,000	1
Total	\$90,135	\$85,445	192

Table 5.3b. Reported Individual Salaries by Highest Education Completed

What is your highest level of education?	Mean	Median	N
High School Diploma	\$57,893	\$62,000	3
Some College	\$73,246	\$68,000	15
2-year College Degree	\$80,092	\$75,000	15
4-year College Degree	\$87,583	\$84,128	94
Master's Degree	\$102,296	\$98,014	56
Some Doctorate Courses	\$87,500	\$87,500	1
Doctorate Degree	\$92,890	\$103,750	6
Total	\$90,135	\$85,445	192

Table 5.3c. Reported Individual Salaries (2017) by Field of Education

What best describes your field of education?	Mean	Median	N
Liberal Arts	\$79,447	\$78,575	21
Business	\$89,952	\$85,503	111
Economics	\$94,781	\$85,000	7
Public Administration	\$99,080	\$89,750	18
Political Science	\$101,561	\$102,010	7
Engineering	\$73,467	\$74,000	3
Other	\$92,521	\$90,000	23
Total	\$90,135	\$85,445	192

Table 5.3d. Reported Individual Salaries (2017) by Gender

What is your sex?	Mean	Median	N
Male	\$98,769	\$94,500	86
Female	\$82,997	\$78,788	104
Total	\$90,135	\$85,445	192

Table 5.3e. Reported Individual Salaries (2017) by Race/Ethnicity

What is your race/ethnic background?	Mean	Median	N
White Non-Hispanic	\$87,954	\$84,000	151
Black Non-Hispanic	\$98,234	\$92,000	19
Hispanic	\$100,032	\$94,000	13
Total	\$90,135	\$85,445	192

Table 5.3f. 2016 Salary by Presence of Collective Bargaining in Organization

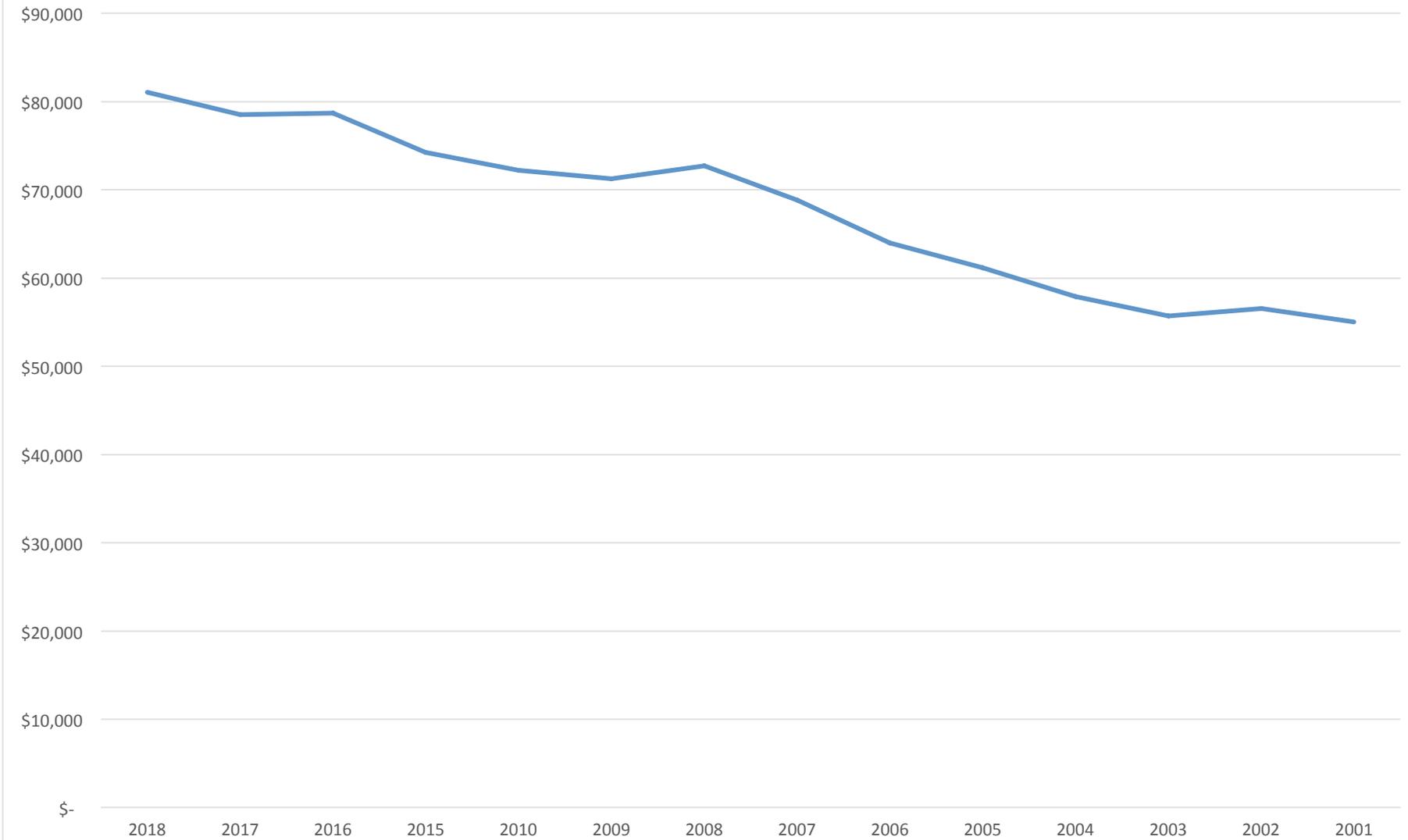
Is there a collective bargaining unit or Union in your organization?	Mean	Median	N
Yes	\$97,230	\$94,309	84
No	\$84,435	\$80,000	105
Total	\$90,135	\$85,445	192

Manager, Purchasing

Table 5.4. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change
All	116	\$81,069	\$78,507	\$78,691	\$74,247	\$72,178	\$71,233	\$72,730	\$68,792	\$63,973	\$61,168	\$57,876	\$55,685	\$56,543	\$54,997	47%
Entity																
Federal				\$75,604	\$70,979	\$66,672	\$65,255									
State	12	\$74,529	\$80,823			\$63,766	\$63,281	\$79,707	\$78,551	\$63,082	\$60,564	\$53,026	\$49,976	\$57,764	\$56,630	32%
County	41	\$80,733	\$73,978	\$77,701	\$75,550	\$72,970	\$72,200	\$70,593	\$63,134	\$64,109	\$59,376	\$56,465	\$54,113	\$51,402	\$47,162	71%
City	36	\$80,118	\$79,495	\$77,759	\$75,793	\$73,418	\$72,736	\$71,072	\$70,155	\$65,219	\$63,736	\$59,785	\$56,645	\$59,030	\$58,379	37%
School	4	\$86,309		\$85,443	\$63,500	\$73,507	\$74,051	\$69,268	\$67,559	\$63,519	\$62,167	\$63,317	\$61,060	\$59,023	\$56,708	52%
Higher Ed.	13	\$80,090	\$76,795	\$70,727	\$60,791	\$72,081	\$71,681	\$67,579	\$64,505	\$57,051	\$55,101	\$52,709	\$52,064	\$52,684	\$51,591	55%
Health						\$64,235	\$64,000			\$72,000	\$70,000					
Utility				\$93,167	\$106,250	\$92,333	\$73,500	\$78,800	\$81,250	\$77,334		\$67,667	\$70,000	\$65,175	\$64,845	
Sp. Auth.	10	\$91,563	\$93,860	\$84,963	\$75,450	\$74,073	\$74,250	\$86,970	\$84,694	\$63,566	\$59,298	\$68,990	\$67,073	\$64,006	\$63,099	45%
Region																
Northeast	3	\$98,000	\$97,500			\$70,929	\$71,000	\$73,488	\$72,598	\$59,791	\$58,516	\$62,375	\$62,000	\$55,171	\$53,492	83%
Mid-Atlantic	13	\$86,401	\$86,054	\$78,687	\$70,565	\$81,822	\$81,561	\$84,791	\$79,463	\$65,721	\$60,235	\$58,500	\$54,569	\$54,111	\$52,777	64%
Southeast	40	\$75,088	\$71,352	\$74,212	\$71,119	\$65,994	\$63,945	\$77,643	\$70,022	\$61,166	\$57,413	\$55,745	\$54,138	\$49,047	\$46,561	61%
South Central	17	\$64,059	\$61,891	\$76,847	\$70,089	\$61,978	\$61,443	\$58,705	\$57,917	\$61,930	\$58,502	\$49,839	\$48,454	\$54,592	\$54,780	17%
Central	6	\$82,633	\$64,788	\$78,094	\$68,986	\$67,946	\$69,661	\$69,335	\$68,368	\$56,739	\$52,496	\$61,687	\$56,439	\$59,563	\$55,585	49%
Great Lakes	8	\$76,168	\$76,793	\$74,174	\$67,253	\$70,149	\$71,261	\$60,052	\$54,706	\$60,797	\$58,846	\$64,429	\$63,065	\$58,579	\$58,983	29%
North Central	1	\$80,558	\$76,000			\$51,000	\$51,000			\$75,848	\$74,852	\$38,400	\$43,200	\$30,750	\$27,420	194%
West	20	\$113,481	\$108,236	\$94,829	\$95,823	\$82,797	\$82,272	\$86,953	\$82,866	\$68,577	\$70,823	\$66,137	\$65,065	\$71,541	\$67,766	67%
Canada	8	\$111,614	\$113,224	\$106,858	\$105,470	\$82,312	\$79,833	\$72,652	\$71,506			\$63,980	\$64,005	\$63,930	\$62,068	80%
Procur. Vol.																
\$1-\$10M	11	\$58,774	\$66,165	\$66,038	\$62,286	\$69,632	\$68,870	\$69,376	\$66,009	\$56,077	\$54,211	\$52,153	\$50,693	\$50,327	\$49,721	18%
\$11-\$30M	11	\$80,971	\$86,756	\$60,460	\$55,115	\$58,108	\$59,230	\$52,870	\$51,109	\$59,190	\$58,031	\$49,773	\$48,752	\$44,357	\$41,785	94%
\$31-\$75M	14	\$72,589	\$69,367	\$84,794	\$84,083	\$71,198	\$70,318	\$74,791	\$70,567	\$59,346	\$57,281	\$59,193	\$57,518	\$53,564	\$51,990	40%
\$76-\$125M	9	\$83,390	\$81,025	\$83,147	\$73,208	\$72,748	\$72,405	\$66,068	\$60,725	\$67,440	\$62,538	\$64,164	\$61,830	\$62,038	\$59,515	40%
>\$125M	58	\$88,092	\$82,276	\$87,147	\$84,595	\$78,527	\$76,480	\$82,043	\$76,914	\$74,622	\$70,800	\$67,821	\$64,636	\$67,782	\$64,611	36%

Manager, Purchasing Salary Trend 2001-2018



“Manager, Purchasing” Individual Survey Results

Table 5.4a. Reported Individual Salaries (2017) by Agency / Jurisdiction Type

What type of agency do you work for?	Mean	Median	N
Federal Government	\$54,549	\$54,549	2
State/Provincial Government	\$74,316	\$72,000	41
County/Regional Government	\$82,181	\$82,750	44
City/Municipal Government	\$90,449	\$88,734	61
School System	\$83,937	\$80,500	27
College/University	\$72,330	\$73,000	26
Utility	\$101,286	\$103,000	4
Special Authority/District	\$88,667	\$86,500	16
Other	\$74,168	\$76,000	5
Total	\$82,153	\$79,000	325

Table 5.4b. Reported Individual Salaries (2017) by Highest Education Completed

What is your highest level of education?	Mean	Median	N
High School Diploma	\$67,654	\$68,000	5
Technical/Vocational School	\$49,700	\$49,700	2
Some College	\$79,728	\$78,500	46
2-year College Degree	\$80,405	\$78,373	34
4-year College Degree	\$81,609	\$78,000	154
Master's Degree	\$86,682	\$85,000	71
Some Doctorate Courses	\$120,000	\$120,000	1
Doctorate Degree	\$81,425	\$78,000	9
Total	\$82,153	\$79,000	325

Table 5.4c. Reported Individual Salaries (2017) by Field of Education

What best describes your field of education?	Mean	Median	N
Liberal Arts	\$82,427	\$76,565	38
Business	\$80,564	\$78,450	189
Economics	\$88,376	\$80,499	6
Public Administration	\$89,050	\$88,000	31
Political Science	\$79,200	\$81,750	6
Engineering	\$98,400	\$100,000	7
Other	\$83,220	\$80,000	42
Total	\$82,153	\$79,000	325

Table 5.4d. Reported Individual Salaries (2017) by Gender

What is your sex?	Mean	Median	N
Male	\$84,413	\$82,144	124
Female	\$80,333	\$75,900	196
Total	\$82,153	\$79,000	325

Table 5.4e. Reported Individual Salaries (2017) by Race/Ethnicity

What is your race/ethnic background?	Mean	Median	N
White Non-Hispanic	\$80,715	\$77,750	232
Black Non-Hispanic	\$82,939	\$76,700	38
Hispanic	\$75,125	\$75,650	20
Asian	\$108,666	\$106,500	6
American Indian or Alaskan Native	\$73,500	\$73,500	2
Other	\$88,346	\$81,250	12
Total	\$82,153	\$79,000	325

Table 5.4f. 2017 Salary by Presence of Collective Bargaining in Organization

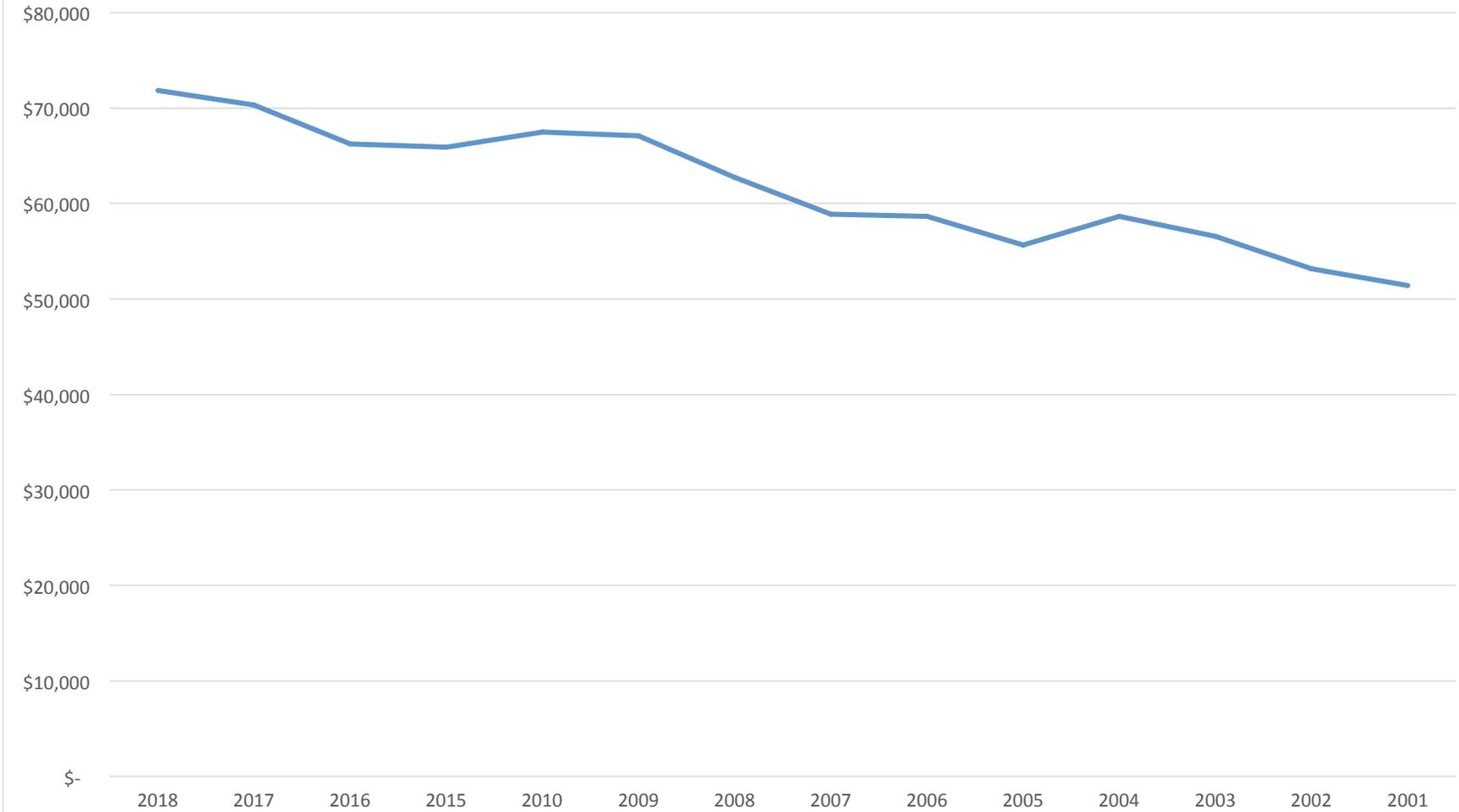
Is there a collective bargaining unit or Union in your organization?	Mean	Median	N
Yes	\$88,767	\$85,859	166
No	\$74,556	\$74,500	148
Total	\$82,153	\$79,000	325

Manager, Contracts

Table 5.5. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	55	\$71,867	\$70,326	\$66,238	\$65,899	\$67,464	\$67,090	\$62,742	\$58,907	\$58,665	\$55,682	\$58,633	\$56,548	\$53,150	\$51,390	40%	2%
Entity																	
Federal						\$91,423	\$88,000										
State	6	\$74,250	\$74,250	\$58,831	\$56,395	\$61,773	\$64,059	\$54,416	\$52,428	\$54,983	\$51,968	\$55,934	\$56,853	\$46,774	\$45,078	65%	0%
County	11	\$65,973	\$65,891	\$67,323	\$66,993	\$62,918	\$64,443	\$66,866	\$60,536	\$53,589	\$48,330	\$50,267	\$48,099	\$51,439	\$48,770	35%	0%
City	9	\$68,625	\$61,333	\$64,475	\$62,002	\$60,884	\$60,085	\$61,791	\$59,741	\$63,329	\$62,978	\$61,752	\$58,149	\$54,063	\$51,089	34%	12%
School	7	\$65,000	\$70,000	\$47,000		\$75,503	\$69,794	\$58,858	\$49,036	\$58,936	\$57,473	\$58,369	\$55,589	\$63,250	\$72,861	-11%	-7%
Higher Ed.	17	\$81,451	\$78,140	\$69,045	\$67,333	\$59,016	\$59,016	\$76,540	\$74,333	\$62,393	\$64,019	\$56,358	\$59,523	\$56,944	\$55,429	47%	4%
Health	1	\$74,000	\$72,000							\$58,500	\$65,000		\$48,000				
Utility				\$105,000	\$105,000	\$87,338	\$59,675	\$57,500	\$57,500			\$63,235		\$57,714	\$56,544		
Sp. Auth.	4	\$81,625	\$81,433	\$67,300	\$66,670	\$90,164	\$91,411	\$76,373	\$70,488	\$66,750	\$58,333	\$71,504	\$69,667	\$65,839	\$64,148	27%	0%
Region																	
Northeast	2	\$82,500	\$81,500			\$72,500	\$69,000	\$67,500	\$63,500	\$56,667	\$55,000	\$71,000	\$67,667	\$57,333	\$57,500	43%	1%
Mid-Atlantic	4	\$72,377	\$64,358	\$63,608	\$65,310	\$74,335	\$65,516	\$61,493	\$60,646	\$60,938	\$55,019	\$55,388	\$57,337	\$51,022	\$49,889	45%	12%
Southeast	15	\$68,409	\$65,268	\$63,486	\$62,571	\$60,638	\$63,495	\$59,669	\$55,161	\$59,072	\$54,678	\$58,807	\$51,763	\$48,091	\$49,165	39%	5%
South Central	8	\$63,507	\$67,742	\$68,029	\$67,576	\$62,448	\$61,708	\$63,324	\$65,301	\$54,662	\$53,180	\$55,581	\$54,313	\$46,710	\$45,188	41%	-6%
Central	5	\$68,833	\$53,664	\$64,833	\$73,500	\$62,818	\$61,213	\$57,061	\$49,620	\$61,544	\$59,456	\$53,137	\$50,089	\$57,438	\$54,971	25%	28%
Great Lakes	15	\$60,667	\$60,667	\$52,488	\$52,926	\$62,040	\$61,669	\$61,334	\$58,554	\$71,133	\$70,057	\$63,825	\$59,732	\$52,307	\$49,117	24%	0%
North Central						\$52,000	\$52,000			\$42,000	\$40,000						
West	6	\$95,161	\$89,577	\$78,056	\$69,670	\$95,229	\$96,155	\$78,016	\$69,586	\$54,650	\$54,767	\$73,070	\$68,587	\$67,160	\$62,546	52%	6%
Canada	-			\$86,000	\$85,900	\$79,940	\$78,043	\$72,652	\$71,506	\$65,000	\$65,000	\$51,414	\$53,000	\$67,516	\$64,815		
Procur. Vol.																	
\$1-\$10M	6	\$54,517	\$56,500	\$53,000	\$50,333	\$62,842	\$62,833	\$56,464	\$54,473	\$49,050	\$49,194	\$54,465	\$55,215	\$52,259	\$50,534	8%	-4%
\$11-\$30M	6	\$76,200	\$71,200	\$65,833	\$66,591	\$67,280	\$64,783	\$48,557	\$46,253	\$49,154	\$49,367	\$60,531	\$48,384	\$46,183	\$44,087	73%	7%
\$31-\$75M	4	\$70,333	\$64,000	\$57,708	\$62,550	\$58,593	\$56,992	\$60,988	\$55,213	\$43,891	\$37,288	\$54,003	\$47,743	\$48,570	\$47,748	47%	10%
\$76-\$125M	9	\$76,189	\$78,676	\$65,659	\$64,753	\$72,800	\$71,597	\$68,748	\$69,007	\$51,804	\$49,840	\$58,664	\$61,205	\$56,677	\$56,834	34%	-3%
>\$125M	23	\$78,750	\$78,833	\$70,677	\$70,986	\$73,302	\$73,773	\$70,987	\$65,089	\$66,061	\$63,971	\$67,784	\$66,864	\$61,237	\$60,026	31%	0%

Manager, Contracts Salary Trend 2001-2018



“Manager, Contracts” Individual Survey Results

Table 5.5a. Reported Individual Salaries (2017) by Agency / Jurisdiction Type

What type of agency do you work for?	Mean	Median	N
State/Provincial Government	\$72,720	\$70,818	21
County/Regional Government	\$60,103	\$57,647	12
City/Municipal Government	\$74,004	\$76,000	11
College/University	\$91,750	\$93,500	4
Health Related	\$93,000	\$93,000	1
Utility	\$120,250	\$120,250	2
Special Authority/District	\$99,350	\$99,149	3
Total	\$73,645	\$70,818	87

Table 5.5b. Reported Individual Salaries (2017) by Highest Education Completed

What is your highest level of education?	Mean	Median	N
High School Diploma	\$54,087	\$54,087	1
Technical/Vocational School	\$53,115	\$58,000	3
Some College	\$79,371	\$82,623	14
2-year College Degree	\$62,429	\$67,500	6
4-year College Degree	\$66,984	\$66,500	32
Master's Degree	\$84,526	\$82,000	25
Doctorate Degree	\$64,167	\$66,000	3
Total	\$73,645	\$70,818	87

Table 5.5c. Reported Individual Salaries (2017) by Field of Education

What best describes your field of education?	Mean	Median	N
Liberal Arts	\$73,178	\$68,000	9
Business	\$72,960	\$70,909	44
Economics	\$94,075	\$94,075	2
Public Administration	\$75,654	\$68,155	11
Political Science	\$79,000	\$79,000	1
Engineering	\$86,000	\$82,000	4
Other	\$64,921	\$60,625	14
Total	\$73,645	\$70,818	87

Table 5.5d. Reported Individual Salaries (2017) by Gender

What is your sex?	Mean	Median	N
Male	\$75,749	\$72,503	30
Female	\$71,922	\$67,500	56
Total	\$73,645	\$70,818	87

Table 5.5e. Reported Individual Salaries (2017) by Race/Ethnicity

What is your race/ethnic background?	Mean	Median	N
White Non-Hispanic	\$73,530	\$72,000	57
Black Non-Hispanic	\$76,357	\$72,722	14
Hispanic	\$69,898	\$70,000	7
Asian	\$58,000	\$58,000	1
American Indian or Alaskan Native	\$70,818	\$70,818	1
Other	\$70,509	\$64,440	3
Total	\$73,645	\$70,818	87

Table 5.5f. 2017 Salary by Presence of Collective Bargaining in Organization

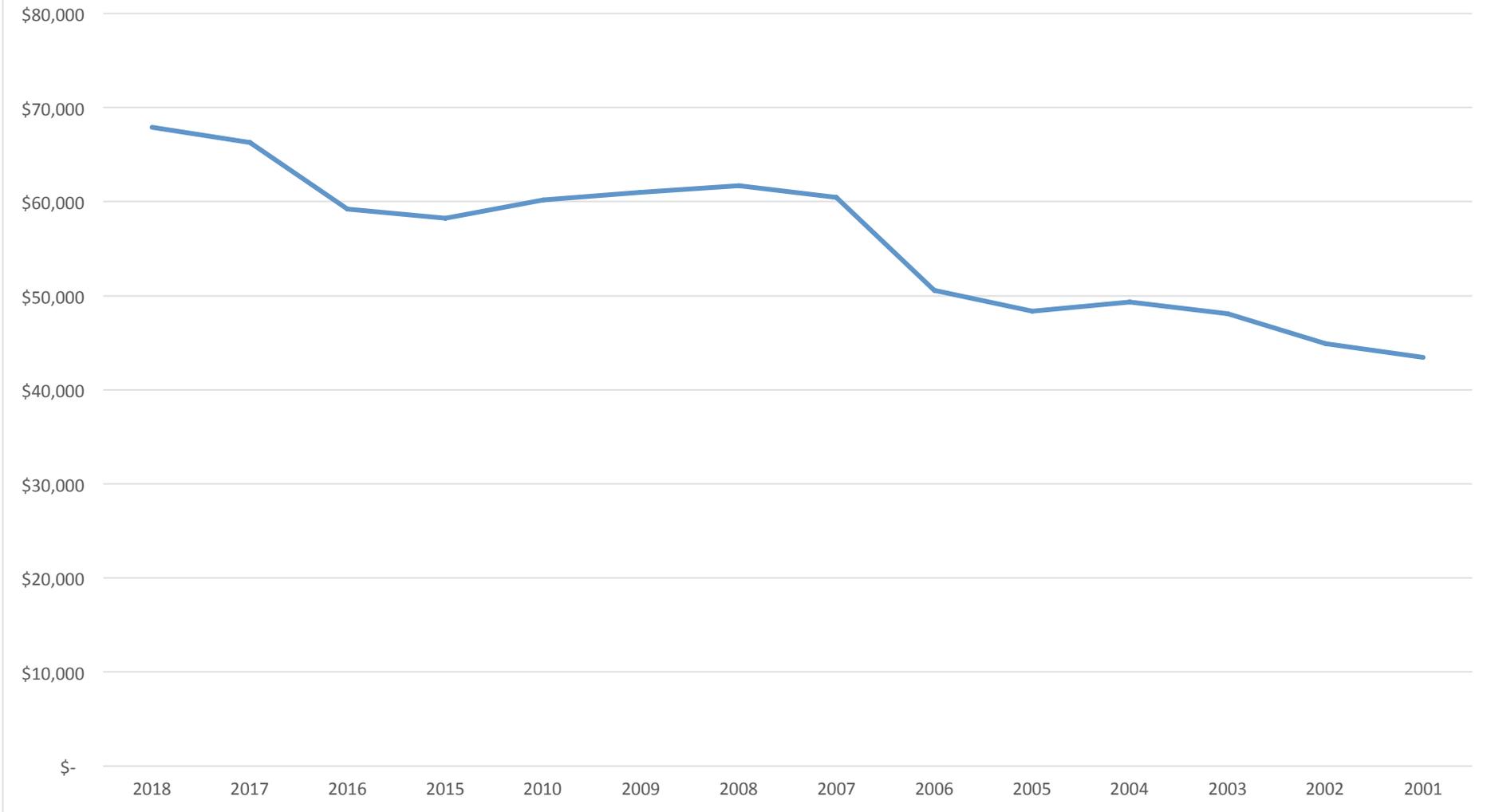
Is there a collective bargaining unit or Union in your organization?	Mean	Median	N
Yes	\$77,701	\$76,012	44
No	\$70,523	\$65,000	40
Total	\$73,645	\$70,818	87

Manager, Warehouse or Stores, or Logistics

Table 5.6. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	40	\$67,883	\$66,294	\$59,214	\$58,220	\$60,157	\$60,992	\$61,709	\$60,472	\$50,569	\$48,355	\$49,315	\$48,073	\$44,884	\$43,443	56%	2%
Entity																	
Federal						\$35,088	\$46,000										
State	2	\$76,380	\$76,380	\$60,000		\$52,846	\$55,461	\$55,947	\$54,520	\$40,096	\$39,796	\$50,565	\$46,224	\$38,717	\$38,017	101%	0%
County	10	\$81,000	\$78,571	\$66,294	\$77,025	\$55,424	\$57,188	\$54,681	\$50,363	\$50,808	\$49,071	\$46,502	\$47,644	\$46,037	\$44,795	81%	3%
City	15	\$61,641	\$62,732	\$50,560	\$51,519	\$58,973	\$60,032	\$61,024	\$60,726	\$50,728	\$51,510	\$47,152	\$45,123	\$44,817	\$42,977	43%	-2%
School	4	\$77,491	\$76,737	\$58,988	\$52,845	\$68,025	\$67,300	\$60,326	\$58,703	\$56,103	\$52,554	\$52,881	\$52,347	\$49,887	\$48,018	61%	1%
Higher Ed.	5	\$62,902	\$56,129	\$49,667	\$48,000	\$56,333	\$55,690	\$60,836	\$58,526	\$41,407	\$39,943	\$42,342	\$43,157	\$39,444	\$39,186	61%	12%
Health	1	\$42,500	\$42,000							\$40,000	\$40,000	\$33,000	\$32,000				
Utility				\$103,500	\$101,500	\$58,714	\$52,890	\$76,480	\$75,845	\$57,667	\$38,000	\$57,320	\$54,105	\$46,172	\$44,173		
Sp. Auth.	3	\$53,333	\$50,250	\$62,975	\$59,988	\$69,202	\$70,240	\$82,491	\$80,616	\$59,244	\$49,891	\$59,128	\$57,518	\$59,232	\$57,057	-7%	6%
Region																	
Northeast	1	\$79,000	\$79,000			\$45,476	\$44,356	\$42,600	\$39,450	\$55,541	\$54,438	\$56,405	\$55,405	\$64,915	\$61,778	28%	0%
Mid-Atlantic	5	\$75,244	\$83,491			\$72,854	\$72,672	\$65,409	\$66,059	\$59,772	\$52,844	\$54,595	\$54,392	\$49,445	\$47,848	57%	-10%
Southeast	15	\$58,656	\$53,816	\$56,732	\$53,175	\$49,222	\$51,073	\$54,802	\$53,691	\$45,477	\$43,741	\$45,011	\$42,606	\$34,929	\$35,116	67%	9%
South Central	8	\$53,166	\$50,570	\$52,669	\$52,091	\$53,879	\$51,396	\$54,970	\$53,206	\$46,439	\$46,275	\$43,515	\$44,283	\$40,577	\$39,226	36%	5%
Central	3	\$62,667	\$52,019	\$72,965	\$90,536	\$54,695	\$54,133	\$80,015	\$79,286	\$55,722	\$47,338	\$42,283	\$42,012	\$43,467	\$41,385	51%	20%
Great Lakes	2	\$76,380	\$76,380	\$69,052	\$75,770	\$74,858	\$83,188	\$54,871	\$52,871	\$50,115	\$48,643	\$64,578	\$61,890	\$55,160	\$53,120	44%	0%
North Central						\$54,850	\$54,850			\$38,517	\$37,517	\$43,000	\$43,000				
West	5	\$111,779	\$111,029	\$57,017	\$61,657	\$85,476	\$86,984	\$76,594	\$78,176	\$56,245	\$55,235	\$62,219	\$61,113	\$60,162	\$58,684	90%	1%
Canada	1	\$57,000	\$55,000	\$102,000	\$102,000	\$79,617	\$78,032	\$66,212	\$60,022	\$56,282	\$55,491	\$54,642	\$52,050	\$59,417	\$59,100	-4%	4%
Procur. Vol.																	
\$1-\$10M	4	\$53,333	\$49,500			\$48,388	\$50,014	\$66,377	\$65,446	\$43,203	\$41,589	\$44,381	\$43,146	\$36,674	\$35,062	52%	8%
\$11-\$30M	8	\$66,839	\$71,158	\$49,696	\$48,155	\$46,792	\$45,638	\$43,538	\$43,042	\$46,099	\$47,368	\$42,667	\$43,652	\$36,142	\$34,908	91%	-6%
\$31-\$75M	6	\$53,897	\$52,772	\$54,788	\$57,934	\$54,832	\$54,507	\$52,250	\$50,921	\$47,656	\$45,730	\$53,767	\$47,863	\$44,959	\$41,005	31%	2%
\$76-\$125M	5	\$66,300	\$63,760	\$66,301	\$67,370	\$59,681	\$56,082	\$63,744	\$62,424	\$56,814	\$49,708	\$52,480	\$51,623	\$52,663	\$54,101	23%	4%
>\$125M	8	\$80,925	\$83,295	\$69,752	\$68,678	\$73,744	\$76,809	\$71,670	\$70,705	\$61,997	\$58,513	\$58,503	\$57,428	\$60,126	\$57,767	40%	-3%

Manager, Warehouse or Stores or Logistics Salary Trend 2001-2018



“Manager, Warehouse or Stores, or Logistics” Individual Survey Results

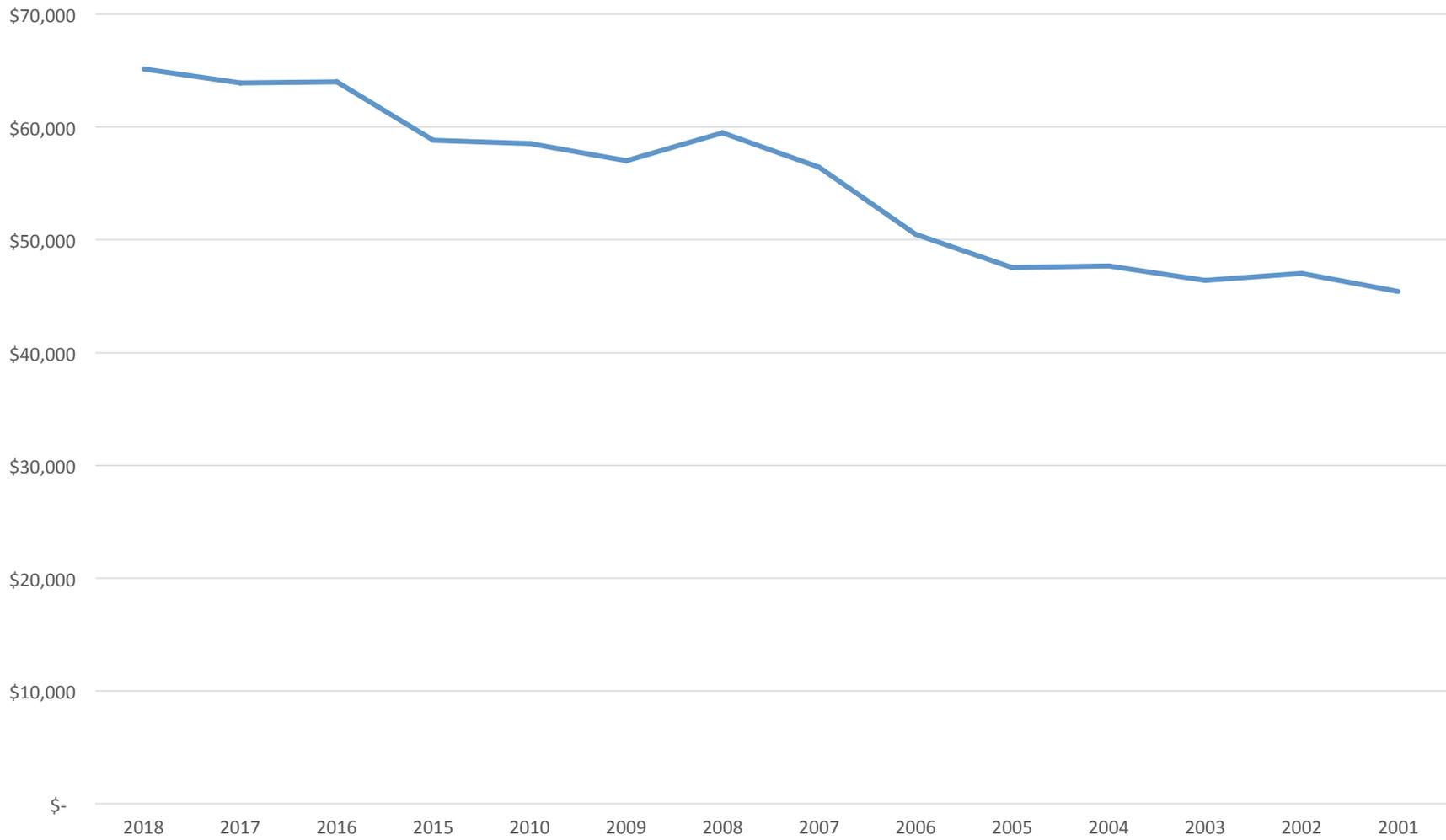
Due to low response rate from employees in this job category, analysis of individual survey results for this job was not feasible.

Senior Buyer - Contracting Officer

Table 5.7. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	314	\$65,169	\$63,896	\$64,003	\$58,823	\$58,514	\$57,023	\$59,487	\$56,435	\$50,481	\$47,535	\$47,693	\$46,419	\$47,028	\$45,421	43%	2%
Entity																	
Federal				\$90,000	\$86,000	\$67,961	\$66,417										
State	59	\$61,919	\$59,674	\$52,318	\$52,904	\$52,429	\$53,250	\$52,646	\$51,654	\$46,835	\$43,632	\$41,861	\$40,559	\$44,438	\$44,649	39%	4%
County	114	\$67,318	\$65,332	\$81,782	\$58,531	\$58,254	\$53,963	\$62,926	\$60,354	\$50,342	\$47,668	\$47,358	\$46,446	\$45,585	\$42,853	57%	3%
City	78	\$62,090	\$60,762	\$59,901	\$62,755	\$57,907	\$57,271	\$58,183	\$53,592	\$52,355	\$48,945	\$49,097	\$47,227	\$47,550	\$45,850	35%	2%
School	20	\$62,026	\$63,890	\$58,329	\$58,474	\$62,610	\$61,937	\$53,347	\$47,871	\$52,241	\$48,404	\$50,160	\$49,969	\$46,466	\$45,880	35%	-3%
Higher Ed.	19	\$63,163	\$64,626	\$48,423	\$48,600	\$57,450	\$55,380	\$58,090	\$56,577	\$43,840	\$43,134	\$44,224	\$42,797	\$45,218	\$43,299	46%	-2%
Health	1	\$74,000	\$72,000			\$56,305				\$46,500		\$33,000	\$32,000				3%
Utility				\$67,581	\$83,162	\$64,890	\$58,340	\$67,188	\$59,900	\$56,400	\$52,566	\$51,509	\$53,327	\$46,088	\$44,395		
Sp. Auth.	23	\$74,200	\$73,221	\$60,514	\$58,100	\$64,209	\$65,571	\$75,879	\$71,567	\$50,506	\$49,798	\$61,344	\$59,099	\$55,520	\$52,764	41%	1%
Region																	
Northeast	8	\$67,278	\$65,775		\$58,000	\$60,981	\$59,994	\$73,400	\$76,667	\$56,833	\$58,000	\$54,688	\$52,911	\$55,225	\$54,605	23%	2%
Mid-Atlantic	24	\$68,111	\$69,005	\$56,878	\$56,295	\$67,716	\$64,809	\$52,904	\$51,121	\$51,695	\$49,699	\$48,658	\$46,957	\$50,246	\$47,473	43%	-1%
Southeast	87	\$58,442	\$55,691	\$55,922	\$57,057	\$52,422	\$49,092	\$62,420	\$57,049	\$48,510	\$47,040	\$42,949	\$42,112	\$38,240	\$36,518	60%	5%
South Central	30	\$52,373	\$53,758	\$52,752	\$50,706	\$50,703	\$50,516	\$51,340	\$49,829	\$43,919	\$41,456	\$42,163	\$41,073	\$42,961	\$41,904	25%	-3%
Central	25	\$67,078	\$66,582	\$62,613	\$58,635	\$57,811	\$56,482	\$58,337	\$56,051	\$52,959	\$49,287	\$49,918	\$49,555	\$50,333	\$48,553	38%	1%
Great Lakes	11	\$60,844	\$59,806	\$106,366	\$57,998	\$54,806	\$57,450	\$59,533	\$57,183	\$52,301	\$50,723	\$49,522	\$45,728	\$52,255	\$49,388	23%	2%
North Central	2	\$47,195	\$43,326	\$40,000	\$35,000	\$41,800	\$41,800	\$47,500	\$47,500	\$48,485	\$43,848	\$32,849	\$32,349	\$36,797	\$35,586	33%	9%
West	99	\$83,885	\$82,428	\$68,983	\$74,745	\$71,843	\$72,690	\$71,156	\$67,317	\$56,002	\$51,633	\$57,937	\$57,697	\$55,719	\$54,239	55%	2%
Canada	28	\$84,496	\$86,169	\$82,981	\$79,162	\$66,260	\$62,925	\$58,798	\$58,188	\$60,318	\$50,064	\$52,866	\$53,473	\$48,710	\$46,182	83%	-2%
Procur. Vol.																	
\$1-\$10M	23	\$66,038	\$50,852	\$54,436	\$58,104	\$53,587	\$51,907	\$56,849	\$50,295	\$43,189	\$42,517	\$40,183	\$37,272	\$40,709	\$40,329	64%	30%
\$11-\$30M	28	\$61,602	\$59,344	\$49,286	\$49,793	\$52,684	\$49,892	\$50,364	\$50,737	\$47,317	\$44,494	\$45,953	\$45,008	\$45,429	\$44,440	39%	4%
\$31-\$75M	49	\$62,693	\$62,490	\$60,755	\$60,513	\$60,149	\$58,469	\$54,428	\$52,084	\$45,145	\$44,225	\$47,543	\$46,445	\$43,965	\$42,104	49%	0%
\$76-\$125M	25	\$68,222	\$68,756	\$59,514	\$56,444	\$58,223	\$58,287	\$59,628	\$59,094	\$55,834	\$53,670	\$53,400	\$53,421	\$52,859	\$49,588	38%	-1%
>\$125M	161	\$66,603	\$67,252	\$79,115	\$63,727	\$64,375	\$63,502	\$62,861	\$58,730	\$56,984	\$51,844	\$52,053	\$51,730	\$51,813	\$50,668	31%	-1%

Senior Buyer / Contracting Officer Salary Trend 2001-2018



“Senior Buyer” Individual Survey Results

Table 5.7a. Reported Individual Salaries (2017) by Agency / Jurisdiction Type

What type of agency do you work for?	Mean	Median	N
State/Provincial Government	\$63,177	\$60,000	61
County/Regional Government	\$63,030	\$62,800	59
City/Municipal Government	\$66,993	\$68,250	72
School System	\$71,606	\$75,000	11
College/University	\$57,125	\$58,500	40
Health Related	\$39,800	\$39,800	1
Utility	\$72,663	\$73,850	8
Special Authority/District	\$78,974	\$71,850	14
Other	\$89,000	\$89,000	2
Total	\$64,033	\$62,120	399

Table 5.7b. Reported Individual Salaries (2017) by Highest Education Completed

What is your highest level of education?	Mean	Median	N
High School Diploma	\$60,200	\$58,441	12
Technical/Vocational School	\$56,841	\$54,282	8
Some College	\$61,257	\$59,396	64
2-year College Degree	\$64,450	\$60,000	38
4-year College Degree	\$63,164	\$62,476	207
Master's Degree	\$68,729	\$65,000	62
Doctorate Degree	\$81,212	\$84,000	5
Other	\$92,000	\$92,000	1
Total	\$64,033	\$62,120	399

Table 5.7c. Reported Individual Salaries (2017) by Field of Education

What best describes your field of education?	Mean	Median	N
Liberal Arts	\$62,393	\$62,869	52
Business	\$63,630	\$60,860	229
Economics	\$72,553	\$78,000	5
Public Administration	\$66,017	\$64,500	29
Political Science	\$65,284	\$62,140	6
Engineering	\$71,374	\$69,938	10
Other	\$64,191	\$62,476	61
Total	\$64,033	\$62,120	399

Table 5.7e. Reported Individual Salaries (2017) by Gender

What is your sex?	Mean	Median	N
Male	\$68,830	\$66,938	114
Female	\$62,260	\$60,000	283
Total	\$64,033	\$62,120	399

Table 5.7f. Reported Individual Salaries (2017) by Race/Ethnicity

What is your race/ethnic background?	Mean	Median	N
White Non-Hispanic	\$62,363	\$60,000	269
Black Non-Hispanic	\$67,899	\$65,615	54
Hispanic	\$67,666	\$64,564	33
Asian	\$71,954	\$69,000	13
American Indian or Alaskan Native	\$60,125	\$60,125	2
Other	\$61,799	\$58,230	18
Total	\$64,033	\$62,120	399

Table 5.7g. 2017 Salary by Presence of Collective Bargaining in Organization

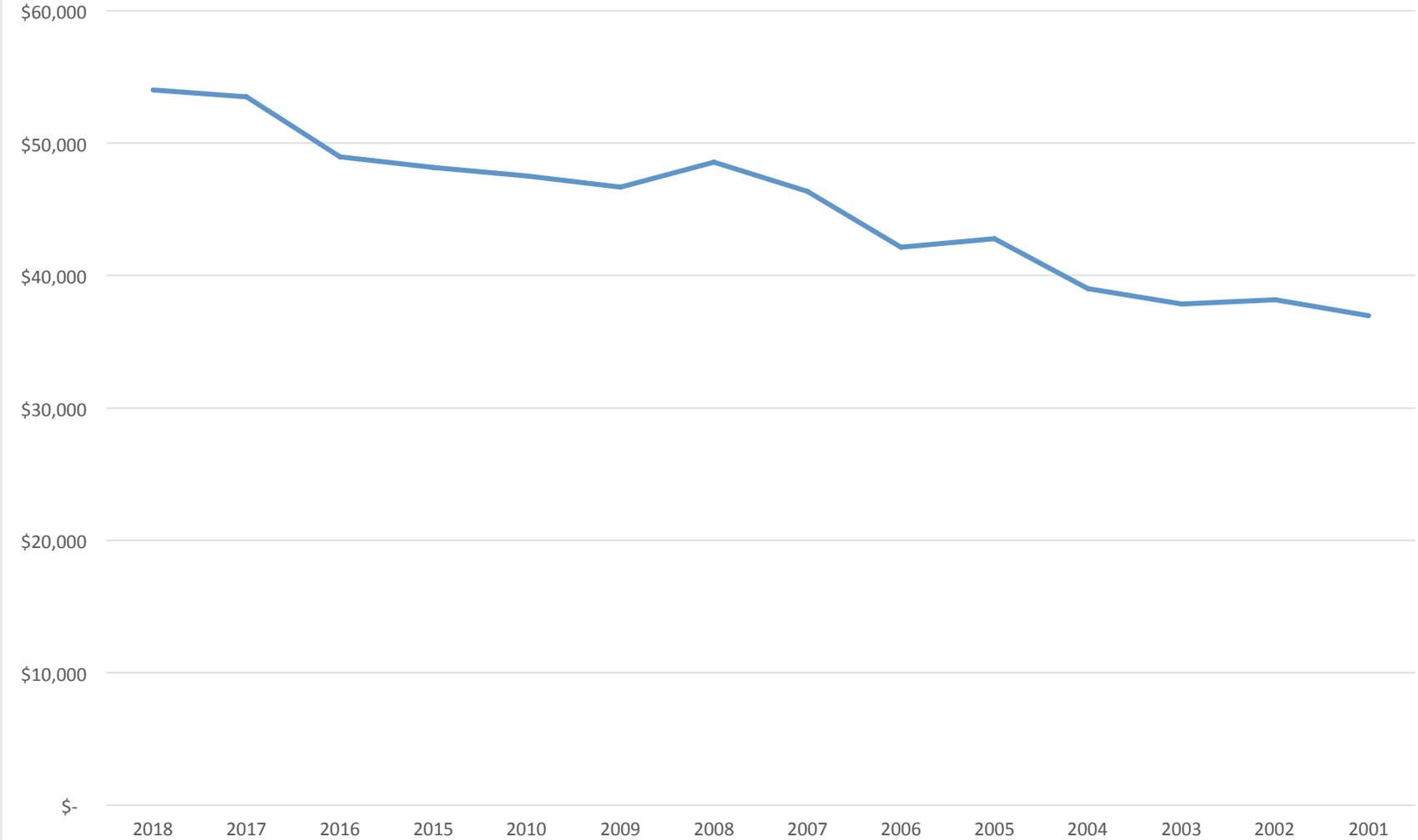
Is there a collective bargaining unit or Union in your organization?	Mean	Median	N
Yes	\$69,430	\$68,000	186
No	\$59,159	\$58,814	204
Total	\$64,033	\$62,120	399

Buyer

Table 5.8. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	308	\$54,027	\$53,480	\$48,975	\$48,150	\$47,513	\$46,680	\$48,546	\$46,372	\$42,155	\$42,790	\$39,027	\$37,856	\$38,173	\$36,949	46%	1%
Entity																	
Federal				\$68,000	\$65,000	\$51,613	\$48,224										
State	38	\$48,771	\$46,702	\$45,709	\$42,303	\$49,281	\$48,256	\$48,009	\$47,473	\$37,291	\$37,834	\$35,178	\$34,140	\$34,685	\$34,129	43%	4%
County	118	\$56,722	\$52,776	\$48,114	\$49,162	\$47,962	\$46,066	\$48,017	\$45,442	\$42,208	\$39,992	\$38,175	\$36,904	\$35,295	\$33,796	68%	7%
City	88	\$53,388	\$54,047	\$49,895	\$49,987	\$47,296	\$46,598	\$47,041	\$44,523	\$44,489	\$42,455	\$40,106	\$38,909	\$40,880	\$38,945	37%	-1%
School	7	\$50,570	\$56,846	\$49,218	\$45,861	\$47,815	\$47,965	\$50,941	\$48,801	\$43,828	\$56,860	\$42,251	\$40,970	\$39,505	\$38,266	32%	-11%
Higher Ed.	33	\$47,483	\$46,579	\$47,617	\$47,419	\$45,973	\$45,835	\$41,158	\$37,744	\$35,493	\$36,302	\$35,193	\$33,392	\$34,253	\$34,139	39%	2%
Health	1	\$74,000	\$72,000			\$50,471				\$27,000	\$30,000						3%
Utility				\$56,177	\$61,000	\$45,131	\$45,131	\$50,500	\$50,320	\$35,322	\$31,611	\$38,425	\$41,667	\$39,438	\$38,109		
Sp. Auth.	23	\$60,504	\$65,883	\$48,610	\$44,588	\$46,601	\$45,994	\$57,167	\$54,671	\$49,347	\$45,781	\$46,005	\$42,869	\$44,230	\$43,877	38%	-8%
Region																	
Northeast	4	\$59,257	\$58,751	\$58,000	\$56,000	\$49,816	\$50,253	\$53,045	\$48,682	\$49,486	\$49,706	\$45,145	\$43,763	\$43,470	\$41,184	44%	1%
Mid-Atlantic	31	\$56,238	\$53,867	\$51,590	\$46,620	\$49,451	\$49,476	\$48,781	\$46,247	\$44,534	\$43,678	\$38,904	\$37,467	\$38,821	\$37,198	51%	4%
Southeast	71	\$46,789	\$45,429	\$45,644	\$44,057	\$42,867	\$40,992	\$47,330	\$44,737	\$39,167	\$37,072	\$35,663	\$34,523	\$32,831	\$32,172	45%	3%
South				\$47,347	\$45,328												
Central	38	\$45,518	\$48,450			\$40,712	\$39,658	\$42,911	\$41,359	\$36,481	\$36,094	\$36,081	\$34,433	\$33,576	\$32,560	40%	-6%
Central	26	\$55,634	\$51,317	\$51,487	\$50,992	\$45,142	\$44,906	\$45,943	\$44,913	\$40,934	\$58,656	\$38,803	\$38,535	\$40,338	\$37,454	49%	8%
Great Lakes	13	\$50,193	\$51,813	\$45,317	\$49,386	\$46,804	\$45,633	\$49,102	\$46,860	\$42,823	\$43,739	\$42,721	\$40,973	\$41,294	\$40,293	25%	-3%
North				\$35,957	\$34,864	\$35,097	\$35,097										
Central	8	\$48,976	\$46,971					\$49,000	\$49,000	\$40,999	\$37,041	\$31,000	\$29,500	\$32,363	\$31,613	55%	4%
West	94	\$69,046	\$72,007	\$59,475	\$58,928	\$57,027	\$56,945	\$58,300	\$55,539	\$49,171	\$47,555	\$45,803	\$45,203	\$46,569	\$45,382	52%	-4%
Canada	23	\$66,701	\$65,255	\$72,748	\$68,467	\$56,373	\$56,158	\$51,561	\$50,466	\$52,617	\$50,577	\$42,845	\$43,645	\$41,792	\$40,460	65%	2%
Procur. Vol.																	
\$1-\$10M	21	\$50,348	\$44,394	\$45,786	\$45,365	\$44,510	\$43,378	\$45,778	\$42,837	\$38,525	\$37,510	\$35,292	\$33,314	\$36,219	\$35,369	42%	13%
\$11-\$30M	38	\$51,089	\$48,668	\$42,699	\$44,313	\$45,676	\$44,900	\$45,618	\$43,465	\$40,690	\$40,138	\$36,485	\$36,077	\$36,612	\$34,802	47%	5%
\$31-\$75M	41	\$50,533	\$54,923	\$50,963	\$51,963	\$46,650	\$46,043	\$46,879	\$46,477	\$39,731	\$38,673	\$40,426	\$38,432	\$37,380	\$35,834	41%	-8%
\$76-\$125M	21	\$65,863	\$62,311	\$48,196	\$46,949	\$48,129	\$47,866	\$53,160	\$51,227	\$47,249	\$45,395	\$42,123	\$42,174	\$43,257	\$42,496	55%	6%
>\$125M	151	\$57,176	\$56,525	\$54,858	\$52,002	\$51,192	\$50,287	\$51,579	\$49,411	\$47,160	\$56,837	\$43,397	\$42,816	\$42,306	\$41,603	37%	1%

Buyer Salary Trend 2001-2018



“Buyer” Individual Survey Results

Table 5.8a. Reported Individual Salaries (2017) by Agency / Jurisdiction Type

What type of agency do you work for?	Mean	Median	N
State/Provincial Government	\$49,086	\$44,838	46
County/Regional Government	\$50,765	\$47,000	39
City/Municipal Government	\$50,892	\$50,505	60
School System	\$53,606	\$51,000	19
College/University	\$43,530	\$38,880	21
Health Related	\$53,063	\$53,063	2
Utility	\$56,838	\$51,194	10
Special Authority/District	\$59,903	\$65,000	9
Other	\$42,000	\$42,000	2
Total	\$51,050	\$48,382	315

Table 5.8b. Reported Individual Salaries (2017) by Highest Education Completed

What is your highest level of education?	Mean	Median	N
High School Diploma	\$57,636	\$58,063	12
Technical/Vocational School	\$56,584	\$56,050	4
Some College	\$48,982	\$48,091	62
2-year College Degree	\$47,717	\$45,000	53
4-year College Degree	\$51,962	\$48,541	146
Master's Degree	\$53,303	\$47,000	35
Some Doctorate Courses	\$39,800	\$39,800	1
Doctorate Degree	\$52,000	\$52,000	1
Other (Please specify)	\$53,134	\$53,134	1
Total	\$51,050	\$48,382	315

Table 5.8c. Reported Individual Salaries (2017) by Field of Education

What best describes your field of education?	Mean	Median	N
Liberal Arts	\$50,833	\$46,881	39
Business	\$50,837	\$48,000	182
Economics	\$45,337	\$44,011	6
Public Administration	\$50,632	\$54,113	10
Political Science	\$44,437	\$44,020	6
Engineering	\$89,002	\$89,742	3
Other	\$50,659	\$48,880	61
Total	\$51,050	\$48,382	315

Table 5.8d. Reported Individual Salaries (2017) by Gender

What is your sex?	Mean	Median	N
Male	\$51,997	\$50,000	92
Female	\$50,476	\$49,000	220
Total	\$51,050	\$48,382	315

Table 5.8e. Reported Individual Salaries (2017) by Race/Ethnicity

What is your race/ethnic background?	Mean	Median	N
White Non-Hispanic	\$51,327	\$48,382	223
Black Non-Hispanic	\$51,206	\$48,878	40
Hispanic	\$50,023	\$49,000	33
Asian	\$55,400	\$51,200	3
American Indian or Alaskan Native	\$37,737	\$39,683	5
Other	\$48,600	\$45,021	8
Total	\$51,050	\$48,382	315

Table 5.8f. 2017 Salary by Presence of Collective Bargaining in Organization

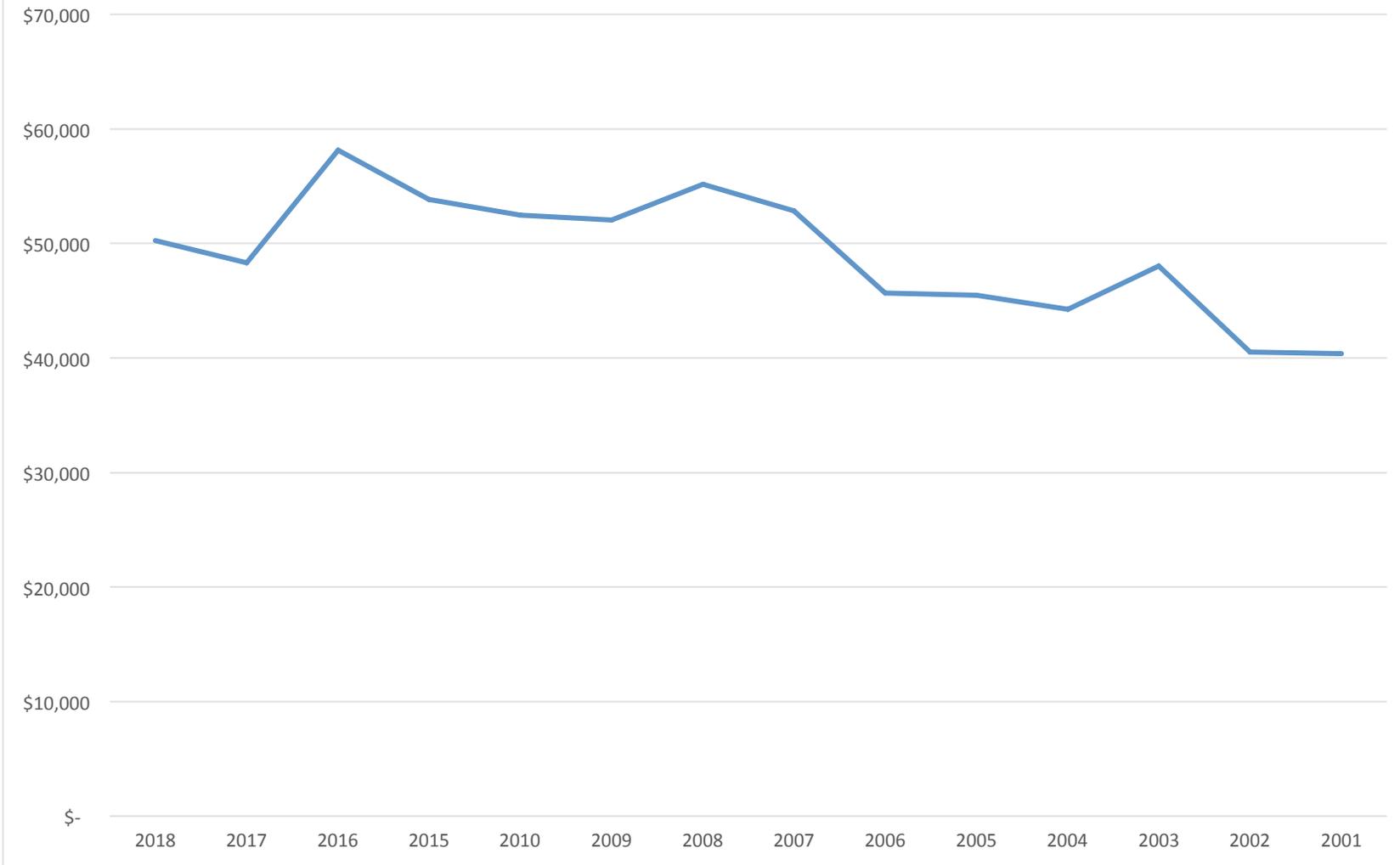
Is there a collective bargaining unit or Union in your organization?	Mean	Median	N
Yes	\$55,255	\$54,000	159
No	\$46,635	\$43,000	152
Total	\$51,050	\$48,382	315

Specifications Specialist

Table 5.9. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	22	\$50,243	\$48,302	\$58,163	\$53,850	\$52,471	\$52,066	\$55,159	\$52,857	\$45,665	\$45,490	\$44,242	\$48,011	\$40,492	\$40,371	24%	4%
Entity																	
Federal						\$48,000	\$45,500										
State	2	\$52,000	\$52,000			\$57,667	\$57,667	\$41,311	\$41,502			\$34,875	\$38,031	\$39,573	\$42,534	22%	0%
County	9	\$50,467	\$49,004	\$67,800	\$59,400	\$50,837	\$43,528	\$70,784	\$59,726	\$37,177	\$37,322	\$37,250	\$41,900	\$39,048	\$36,278	39%	3%
City	7	\$48,958	\$43,901	\$46,567	\$63,000	\$51,033	\$51,188	\$51,959	\$47,390	\$52,303	\$47,979	\$47,545	\$47,531	\$43,026	\$41,524	18%	12%
School						\$42,420	\$42,754	\$63,000	\$60,700	\$50,706	\$50,215	\$41,528	\$41,386	\$36,839	\$36,380		
Higher Ed.	1	\$34,000		\$46,000	\$42,000									\$39,000			
Health										\$38,000							
Utility						\$33,000	\$33,000	\$53,500	\$52,000	\$48,500							
Sp. Auth.	3	\$59,500	\$55,000	\$72,000	\$51,000	\$100,000	\$100,000	\$72,000	\$70,000	\$60,000	\$50,880	\$86,631	\$85,687				8%
Region																	
Northeast	-					\$43,528	\$43,528	\$63,000	\$49,000	\$34,362	\$33,689	\$58,339	\$58,858	\$32,249	\$34,459		
Mid-Atlantic	1	\$47,000	\$46,000	\$60,600	\$59,400	\$55,580	\$55,580	\$79,587	\$74,000	\$45,880	\$44,533	\$38,333	\$43,000	\$46,515	\$46,408	1%	2%
Southeast	9	\$53,843	\$49,923	\$43,000	\$51,000	\$58,146		\$58,943	\$62,408	\$49,821	\$50,376	\$45,719	\$49,511	\$38,498	\$37,245	45%	8%
South Central	4	\$41,700	\$45,550	\$68,000	\$42,000	\$41,000	\$40,625	\$47,969	\$49,215	\$39,358	\$37,600	\$35,031	\$36,041	\$35,857	\$33,352	25%	-8%
Central	-					\$46,598	\$41,101	\$52,250	\$50,000	\$37,000	\$37,000	\$38,295	\$37,000	\$44,124	\$54,168		
Great Lakes	4	\$46,426	\$46,426			\$41,200	\$41,200	\$40,000	\$40,000	\$50,029	\$60,000	\$26,500	\$50,000	\$39,586	\$38,836	20%	0%
North Central																	
West	4	\$59,500	\$55,000	\$69,851	\$63,000	\$65,000	\$65,000	\$45,000	\$40,000			\$47,123	\$49,369	\$44,870	\$44,870	33%	8%
Canada	-					\$70,279	\$70,788							\$38,750	\$38,750		
Procur. Vol.																	
\$1-\$10M	3	\$46,446	\$45,550	\$54,000	\$51,000	\$48,176	\$47,343	\$62,722	\$39,444	\$40,055	\$33,689	\$38,638	\$40,324	\$36,101	\$35,001	33%	2%
\$11-\$30M	3	\$56,498	\$55,458	\$37,500		\$66,500	\$66,500			\$66,412	\$53,595	\$35,000	\$40,425	\$41,211	\$39,852	42%	2%
\$31-\$75M	3	\$56,333	\$46,000	\$62,651	\$61,200	\$49,333	\$48,833	\$64,627	\$60,800			\$51,577	\$53,214	\$32,358	\$32,596	73%	22%
\$76-\$125M	1					\$52,095		\$47,784	\$45,784	\$54,785	\$50,067	\$48,348	\$63,821	\$41,739	\$39,843		
>\$125M	12	\$46,366	\$46,676	\$70,333	\$42,000	\$51,574	\$51,065	\$54,905	\$56,854	\$45,533	\$43,882	\$48,706	\$48,168	\$42,912	\$44,147	5%	-1%

Specifications Specialist Salary Trend 2001-2018



“Specifications Specialist” Individual Survey Results

Table 5.9a. Reported Individual Salaries (2016) by Agency / Jurisdiction Type

<i>What type of agency do you work for?</i>	<i>Mean</i>	<i>Median</i>	<i>N</i>
<i>State/Provincial Government</i>	\$56,500	\$56,500	1
<i>County/Regional Government</i>	\$22,291	\$35,184	1
<i>City/Municipal Government</i>	\$42,000	\$42,000	2
<i>School System</i>	\$42,000	\$42,000	2
<i>Total</i>	\$43,613	\$46,825	10

Table 5.9b. Reported Individual Salaries (2017) by Highest Education Completed

<i>What is your highest level of education?</i>	<i>Mean</i>	<i>Median</i>	<i>N</i>
<i>Some College</i>	\$40,595	\$36,500	5
<i>2-year College Degree</i>	\$56,500	\$56,500	1
<i>4-year College Degree</i>	\$44,000	\$49,000	3
<i>Master’s Degree</i>	\$44,650	\$44,650	1
<i>Total</i>	\$43,613	\$46,825	10

Table 5.9c. Reported Individual Salaries (2017) by Field of Education

<i>What best describes your field of education?</i>	<i>Mean</i>	<i>Median</i>	<i>N</i>
<i>Liberal Arts</i>	\$53,500	\$53,500	2
<i>Business</i>	\$35,383	\$36,500	3
<i>Economics</i>	\$54,593	\$54,593	2
<i>Other</i>	\$39,396	\$39,396	2
<i>Total</i>	\$43,613	\$46,825	10

Table 5.9d. Reported Individual Salaries (2017) by Gender

<i>What is your sex?</i>	<i>Mean</i>	<i>Median</i>	<i>N</i>
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Male	\$41,750	\$42,750	4
Female	\$44,855	\$47,418	6
Total	\$43,613	\$46,825	10

Table 5.9e. Reported Individual Salaries (2017) by Race/Ethnicity

What is your race/ethnic background?	Mean	Median	N
White Non-Hispanic	\$43,198	\$45,750	4
Black Non-Hispanic	\$45,229	\$49,000	3
Asian	\$34,825	\$34,825	2
Total	\$43,613	\$46,825	10

Table 5.9f. 2017 Salary by Presence of Collective Bargaining in Organization

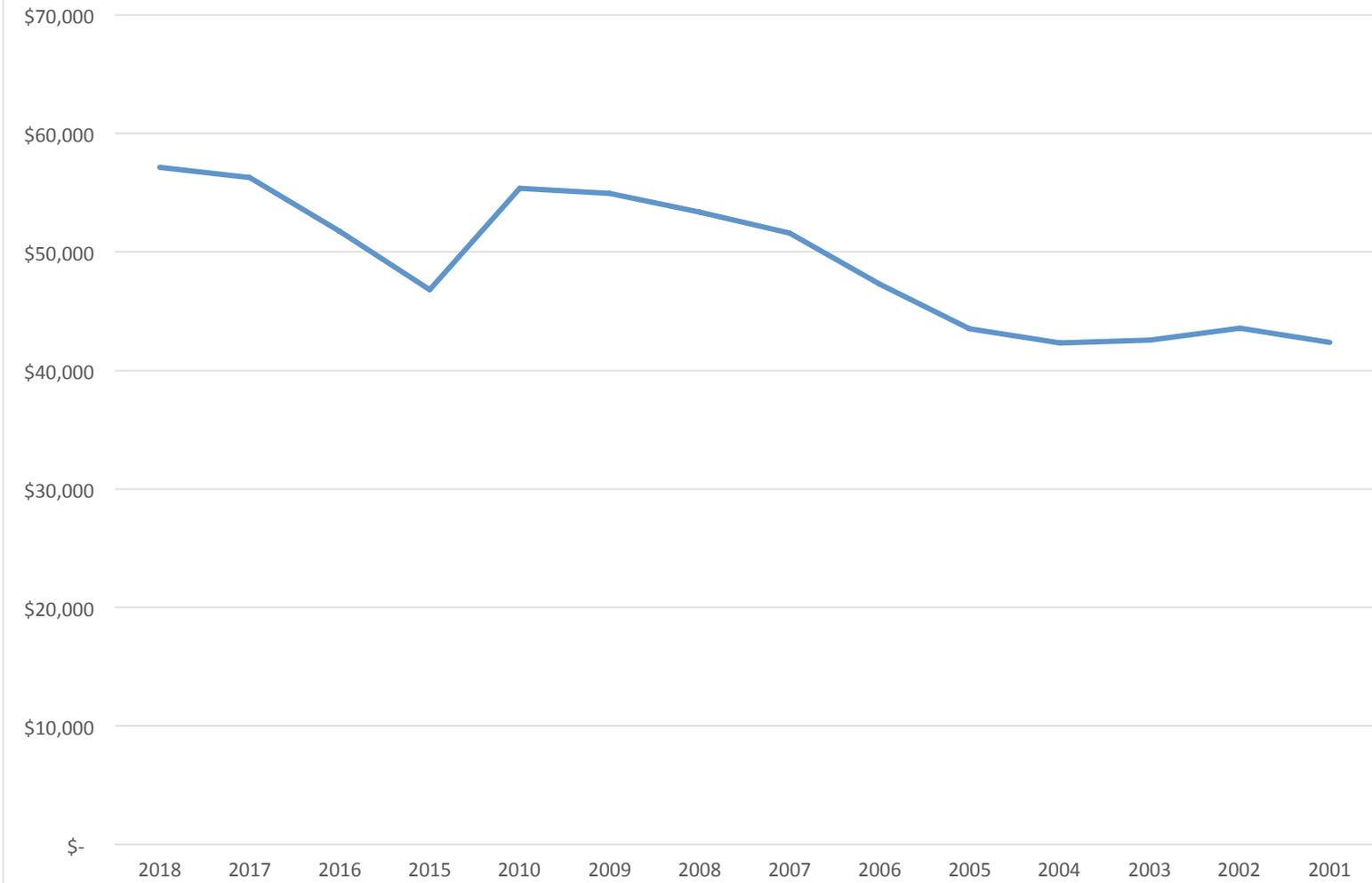
Is there a collective bargaining unit or Union in your organization?	Mean	Median	N
Yes	\$45,056	\$47,418	6
No	\$41,448	\$42,750	4
Total	\$43,613	\$46,825	10

Contract Specialist

Table 5.10. Agency Survey Summaries

	2018															01-18	17-18
	N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	Change	Change
All	60	\$57,165	\$56,280	\$51,757	\$46,804	\$55,395	\$54,926	\$53,357	\$51,591	\$47,298	\$43,536	\$42,326	\$42,565	\$43,571	\$42,392	35%	2%
Entity																	
Federal				\$51,000	\$49,000	\$50,888	\$50,138										
State	7	\$68,500	\$68,500	\$53,960	\$-	\$55,857	\$52,740	\$45,500	\$44,950	\$41,653	\$42,875	\$39,648	\$38,724	\$41,208	\$41,451	65%	0%
County	33	\$56,759	\$54,794	\$43,119	\$55,060	\$48,942	\$48,719	\$49,949	\$50,656	\$47,042	\$42,672	\$38,701	\$38,260	\$37,904	\$36,708	55%	4%
City	6	\$53,500	\$58,250	\$50,868	\$44,851	\$55,467	\$58,056	\$57,044	\$50,121	\$47,308	\$43,482	\$44,051	\$44,534	\$46,968	\$44,420	20%	-8%
School	3	\$62,750	\$65,000	\$46,495		\$66,110	\$65,874	\$50,844	\$53,429	\$45,097	\$42,545	\$38,000		\$46,560	\$45,370	38%	-3%
Higher Ed.	1	\$60,204	\$60,204	\$57,000	\$55,000	\$55,223	\$55,223	\$68,912	\$58,304	\$46,170	\$37,524	\$37,138	\$34,509	\$39,820	\$38,601	56%	0%
Health	3	\$42,000	\$42,000			\$64,788				\$50,000							0%
Utility						\$55,000		\$54,971	\$54,221	\$46,000		\$45,000	\$45,000	\$47,820	\$46,385		
Sp. Auth.	7	\$56,825	\$52,000	\$64,000	\$53,667	\$64,185	\$67,945	\$71,454	\$71,506	\$56,008	\$53,000	\$55,975	\$52,821	\$48,075	\$44,425	28%	9%
Region																	
Northeast	-							\$65,382	\$57,778	\$55,806	\$54,947	\$52,518	\$50,806	\$50,574	\$54,480		
Mid-Atlantic	5	\$50,000	\$39,663	\$51,816	\$35,834	\$66,044	\$65,562	\$43,592	\$53,106	\$53,627	\$41,809	\$46,744	\$46,393	\$53,175	\$48,959	2%	26%
Southeast	26	\$57,785	\$58,097	\$52,058	\$43,779	\$52,101	\$49,096	\$48,696	\$47,848	\$41,622	\$36,728	\$38,462	\$38,266	\$39,721	\$36,545	58%	-1%
South Central	3	\$50,146	\$51,866	\$55,258	\$45,237	\$50,224	\$48,159	\$43,745	\$46,025	\$48,981	\$45,447	\$38,686	\$38,930	\$37,068	\$35,914	40%	-3%
Central	6	\$71,450	\$68,700	\$52,236	\$63,357	\$57,055	\$55,700	\$57,615	\$57,163	\$42,815	\$41,859	\$40,956	\$40,420	\$49,084	\$49,961	43%	4%
Great Lakes	2	\$52,000	\$52,000	\$55,469	\$54,965	\$52,667	\$63,000	\$50,060	\$47,172	\$45,639	\$45,706	\$43,263	\$48,626	\$44,143	\$42,438	23%	0%
North Central										\$37,000	\$35,000						
West	18	\$65,335	\$64,735	\$48,182	\$48,182	\$61,934	\$63,725	\$73,369	\$69,656	\$51,836	\$50,170	\$51,852	\$51,670	\$52,051	\$50,476	29%	1%
Canada	-			\$51,000	\$49,000	\$53,036	\$52,440	\$72,000	\$70,000								
Procur. Vol.																	
\$1-\$10M	4	\$43,225	\$44,525	\$54,000	\$51,000	\$53,437	\$55,364	\$59,471	\$56,408	\$40,006	\$36,677	\$45,148	\$42,264	\$47,956	\$43,468	-1%	-3%
\$11-\$30M	6	\$57,073	\$56,588	\$48,423	\$47,862	\$51,333	\$55,000	\$44,663	\$42,054	\$44,356	\$42,378	\$44,778	\$47,548	\$46,139	\$43,976	30%	1%
\$31-\$75M	3	\$57,200	\$56,850	\$60,399	\$42,238	\$67,075	\$62,967	\$45,200	\$55,171	\$42,185	\$39,050	\$41,261	\$40,199	\$37,979	\$36,072	59%	1%
\$76-\$125M	9	\$69,375	\$69,465	\$55,208	\$58,408	\$52,024	\$48,750	\$59,083	\$57,347	\$52,482	\$51,815	\$47,347	\$47,931	\$47,131	\$43,955	58%	0%
>\$125M	21	\$59,147	\$57,500	\$54,024	\$49,167	\$56,289	\$56,538	\$54,827	\$52,911	\$53,897	\$46,779	\$43,639	\$43,143	\$45,862	\$45,847	29%	3%

Contract Specialist Salary Trend 2001-2018



“Contract Specialist” Individual Survey Results

Table 5.10a. Reported Individual Salaries (2017) by Agency / Jurisdiction Type

What type of agency do you work for?	Mean	Median	N
Federal Government	\$62,172	\$74,000	3
State/Provincial Government	\$51,007	\$48,158	37
County/Regional Government	\$60,444	\$59,292	18
City/Municipal Government	\$58,742	\$62,000	23
School System	\$55,000	\$55,000	2
College/University	\$62,181	\$66,625	8
Health Related	\$55,000	\$55,000	1
Utility	\$43,000	\$43,000	1
Special Authority/District	\$49,757	\$50,057	4
Total	\$57,313	\$55,250	134

Table 5.10b. Reported Individual Salaries (2017) by Highest Education Completed

What is your highest level of education?	Mean	Median	N
High School Diploma	\$65,320	\$62,602	4
Some College	\$52,236	\$49,657	22
2-year College Degree	\$54,992	\$49,294	15
4-year College Degree	\$57,043	\$54,875	62
Master's Degree	\$61,001	\$58,347	28
Doctorate Degree	\$62,650	\$62,650	2
Total	\$57,313	\$55,250	134

Table 5.10c. Reported Individual Salaries (2017) by Field of Education

What best describes your field of education?	Mean	Median	N
Liberal Arts	\$63,260	\$63,000	17
Business	\$56,621	\$54,500	61
Economics	\$72,606	\$72,606	2
Public Administration	\$53,484	\$51,349	15
Political Science	\$59,333	\$60,000	3
Other	\$55,452	\$50,000	34
Total	\$57,313	\$55,250	134

Table 5.10d. Reported Individual Salaries (2017) by Gender

What is your sex?	Mean	Median	N
Male	\$60,756	\$55,000	32
Female	\$55,920	\$55,750	98
Total	\$57,313	\$55,250	134

Table 5.10e. Reported Individual Salaries (2017) by Race/Ethnicity

What is your race/ethnic background?	Mean	Median	N
White Non-Hispanic	\$53,924	\$50,500	82
Black Non-Hispanic	\$61,030	\$56,750	22
Hispanic	\$59,039	\$59,472	16
Asian	\$71,333	\$74,000	3
American Indian or Alaskan Native	\$52,000	\$52,000	1
Other	\$66,843	\$65,000	7
Total	\$57,313	\$55,250	134

Table 5.10f. 2017 Salary by Presence of Collective Bargaining in Organization

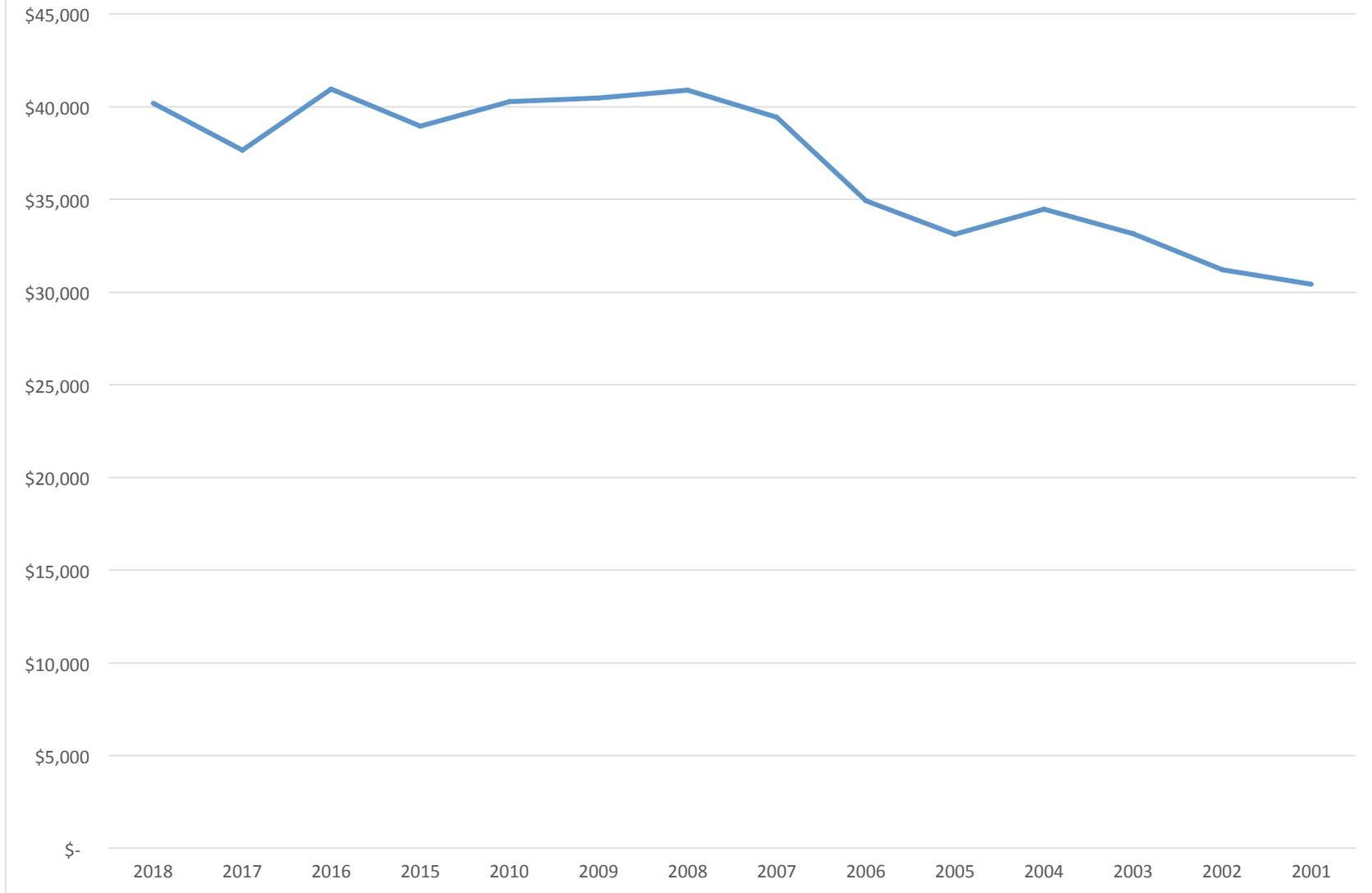
Is there a collective bargaining unit or Union in your organization?	Mean	Median	N
Yes	\$62,473	\$59,000	73
No	\$50,527	\$49,147	58
Total	\$57,313	\$55,250	134

Assistant Buyer

Table 5.11. Agency Survey Summaries

	2018															01-18	17-18
	N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	Change	Change
All	72	\$40,966	\$40,092	\$40,305	\$46,634	\$40,123	\$40,212	\$38,808	\$36,859	\$35,810	\$34,390	\$31,995	\$30,970	\$30,045	\$29,239	40%	2%
Entity																	
Federal						\$32,000	\$28,000										
State	10	\$44,338	\$44,500	\$35,379	\$34,896	\$39,674	\$40,763	\$34,728	\$33,237	\$32,525	\$29,741	\$28,889	\$28,335	\$27,288	\$28,708	54%	0%
County	21	\$41,015	\$41,120	\$41,263	\$37,988	\$42,468	\$42,969	\$36,816	\$35,531	\$33,583	\$32,346	\$31,624	\$29,741	\$30,306	\$28,581	44%	0%
City	24	\$41,104	\$39,823	\$40,110	\$64,148	\$39,427	\$39,000	\$40,313	\$39,074	\$38,295	\$36,842	\$33,087	\$32,267	\$30,631	\$29,063	41%	3%
School	4	\$40,000		\$39,198	\$27,000	\$40,659	\$40,209	\$39,636	\$36,849	\$33,375	\$31,753	\$32,362	\$30,728	\$29,958	\$30,620	31%	
Higher Ed.	14	\$36,250	\$34,204	\$37,829	\$32,816	\$35,097	\$35,081	\$31,091	\$28,690	\$28,948	\$28,506	\$27,521	\$26,835	\$26,204	\$25,949	40%	6%
Health																	
Utility				\$55,000	\$55,000	\$40,370	\$39,037	\$45,833	\$45,833	\$51,377	\$45,593	\$36,945	\$38,081	\$32,084	\$31,121		
Sp. Auth.	-			\$47,367	\$45,833	\$46,947	\$50,990	\$60,755	\$55,819	\$37,959	\$36,653	\$42,102	\$38,246	\$36,393	\$36,424		
Region																	
Northeast	-			\$46,000		\$42,880	\$45,350	\$40,365	\$37,234	\$36,363	\$34,053	\$34,545	\$33,495	\$33,058	\$31,446		
Mid-Atlantic	3	\$48,667	\$46,000	\$35,734	\$30,149	\$42,465	\$41,537	\$41,823	\$39,718	\$38,827	\$37,984	\$34,174	\$32,461	\$30,925	\$30,913	57%	6%
Southeast	20	\$33,075	\$35,208	\$37,814	\$35,736	\$35,439	\$34,778	\$34,761	\$33,422	\$33,688	\$31,859	\$27,505	\$26,402	\$25,835	\$25,221	31%	-6%
South Central	9	\$41,002	\$42,828	\$37,169	\$35,657	\$35,592	\$34,196	\$31,130	\$29,858	\$30,378	\$30,280	\$28,088	\$27,591	\$26,387	\$26,008	58%	-4%
Central	8	\$45,372	\$42,347	\$39,205	\$160,441	\$36,832	\$36,549	\$42,100	\$41,270	\$37,455	\$34,333	\$31,533	\$29,419	\$30,368	\$27,984	62%	7%
Great Lakes	20	\$38,518	\$37,970	\$40,861	\$40,339	\$37,951	\$40,581	\$38,062	\$39,344	\$37,235	\$36,728	\$35,699	\$34,451	\$32,640	\$31,474	22%	1%
North Central						\$35,000	\$35,000					\$23,000	\$22,300				
West	9	\$52,418	\$50,740	\$47,528	\$44,832	\$48,656	\$48,154	\$47,227	\$41,946	\$40,776	\$39,226	\$40,399	\$39,298	\$34,750	\$34,568	52%	3%
Canada	3	\$46,250	\$45,000	\$57,428	\$56,904	\$47,871	\$47,252	\$38,175	\$38,327	\$41,055	\$36,813	\$35,104	\$41,833	\$30,381	\$28,174	64%	3%
Procur. Vol.																	
\$1-\$10M	4	\$52,000	\$49,167	\$33,364	\$32,959	\$39,185	\$38,072	\$37,617	\$35,134	\$33,934	\$32,780	\$30,311	\$29,220	\$28,261	\$27,009	93%	6%
\$11-\$30M	10	\$34,993	\$36,314	\$38,067	\$35,638	\$36,018	\$35,023	\$34,134	\$32,850	\$35,367	\$35,677	\$29,670	\$28,614	\$28,132	\$27,750	26%	-4%
\$31-\$75M	8	\$37,037	\$39,033	\$37,788	\$28,781	\$39,940	\$40,742	\$39,100	\$37,075	\$32,850	\$32,152	\$32,542	\$31,939	\$30,937	\$29,802	24%	-5%
\$76-\$125M	16	\$44,519	\$40,831	\$38,110	\$89,313	\$44,077	\$45,995	\$46,937	\$44,630	\$42,012	\$39,798	\$37,246	\$35,933	\$33,281	\$33,176	34%	9%
>\$125M	27	\$39,184	\$33,400	\$43,560	\$42,636	\$42,168	\$42,152	\$40,560	\$39,060	\$37,806	\$36,161	\$33,349	\$32,599	\$32,807	\$32,305	21%	17%

Stores Technician Salary Trend 2001-2018



“Assistant Buyer” Individual Survey Results

Table 5.11a. Reported Individual Salaries (2017) by Agency / Jurisdiction Type

What type of agency do you work for?	Mean	Median	N
Federal Government	\$56,000	\$56,000	1
State/Provincial Government	\$38,484	\$38,484	2
County/Regional Government	\$41,500	\$41,500	2
City/Municipal Government	\$44,072	\$42,000	3
Utility	\$48,509	\$51,325	3
Total	\$43,512	\$42,000	14

Table 5.11b. Reported Individual Salaries (2017) by Highest Education Completed

What is your highest level of education?	Mean	Median	N
Some College	\$41,500	\$41,500	2
2-year College Degree	\$41,995	\$39,200	3
4-year College Degree	\$44,703	\$46,000	6
Master's Degree	\$38,484	\$38,484	2
Some Doctorate Courses	\$55,000	\$55,000	1
Total	\$43,512	\$42,000	14

Table 5.11c. Reported Individual Salaries (2017) by Field of Education

What best describes your field of education?	Mean	Median	N
Liberal Arts	\$42,000	\$42,000	2
Business	\$45,594	\$46,663	8
Public Administration	\$39,200	\$39,200	1
Political Science	\$50,000	\$50,000	1
Other	\$36,608	\$36,608	2
Total	\$43,512	\$42,000	14

Table 5.11d. Reported Individual Salaries (2017) by Gender

What is your sex?	Mean	Median	N
Male	\$47,867	\$46,000	6
Female	\$40,246	\$38,730	8
Total	\$43,512	\$42,000	14

Table 5.11e. Reported Individual Salaries (2017) by Race/Ethnicity

What is your race/ethnic background?	Mean	Median	N
White Non-Hispanic	\$43,348	\$42,000	8
Black Non-Hispanic	\$42,738	\$42,000	3
Hispanic	\$49,600	\$49,600	2
American Indian or Alaskan Native	\$34,968	\$34,968	1
Total	\$43,512	\$42,000	14

Table 5.11f. 2017 Salary by Presence of Collective Bargaining in Organization

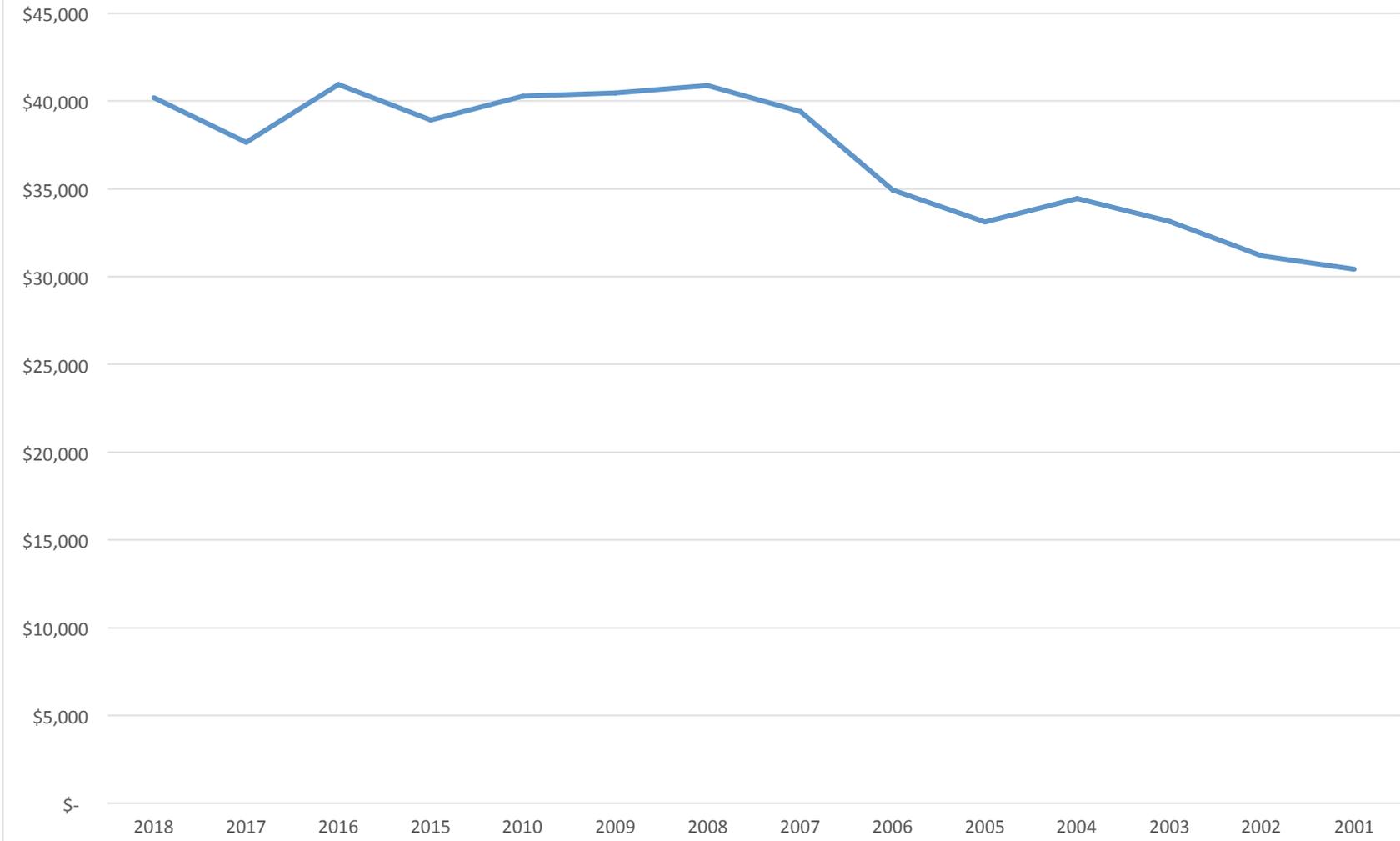
Is there a collective bargaining unit or Union in your organization?	Mean	Median	N
Yes	\$43,063	\$41,500	10
No	\$44,635	\$46,663	4
Total	\$43,512	\$42,000	14

Stores Technician

Table 5.12. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	65	\$40,189	\$37,660	\$40,951	\$38,936	\$40,272	\$40,461	\$40,890	\$39,416	\$34,918	\$33,126	\$34,455	\$33,133	\$31,194	\$30,419	32%	7%
Entity																	
Federal						\$38,057	\$37,101										
State				\$37,000	\$37,000	\$42,403	\$41,701	\$38,425	\$37,062	\$29,242	\$27,811	\$29,740	\$27,494	\$30,331	\$29,721		
County	6	\$30,920	\$30,000	\$68,784	\$65,275	\$41,335	\$39,959	\$39,841	\$30,534	\$34,538	\$32,112	\$29,208	\$27,520	\$26,817	\$26,292	18%	3%
City	36	\$40,321	\$39,271	\$36,998	\$36,774	\$39,910	\$39,748	\$37,948	\$37,604	\$35,112	\$33,329	\$36,019	\$34,362	\$31,799	\$30,467	32%	3%
School	6	\$35,000		\$39,759	\$38,428	\$40,522	\$40,944	\$41,725	\$39,536	\$35,901	\$34,151	\$35,503	\$34,994	\$33,850	\$33,124	6%	
Higher Ed.	5	\$35,250	\$30,000	\$35,000	\$33,416	\$34,494	\$33,994	\$43,240	\$42,120	\$23,969	\$23,501	\$30,926	\$30,774	\$28,125	\$27,214	30%	18%
Health						\$42,550	\$42,550			\$30,000	\$30,000	\$23,000	\$23,000				
Utility				\$61,070	\$60,503	\$42,839	\$39,909	\$51,090	\$51,050	\$34,634	\$33,676	\$36,089	\$35,330	\$33,795	\$37,519		
Sp. Auth.	12	\$46,540	\$39,375	\$39,867	\$41,000	\$40,001	\$47,332	\$47,199	\$44,949	\$48,170	\$46,206	\$42,482	\$41,855	\$34,990	\$33,291	40%	18%
Region																	
Northeast	-					\$50,000	\$48,000	\$39,509	\$39,530	\$42,037	\$39,241	\$36,175	\$35,945	\$32,749	\$30,222		
Mid-Atlantic	5	\$37,750				\$41,830	\$40,931	\$42,919	\$38,981	\$38,055	\$34,713	\$35,399	\$33,841	\$32,068	\$31,030	22%	
Southeast	28	\$35,811	\$34,975	\$36,564	\$35,610	\$35,438	\$36,714	\$37,083	\$36,050	\$31,486	\$29,667	\$31,507	\$30,291	\$27,726	\$26,990	33%	2%
South Central	18	\$40,625	\$39,583	\$32,867	\$31,983	\$31,865	\$30,946	\$36,266	\$34,526	\$28,979	\$27,639	\$27,955	\$25,731	\$26,199	\$25,453	60%	3%
Central	3			\$41,558	\$39,350	\$34,397	\$35,526	\$41,668	\$40,693	\$34,050	\$30,540	\$30,269	\$28,922	\$28,755	\$27,462		
Great Lakes	2	\$40,000	\$40,000			\$40,424	\$40,424	\$38,427	\$38,727	\$42,653	\$41,646	\$37,137	\$34,669	\$31,744	\$30,678	30%	0%
North Central						\$30,410	\$30,410	\$45,000	\$45,000	\$31,196	\$29,862	\$25,792	\$25,792	\$26,055	\$24,919		
West	6	\$65,058	\$47,933	\$51,396	\$49,432	\$54,830	\$56,007	\$52,075	\$50,408	\$44,666	\$43,061	\$44,816	\$44,718	\$41,354	\$40,252	62%	36%
Canada	3	\$61,500	\$55,000	\$67,428	\$58,808	\$51,161	\$50,418	\$52,968	\$48,970	\$34,922	\$34,962	\$41,200	\$39,650	\$36,510	\$37,210	65%	12%
Procur. Vol.																	
\$1-\$10M	4	\$45,500	\$45,333			\$36,188	\$35,048	\$36,141	\$34,436	\$33,445	\$32,982	\$29,083	\$28,220	\$29,468	\$29,667	53%	0%
\$11-\$30M	23	\$41,521	\$33,760	\$34,099	\$29,368	\$33,850	\$34,214	\$34,638	\$32,126	\$33,323	\$31,850	\$33,689	\$33,180	\$27,855	\$26,903	54%	23%
\$31-\$75M	15	\$38,680	\$37,158	\$43,725	\$43,165	\$39,631	\$40,688	\$41,373	\$39,384	\$34,074	\$32,420	\$35,368	\$33,174	\$29,684	\$29,219	32%	4%
\$76-\$125M	12	\$39,333	\$34,000	\$35,888	\$32,950	\$36,468	\$37,222	\$42,909	\$41,781	\$33,682	\$31,501	\$29,774	\$27,339	\$29,768	\$28,146	40%	16%
>\$125M	9	\$34,100	\$30,291	\$47,921	\$50,719	\$48,875	\$48,537	\$46,213	\$45,117	\$39,824	\$36,614	\$41,259	\$40,393	\$41,221	\$39,051	-13%	13%

Stores Technician Salary Trend 2001-2018



“Stores Technician” Individual Survey Results

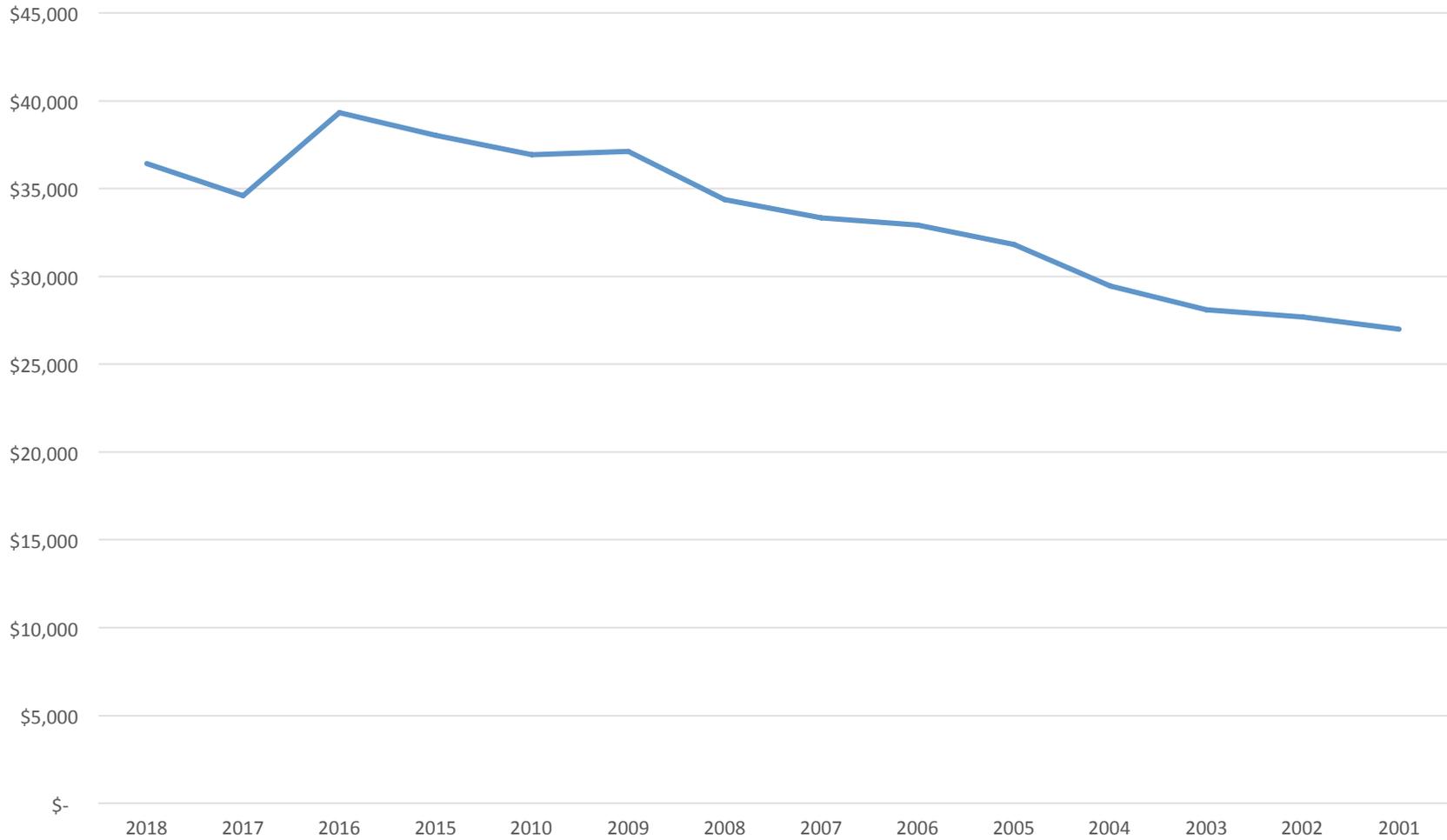
Due to low response rate from employees in this job category, analysis of individual survey results for this job was not feasible.

Receiving Technician

Table 5.13. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	12	\$36,417	\$34,583	\$39,321	\$38,027	\$36,926	\$37,103	\$34,377	\$33,341	\$32,933	\$31,809	\$29,454	\$28,099	\$27,684	\$26,981	35%	5%
Entity																	
Federal						\$28,000	\$26,800										
State					\$30,000	\$40,387	\$45,195	\$28,878	\$27,493	\$34,002	\$32,476	\$25,766	\$25,724	\$26,036	\$25,591		
County	7	\$35,280	\$29,500			\$38,943	\$37,886	\$26,720	\$25,816	\$34,351	\$31,765	\$28,343	\$24,438	\$28,273	\$27,191	30%	20%
City	1	\$52,000	\$52,000	\$38,119	\$40,102	\$38,049	\$37,105	\$37,741	\$37,878	\$29,659	\$30,152	\$31,601	\$29,132	\$31,166	\$29,402	77%	0%
School	1	\$32,000	\$31,000	\$42,377	\$38,748	\$33,787	\$33,281	\$34,074	\$33,035	\$35,382	\$33,106	\$31,355	\$29,842	\$31,624	\$32,031	0%	3%
Higher Ed.	3	\$33,833	\$32,750	\$30,336	\$24,690	\$31,747	\$31,976	\$29,863	\$29,023	\$28,066	\$28,659	\$26,418	\$26,355	\$24,059	\$23,577	44%	3%
Health						\$44,000	\$44,000			\$30,000	\$30,000						
Utility						\$50,235	\$51,853	\$44,427	\$51,750			\$28,000		\$39,208	\$38,032		
Sp. Auth.	-			\$44,000	\$51,000	\$43,216	\$55,208	\$42,470	\$40,386	\$39,829	\$37,697	\$36,251	\$35,174	\$21,000	\$19,000		
Region																	
Northeast	-					\$25,847	\$24,432	\$31,200	\$28,000	\$32,822	\$28,094	\$53,491	\$51,886	\$31,000	\$29,000		
Mid-Atlantic	3	\$39,750		\$9,000	\$9,000	\$44,017	\$48,953	\$33,289	\$32,208	\$37,597	\$35,139	\$31,584	\$27,282	\$30,558	\$29,111	37%	
Southeast	2	\$27,420	\$26,250	\$35,085	\$34,863	\$32,475	\$33,026	\$33,329	\$32,447	\$32,772	\$30,664	\$27,732	\$26,723	\$25,435	\$24,531	12%	4%
South				\$33,859	\$33,500	\$32,211	\$32,857	\$25,228	\$24,184	\$25,324	\$24,802	\$25,557	\$24,369	\$25,696	\$26,165	50%	1%
Central	6	\$39,250	\$38,750			\$32,655	\$32,159	\$40,950	\$40,418	\$34,559	\$31,047	\$26,736	\$25,067	\$27,103	\$27,735		
Central	-			\$50,896	\$49,245	\$38,902	\$38,569	\$29,910	\$-			\$30,750	\$29,750	\$29,533	\$27,104		
Great Lakes	-					\$42,927	\$43,180	\$21,000	\$21,000	\$27,248				\$27,539	\$26,713		
North				\$35,000	\$52,312	\$53,190	\$42,846	\$40,643	\$39,244	\$39,468	\$31,953	\$31,156	\$32,363	\$31,474			
Central	-			\$52,602	\$51,682			\$45,359	\$44,800	\$41,295	\$40,459	\$36,428	\$35,630				
West	-																
Canada	1	\$56,000															
Procur. Vol.																	
\$1-\$10M	5	\$39,667	\$39,333	\$54,000	\$40,500	\$39,650	\$39,159	\$32,402	\$30,953	\$29,901	\$28,626	\$25,854	\$26,404	\$24,706	\$24,214	64%	1%
\$11-\$30M	3	\$30,946	\$29,833	\$35,000		\$28,144	\$28,406	\$29,578	\$28,157	\$24,726	\$24,284	\$29,552	\$29,492	\$24,718	\$24,626	26%	4%
\$31-\$75M	4	\$39,750		\$37,014	\$37,681	\$32,104	\$32,567	\$32,163	\$30,877	\$33,341	\$33,715	\$28,946	\$25,129	\$27,629	\$26,127	52%	
\$76-\$125M				\$34,961	\$35,202	\$43,709	\$44,958	\$35,229	\$34,583	\$39,983	\$31,632	\$27,321	\$29,770	\$27,429	\$28,491		
>\$125M	-			\$40,643	\$37,665	\$39,478	\$38,543	\$41,750	\$40,564	\$36,343	\$36,521	\$35,023	\$32,437	\$36,215	\$35,158		

Receiving Technician Salary Trend 2001-2018



“Receiving Technician” Individual Survey Results

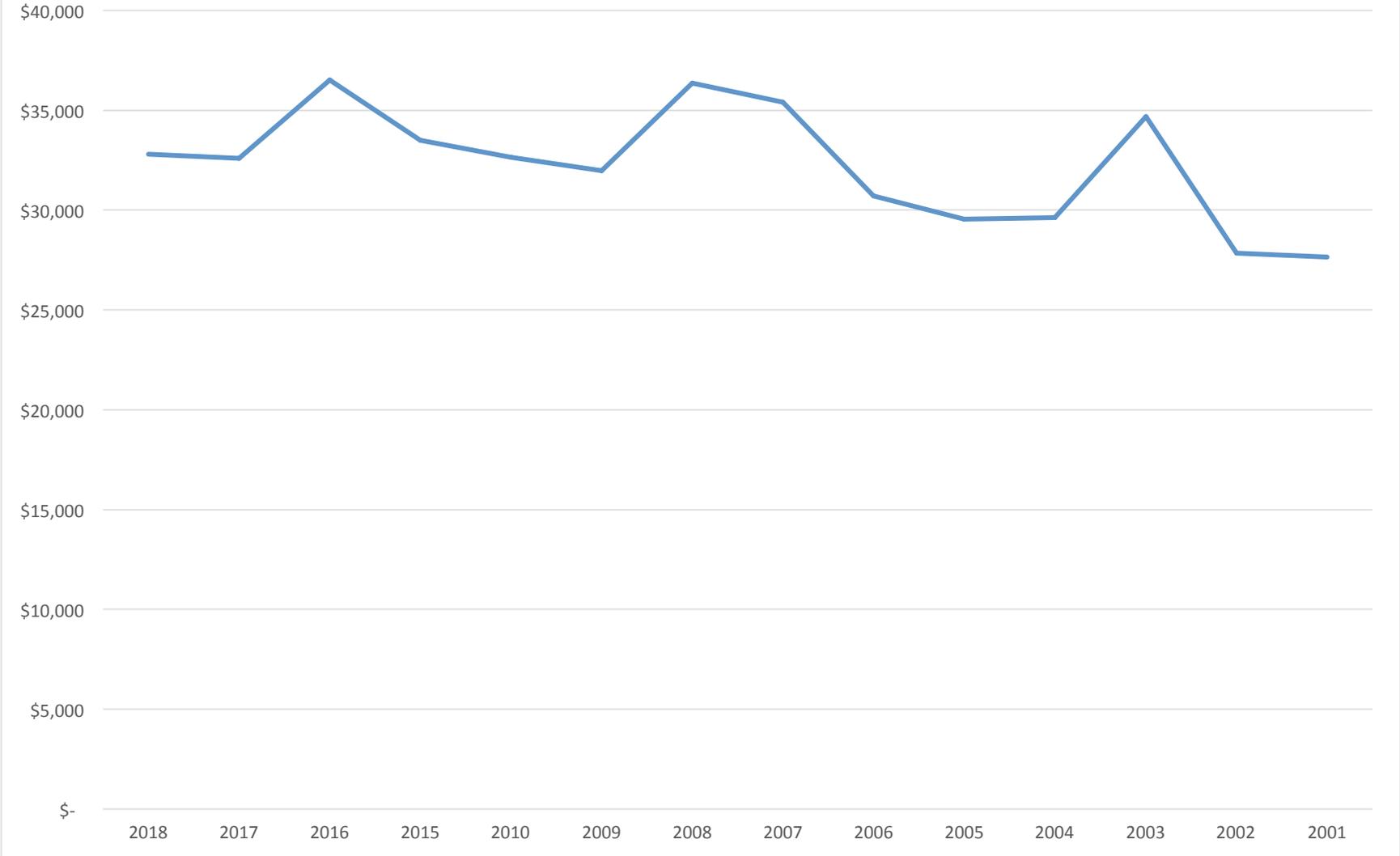
Due to low response rate from employees in this job category, analysis of individual survey results for this job was not feasible.

Delivery Technician

Table 5.14. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	14	\$32,807	\$32,600	\$36,522	\$33,505	\$32,632	\$31,977	\$36,367	\$35,398	\$30,705	\$29,544	\$29,621	\$34,696	\$27,834	\$27,648	19%	1%
Entity																	
Federal						\$28,000	\$26,800										
State						\$40,010	\$39,689	\$33,497	\$32,623	\$26,245	\$26,410	\$27,708	\$27,872	\$27,253	\$26,124		
County	1	\$25,839	\$24,000			\$36,631	\$33,034	\$39,696	\$38,981	\$33,721	\$32,287	\$24,795	\$24,579	\$22,276	\$22,532	15%	8%
City	1	\$52,000	\$52,000			\$36,813	\$39,226	\$33,962	\$36,858	\$34,060	\$32,663	\$32,011	\$29,470	\$33,747	\$30,033	73%	0%
School	6	\$28,000	\$27,000	\$39,528	\$38,758	\$31,272	\$31,478	\$37,101	\$35,290	\$32,409	\$31,530	\$30,926	\$56,639	\$31,346	\$30,982	-10%	4%
Higher Ed.	4	\$28,000	\$25,000	\$24,500	\$23,000	\$26,483	\$24,822	\$24,019	\$24,549	\$21,727	\$22,616	\$22,854	\$22,109	\$23,255	\$24,619	14%	12%
Health												\$93,150	\$93,150				
Utility						\$45,000		\$27,000	\$27,000								
Sp. Auth.	2	\$35,000	\$35,000			\$39,409	\$50,567	\$48,039	\$47,034	\$28,941	\$28,482	\$33,920	\$32,746	\$24,420	\$23,500	49%	0%
Region																	
Northeast	-					\$37,190	\$35,914					\$40,892	\$40,237	\$21,181	\$29,000		
Mid-Atlantic	8	\$30,000				\$36,993	\$29,615	\$36,961	\$34,466	\$33,173	\$30,972	\$27,675	\$26,547	\$31,044	\$30,269	-1%	
Southeast	1	\$25,839	\$24,000	\$24,500	\$23,000	\$28,588	\$29,698	\$32,578	\$32,630	\$29,465	\$26,934	\$32,255	\$49,707	\$24,921	\$24,772	4%	8%
South Central	4	\$35,250	\$34,750	\$28,764	\$28,270	\$30,009	\$29,613	\$24,238	\$23,648	\$25,163	\$24,675	\$24,013	\$22,122	\$24,623	\$22,920	54%	1%
Central	-			\$43,116	\$49,245	\$33,818	\$33,931	\$37,254	\$34,832	\$31,331	\$29,773	\$25,086	\$24,102	\$23,753	\$23,523		
Great Lakes	-					\$26,000	\$26,000	\$31,327	\$33,448	\$47,609	\$46,675	\$27,243	\$29,252	\$20,697	\$16,575		
North Central										\$24,718	\$23,436		\$27,539	\$26,713			
West	1					\$40,535	\$41,382	\$44,836	\$43,972	\$37,844	\$38,451	\$36,398	\$39,131	\$33,483	\$32,041		
Canada	-					\$42,000		\$40,467	\$40,600				\$35,000	\$44,124	\$42,224		
Procur. Vol.																	
\$1-\$10M	3	\$40,000	\$39,500			\$35,639	\$34,564	\$34,221	\$34,575	\$30,124	\$28,938	\$30,421	\$32,321	\$25,475	\$24,931	60%	1%
\$11-\$30M	2	\$25,920	\$24,500			\$26,914	\$25,981	\$30,593	\$29,417	\$28,396	\$26,431	\$26,417	\$24,785	\$25,563	\$26,115	-1%	6%
\$31-\$75M	9	\$32,500	\$35,000	\$39,005	\$38,758	\$28,375	\$27,987	\$34,444	\$32,909	\$27,827	\$26,967	\$27,527	\$26,552	\$26,581	\$27,481	18%	-7%
\$76-\$125M				\$30,000		\$34,154	\$34,154	\$33,237	\$32,444	\$30,828	\$28,217	\$28,482	\$27,156	\$28,117	\$26,004		
>\$125M	-			\$37,301	\$23,000	\$37,892	\$36,797	\$43,052	\$41,523	\$38,079	\$35,883	\$33,954	\$53,650	\$34,359	\$34,088		

Delivery Technician Salary Trend 2001-2018



“Delivery Technician” Individual Survey Results

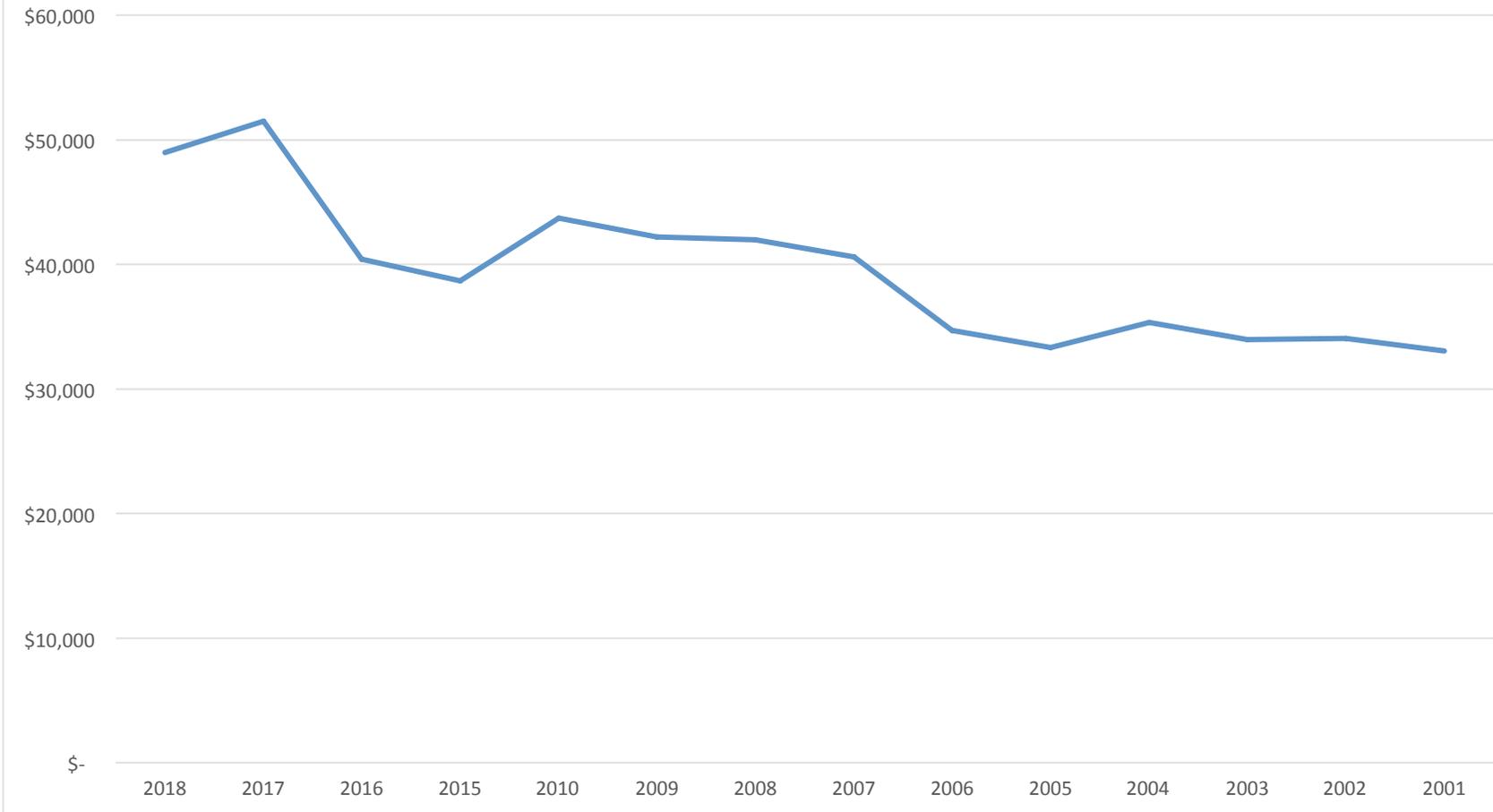
Due to low response rate from employees in this job category, analysis of individual survey results for this job was not feasible.

Fixed Assets Technician

Table 5.15. Agency Survey Summaries

	2018															01-18	17-18
	N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	Change	Change
All	20	\$48,952	\$51,477	\$40,396	\$38,661	\$43,691	\$42,175	\$41,988	\$40,607	\$34,696	\$33,331	\$35,323	\$33,982	\$34,062	\$33,042	48%	-5%
Entity																	
Federal						\$38,000	\$46,500										
State	2	\$56,160	\$56,160	\$41,850	\$40,320	\$47,100	\$46,864	\$41,618	\$38,822	\$37,145	\$35,997	\$32,586	\$30,143	\$30,314	\$30,288	85%	0%
County	4	\$50,048	\$49,958	\$39,593	\$35,712	\$39,160	\$35,201	\$40,055	\$40,475	\$36,383	\$32,073	\$31,797	\$31,179	\$33,314	\$30,388	65%	0%
City	5	\$57,154	\$57,510	\$47,000	\$48,000	\$42,317	\$38,570	\$45,164	\$42,232	\$35,737	\$35,236	\$32,816	\$34,166	\$38,186	\$36,561	56%	-1%
School	5	\$35,833	\$37,302	\$26,631	\$27,118	\$48,370	\$45,612	\$39,249	\$37,872	\$35,759	\$36,141	\$37,636	\$31,360	\$33,193	\$32,777	9%	-4%
Higher Ed.				\$37,901	\$37,125	\$40,363	\$41,138	\$30,418	\$30,842	\$25,611	\$25,877	\$34,101	\$33,162	\$30,510	\$30,142		
Health																	
Utility								\$50,000	\$49,000					\$40,133	\$38,052		
Sp. Auth.	4	\$35,720		\$51,000	\$65,000	\$49,100	\$48,625	\$57,806	\$56,131	\$47,545	\$32,777	\$51,689	\$50,083	\$50,994	\$43,667	-18%	
Region																	
Northeast	-			\$46,000		\$39,546	\$38,932	\$40,601	\$38,721	\$37,378	\$36,169	\$41,200	\$40,473	\$39,547	\$36,908		
Mid-Atlantic	-			\$32,871	\$32,506	\$46,778	\$45,454	\$44,184	\$46,067	\$41,014	\$35,420	\$39,106	\$34,667	\$37,383	\$37,963		
Southeast	6	\$45,591	\$49,641	\$40,351	\$38,473	\$41,860	\$40,713	\$38,771	\$38,368	\$33,823	\$34,597	\$30,646	\$30,277	\$30,447	\$29,543	54%	-8%
South Central	5	\$40,952	\$41,132	\$42,277	\$40,813	\$38,449	\$35,669	\$39,853	\$37,534	\$31,811	\$30,994	\$14	\$12	\$31,401	\$29,821	37%	0%
Central	5	\$60,899	\$57,329	\$37,000	\$37,000	\$43,042	\$42,797	\$50,000	\$49,000	\$42,607	\$35,714	\$35,157	\$33,712	\$38,176	\$40,932	49%	6%
Great Lakes	3	\$71,160	\$75,160	\$48,719	\$46,965	\$57,000		\$40,495	\$39,436		\$32,500	\$35,533	\$38,245	\$33,334	\$31,833	124%	-5%
North Central						\$33,114	\$33,114			\$28,874	\$29,500			\$28,289	\$27,440		
West	1	\$37,440		\$31,500	\$30,375	\$56,555	\$60,806	\$56,315	\$53,296	\$26,184	\$26,184	\$45,471	\$44,299	\$40,854	\$38,499	-3%	
Canada	-					\$50,242	\$52,690	\$49,800	\$19,140					\$35,321	\$33,800		
Procur. Vol.																	
\$1-\$10M	7	\$47,460	\$46,777	\$56,275	\$63,500	\$42,280	\$38,293	\$40,974	\$40,783	\$28,161	\$27,362	\$31,563	\$30,812	\$27,556	\$27,098	75%	1%
\$11-\$30M	3	\$60,658	\$59,618	\$45,972	\$44,676	\$31,648	\$31,290	\$36,862	\$35,962	\$34,657	\$34,454	\$28,603	\$28,087	\$34,084	\$33,911	79%	2%
\$31-\$75M	3	\$56,900	\$70,450	\$39,050	\$32,100	\$38,115	\$36,242	\$36,808	\$35,358	\$36,848	\$34,578	\$36,718	\$36,051	\$39,088	\$35,107	62%	-19%
\$76-\$125M	1			\$39,076	\$38,154	\$49,027	\$49,027	\$51,742	\$45,533	\$33,934	\$30,373	\$44,015	\$45,950	\$36,193	\$35,989		
>\$125M	6	\$39,375	\$42,802	\$33,261	\$32,800	\$53,489	\$52,640	\$45,744	\$46,099	\$37,816	\$31,687	\$39,899	\$40,051	\$39,105	\$37,549	5%	-8%

Fixed Assets Technician Salary Trend 2001-2018



“Fixed Assets Technician” Individual Survey Results

Due to low response rate from employees in this job category, analysis of individual survey results for this job was not feasible.

Expeditior

Table 5.16. Agency Survey Summaries

	2018 N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	13	\$43,140	\$43,761	\$38,776	\$38,556	\$44,201	\$42,481	\$44,459	\$44,705	\$38,114	\$35,418	\$28,428	\$29,554	\$30,674	\$30,324	42%	-1%
Entity																	
Federal																	
State						\$44,438	\$42,980	\$28,920	\$27,690			\$30,080	\$29,847	\$27,018	\$26,357		
County	10	\$42,210	\$43,142	\$39,697	\$40,977	\$35,360	\$44,000	\$41,500	\$39,236	\$36,028	\$25,889	\$25,870	\$23,308	\$22,718	\$22,718	86%	-2%
City	2	\$52,000	\$52,000	\$33,000	\$31,000	\$40,227	\$38,561	\$42,457	\$41,521	\$38,611	\$39,569	\$30,094	\$33,311	\$34,745	\$33,501	55%	0%
School	1	\$38,000	\$38,000	\$39,644	\$38,851	\$44,813	\$42,985	\$37,396	\$41,505	\$37,079	\$34,496	\$29,426	\$27,618	\$31,186	\$33,800	12%	0%
Higher Ed.						\$40,196	\$35,786	\$34,000	\$32,000	\$23,184	\$22,300	\$26,964	\$26,054	\$24,348	\$23,587		
Health														\$50,700	\$49,179		
Utility																	
Sp. Auth.	-			\$40,000		\$74,090	\$74,090	\$73,817	\$70,750	\$50,200	\$46,000	\$36,256	\$34,958	\$37,624	\$46,176		
Region																	
Northeast	-					\$45,209	\$43,626	\$44,000	\$41,500	\$45,347	\$43,850			\$35,000	\$33,213		
Mid-Atlantic	1	\$48,000	\$45,000			\$49,544	\$47,469	\$44,471	\$49,681	\$37,244	\$34,286	\$26,068	\$25,164	\$30,555	\$31,359	53%	7%
Southeast	1	\$25,839	\$24,000	\$35,283	\$34,000	\$35,360				\$34,559	\$29,094	\$25,990	\$28,116	\$25,667	\$22,242	16%	8%
South Central	7	\$43,500	\$43,500	\$37,881	\$36,426	\$42,185	\$37,088	\$27,751	\$26,856	\$56,000	\$46,000	\$26,760	\$26,060	\$28,154	\$27,288	59%	0%
Central	-							\$32,000	\$31,000	\$48,514	\$51,118	\$26,620	\$25,992	\$33,127	\$33,532		
Great Lakes	-			\$51,938	\$51,930	\$36,000	\$35,500			\$30,850	\$32,850	\$30,361	\$37,667	\$31,227	\$29,741		
North Central										\$36,500	\$35,000						
West	4	\$49,000	\$53,284			\$55,437	\$55,437	\$64,045	\$61,833			\$33,339	\$32,964	\$39,414	\$40,205	22%	-8%
Canada	-					\$38,000	\$36,000							\$35,321	\$33,800		
Procur. Vol.																	
\$1-\$10M	7	\$43,500	\$43,500			\$48,363	\$43,620	\$75,000	\$71,000	\$31,100	\$30,067	\$25,443	\$25,910	\$28,624	\$28,016	55%	0%
\$11-\$30M	1	\$25,839	\$24,000	\$43,894	\$51,930	\$32,324	\$31,907	\$40,414	\$39,042	\$44,500	\$41,500	\$27,951	\$27,551	\$27,189	\$26,432	-2%	8%
\$31-\$75M	3	\$54,000	\$56,784					\$38,396	\$42,005	\$31,800	\$30,900	\$30,042	\$32,640	\$28,533	\$26,777	102%	-5%
\$76-\$125M	1	\$38,000	\$38,000	\$39,644	\$38,851	\$38,000	\$36,000	\$37,000	\$35,750	\$42,800	\$40,522	\$40,000	\$38,000	\$42,110	\$40,996	-7%	0%
>\$125M	1			\$36,000	\$34,000	\$46,102	\$46,327	\$48,685	\$47,397	\$40,566	\$38,695	\$28,816	\$31,263	\$36,868	\$35,722		

Expeditor Salary Trend 2001-2018



“Expeditor” Individual Survey Results

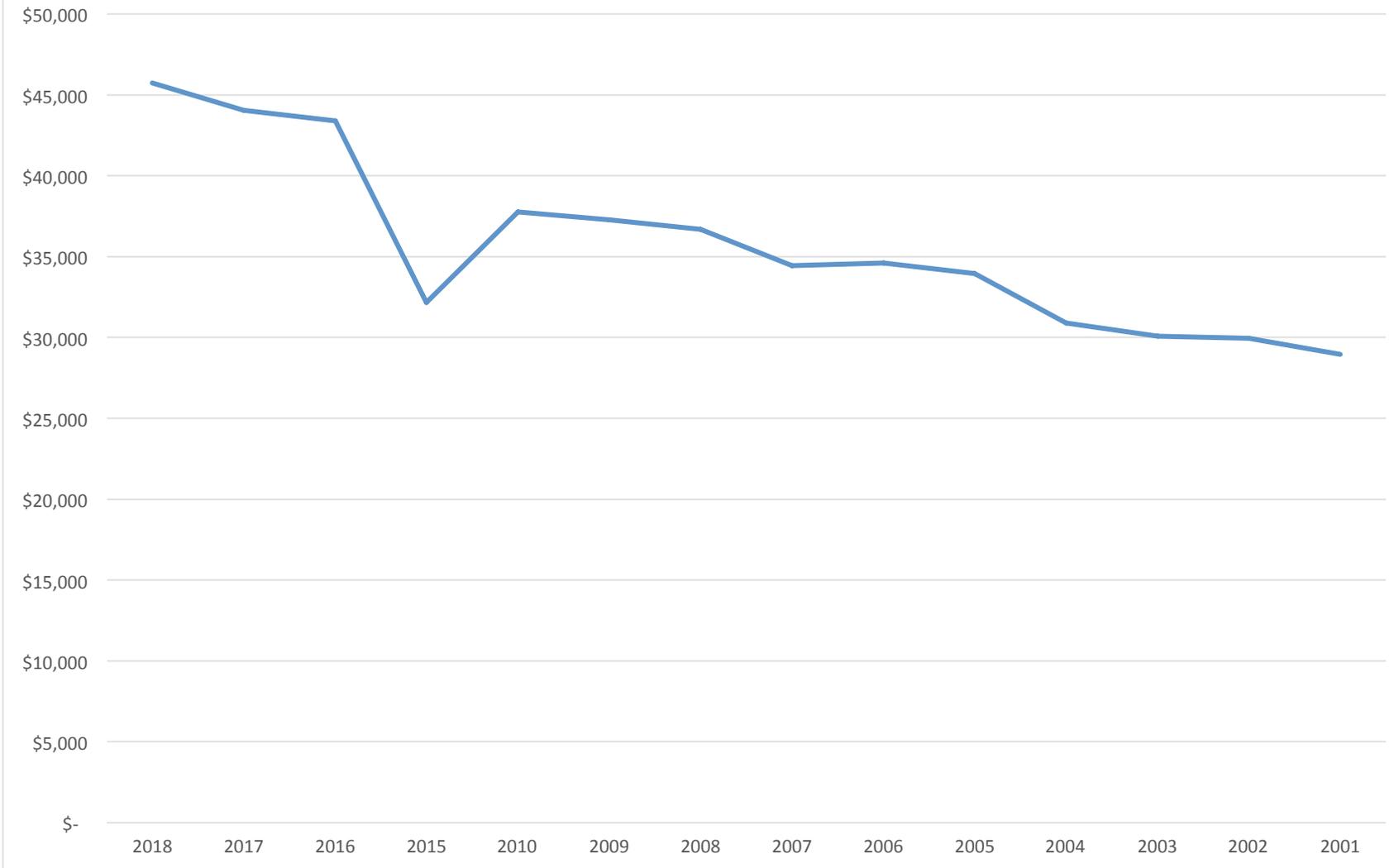
Due to low response rate from employees in this job category, analysis of individual survey results for this job was not feasible.

Administrative Assistant

Table 5.17. Agency Survey Summaries

	2018N	2018	2017	2016	2015	2010	2009	2008	2007	2006	2005	2004	2003	2002	2001	01-18 Change	17-18 Change
All	60	\$45,746	\$44,035	\$43,391	\$32,173	\$37,751	\$37,268	\$36,696	\$34,428	\$34,613	\$33,960	\$30,892	\$30,093	\$29,948	\$28,955	58%	4%
Entity																	
Federal						\$36,000	\$32,000										
State	1	\$40,000	\$40,000	\$34,929	\$25,344	\$36,382	\$37,906	\$33,157	\$32,313	\$31,317	\$31,296	\$27,195	\$26,418	\$26,556	\$26,367	32%	38%
County	20	\$41,326	\$40,481	\$39,754	\$36,385	\$37,501	\$36,124	\$37,519	\$34,808	\$36,536	\$34,567	\$31,311	\$30,681	\$29,151	\$27,706	43%	9%
City	20	\$48,443	\$46,096	\$44,457	\$31,912	\$39,495	\$38,305	\$36,808	\$35,202	\$35,864	\$35,044	\$31,427	\$31,136	\$30,883	\$29,727	50%	39%
School	10	\$46,797	\$43,409	\$44,550	\$39,775	\$35,024	\$36,007	\$35,082	\$33,383	\$36,049	\$35,474	\$31,030	\$29,250	\$29,064	\$28,016	59%	12%
Higher Ed.	3	\$39,296	\$37,806	\$44,800	\$39,108	\$35,730	\$35,922	\$31,372	\$29,548	\$30,668	\$30,919	\$27,876	\$26,286	\$27,903	\$26,857	67%	15%
Health										\$30,000		\$25,000	\$19,000				
Utility				\$57,083	\$-	\$43,702	\$41,070	\$42,465	\$33,500	\$19,150	\$24,200	\$31,721	\$32,961	\$31,486	\$31,004		
Sp. Auth.	6	\$59,375	\$58,213	\$39,645	\$31,400	\$40,303	\$40,453	\$41,551	\$39,335	\$34,188	\$32,857	\$37,044	\$35,685	\$36,823	\$37,142	60%	2%
Region																	
Northeast	3	\$50,250	\$49,000	\$34,000		\$41,067	\$32,099	\$37,846	\$36,384	\$39,519	\$36,318	\$34,935	\$33,970	\$34,871	\$34,770	45%	3%
Mid-Atlantic	5	\$41,800	\$32,625	\$40,589	\$27,690	\$39,342	\$39,488	\$39,789	\$36,586	\$36,238	\$35,470	\$44	\$36	\$31,778	\$30,934	35%	28%
Southeast	16	\$41,127	\$36,806	\$41,952	\$28,716	\$35,736	\$34,880	\$36,323	\$33,939	\$31,230	\$31,514	\$28,195	\$28,887	\$25,825	\$24,861	65%	12%
South				\$41,005	\$27,217												
Central	7	\$42,211	\$43,362			\$31,519	\$31,812	\$32,823	\$31,187	\$29,887	\$29,271	\$26,888	\$25,486	\$28,244	\$26,343	60%	-3%
Central	6	\$40,880	\$39,087	\$33,621	\$26,498	\$32,035	\$31,344	\$33,107	\$31,146	\$34,598	\$31,783	\$31,379	\$29,980	\$26,612	\$25,712	59%	5%
Great Lakes	6	\$49,371	\$46,094	\$50,824	\$42,987	\$36,143	\$35,935	\$34,401	\$33,264	\$39,823	\$38,997	\$33,845	\$32,776	\$31,280	\$30,059	64%	7%
North																	
Central						\$31,210	\$31,210	\$30,000	\$30,000	\$25,578	\$24,546	\$27,000	\$25,200	\$25,554	\$23,980		
West	11	\$59,759	\$61,166	\$51,805	\$39,249	\$48,214	\$48,818	\$47,078	\$45,044	\$37,525	\$39,802	\$36,694	\$35,944	\$34,013	\$33,211	80%	-2%
Canada	6	\$49,277	\$48,592	\$56,748	\$48,343	\$44,504	\$44,208	\$46,796	\$42,449	\$43,050	\$38,945	\$34,639	\$32,860	\$31,944	\$30,088	64%	1%
Procur. Vol.																	
\$1-\$10M	7	\$45,820	\$48,000	\$48,313	\$34,752	\$36,871	\$36,604	\$38,540	\$35,748	\$31,314	\$28,448	\$29,834	\$28,421	\$26,887	\$26,798	71%	-5%
\$11-\$30M	9	\$45,106	\$40,918	\$42,603	\$15,942	\$37,849	\$36,237	\$33,612	\$32,258	\$33,375	\$34,143	\$28,045	\$27,249	\$29,489	\$27,939	61%	10%
\$31-\$75M	11	\$43,984	\$38,138	\$38,662	\$25,753	\$36,456	\$37,565	\$33,662	\$32,260	\$33,606	\$33,117	\$31,952	\$30,788	\$30,304	\$29,410	50%	15%
\$76-\$125M	4	\$45,298	\$48,811	\$41,438	\$37,556	\$39,368	\$38,925	\$38,176	\$36,222	\$41,199	\$39,629	\$34,887	\$34,238	\$31,558	\$30,557	48%	-7%
>\$125M	21	\$46,936	\$46,087	\$44,620	\$37,084	\$39,148	\$37,464	\$39,246	\$36,406	\$36,715	\$36,109	\$33,769	\$32,458	\$33,358	\$32,304	45%	2%

Administrative Assistant Salary Trend 2001-2018



“Administrative Assistant” Individual Survey Results

Table 5.17a. Reported Individual Salaries (2017) by Agency / Jurisdiction Type

What type of agency do you work for?	Mean	Median	N
State/Provincial Government	\$39,000	\$39,000	1
County/Regional Government	\$41,500	\$41,500	1
City/Municipal Government	\$29,625	\$29,625	1
School System	\$28,603	\$28,603	1
College/University	\$31,500	\$31,500	1
Utility	\$36,823	\$36,823	1
Other	\$30,854	\$30,854	1
Total	\$32,976	31,500	11

Table 5.17b. Reported Individual Salaries (2017) by Highest Education Completed

What is your highest level of education?	Mean	Median	N
Some College	\$32,646	\$30,240	4
2-year College Degree	\$37,912	\$37,912	2
4-year College Degree	\$33,334	\$32,124	4
Master's Degree	\$23,000	\$23,000	1
Total	\$32,976	31,500	11

Table 5.17c. Reported Individual Salaries (2017) by Field of Education

What best describes your field of education?	Mean	Median	N
Liberal Arts	\$34,579	\$34,579	2
Business	\$33,722	\$31,801	6
Other	\$30,417	\$31,428	3
Total	\$32,976	31,500	11

Table 5.17d. Reported Individual Salaries (2017) by Gender

What is your sex?	Mean	Median	N
Male	\$31,500	\$31,500	1
Female	\$33,124	\$32,088	10
Total	\$32,976	31,500	11

Table 5.17e. Reported Individual Salaries (2017) by Race/Ethnicity

What is your race/ethnic background?	Mean	Median	N
White Non-Hispanic	\$34,601	\$37,241	6
Black Non-Hispanic	\$30,052	\$30,052	2
Hispanic	\$31,141	\$31,141	2
Other	\$32,748	\$32,748	1
Total	\$32,976	31,500	11

Table 5.17f. 2017 Salary by Presence of Collective Bargaining in Organization

Is there a collective bargaining unit or Union in your organization?	Mean	Median	N
Yes	\$34,897	\$34,579	4
No	\$31,879	\$30,854	7
Total	\$32,976	31,500	11

RETENTION AND TURNOVER SUPPLEMENTARY REPORT

Individual Level Data

We use data from the survey of all NIGP members to assess turnover intent among respondents. Many of the tables are based on a question that asks whether people are looking to leave their position in the next year. The possible responses are:

- a. Yes – for a better job in my current field
- b. Yes – to retire
- c. Yes – to pursue a career change
- d. Yes – to pursue my education
- e. Yes – for personal or family reasons
- f. Yes – other
- g. No

Because there were very few people that were changing for career changes, education, or personal or family reasons, those responses were combined with Yes – other to create an “other” category. The tables show what percentage of people in each category want to stay, find a new job in their current field, retire, or leave for other reasons. For example, in the table below we see that 72% of directors do not want to leave their current jobs.

Future Job Preference By Current Level	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Director	72.4%	13.5%	7.7%	6.4%	908
Manager	63.6%	19.1%	8.3%	9.1%	420
Procurement Officer	60.6%	24.3%	5.5%	9.6%	311
Total	63.6%	21.0%	6.7%	8.9%	1,639

This approach to summarizing turnover intent is applied to salary, years in one’s position, sex, race/ethnicity, marital status, education level, field of education, and last performance appraisal. It is then applied to measure of satisfaction including satisfaction with one’s organization, supervisor, and salary. We use the same method to analyze two comparative questions about pay. The questions ask whether respondent’s pay is better or worse than others at the same level within their organization, and then whether pay is better or worse than people in similar jobs at other organizations.

We also present information about how important pay, location, opportunities for advancement, frustration with the organization/leadership, frustration with the supervisor, and work/life balance were in the decision to leave a previous position. Finally, we ask if people were willing to move for a job before they took their current job, and whether they would move for a new job now.

Agency Level Data

For the agency level data, we take data from the agency level survey to report what percentage of them experienced various types of turnover by position in the past two years. For each position, agencies were asked to report if anyone left for another job, to retire, for personal reasons, or because they were terminated. This report includes the percent of organizations that experienced turnover in each category, but does not say how many people left.

In addition to an overall percentage for each category by position, we further break down the information by organization type, region, and annual procurement volume. For example, in the table below for the Director of Materials Management position we see that 9.1% of agencies had at least one person leave for another position, and if we limit ourselves to municipal governments, we find that 14.7% of agencies had at least one person leave for another position.

	Another Position	Retire	Personal Reasons	Terminated
Overall	9.1%	9.5%	3.8%	2.5%
Organization Type				
Federal				
State	0%	16.7%	0%	0%
County/Regional	0%	0%	0%	4.4%
Municipal	14.7%	7.1%	0%	3.7%

Descriptive Information Based on Individual Level Data

Data for All Respondents

Data for All Respondents by Position

Future Job Preference By Current Level	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Director	72.4%	13.5%	7.7%	6.4%	908
Manager	63.6%	19.1%	8.3%	9.1%	420
Procurement Officer	60.6%	24.3%	5.5%	9.6%	311
Total	63.6%	21.0%	6.7%	8.9%	1,639

Data for All Respondents by Salary

Salary	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
<\$40,000	57.0%	32.7%	0.6%	9.6%	156
\$40,000 - \$59,999	62.6%	22.1%	3.6%	11.8%	535
\$60,000 - \$79,999	62.2%	22.2%	9.3%	6.4%	550
\$80,000 - \$99,999	68.0%	16.2%	7.1%	8.8%	297
\$100,000 - \$119,999	68.8%	15.2%	8.7%	7.3%	138
\$120,000+	68.3%	11.0%	11.0%	9.8%	164

Data for All Respondents by Years in Position

Years in Current Position	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
0 – 2 years	73.3%	17.8%	0.8%	8.1%	359
3 – 5 years	63.3%	24.3%	3.0%	9.3%	793
6 – 10 years	59.4%	20.8%	7.5%	12.3%	293
11 – 15 years	63.3%	17.8%	13.3%	5.6%	180
16+	58.5%	9.8%	24.6%	7.1%	183

Data for All Respondents by Sex

Sex	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Male	61.6%	22.1%	7.9%	8.4%	609
Female	63.9%	20.4%	6.7%	9.1%	1,211

Data for All Respondents by Race/Ethnicity

Race/Ethnicity	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
White Non-Hispanic	64.3%	19.9%	7.8%	8.0%	1,276
Black Non-Hispanic	59.8%	22.2%	5.0%	13.0%	239
Hispanic	66.9%	20.6%	3.8%	8.8%	160
Asian	62.5%	21.9%	3.1%	12.5%	32
American Indian or Alaskan	70.6%	23.5%	0%	5.9%	17
Other	60.6%	24.2%	3.0%	12.1%	66

Data for All Respondents by Marital Status

Marital Status	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Married	64.5%	20.4%	7.4%	7.7%	1,217
Single	63.6%	20.7%	3.2%	12.4%	217
Divorced	58.6%	22.8%	7.3%	11.2%	232
Widowed	75.0%	10.7%	7.1%	7.1%	28
Living with Someone	64.4%	23.3%	4.1%	8.2%	73

Data for All Respondents by Education Level

Education Level	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Less than a Bachelors Degree	65.5%	16.5%	9.8%	8.2%	559
Bachelors Degree	63.6%	22.0%	6.0%	8.5%	870
Masters Degree or Above	61.6%	23.4%	3.8%	11.2%	393

Data for All Respondents by Field of Education

Field of Education	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Liberal Arts	65.6%	20.2%	6.0%	8.3%	218
Business	62.6%	22.2%	6.6%	8.7%	1,028
Economics	70.7%	17.1%	2.4%	9.8%	41
Public Administration	65.5%	19.3%	6.2%	9.0%	145
Political Science	70.7%	22.0%	2.4%	4.9%	41
Engineering	53.3%	23.3%	6.7%	16.7%	30
Other	64.6%	16.9%	8.0%	10.6%	302

Data for All Respondents by Professional Certifications

Professional Certifications	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Yes	62.8%	22.5%	6.7%	8.0%	1,072
No	65.2%	17.9%	6.5%	10.3%	764

Data for All Respondents by Last Performance Appraisal

Last Performance Appraisal	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Unsatisfactory	100.0%	0%	0%	0%	1
Satisfactory, but low	58.3%	16.7%	8.3%	16.7%	12
Average	51.7%	18.7%	11.0%	18.7%	91
Good	66.2%	19.4%	5.7%	8.8%	650
Excellent	63.6%	21.4%	6.8%	8.3%	1,065

Data for All Respondents by Organization Satisfaction

Satisfaction with the Organization	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	88.7%	4.6%	4.4%	2.3%	523
Somewhat Satisfied	62.8%	20.8%	7.9%	8.4%	907
Neither Satisfied nor Dissatisfied	46.2%	33.0%	7.5%	13.3%	173
Somewhat Dissatisfied	28.0%	44.0%	5.0%	23.1%	182
Extremely Dissatisfied	8.5%	55.3%	10.6%	25.5%	47

Data for All Respondents by Supervisor Satisfaction

Satisfaction with Supervisor	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	77.3%	11.7%	5.4%	5.6%	855
Somewhat Satisfied	62.2%	20.8%	7.9%	9.1%	572
Neither Satisfied nor Dissatisfied	51.3%	28.3%	7.2%	13.2%	152
Somewhat Dissatisfied	28.8%	46.5%	8.8%	15.9%	170
Extremely Dissatisfied	29.8%	42.3%	6.4%	21.8%	78

Data for All Respondents by Salary Satisfaction

Satisfaction with Salary	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	82.9%	5.4%	6.1%	5.7%	280
Somewhat Satisfied	75.1%	11.1%	6.1%	7.7%	570
Neither Satisfied nor Dissatisfied	57.6%	20.9%	10.5%	11.0%	191
Somewhat Dissatisfied	54.0%	30.0%	6.1%	9.8%	570
Extremely Dissatisfied	42.9%	38.5%	6.5%	12.1%	231

Data for All Respondents by Pay Compared to Others in the Same Organization

Pay Compared to Others in Organization at a Similar Level	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Much Better	68.3%	9.8%	9.8%	12.2%	41
Somewhat Better	66.7%	14.3%	10.0%	9.1%	231
About the Same	68.7%	16.4%	6.4%	8.6%	977
Somewhat Worse	55.8%	29.8%	5.7%	8.8%	477
Much Worse	43.2%	39.8%	4.6%	12.5%	88

Data for All Respondents by Pay Compared to Other Organizations

Pay Compared to People in Similar Jobs in Other Organizations	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Much Better	72.9%	12.5%	7.3%	7.3%	96
Somewhat Better	69.5%	14.0%	8.6%	7.9%	292
About the Same	72.6%	14.1%	6.0%	7.3%	532
Somewhat Worse	58.1%	25.5%	6.0%	10.4%	682
Much Worse	45.6%	36.7%	6.3%	11.5%	191

Factors Contributing to Decision to Leave a Previous Job for All Respondents

Average rating of how important on a scale of 1 – 5 each factor was in the decision to leave their last job	N
Pay	3.93
Location	3.44
Opportunities for Advancement	3.97
Frustration w/ Organization/Leadership	3.69
Frustration w/ Supervisor	3.50
Work/Life Balance	3.51

Willingness to Move for a Past Job for All Respondents

At the time you were hired by your current employer, were you willing to move?		N
Yes	32.8%	604
No	67.2%	1,235

Willingness to Move for a Future Job for All Respondents

Are you willing to relocate if offered more pay in a similar job but in a different location?		N
Yes	44.5%	820
No	55.5%	1,023

Data for Directors

Data for Directors by Salary

Salary	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
<\$40,000	100%	0%	0%	0%	1
\$40,000 - \$59,999	65.0%	20.0%	5.0%	10.0%	20
\$60,000 - \$79,999	67.5%	13.0%	14.3%	5.2%	77
\$80,000 - \$99,999	84.3%	7.2%	3.6%	4.8%	83
\$100,000 - \$119,999	71.0%	19.4%	4.8%	4.8%	62
\$120,000+	66.2%	14.7%	8.8%	10.3%	68

Data for Directors by Years in Position

Years in Current Position	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
0 – 2 years	81.0%	14.3%	0%	4.8%	42
3 – 5 years	75.2%	15.2%	2.4%	7.2%	125
6 – 10 years	68.5%	13.0%	9.3%	9.3%	54
11 – 15 years	74.3%	11.4%	11.4%	2.9%	35
16+	64.0%	10.0%	22.0%	4.0%	50

Data for Directors by Sex

Sex	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Male	72.7%	15.8%	7.2%	4.3%	139
Female	71.6%	11.8%	8.3%	8.3%	169

Data for Directors by Race/Ethnicity

Race/Ethnicity	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
White Non-Hispanic	72.8%	13.0%	8.4%	5.9%	239
Black Non-Hispanic	65.6%	18.8%	9.4%	6.3%	32
Hispanic	73.7%	15.8%	5.3%	5.3%	19
American Indian or Alaskan Asian	100%	0%	0%	0%	3
Other	66.7%	11.1%	0%	22.2%	9

Data for Directors by Marital Status

Marital Status	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Married	72.0%	13.6%	8.5%	5.9%	236
Single	72.2%	16.7%	11.1%	0%	18
Divorced	69.0%	10.3%	6.9%	13.8%	29
Widowed	83.3%	16.7%	0%	0%	6
Living with Someone	85.7%	14.3%	0%	0%	7

Data for Directors by Education Level

Education Level	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Less than a Bachelors Degree	74.1%	5.6%	9.3%	11.1%	54
Bachelors Degree	71.1%	11.4%	10.7%	6.7%	149
Masters Degree or Above	72.6%	20.6%	2.9%	3.9%	102

Data for Directors by Field of Education

Field of Education	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Liberal Arts	69.7%	15.2%	6.1%	9.1%	33
Business	71.6%	13.6%	9.7%	5.1%	176
Economics	83.3%	8.3%	0%	8.3%	12
Public Administration	79.4%	5.9%	5.9%	8.8%	34
Political Science	90.9%	0%	9.1%	0%	11
Engineering	0%	60.0%	20.0%	20.0%	4
Other	73.0%	18.9%	2.7%	5.4%	27

Data for Directors by Professional Certifications

Professional Certifications	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Yes	73.7%	12.4%	7.4%	6.5%	217
No	69.2%	16.0%	8.5%	6.4%	94

Data for Directors by Performance Appraisal

Last Performance Appraisal	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Unsatisfactory	100%	0%	0%	0%	1
Satisfactory, but low	100%	0%	0%	0%	2
Average	80.0%	20.0%	0%	0%	5
Good	69.1%	14.8%	6.2%	9.9%	81
Excellent	72.8%	13.4%	8.3%	5.5%	217

Data for Directors by Organization Satisfaction

Satisfaction with the Organization	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	88.7%	3.0%	6.0%	2.3%	133
Somewhat Satisfied	67.2%	16.4%	9.0%	7.5%	134
Neither Satisfied nor Dissatisfied	52.6%	42.1%	0%	5.3%	19
Somewhat Dissatisfied	28.6%	33.3%	14.3%	23.8%	21
Extremely Dissatisfied	0%	33.3%	33.3%	33.3%	3

Data for Directors by Supervisor Satisfaction

Satisfaction with Supervisor	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	82.3%	7.4%	6.3%	4.0%	175
Somewhat Satisfied	70.5%	14.8%	9.1%	5.7%	88
Neither Satisfied nor Dissatisfied	56.5%	26.1%	13.0%	4.4%	23
Somewhat Dissatisfied	21.1%	36.8%	10.5%	31.6%	19
Extremely Dissatisfied	20.0%	60.0%	0%	20.0%	5

Data for Directors by Salary Satisfaction

Satisfaction with Salary	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	85.7%	3.9%	5.2%	5.2%	77
Somewhat Satisfied	80.4%	8.7%	4.4%	6.5%	92
Neither Satisfied nor Dissatisfied	58.3%	20.8%	16.7%	4.2%	24
Somewhat Dissatisfied	63.2%	21.8%	9.2%	5.8%	87
Extremely Dissatisfied	51.6%	22.6%	12.9%	12.9%	31

Data for Directors by Pay Compared to Others in the Organization

Pay Compared to Others in Organization at a Similar Level	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Much Better	85.7%	0%	0%	14.3%	7
Somewhat Better	81.6%	7.9%	2.6%	7.9%	38
About the Same	80.6%	6.9%	6.3%	6.3%	144
Somewhat Worse	58.7%	25.0%	11.5%	4.8%	104
Much Worse	56.3%	18.8%	12.5%	12.5%	16

Data for Directors by Pay Compared to Other Organizations

Pay Compared to People in Similar Jobs in Other Organizations	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Much Better	88.2%	5.9%	0%	5.9%	17
Somewhat Better	75.8%	7.6%	9.1%	7.6%	66
About the Same	81.1%	10.5%	5.3%	3.2%	95
Somewhat Worse	62.8%	18.6%	9.8%	8.8%	102
Much Worse	57.7%	26.9%	7.7%	7.7%	26

Factors Contributing to Decision to Leave a Previous Job for Director

Average rating of how important on a scale of 1 – 5 each factor was in the decision to leave their last job		N
Pay	3.79	277
Location	3.43	234
Opportunities for Advancement	3.88	271
Frustration w/ Organization/Leadership	3.52	236
Frustration w/ Supervisor	3.31	212
Work/Life Balance	3.26	216

Willingness to Move for a Past Job for Directors

At the time you were hired by your current employer, were you willing to move?		N
Yes	38.1%	119
No	61.9%	193

Willingness to Move for a Future Job for Directors

Are you willing to relocate if offered more pay in a similar job but in a different location?		N
Yes	44.4%	193
No	55.6%	174

Data for Managers

Data for Managers by Salary

Salary	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
<\$40,000	44.4%	55.6%	0%	0%	9
\$40,000 - \$59,999	52.5%	21.3%	6.6%	19.7%	61
\$60,000 - \$79,999	63.3%	22.7%	8.7%	5.3%	150
\$80,000 - \$99,999	62.4%	20.2%	8.3%	9.2%	109
\$100,000 - \$119,999	70.2%	10.5%	10.5%	8.8%	57
\$120,000+	82.4%	0%	8.8%	8.8%	34

Data for Managers by Years in Position

Years in Current Position	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
0 – 2 years	72.7%	14.3%	1.3%	11.7%	77
3 – 5 years	61.2%	24.7%	3.9%	10.1%	178
6 – 10 years	60.6%	18.3%	9.9%	11.3%	71
11 – 15 years	77.8%	8.3%	13.9%	0%	36
16 +	56.8%	9.1%	27.3%	6.8%	44

Data for Managers by Sex

Sex	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Male	61.1%	18.5%	11.7%	8.6%	162
Female	65.1%	19.1%	6.4%	9.5%	252

Data for Managers by Race/Ethnicity

Race/Ethnicity	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
White Non-Hispanic	63.4%	20.3%	8.8%	7.5%	295
Black Non-Hispanic	65.2%	19.6%	2.2%	13.0%	46
Hispanic	55.0%	17.5%	10.0%	17.5%	40
Asian	66.7%	16.7%	16.7%	0%	6
American Indian or Alaskan	81.8%	0%	18.2%	0%	11
Other	33.3%	0%	0%	67.7%	3

Data for Managers by Marital Status

Marital Status	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Married	63.4%	20.3%	8.8%	7.5%	295
Single	65.2%	19.6%	2.2%	13.0%	46
Divorced	55.0%	17.5%	10.0%	17.5%	40
Widowed	66.7%	16.7%	16.7%	0%	6
Living with Someone	81.8%	0%	18.2%	0%	11

Data for Managers by Education Level

Education Level	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Less than a Bachelors Degree	67.0%	11.6%	11.6%	9.8%	112
Bachelors Degree	61.3%	22.7%	9.8%	6.2%	194
Masters Degree or Above	62.4%	21.1%	2.8%	13.8%	109

Data for Managers by Field of Education

Field of Education	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Liberal Arts	66.0%	21.3%	8.5%	4.3%	47
Business	60.2%	20.8%	9.1%	10.0%	241
Economics	55.6%	22.2%	0%	22.2%	9
Public Administration	71.4%	21.4%	2.4%	4.8%	42
Political Science	62.5%	37.5%	9.1%	0%	8
Engineering	72.7%	9.1%	10.7%	9.1%	11
Other	67.9%	8.9%	8.2%	12.5%	56

Data for Managers by Professional Certifications

Professional Certifications	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Yes	63.7%	21.5%	7.6%	7.3%	289
No	63.4%	13.7%	9.9%	13.0%	131

Data for Managers by Performance Appraisal

Last Performance Appraisal	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Unsatisfactory					0
Satisfactory, but low	33.3%	0%	33.3%	33.3%	3
Average	47.4%	15.8%	15.8%	21.0%	19
Good	69.6%	18.8%	5.8%	5.8%	138
Excellent	61.7%	19.5%	9.0%	9.8%	256

Data for Managers by Organization Satisfaction

Satisfaction with the Organization	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	89.0%	3.2%	6.3%	1.6%	127
Somewhat Satisfied	62.0%	19.3%	10.3%	8.5%	213
Neither Satisfied nor Dissatisfied	42.9%	34.4%	5.7%	17.1%	35
Somewhat Dissatisfied	11.8%	44.1%	8.8%	35.3%	34
Extremely Dissatisfied	12.5%	87.5%	0%	0%	8

Data for Managers by Supervisor Satisfaction

Satisfaction with Supervisor	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	78.5%	10.5%	6.3%	4.7%	191
Somewhat Satisfied	60.7%	20.0%	9.0%	10.3%	155
Neither Satisfied nor Dissatisfied	46.2%	30.8%	7.7%	15.4%	26
Somewhat Dissatisfied	23.3%	36.7%	20.0%	20.0%	30
Extremely Dissatisfied	15.4%	61.5%	7.7%	15.4%	13

Data for Managers by Salary Satisfaction

Satisfaction with Salary	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	84.3%	2.9%	7.1%	5.7%	70
Somewhat Satisfied	74.0%	9.9%	9.9%	6.3%	142
Neither Satisfied nor Dissatisfied	43.6%	20.5%	15.4%	20.5%	39
Somewhat Dissatisfied	51.2%	32.8%	6.4%	9.6%	125
Extremely Dissatisfied	48.8%	34.2%	4.9%	12.2%	41

Data for Managers by Pay Compared to Others in the Organization

Pay Compared to Others in Organization at a Similar Level	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Much Better	44.4%	11.1%	22.2%	22.2%	9
Somewhat Better	66.1%	14.3%	12.5%	7.1%	56
About the Same	67.7%	15.7%	9.2%	7.4%	229
Somewhat Worse	56.1%	28.0%	4.7%	11.2%	107
Much Worse	60.0%	26.7%	0%	13.3%	15

Data for Managers by Pay Compared to Other Organizations

Pay Compared to People in Similar Jobs in Other Organizations	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Much Better	60.0%	15.0%	15.0%	10%	20
Somewhat Better	73.2%	14.1%	5.6%	7.0%	71
About the Same	70.5%	15.5%	7.8%	6.2%	129
Somewhat Worse	59.9%	19.8%	8.9%	11.5%	157
Much Worse	35.3%	38.2%	11.8%	14.7%	34

Factors Contributing to Decision to Leave a Previous Job for Managers

Average rating of how important on a scale of 1 – 5 each factor was in the decision to leave their last job		N
Pay	3.97	369
Location	3.55	343
Opportunities for Advancement	4.02	379
Frustration w/ Organization/Leadership	3.70	352
Frustration w/ Supervisor	3.50	314
Work/Life Balance	3.57	345

Willingness to Move for a Past Job for Managers

At the time you were hired by your current employer, were you willing to move?		N
Yes	36.5%	154
No	63.5%	268

Willingness to Move for a Future Job for Managers

Are you willing to relocate if offered more pay in a similar job but in a different location?		N
Yes	47.2%	199
No	52.8%	223

Data for Procurement Officers

Data for Procurement Officers by Salary

Salary	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
<\$40,000	56.3%	31.9%	0.8%	10.9%	119
\$40,000 - \$59,999	63.3%	23.0%	2.8%	10.9%	387
\$60,000 - \$79,999	58.8%	25.0%	9.2%	7.0%	272
\$80,000 - \$99,999	58.4%	22.1%	7.8%	11.7%	77
\$100,000 - \$119,999	50.0%	10.0%	20.0%	20.0%	10
\$120,000+	65.1%	18.6%	11.6%	4.7%	43

Data for Procurement Officers by Years in Position

Years in Current Position	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
0 – 2 years	71.5%	21.8%	1.0%	5.7%	193
3 – 5 years	59.5%	28.5%	2.2%	9.7%	390
6 – 10 years	56.6%	23.5%	6.2%	13.8%	145
11 – 15 years	52.8%	24.2%	14.3%	8.8%	91
16 +	56.6%	10.5%	22.4%	10.5%	76

Data for Procurement Officers by Sex

Sex	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Male	57.8%	27.0%	6.3%	9.0%	256
Female	61.8%	23.1%	5.2%	10.0%	641

Data for Procurement Officers by Race/Ethnicity

Race/Ethnicity	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
White Non-Hispanic	61.3%	22.7%	6.7%	9.4%	599
Black Non-Hispanic	55.3%	27.3%	3.8%	13.6%	132
Hispanic	64.4%	24.4%	3.3%	7.8%	90
Asian	66.7%	25.0%	0%	8.3%	24
American Indian or Alaskan	55.6%	33.3%	0%	11.1%	9
Other	54.3%	37.1%	2.9%	5.7%	35

Data for Procurement Officers by Marital Status

Marital Status	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Married	61.5%	24.1%	6.4%	8.0%	551
Single	59.5%	23.7%	2.3%	14.5%	131
Divorced	55.6%	28.6%	6.0%	9.8%	133
Widowed	69.2%	7.7%	7.7%	15.4%	13
Living with Someone	63.8%	25.5%	25.5%	8.5%	47

Data for Procurement Officers by Education Level

Education Level	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Less than a Bachelors Degree	62.7%	20.8%	9.9%	6.5%	322
Bachelors Degree	60.3%	26.7%	3.0%	10.1%	438
Masters Degree or Above	56.3%	25.0%	3.5%	15.3%	144

Data for Procurement Officers by Field of Education

Field of Education	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Liberal Arts	63.2%	24.6%	3.5%	8.8%	114
Business	60.2%	26.1%	4.6%	9.2%	502
Economics	70.6%	23.5%	5.9%	0%	17
Public Administration	53.5%	24.1%	10.3%	12.1%	58
Political Science	56.3%	31.3%	4.8%	0%	16
Engineering	53.9%	23.1%	3.3%	0%	13
Other	62.5%	19.1%	4.4%	7.7%	168

Data for Procurement Officers by Professional Certifications

Professional Certifications	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Yes	57.3%	27.6%	5.8%	9.3%	464
No	63.7%	21.1%	5.2%	10.0%	441

Data for Procurement Officers by Performance Appraisal

Last Performance Appraisal	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Unsatisfactory					
Satisfactory, but low	50.0%	33.3%	0%	16.7%	6
Average	56.4%	14.6%	9.1%	20.0%	55
Good	63.7%	21.7%	5.4%	9.3%	355
Excellent	59.0%	27.1%	5.2%	8.7%	483

Data for Procurement Officers by Organization Satisfaction

Satisfaction with the Organization	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	87.0%	6.9%	3.2%	2.8%	216
Somewhat Satisfied	61.0%	24.2%	6.4%	8.4%	454
Neither Satisfied nor Dissatisfied	47.9%	33.3%	7.3%	11.5%	96
Somewhat Dissatisfied	32.1%	44.3%	2.8%	20.8%	106
Extremely Dissatisfied	9.1%	48.5%	12.1%	30.3%	33

Data for Procurement Officers by Supervisor Satisfaction

Satisfaction with Supervisor	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	76.3%	13.8%	4.5%	5.5%	400
Somewhat Satisfied	58.2%	25.5%	7.2%	9.1%	263
Neither Satisfied nor Dissatisfied	47.0%	31.3%	4.8%	16.9%	83
Somewhat Dissatisfied	31.7%	50.5%	5.0%	12.9%	101
Extremely Dissatisfied	30.9%	36.4%	7.3%	25.5%	55

Data for Procurement Officers by Salary Satisfaction

Satisfaction with Salary	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Extremely Satisfied	79.6%	8.3%	5.6%	6.5%	108
Somewhat Satisfied	72.1%	13.6%	4.9%	9.4%	265
Neither Satisfied nor Dissatisfied	61.2%	22.3%	7.8%	8.7%	103
Somewhat Dissatisfied	51.7%	32.7%	5.7%	10.0%	300
Extremely Dissatisfied	40.2%	43.3%	4.7%	11.8%	127

Data for Procurement Officers by Pay Compared to Others in the Organization

Pay Compared to Others in Organization at a Similar Level	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Much Better	70.0%	15.0%	10.0%	5.0%	20
Somewhat Better	61.7%	16.7%	11.7%	10.0%	120
About the Same	65.7%	20.3%	5.0%	9.1%	484
Somewhat Worse	52.3%	34.4%	3.2%	10.1%	218
Much Worse	35.4%	47.9%	2.1%	14.6%	48

Data for Procurement Officers by Pay Compared to Other Organizations

Pay Compared to People in Similar Jobs in Other Organizations	Not Leaving	Seeking New Position	Retiring	Leaving for Other Reasons	N
Much Better	74.5%	15.7%	5.9%	3.9%	51
Somewhat Better	60.0%	20.0%	9.6%	10.4%	125
About the Same	70.0%	15.8%	6.7%	7.5%	240
Somewhat Worse	55.9%	30.5%	3.4%	10.2%	354
Much Worse	45.9%	35.8%	4.6%	13.8%	109

Factors Contributing to Decision to Leave a Previous Job for Procurement Officers

Average rating of how important on a scale of 1 – 5 each factor was in the decision to leave their last job		N
Pay	3.95	812
Location	3.39	713
Opportunities for Advancement	3.97	816
Frustration w/ Organization/Leadership	3.74	783
Frustration w/ Supervisor	3.57	696
Work/Life Balance	3.54	719

Willingness to Move for a Past Job for Procurement Officers

At the time you were hired by your current employer, were you willing to move?		N
Yes	29.9%	272
No	70.1%	637

Willingness to Move for a Future Job for Procurement Officers

Are you willing to relocate if offered more pay in a similar job but in a different location?		N
Yes	43.2%	392
No	56.8%	516

Retention Data as Reported by Agencies for the Position of Director, Materials Management

No. Openings last 2 years
105 Position Openings

	Frequency	Percent
0	547	92.7
1	38	6.4
2	2	.3
3	1	.2
>3	2	.4
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	570	96.6
1	13	2.2
2	4	.7
6	1	.2
10	2	.3
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	571	96.8
1	15	2.5
2	2	.3
5	1	.2
10	1	.2
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	581	98.5
1	6	1.0
2	1	.2
5	1	.2
10	1	.2
Total	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	585	99.2
1	2	.3
2	2	.3
5	1	.2
Total	590	100.0

Retention Data as Reported by Agencies for the Position of Director, Purchasing And (XX)

No. Openings last 2 years
58 Position Openings

	Frequency	Percent
0	548	92.9
1	32	5.4
2	6	1.0
3	2	.3
4	2	.3
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	576	97.6
1	11	1.9
2	3	.5
Total	590	100.0

How many left- to retire

	Frequency	Percent
0	575	97.5
1	13	2.2
2	2	.3
Total	590	100.0

How many left- for personal reasons

	Frequency	Percent
0	586	99.3
1	3	.5
2	1	.2
Total	590	100.0

How many left- because they were terminated

	Frequency	Percent
0	588	99.7
1	2	.3
Total	590	100.0

Retention Data as Reported by Agencies for the Position of Director, Purchasing

No. Openings last 2 years

69 Position Openings

	Frequency	Percent
0	534	90.5
1	46	7.8
2	8	1.4
3	1	.2
4	1	.2
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	575	97.5
1	11	1.9
2	4	.7
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	570	96.6
1	19	3.2
2	1	.2
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	580	98.3
1	9	1.5
2	1	.2
Total	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	586	99.3
1	3	.5
2	1	.2
Total	590	100.0

Retention Data as Reported by Agencies for the Position of Manager, Purchasing

No. Openings last 2 years

51 Position Openings

	Frequency	Percent
0	544	92.2
1	41	6.9
2	5	.8
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	580	98.3
1	8	1.4
2	1	.2
4	1	.2
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	578	98.0
1	12	2.0
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	589	99.8
1	1	.2
Total	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	590	100.0

Retention Data as Reported by Agencies for the Position of Manager, Contracts

No. Openings last 2 years
28 Position Openings

	Frequency	Percent
0	570	96.6
1	15	2.5
2	3	.5
3	1	.2
4	1	.2
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	585	99.2
1	3	.5
2	1	.2
3	1	.2
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	585	99.2
1	5	.8
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	589	99.8
1	1	.2
Total	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	590	100.0

**Retention Data as Reported by Agencies for the Position of
Manager, Warehouse or Stores or Logistics**

No. Openings last 2 years
13 Position Openings

	Frequency	Percent
0	578	98.0
1	11	1.9
2	1	.2
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	589	99.8
1	1	.2
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	589	99.8
1	1	.2
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	590	100.0

Retention Data as Reported by Agencies for the Position of Senior Buyer / Contracting Officer

No. Openings last 2 years
130 Position Openings

	Frequency	Percent
0	514	87.1
1	46	7.8
2	17	2.9
3	7	1.2
>3	6	1.0
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	569	96.4
1	15	2.5
2	4	.7
4	2	.4
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	575	97.5
1	13	2.2
2	1	.2
3	1	.2
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	588	99.7
1	2	.3
Total	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	584	99.0
1	6	1.0

Total	590	100.0
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Retention Data as Reported by Agencies for the Position of Buyers

No. Openings last 2 years

146 Position Openings

	Frequency	Percent
0	516	87.5
1	40	6.8
2	17	2.9
3	9	1.5
4	4	.7
5 or more	4	.8
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	557	94.4
1	18	3.1
2	10	1.7
3	3	.5
4	2	.3
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	576	97.6
1	10	1.7
2	2	.3
3	1	.2
4	1	.2
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	577	97.8
1	12	2.0
2	1	.2
Total	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	584	99.0
1	6	1.0
Total	590	100.0

Retention Data as Reported by Agencies for the Position of Specifications Specialist

No. Openings last 2 years
17 Position Openings

	Frequency	Percent
0	581	98.5
1	4	.7
2	3	.5
3	1	.2
4	1	.2
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	587	99.5
1	2	.3
2	1	.2
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	586	99.3
1	3	.5
2	1	.2
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	589	99.8
2	1	.2
Total	590	100.0

Retention Data as Reported by Agencies for the Position of Contract Specialist

No. Openings last 2 years 31 Position Openings

	Frequency	Percent
0	572	96.9
1	8	1.4
2	7	1.2
3	3	.5
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	581	98.5
1	6	1.0
2	3	.5
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	588	99.7
1	2	.3
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	589	99.8
2	1	.2
Total	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	588	99.7
1	2	.3
Total	590	100.0

Retention Data as Reported by Agencies for the Position of Assistant Buyer

No. Openings last 2 years 47 Position Openings

	Frequency	Percent
0	563	95.4
1	21	3.6
2	4	.7
6	1	.2
12	1	.2
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	581	98.5
1	5	.8
2	2	.3
3	1	.2
8	1	.2
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	587	99.5
1	3	.5
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	588	99.7
1	2	.3
Total	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	590	100.0

Retention Data as Reported by Agencies for the Position of Stores Technician

No. Openings last 2 years 19 Position Openings

	Frequency	Percent
0	575	97.5
1	11	1.9
2	4	.7
Total	590	100.0

How many left- for another job

	Frequency	Percent
0	585	99.2
1	4	.7
2	1	.2
Total	590	100.0

How many left- to retire

	Frequency	Percent
0	588	99.7
1	2	.3
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	587	99.5
1	3	.5
Total	590	100.0

Retention Data as Reported by Agencies for the Position of Receiving Technician

No. Openings last 2 years
2 Position Openings

	Frequency	Percent
0	589	99.8
2	1	.2
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	589	99.8
1	1	.2
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	589	99.8
1	1	.2
Total	590	100.0

How many left- for personal reasons

	Frequency	Percent
0	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	590	100.0

Retention Data as Reported by Agencies for the Position of Delivery Technician

No. Openings last 2 years 2 Position Openings

	Frequency	Percent
0	588	99.7
1	2	.3
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	588	99.7
1	2	.3
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	590	100.0

Retention Data as Reported by Agencies for the Position of Fixed Assets Technician

No. Openings last 2 years
13 Position Openings

	Frequency	Percent
0	579	98.1
1	9	1.5
2	2	.3
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	587	99.5
1	3	.5
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	586	99.3
1	3	.5
2	1	.2
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	589	99.8
1	1	.2
Total	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	590	100.0

Retention Data as Reported by Agencies for the Position of Expediter

**No. Openings last 2 years
7 Position Openings**

	Frequency	Percent
0	585	99.2
1	3	.5
2	2	.3
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	588	99.7
1	2	.3
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	589	99.8
1	1	.2
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	590	100.0

Retention Data as Reported by Agencies for the Position of Administrative Assistant

No. Openings last 2 years 29 Position Openings

	Frequency	Percent
0	565	95.8
0	1	.2
1	19	3.2
2	5	.8
Total	590	100.0

How many left - for another job

	Frequency	Percent
0	582	98.6
1	6	1.0
2	2	.3
Total	590	100.0

How many left - to retire

	Frequency	Percent
0	582	98.6
1	8	1.4
Total	590	100.0

How many left - for personal reasons

	Frequency	Percent
0	589	99.8
1	1	.2
Total	590	100.0

How many left - because they were terminated

	Frequency	Percent
0	585	99.2
1	5	.8
Total	590	100.0

Exhibit A. Position Descriptions

Directors, Managers and Supervisors

Director, Materials Management: Responsible for directing all activities of the purchasing department as well as warehousing, stores, or logistics activities and facilities to include direct and indirect supervision of all employees within these various functions.

Director, Purchasing and (XX): Responsible for directing all activities of the purchasing department to include direct and indirect supervision of all employees within the purchasing department as well as other related department or function of the entity other than warehousing or stores. Examples include Print Shop, Mail Room, and Insurance/Risk Management.

Director, Purchasing (interchangeable with Purchasing Agent or Chief Purchasing Officer): Responsible for directing all activities of the purchasing department to include direct and indirect supervision of all employees within the purchasing department.

Manager, Purchasing (interchangeable with Supervisor or Administrator): Responsible for managing a specific function or division within the purchasing department to include the supervision of employees within that function or division. (Note: use the "Director, Purchasing class" if this title manages all activities of the purchasing department rather than a specific section or division of purchasing)

Manager, Contracts (interchangeable with Supervisor or Administrator): Responsible for managing or administering contracts to include monitoring performance, negotiating or modifying terms, and determining contract compliance and defaults.

Manager, Warehouse or Stores or Logistics (interchangeable with Supervisor or Administrator): Responsible for managing a specific function or division within a warehouse, stores or logistics function to include the supervision of employees within a warehouse, stores or logistics function.

Buying and Contracting Classifications

Senior Buyer/Contracting Officer: Responsible for determining how customer requests for non-standard or complex purchases should be processed; develops, issues, evaluates and recommends award of complex and non-standard procurements on behalf of the entity; may supervise or lead buyers within a specific function, section or division.

Buyer: Responsible for determining how customer requests for standard purchases of goods and services should be processed; develops issues, evaluates and recommends award of competitive bids and proposals on behalf of the entity.

Specifications Specialist (interchangeable with Specifications Analyst, Technician or Writer): Responsible for developing detailed, technical specifications for specific groups of procurements.

Contract Specialist: Responsible for some facets of managing or administering contracts to include monitoring performance, negotiating or modifying terms, and determining contract compliance and defaults.

Assistant Buyer (interchangeable with Purchasing Clerk): Responsible for assisting a buyer(s) or senior buyer(s) in developing, issuing, and evaluating purchases on behalf of the entity; has limited or no authority to issue purchase orders or contracts.

Warehousing/Asset Classifications

Stores Technician: Responsible for monitoring stock levels of items maintained in stores and warehouses; may process orders to replenish stock; may issue stock based on customer requests.

Receiving Technician: Responsible for receiving, inspecting, testing, and accepting shipments of goods and equipment on behalf of an entity; may issue claims or damages or losses.

Delivery Technician: Responsible for delivering shipments from a centralized location (warehouse or stores) to locations throughout the entity; may be responsible for preparing shipments to include orders for stock items.

Fixed Assets Technician: Responsible for identifying, tracking, storing, and disposing of fixed assets and equipment of the entity as determined by regulations.

Support Classifications

Expediter: Responsible for expediting the delivery of goods in accordance with an order or contract; follows-up on delinquent orders; may coordinate changes to orders and/or damages/losses on behalf of a buyer or senior buyer.

Administrative Assistant (interchangeable with Secretary, Receptionist, or Program Assistant): Responsible for the administrative and clerical functions of the purchasing entity to include scheduling of meetings and conferences, coordinating communications efforts, etc.

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