

**Workforce At-A-Glance**

Period Covered: **Fiscal Year 2015**

Office of Workforce Effectiveness & Resources  
National Institute of Allergy and Infectious Diseases

Run Date: September 19, 2015 Pay Period End

Report Author: OWER Workforce Management Branch (WMB)

Data Sources: nVision HR System, Employee Database Internet Edition (EDIe)

**Purpose:** To share general demographic information on the size, composition, and stability of the current workforce; highlight trends in demographic data to identify potential workforce issues for review and resolution; and provide data in support of high-level workforce decisions or actions. The data depicted are intended to establish a common language for conversations on the workforce, and to serve as an annual reference point for discussion on what is useful to facilitate workforce planning.

	Reported Organization	Comparison Group
<b>Basic Workforce Demographics</b>		
<b>Position Status (Federal employees only, excludes Students)</b>		
Filled (n = 98)	89.9%	85.1%
Vacant (n = 11)	10.1%	14.9%
Grand Total (n = 109)	100.0%	100.0%
<b>Work Schedule (Federal employees only, excludes vacant records)</b>		
Full-Time	100.0%	98.6%
Part-Time	0.0%	1.4%
Blank	0.0%	0.1%
Grand Total	100.0%	100.0%
<b>Pay Plan (Federal, Contractor, and Non-FTE Staff)</b>		
AD	14.7%	11.7%
CC	0.0%	1.2%
GS, GM, GP, GR	15.3%	37.9%
NT*	70.0%	49.0%
Other **	0.00%	0.3%
Grand Total	100.0%	100.0%

\*NT (Non-Taps) is the pay plan that includes Contractors and Non-FTEs.  
\*\*Other includes Senior Executive Service (ES), Senior Biomedical Research Service (RS), Scientific & Professional (SL), and Wage Grade (WG) positions.

<b>Salary Level (Federal Employees only) ^</b>		
Average AD Salary Level	\$	\$
Average GS Salary Level	\$	\$

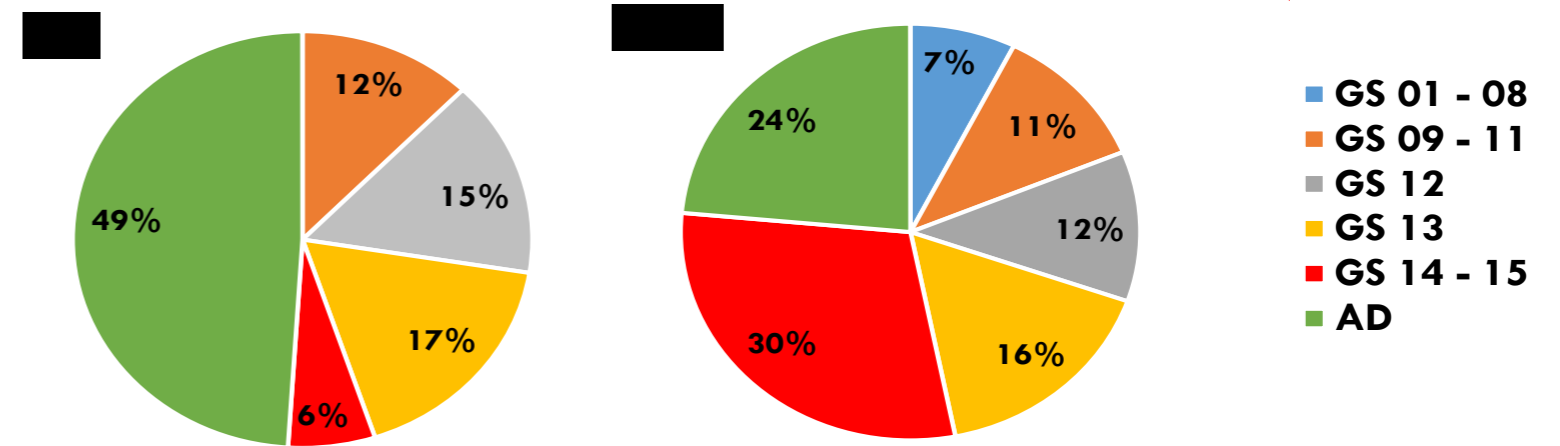
^ Does not include salary incentives (e.g., Physicians' Comparability Allowance, Recruitment Incentives).

Note: Committee Members are excluded from all charts below w/ the exception of the staff by pay plan table.

	Reported Organization	Comparison Group
<b>Official Supervisory Status (Federal employees only)</b>		
Non-Supervisors	86.7%	82.8%
Supervisors	13.3%	17.2%
Grand Total	100.0%	100.0%
<b>Supervisor-to-Federal Employee Ratio</b>		
	1:7.5	1:5.8
<b>Resources Managed Ratio (includes all position types)</b>		
	1:25.1	1:11.4
<b>Non-Supervisory GS (Includes Equivalents) ^^</b>		
% of Non-Supervisory Staff GS and Above	23.5%	29.1%
# of Non-Supervisory Staff GS and Above		

^^ Percentage based on total federal workforce, including students (as applicable)

<b>Grade Level Distribution for AD and GS Pay Plans</b>		
Most Populous GS Grade Level (n = )	13	14
Average GS Grade Level	12.2	12.2

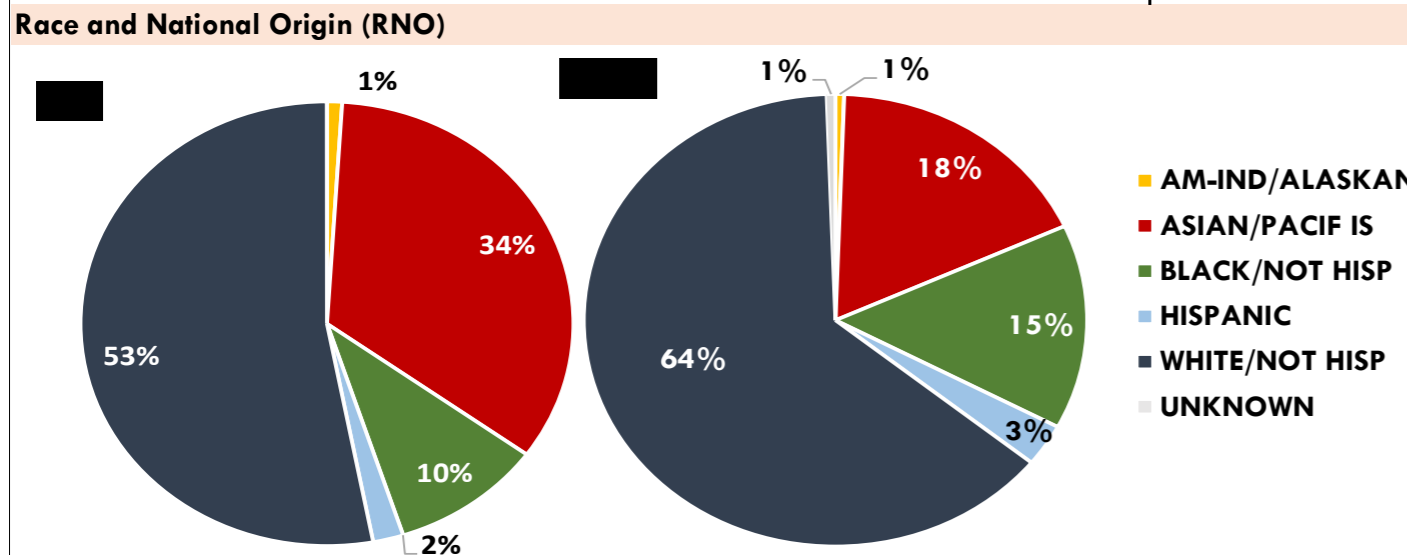


Note: Includes applicable staff on the GM, GP, and GR pay plans at the equivalent GS grade level.

**Diversity: Gender and RNO (Federal employees only)**

Data Source: Office of Equity, Diversity, and Inclusion (OEDI)

<b>Gender Distribution</b>		
Female	53.0%	59.6%
Male	47.0%	40.4%
Grand Total	100.0%	100.0%



**Onboards and FY15 Allocations**

Data Source: Employee Database Internet Edition (EDIe)

Position Type	Allocation	Filled	Vacant
Federal Employee	109	98	11
Federal - Student	2	0	2
Contractor	50	50	0
Centrally-Managed Contractor (CMC)	40		
Division-Managed Contractor (DMC)	10		
<b>Subtotal:</b>	<b>161</b>	<b>148</b>	<b>13</b>
<b>Non-FTE Workforce (Fellows, Guests, Volunteers):</b>		<b>20</b>	
<b>Grand Total Onboard:</b>		<b>168</b>	

Workforce as % of Total NIAID Workforce ( ): **8.5%**

Note: See general observations for a list of temporary allocations.

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Data Sources: nVision HR System, Business Intelligence Information System (BIIS)

Note: All sections of this page represent reports of **Federal Employees only**.

**Workforce Age, Length of Service, Generational Group**

Data Source: nVision HR System

**Workforce Age and Years of Service**

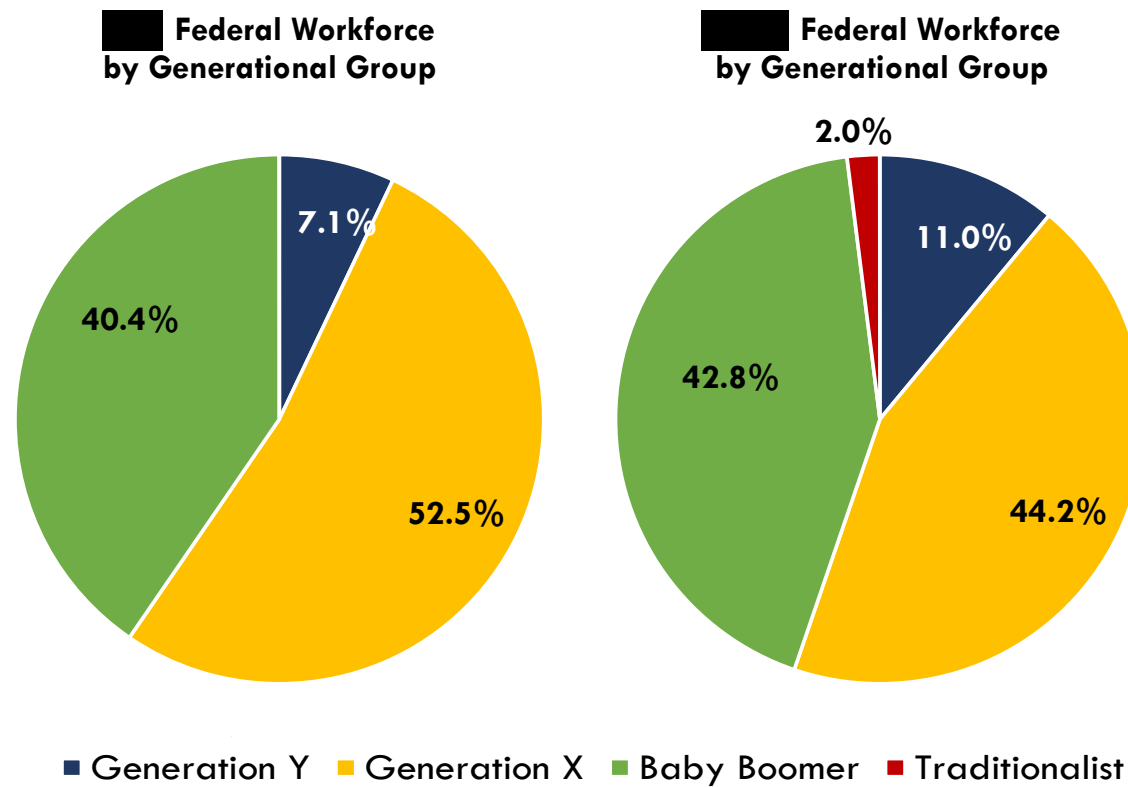
	Reported Organization	Comparison Group
Average Age	47.7	48.7
% of Staff w/ 15 or more years of Federal service	18.2%	39.4%
% of Staff w/ 5 or fewer years of Federal service	26.3%	20.4%

**Workforce Length of Service (LOS) in Years**

Average Federal length of service	10.3	13.8
Average length of service	8.3	10.2

Average LOS for Federal Employees Government-wide\*: 13.9

\*Source: OPM.gov, "Data, Analysis & Documentation" Report as of September 30, 2013

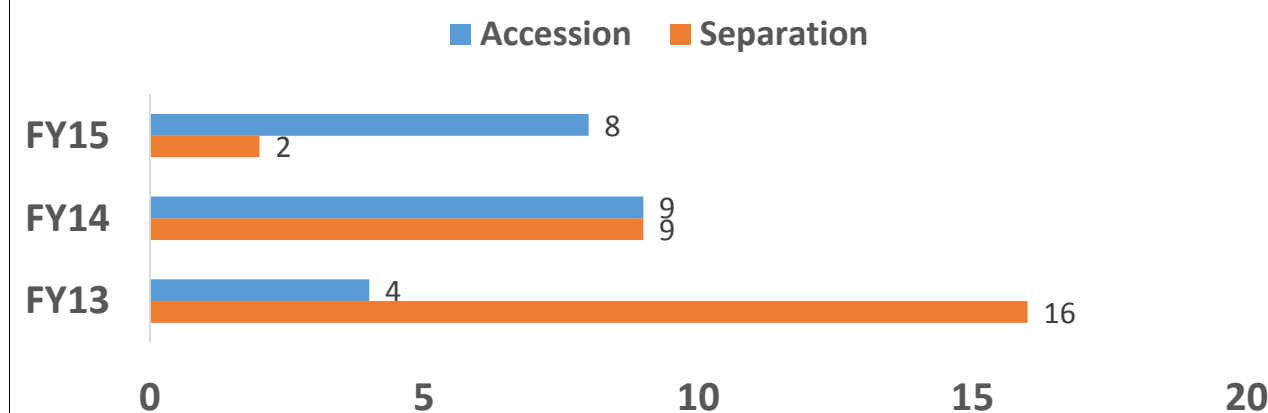


Note: Federal and length of service computation dates provided by nVision HR. For questions, please contact the Branch D OHR Specialist. LOS may not account for breaks in service or moves within the federal government.

**Accessions and Separations**

Data Source: nVision HR System

**Comparison of Accessions and Separations for Permanent Federal Staff\***



From FY13 to FY15, there were, on average, 1.3 separations (i.e., exits) from the Division's permanent workforce for every accession (i.e., entrance).

\* Excludes Council Members.

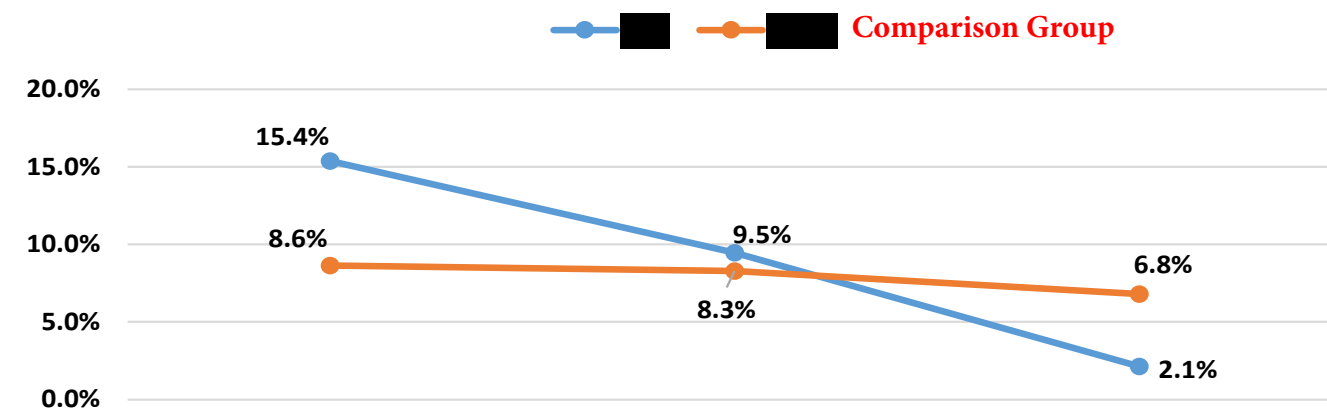
Note: Bar graph above excludes separations due to Term Appointment Expiration.

Note: Due to data delays, accessions and separations counts may differ from prior years' reported values.

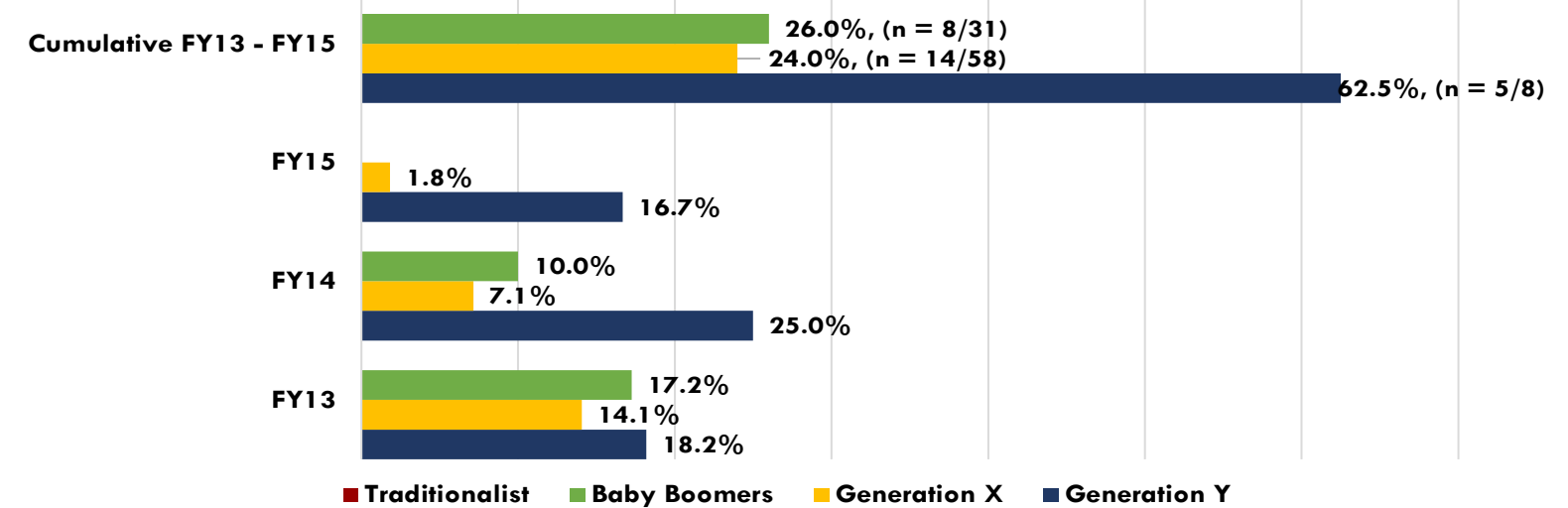
**Turnover**

Data Source: nVision HR, BIIS – for onboard totals, Employee Database internet Edition (EDiE) - for Job Function data  
Comparison of turnover rates for and as a whole. Turnover includes separations for the Institute's permanent Federal workforce and excludes Council members and separations due to Term Appointment Expiration. Due to data delays, accessions and separations counts may differ from prior years' reported values.

**Turnover Rates from FY13 to FY15**



**Turnover within Generational Group by FY (FY13 - FY15)**



Methodology note: Generational group turnover within a given year/Generational group onboards within the same year. For the cumulative onboards FY13-FY15 total, the average onboards across the three year period is used as the denominator, as this eliminates double counting of those individuals who are onboard multiple years during the three-year period.

**Turnover by Type**

Turnover Type	FY2013		FY2014		FY2015	
	#	%	#	%	#	%
RESIGNATION*	15	93.8%	8	88.9%	2	100.0%
RETIREMENT	1	6.3%	1	11.1%	0	0.0%
<b>Sum of all turnover types</b>	<b>16</b>	<b>100.0%</b>	<b>9</b>	<b>100.0%</b>	<b>2</b>	<b>100.0%</b>

\*The resignation turnover type may include separations originally initiated by as involuntary actions.

**Average Turnover by Job Function FY13 to FY15**

Most Commonly Departed Job Functions	Average # of Separations	Average Onboard Count*	Average Turnover Rate
	1.0	6.3	15.8%
	2.7	22.0	12.1%
	0.3	3.0	11.1%
	1.0	17.3	5.8%
<b>Grand Total of top five job functions</b>	<b>5.0</b>	<b>48.7</b>	<b>11.2%</b>

\*Average annual Federal workforce onboards count from FY13-FY15 is 98.3.

**First-Year Turnover FY11 to FY15**

	# of 1st Yr Separations	# of Separations	# of New Accessions	1st Yr Turnover as % of Total Separations	% of New Accessions Who Left During 1st Yr
	1	35	45	2.9%	2.2%
	73	695	843	10.5%	8.7%

Note: Excludes council members, volunteers, and students. One indicator often used to assess quality of new hires (job fitness) and onboarding effectiveness.

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**Job Functions (JFs) - % of staff in each JF are shown**

Note: Committee Members are excluded from all areas below on this page.

Job Functions are intended to depict skill sets from a technical perspective and help identify alignment to the mission.

Job Function as Percentage of Position Type	Federal	Contractor	Non-FTE
[REDACTED]	27.6%	1.5%	0.0%
[REDACTED]	25.5%	83.3%	0.0%
[REDACTED]	12.2%	11.4%	0.0%
[REDACTED]	9.2%	0.0%	0.0%
[REDACTED]	6.1%	0.0%	0.0%
[REDACTED]	6.1%	0.0%	0.0%
[REDACTED]	6.1%	2.3%	0.0%
[REDACTED]	3.1%	0.0%	0.0%
[REDACTED]	2.0%	0.0%	0.0%
[REDACTED]	2.0%	0.0%	0.0%
[REDACTED]	0.0%	0.0%	48.5%
[REDACTED]	0.0%	1.5%	51.5%
<b>Grand Total</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>

^ Workforce in invalid job function. All members of the workforce in invalid job functions should be reassigned to a new job function by their AO. The OWER Workforce Management Branch is available to assist with a review of job function assignments. WMB has been working with AOs to ensure all members of the workforce, including contractors and Non-FTEs, are assigned a valid Job Function. Note, leadership roles formerly captured within the employee's job function, are now captured in the Leadership Category field in EDiE.

Top Federal Job Functions: [REDACTED]  
Top Contractor Job Functions: [REDACTED]

**Hiring Trends and Requirements**

Data Source: nVision HR System, Employee Database internet Edition (EDiE)

Note: This section represents reports of Federal Employees only.

FY15 Accessions: Most Commonly Filled Positions by Position Title (Job Function)	# of Hires in [REDACTED]	% of Total Filled Positions (n = 8)	Comparison Group	
			# of Hires in [REDACTED]	% of Total Filled Positions (n = [REDACTED])
[REDACTED]	3	37.5%	3	1.9%
[REDACTED]	2	25.0%	7	4.3%
<b>Total of the top two most commonly filled positions</b>	<b>5</b>	<b>62.5%</b>	<b>10</b>	<b>6.2%</b>

Note: Excludes Advisory Committee (EI) Members.

Note: Of the remaining 3 filled positions, 3 position titles had 1 hire each.

FY16 Projected Hiring Needs: Most Commonly Requested Positions	# of Request in [REDACTED]	% of Total Requested Positions (n = 35)	Comparison Group	
			# of Requests in [REDACTED]	% of Total Requested Positions (n = [REDACTED])
[REDACTED]	6	17.1%	17	4.8%
[REDACTED]	5	14.3%	23	6.5%
[REDACTED]	4	11.4%	35	9.8%
[REDACTED]	4	11.4%	4	1.1%
<b>Total of the most commonly requested positions</b>	<b>19</b>	<b>54.2%</b>	<b>79</b>	<b>22.2%</b>

Note: Positions shown in the charts above were submitted as part of the annual hiring requirements data call administered by OHR Global Recruitment. OWER will be collaborating with OSMD leadership and OAS in FY16 to explore opportunities to implement a more strategic and comprehensive hiring needs identification process for [REDACTED].

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Data Sources: Various - See tables below for detailed source information

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Retirement Eligibility by Fiscal Year

Data Source: nVision HR System

Comparative Group

Retirement Eligibility Timeframe	#	% of Total Federal Workforce	# of	% of Total Workforce *
Currently Eligible	4	4.0%	311	16.3%
FY16	3	3.0%	50	2.6%
FY17	4	4.0%	56	2.9%
FY18 - FY21	11	11.1%	244	12.8%
<b>Grand Total of retirement eligible employees now through FY21</b>	<b>22</b>	<b>22.2%</b>	<b>661</b>	<b>34.7%</b>

\*Total Federal workforce count is .

Note: Please reference the Supplemental Retirement Report, a separate attachment, for further detail and to obtain a more holistic view of Federal workforce retirement trends.

Succession Planning

Data Source: Workforce Planning and Competency Management Team

CONFIDENTIAL

**Purpose and Intended Use of this Chart:** Data in this chart are to inform and help guide Succession and Transition Planning activities – these activities are conducted at the discretion of the Division. A **key position** is directly critical to the accomplishment of’s mission. A key position is not assigned by the Institute. Each Division’s Leadership is responsible for defining which positions are considered key positions for the purposes of Succession and Transition Planning. Key positions are validated annually with Divisions in conjunction with these At-A-Glance reports. Each key position should have a designated back-up. A designated back-up is an employee who is assigned to fulfill the roles and responsibilities of a key position on a temporary basis in the event of a vacancy. Being designated as a back-up does not give an employee preferential standing for selection to the key position.

Key Position Title	Current Incumbent	Incumbent RED	Years Past RED	Key Position Category	Back-Up	Title of Back-up	Back-Up RED
DIRECTOR		6/8/2021	N/A			CHIEF	7/19/2018
DIRECTOR,		7/9/2015	0.2			CHIEF	7/9/2015
DIRECTOR,		7/19/2018	N/A			CHIEF	7/9/2015
LABORATORY CHIEF		7/9/2015	0.2			STAFF SCIENTIST	8/27/2025
						STAFF SCIENTIST	6/10/2036
LABORATORY CHIEF		6/8/2021	N/A			CHIEF	7/19/2018
						CHIEF	7/9/2015
SECTION CHIEF		6/8/2021	N/A			CHIEF	4/20/2022
SECTION CHIEF		6/8/2021	N/A			CHIEF	7/19/2018
						CHIEF	7/9/2015
SECTION CHIEF		7/9/2015	0.2			STAFF SCIENTIST	6/10/2036
&							
SCIENCE CORE		7/9/2015	0.2			STAFF SCIENTIST	6/10/2036
CHIEF		3/31/2017	N/A			CHIEF	4/30/2023
LABORATORY CHIEF		7/19/2018	N/A			CHIEF	9/6/2018
CORE CHIEF		7/19/2018	N/A			STAFF SCIENTIST	N/A
SECTION CHIEF		7/19/2018	N/A			CHIEF	9/6/2018
SECTION CHIEF		9/6/2018	N/A			CHIEF	3/5/2025
SECTION CHIEF		4/11/2019	N/A			CHIEF	4/30/2023

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**Key Position Categories:** 1 - Executive and Senior Leadership Positions, 2 - Scientific Leadership Positions, 3 - Administrative Leadership Positions, 4 - Mission Essential Positions, 5 - Stand Alone Positions, 6 - Incumbent on Extended Assignment, 7 - Incumbent on Extended Leave, 8 - High Potential for Staff Exit

**Note:** RED = Retirement Eligibility Date. Retirement dates in red denote that the key position incumbent and/or back-up is or will be retirement eligible by FY21, indicating a potential staffing gap. For all key positions, especially those with retirement-eligible incumbents, leadership could consider implementing [succession and transition planning](#) strategies such as [Transition Plans](#) and [Interviews](#) for managing the transition of work responsibilities and transfer of institutional knowledge. Please contact the [Workforce Planning and Competency Management Team](#) for additional service options and assistance with succession planning activities.

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**Succession Planning Continued**

Data Source: Workforce Planning and Competency Management Team

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Key Position Title	Current Incumbent	Incumbent RED	Years Past RED	Key Position Category	Back-Up	Title of Back-up	Back-Up RED
[redacted] PROGRAM CHIEF	[redacted]	1/31/2021	N/A	1	[redacted]	[redacted] SCIENTIST	1/1/2017
[redacted] CORE CHIEF	[redacted]	4/20/2022	N/A	1	[redacted]	[redacted] CHIEF	6/8/2021
[redacted] CORE	[redacted]	11/12/2022	N/A	1	[redacted]	[redacted] CHIEF	7/19/2018
[redacted] SECTION CHIEF	[redacted]	4/30/2023	N/A	1	[redacted]	[redacted] CHIEF	4/11/2019
[redacted] CORE CHIEF	[redacted]	3/5/2025	N/A	1	[redacted]	[redacted] CHIEF	9/6/2018
[redacted] SECTION CHIEF	[redacted]	3/5/2025	N/A	1	[redacted]	[redacted] CHIEF	9/6/2018
[redacted] SECTION CHIEF	[redacted]	4/6/2025	N/A	1	[redacted]	[redacted] SCIENTIST	10/12/2028
[redacted] CORE CHIEF	[redacted]	4/6/2025	N/A	1	[redacted]	[redacted] SCIENTIST	10/12/2028
[redacted] CORE CHIEF	[redacted]	7/18/2030	N/A	1	[redacted]	[redacted] CHIEF	4/30/2023
[redacted] CORE CHIEF	[redacted]	1/12/2032	N/A	1	[redacted]	[redacted] CHIEF	6/8/2021
[redacted] PROGRAM CHIEF	[redacted]	6/16/2032	N/A	1	[redacted]	[redacted] CHIEF	7/28/2021
[redacted] INVESTIGATOR	[redacted]	N/A	N/A	1	[redacted]	[redacted] CHIEF	6/8/2021
[redacted] ASSISTANT CHIEF	[redacted]	N/A	N/A	1	[redacted]	[redacted] CHIEF	7/19/2018
[redacted] LABORATORY ASSISTANT CHIEF	[redacted]	N/A	N/A	1	[redacted]	[redacted] CHIEF	7/9/2015
[redacted] PROGRAM CHIEF	[redacted]	N/A	N/A	1	[redacted]	[redacted] CHIEF	6/8/2021
[redacted] MGMT & OPS	[redacted]	1/11/2030	N/A	1	[redacted]	[redacted] ANALYST	10/2/2025

**Key Position Categories:** 1 - Executive and Senior Leadership Positions, 2 - Scientific Leadership Positions, 3 - Administrative Leadership Positions, 4 - Mission Essential Positions, 5 - Stand Alone Positions, 6 - Incumbent on Extended Assignment, 7 - Incumbent on Extended Leave, 8 - High Potential for Staff Exit

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**General Observations**

1. **Position Status.** [redacted] has a lower vacancy rate compared to [redacted] as a whole (10.1% and 14.9%, respectively).
2. **Supervisory Status.** Within the [redacted] Federal workforce, 13.3% is supervisory; this is lower than [redacted]'s supervisory percentage (17.2%). The supervisor-to-federal employee ratio (1:7.5) is higher than that of [redacted] (1:5.8). When all position types are considered (i.e., Federal, Contractor, Non-FTE), [redacted]'s resources managed ratio (1:25.1) is higher than that of NIAID (1:11.4).
3. **Pay Plan.** The percentage of onboards in the AD pay plan in [redacted] (14.7% of the total [redacted] workforce) is higher than that of [redacted] as a whole (11.7%). The percentage of GS, GM, GP, and GR onboards in [redacted] (15.3%) is lower than that of [redacted] as a whole (37.9%), and the percentage of Contractors and Non-FTEs onboard in [redacted] (70.0%), as denoted by the NT pay plan, is higher than that of [redacted] as a whole (49.0%).
4. **Average Grade Level and Salary for Federal Employees.** [redacted] Federal employees are almost evenly distributed across the pay plans AD (49%) and GS (51%). The most populous grade level for [redacted] Federal employees in the GS pay scale is GS-13 (17%), compared to GS-14 for [redacted] (21%\*.) The average AD and GS salaries in [redacted] (\$ [redacted] and \$ [redacted], respectively) are lower than the [redacted]-wide AD and GS salary averages (\$ [redacted] and \$ [redacted], respectively).  
\* Data not shown within the report
5. **Gender and RNO.** [redacted] has a larger percentage of Asian/Pacific Islander employees (34%) than that of [redacted] as a whole (18%). The percentage of female employees in [redacted] (53.0%) is less than that of [redacted] as a whole (59.6%). Note, RNO and gender data are only available for the Federal workforce.
6. **Onboards and Allocations.** The [redacted] workforce represents 8.5% of the total [redacted] workforce onboard as of FY15 end. Within the [redacted] workforce, 39.5% is allocated for Federal positions, 59.8% is allocated for Contractor positions, and 0.7% is allocated for Students (Federal) positions. [redacted] has one dual-incumbency Federal position, expiring upon the employee's retirement or 12/30/15, whichever comes first. In July 2015, [redacted] was approved for an increase of 10 Centrally-Managed Contractor (CMC) slots, which will be fully funded by [redacted] CANs.
7. **Workforce Age.** The average Federal workforce age in [redacted] is 47.7 years, comparable to that across [redacted], at 48.7 years.
8. **Length of Service.** [redacted] has a higher percentage of employees with fewer than 5 years of federal service when compared to [redacted] (26.3% and 20.4%, respectively), and a smaller percentage of employees with 15 or more years of federal service (18.2% and 39.4%, respectively). The average federal length of service for [redacted] employees (10.3 years) is lower than the average federal length of service for all [redacted] (13.8 years) and government-wide (13.9 years).

**General Observations continued**

- 9. Generational Groups.** The most populous generation in the [redacted] workforce is Generation X (52.5%), followed by Baby Boomers (40.4%). Together, Generation X and Baby Boomers account for 92.9% of [redacted]'s Federal workforce. When comparing turnover within respective generational groups between FY13 and FY15, Generation Y had the most turnover, on average, (n=5/8) and is one of the least populous groups within the [redacted] workforce. No Traditionalists were onboard between FY13-FY15.
- 10. Turnover.** From FY13 to FY15, there were, on average, 1.3 separations (i.e., exits) for every accession (i.e., entrance) from the Division's permanent Federal workforce. [redacted]'s turnover rate from FY13 to FY15 decreased from 15.4% to 2.1%, placing its turnover rate below that of [redacted]'s rate at end of FY15. All of [redacted]'s turnovers (100%, n=2) in FY15 were attributed to resignation. Between FY13 and FY15, the top three commonly departed job functions were [redacted] (15.8% average turnover rate), [redacted] (12.1% average turnover rate), and [redacted] (11.1% average turnover rate).
- 11. Job Functions.** The [redacted] (27.6%) and [redacted] (25.5%) job functions make up 53.1% of [redacted]'s Federal workforce. The majority of [redacted] Contractors consist of the [redacted] job function (83.3%) and the [redacted] job function (11.4%), making up 94.7% of the total [redacted] contractor population.
- 12. Hiring Trends and Requirements.** The most commonly filled positions in FY15 for [redacted] were [redacted] (n=3/8) and [redacted] (n=2/8). In FY15, the top three requested positions in [redacted] were [redacted] (n=6/35), [redacted] (n=5/35), and [redacted] (n=4/35).
- 13. Retirement Eligibility.** Currently, 4.0% (n=4) of [redacted]'s federal workforce is eligible to retire. By FY21, 22.2% (n=22) will be retirement eligible; this is lower than that of the overall [redacted] federal workforce as a whole (34.7%) for the same period.

**Succession Planning Observations**

1. 65% (n= 20/31) of key position incumbents in [REDACTED] are retirement eligible **now**, will be retirement eligible by FY21, or are currently vacant.
2. 52% (n=16/31) of [REDACTED] key positions are currently filled by incumbents who are concurrently the incumbent to at least one other key position. A single retirement from one of these incumbents could result in the vacancy of multiple key positions.
3. The **Division Director** will become retirement eligible in FY21.
  - The **Division Director** incumbent is also the incumbent of three (3) additional key positions, [REDACTED] **Laboratory Chief**, [REDACTED] **Chief**, and [REDACTED] **Section Chief**.
  - This incumbent is also the identified **back-up** to two (2) vacant key positions, [REDACTED] **Program Chief** and [REDACTED], and the identified **back-up** to the [REDACTED] **Core Chief** and the [REDACTED] **Chief**.
4. There are two **Deputy Director** key positions.
  - One **Deputy Director** incumbent fills an additional three (3) key positions, [REDACTED] **Laboratory Chief**, [REDACTED] **Chief**, and [REDACTED] & [REDACTED] **Science** [REDACTED] and is the identified **back-up** to the vacant [REDACTED] **Assistant Chief** key position.
  - The other **Deputy Director** fills an additional three (3) key positions: [REDACTED] **Chief**, [REDACTED] **Section Chief**, and [REDACTED] **Core Chief**, is the identified back-up to the vacant key position [REDACTED] **Laboratory Assistant Chief**, and will be retirement eligible in FY18.
5. A single incumbent fills both the [REDACTED] **Section Chief** and [REDACTED] **Core Chief** key positions. A single incumbent also fills both the [REDACTED] **Core Chief** and [REDACTED] **Section Chief** key positions.
6. The [REDACTED] **Core Chief** incumbent will be retirement eligible in FY17, and the [REDACTED] **Section Chief** incumbent will be retirement eligible in FY19.
7. Of the key positions, 100% (n=31/31) currently have an identified back-up.
  - 61% (n=19/31) of the key positions have identified back-ups who are retirement eligible **now** or will be retirement eligible by FY21.
  - 40% (n=6/15) of the individual employees identified as backups are retirement eligible **now** or will be retirement eligible by FY21.
8. 13% (n=4/31) of key positions are currently vacant.