

Military Separations, Workforce Demands and the Okaloosa County Economy

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Table of Contents

Section 1—Overview

- Document Structure 7
- Introduction 8
- Comparative Workforce Analysis—All Sectors..... 11

Section 2—Industry Analysis by NAICS Sectors

- 23. Construction 18
- 31-33. Manufacturing..... 20
- 42. Wholesale Trade..... 22
- 44-45. Retail Trade..... 24
- 48-49. Transportation and Warehousing..... 26
- 51. Information..... 28
- 52. Finance and Insurance..... 30
- 53. Real estate and Rental and Leasing..... 32
- 54. Profession and Scientific and Technical Services..... 34
- 56. Administrative Support and Waste Management..... 36
- 62. Healthcare and Social Assistance..... 38
- 71. Arts, Entertainment and Recreation 40
- 72. Accommodation and Food Services 42
- 81. Other Services 44

County-level Overview

The document is divided into two sections. In the first section, we deal with a broad overview of the Okaloosa County economy identifying key economic sectors as well as the workforce requirements necessary to staff the county economy as a whole. We then provide a brief discussion of the overlay between military occupations and the standard occupational classification system used in the private sector. We match the military skills of those who separate from the military in the county both to total employment in the county economy and to demand for new and replacement workers in the county economy. The aim, in this case, is two-fold. We establish, in relation to the overall economy, a hypothetical in which we “compare” the Okaloosa County’s private-sector staffing patterns to the military staffing patterns as if the military was in essence another economy. This allows a head on comparison of extant talent in the Okaloosa County’s economy to the skill sets of those separating from the military.

Second, we compare the average annual output of military talent (using converted private-sector codes) to the annual demand for talent in the Okaloosa County economy. This allows us to examine the degree to which military talent can potentially meet workforce demands in the regional economy.

Sector-level Overview

Following the county-wide overview, we then replicate the same analysis for each of Okaloosa’s key economic sectors (as defined by two-digit North American Industry Classification System (NAICS) codes. These analyses are arrayed on successive double page spreads. The NAICS codes and corresponding sector tiles are denoted at the top right and bottom left sides of each spread. On the left-hand page (even numbered pages) we provide a head-on comparison between total industry employment and three-years worth of separating military talent. This analysis is intended to indicate the degree to which departing military skill sets overlap employment codes within each industry.

On the right-hand page of each spread (odd numbered pages) we provide a comparison between annualized organic growth and annual separations from the military utilizing private-sector occupation codes. (Unfortunately, the data do not permit us to compare demand for new and replacement workers—only employment growth). This allows for a direct comparison between the demand for new workers in the industry and the average number of individuals separating from the military each year who could potentially meet those demands. It shows what occupational growth demands *could* be met if all military separations were directed to that specific industry.

The occupational data are created using a cross-walk that allows us to “redefine” DoD Occupation Codes into Standard Occupational Classification (SOC) Codes. The match, as one might

Data Overview and Caveats

imagine is never perfect. Moreover, we present the data at two levels. In the figures, we “overlay” occupational employment (demand) onto military separations at a two-digit SOC level. This indicates the degree to which industry talents coincide with separating military talents at the very highest levels. A perfect match at the two-digit level does NOT indicate that talents are perfectly compatible. It would, however, indicate that at a base level compatible skill sets exist. We then examine, at the occupation level (six-digit SOC code) linkages between key occupations, industry employment and military separations. This allows us to refine the high-level estimates into a more detailed approach. If we do not obtain the same results at the six-digit level that we do at the two-digit level of analysis—this means that some reorienting of skills may be required before military talent can fit perfectly into private sector employment in a given industry (or the economy as a whole).

Our aim, therefore, is to present as comprehensive analysis as is possible from as many angles as possible. Conclusions must be drawn carefully from these analyses in light of the potential data limitations that exist. Nonetheless, the data are highly useful for examining the degree to which separating military talents potentially fit into the local economy.

Introduction

Overview

Okaloosa County is home to a significant concentration of military personnel who live and/or work on what is traditionally billed as the world's largest air force base. The overall economic impact of the military on the Okaloosa economy is substantial. Indeed, recent estimates indicate that well over half of Okaloosa's total economic output derives from military-related activities. The "other half" of the Okaloosa economy is dominated by tourist-related activities which have suffered in the wake of the recession and the recent oil spill.

The presence of the military and the influence of tourism are reflected in the concentration of employment in the economic super sectors in

Okaloosa County as is demonstrated in the table below. Government workers, for example, account for nearly 1/3 of all employment in the county. Leisure and hospitality accounts for nearly 15% and trade, transportation and utilities accounts for approximately 18%.

If we look at the economy outside government employment, we see that leisure and hospitality accounts for nearly 22% of all employment in the county. Trade, transportation and utilities (which is related both to tourism and the military) comprises just over 1/4 of all employment and professional and business services (part of which is closely tied to the military) accounts for an additional 1/4 of all employment. Although the direct effects of tourism and the military on the county's economy are substantial—the indirect and induced effects, as studies have shown, are pronounced as well.

the indirect and induced effects, as studies have shown, are pronounced as well.

Sector Growth

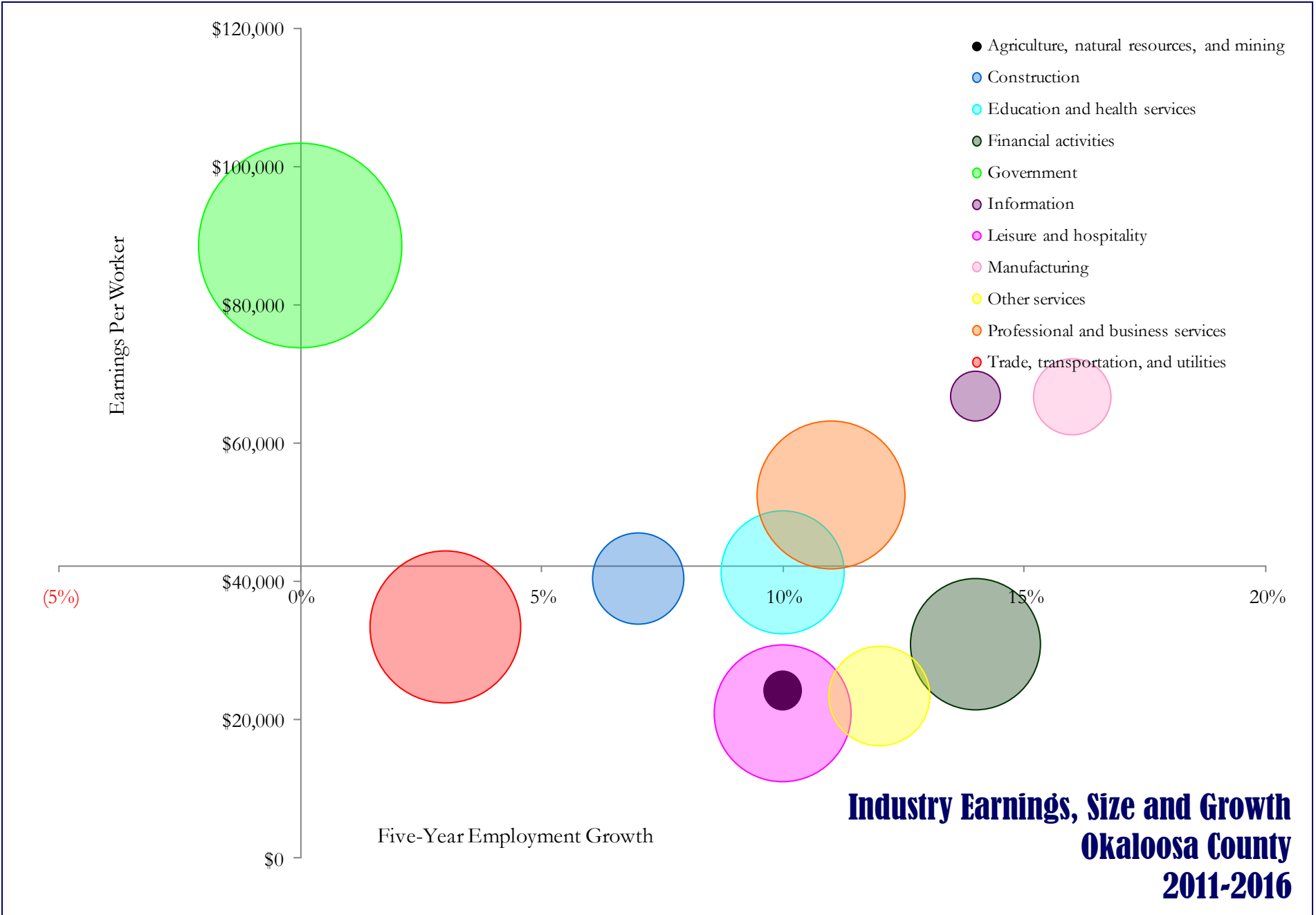
As the figure to the right shows, many of Okaloosa's key economic sectors are poised for growth. The financial activities super sector

along with the information super sector are poised to grow by over 14% between 2011 and 2016. Manufacturing is forecast to add over 700 new jobs—topping the super sector growth chart at 16% over five years. Both manufacturing and information have earnings-per-worker levels that are well above the county's average. (Earnings per worker, in this case, is measured as total industry earnings—profits, wages, benefits, etc.—divided by total employment in the industry. It is much more of a measure of economic impact than an measure of wages paid to workers.)

Naturally, many of these important sectors require a workforce that is highly skilled. Training, of course, plays a pivotal role in creating this workforce—but so too does the military. Regional companies routinely recruit retired and otherwise separated military personnel into their workforce capitalizing on the experience that the individuals have gained over the course of their career in the military. The central aim of this study is to measure the degree to which the skill sets of the military overlap (and support) the key super sectors that were highlighted on this page. Our analysis of the occupational skill sets that are associated with retired and otherwise separated military personnel will begin with an overview of the occupational structure of the military.

Economic "Super Sectors" as a Share of Employment

Super Sector	Percentage of Total Employment	Percentage of Non-Government Employment
Agriculture, natural resources, and mining	1.1%	1.7%
Construction	6.5%	9.6%
Education and health services	11.7%	17.3%
Financial activities	13.2%	19.5%
Government	32.2%	---
Information	1.9%	2.8%
Leisure and hospitality	14.8%	21.8%
Manufacturing	4.6%	6.7%
Other services	7.8%	11.5%
Professional and business services	17.2%	25.4%
Trade, transportation, and utilities	17.8%	26.3%



Introduction

Military Occupations

In the private world, occupations are typically classified according to the Standard Occupational Classification System and the resulting codes are referred to as SOC Codes. The military has a remarkably similar system for classifying the skill sets of individuals—referred to as DoD Occupation Codes. There are roughly 19 high-level occupational groupings that range from Administrators (Group 27) to Infantry, Gun Crews and Seamanship Specialists (Group 10). Within each of these occupational groupings there are five-digit occupational codes that break these skill sets down at a much higher level of analysis.

As military personnel separate from the military, they often seek employment in the private sector. The skills sets that they obtained while in the military often prove invaluable to employers and play a role in shaping economic development in a region. It is often critical, in regions where the military plays an important economic role, to understand and capitalize on the skill sets of retired and otherwise separated military personnel. To do this, it is necessary to understand how their skill sets complement regional workforce demands.

To gain a better understanding of the skill sets of retired and otherwise separated military personnel in Okaloosa County, we obtained data

Okaloosa County Active Duty Separations by DoD Occupation Group 2008-2010

Primary DoD Occupation Group	FY 2008	FY 2009	FY 2010	TOTAL
Aircraft, General	262	85	79	426
Electronic Instruments, N.E.C.	254	79	83	416
Aircraft Accessories	140	63	46	249
Aviation Ordnance	118	53	50	221
Supply Administration	90	44	52	186
Air Crew, General	84	38	30	152
Ammunition Repair	78	35	32	145
Construction, General	90	18	21	129
Aircraft Engines	66	30	29	125
Security Guards	92	29	0	121
EOD/UDT	52	38	26	116
Medical Care and Treatment, General	44	31	39	114
Operations/Analysts	60	22	31	113
Personnel, General	72	14	20	106
Law Enforcement, General	16	32	54	102
Radar	52	26	23	101
Administration, General	40	27	24	91
Infantry, General	48	20	18	86
Flight Operations	48	17	16	81
Firefighting and Damage Control	40	11	29	80
Not Occupationally Qualified, General	34	19	25	78
Utilities, General	40	14	15	69
Food Services, General	18	18	31	67
Air Traffic Control Radar	36	12	18	66
Communications Radio	28	5	32	65
Aircraft Structures	36	11	16	63
Operational Intelligence	36	11	15	62
Combat Operations Control, General	30	13	18	61
Aircraft Crews	0	35	26	61
Radio Code	40	10	7	57
Automotive, General	32	6	17	55
Missile Fuel and Petroleum	34	8	11	53
Unknown, Enlisted	24	10	17	51
Transportation	24	9	17	50
TOTAL	2,158	893	967	4,018

from the Defense Manpower Data Center on active duty separations in Okaloosa County from 2008 through 2010. The data were reported by year and DoD occupational group. The table to the left contains data on the skill sets of those separated in Okaloosa County by DoD group for the top 35 DoD occupations separated honorably. As the table reflects, the largest number of separations are generally related to aircraft operation, service and maintenance which is unsurprising given that the regional bases are primarily associated with the Air Force. Some other key occupational groups included security and police, construction, administration and food service.

Military Skills in the Private Sector

The Bureau of Economic Analysis (BEA) has developed a crosswalk matrix that essentially allows us to “recode” DoD codes into SOC Codes and compare military skill sets directly to civilian private-sector employment patterns. Our data included information on the occupational groups of over 5,500 military personnel who were separated in Okaloosa County over the 2008 to 2010 period. We applied the BEA crosswalk to these data to match the military skill sets to the private sector SOC codes.

Naturally, there is no one-to-one match between DoD codes and the SOC system—DoD skills can lead to more than one SOC skill pro-

iciency. We utilized a simulation routine to assign the personnel to a unique SOC code to enable us to continue with a more detailed analysis. This process allows us to directly compare Okaloosa’s workforce requirements with the skill sets of those that are exiting the military in the region.

Unfortunately the data do not lend themselves to a concise presentation that encompasses all possible occupational linkages across all of Okaloosa’s key industry sectors. We therefore choose to organize the analysis along several lines. With respect to the overview, we present a workforce analysis that encompasses all industry sectors in the county. We present a comparative analysis of the skill sets of separated military personnel as they relate to current employment totals within the county as well as an analysis of the demand for new and replacement employees as compared to the skill sets of retired and otherwise separated personnel. These data are presented for all high-level (two-digit) occupation codes.

We then present a more in-depth analysis for the 25 detailed SOC codes comparing the most in-demand new and replacement occupations to the skill sets of separating personnel. We also present the flip-side of this by comparing the highest number of separators (by SOC code) to the occupational demands within those codes.

We present, as a final overview of this work, a within-group study of the correlation between separated skill sets and average annual demand for workers across high-level occupation codes.

We then provide an analysis of separated skill sets as they relate to individual industries across the Okaloosa County economy. This in-depth analysis of each of Okaloosa County’s key industry sectors follows roughly the same pattern as we present in the overview below.

Comparative Workforce Analysis—All Sectors

We begin the comparative workforce analysis by comparing occupational classifications of retired or otherwise separate military personnel to current occupational employment patterns within the county. We utilize high-level, two-digit SOC codes for this process in order to gain a broader comparative perspective on military talents versus current occupational employment totals.

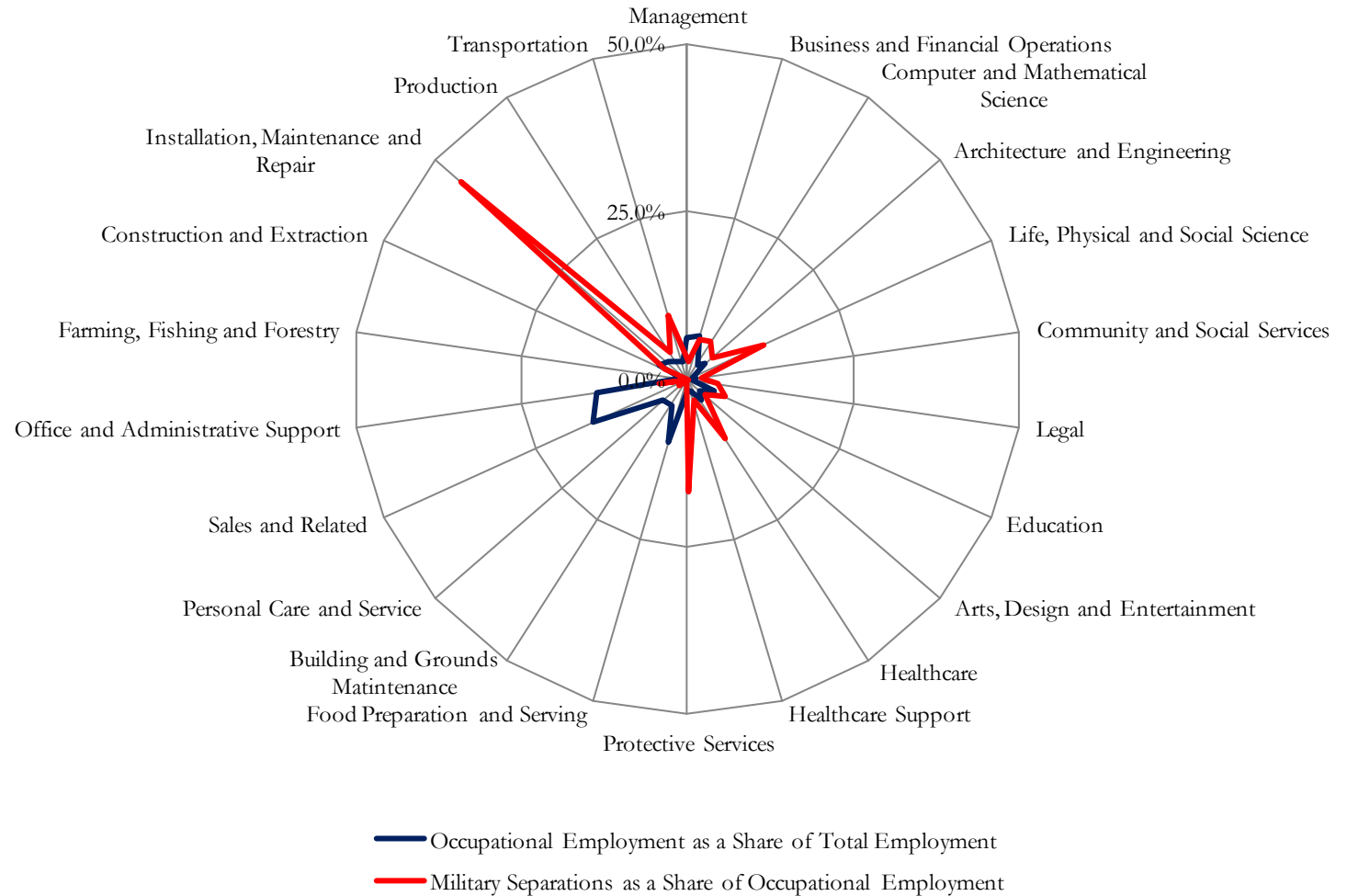
We present these data in the figure on page 12. The blue line represents the percentage of Okaloosa County workers who are employed in a particular occupational classification category relative to total employment in the county. So, for example, the line for office and administrative support workers indicates that approximately 14% of workers employed in Okaloosa

Comparative Workforce Analysis—All Sectors

County are employed as office and administrative support workers. Another 16% are employed in sales and related occupations (the largest share of all employment in any listed category). Other “points” on the spider graph are much closer to the center of the web. For example, roughly 5% of employees are classified in the construction and extraction category and less than 1% are classified as life, physical and social science workers. Both management occupations and business and financial operations occupations account for around 7% of all employment each. On the whole, these employment patterns largely are reflective of the local economy’s reliance on tourism and defense as key drivers of economic activity.

For a comparative perspective, we utilized three-years worth of data on the “occupational” clas-

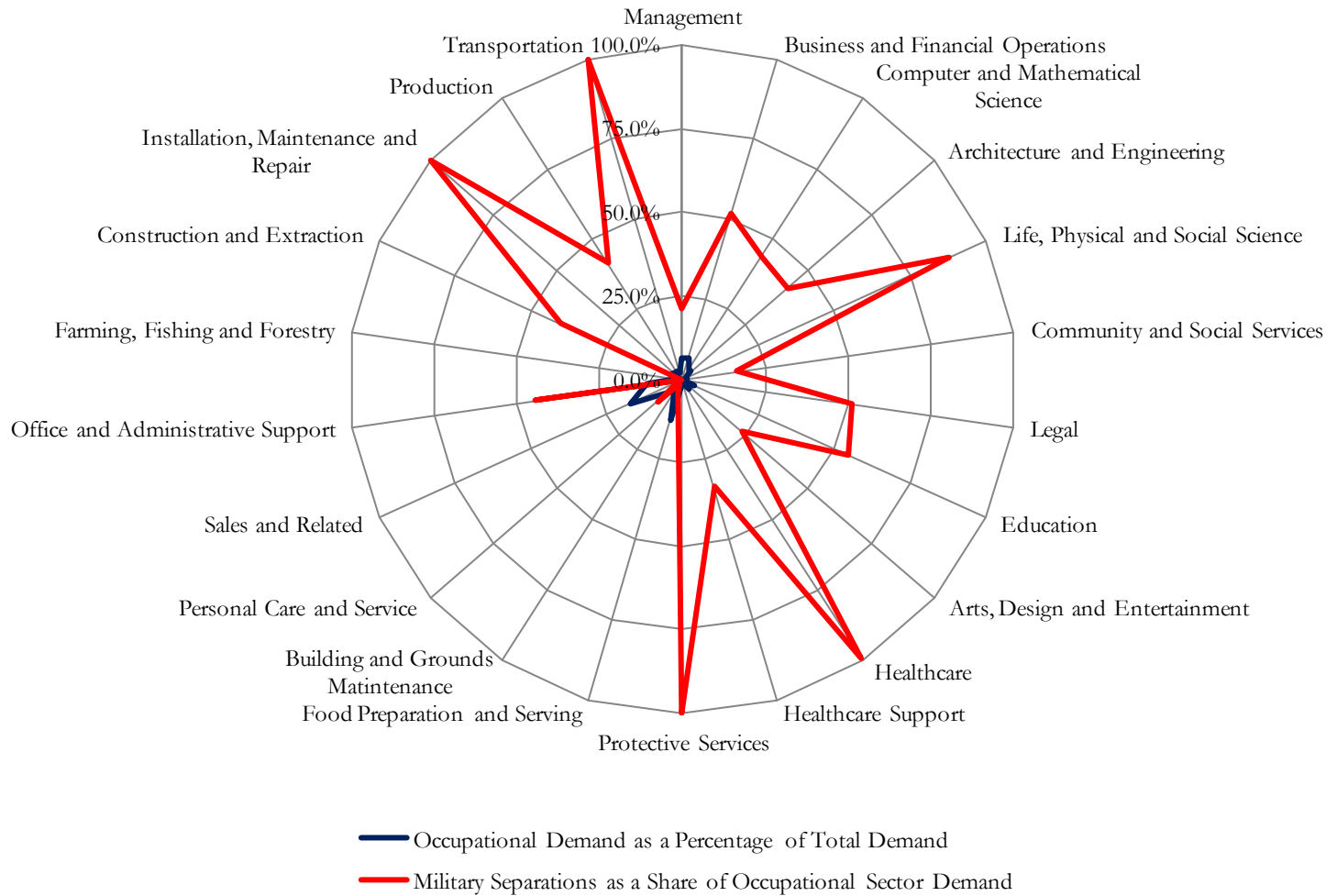
Military Separations / Occupational Employment Overlay



sifications of retired and separated military personnel in the county and overlaid these data (red line) on county-level employment patterns.

The red line is a relative measure. It compares the number of individuals exiting the military over the three-year period to the total size of

Military Separations / Occupational Demand Overlay



field. Individuals exiting the military classified in the protective services field over a three-year period comprises nearly 17% of the total size of Okaloosa’s workforce in the field. Installation, maintenance and repair exits from the military (4% of all employment in Okaloosa County) is fully half the size of Okaloosa’s workforce over the three-year period under study. On the whole, as the figure shows, there is some type-mismatches between the Okaloosa economy and exiting military talents, particularly among office and administrative support occupations, sales and related occupations and food preparation and serving occupations—in short, the tourism economy.

Okaloosa County’s workforce who are classified in the same category. For example, the total number of individuals exiting the military

who can be classified into healthcare occupations is 10.5 percent of the size of Okaloosa County’s total workforce in that occupational

The figure above presents a quasi supply/demand analysis comparing average number of annual military separations (by occupational classification) directly to annual demand for

Comparative Workforce Analysis—All Sectors

new and replacement workers in the Okaloosa County economy. In this figure, the blue line represents the average annual demand for new and replacement workers in a given occupation as a percentage of total annual demand for new and replacement workers across the Okaloosa County economy. Data in the chart indicate that approximately 17% of all demand for new and replacement workers in the County is for workers who are classified in the sales and related occupations. Another 11% of demand is for workers who are in office and administrative support occupations, 13% is in food preparation and serving occupations and 6% is for personal care and service occupations.

The red line represents the average number of annual military separations as a percentage of the average annual demand for workers in those same occupation codes. So, as a hypothetical, the figure shows us what percentage of demand for new and replacement workers would be met if ALL demand was met by retired and otherwise separated military personnel (assuming all personnel who separate in Okaloosa County stay in Okaloosa County). For three occupational categories (Transportation; Installation, Maintenance and Repair; Protective Services) average annual demand could be fully met by retiring and otherwise separating military personnel. Over half of all demand could be met for business and financial operations occupa-

**Comparison of Occupational Classifications Between Annual Separations and Annual Openings
Sorted by 25 Highest Annual Openings**

SOC Code	Description	Jobs 2011	Annual Openings	Annual Separations
35.3031	Waiters and waitresses	2773	194	0
41.2011	Cashiers, except gaming	3172	155	0
41.2031	Retail salespersons	3729	134	3
41.9022	Real estate sales agents	2540	128	0
35.3021	Combined food preparation and serving workers, including fast fd.	2441	106	3
39.9011	Child care workers	1667	87	0
43.4051	Customer service representatives	1536	81	0
11.9199	Managers, all other	1354	74	2
11.9141	Property, real estate, and community association managers	1681	71	0
37.2012	Maids and housekeeping cleaners	1397	58	0
41.3031	Securities, commodities, and financial services sales agents	709	55	0
37.2011	Janitors and cleaners, except maids and housekeeping cleaners	1498	54	0
13.2052	Personal financial advisors	875	53	0
35.2014	Cooks, restaurant	1224	52	0
43.5081	Stock clerks and order fillers	1557	49	7
35.9021	Dishwashers	781	49	0
41.9021	Real estate brokers	816	41	0
43.9061	Office clerks, general	1511	40	8
41.3041	Travel agents	241	38	0
13.1199	Business operation specialists, all other	1514	37	22
13.1111	Management analysts	897	37	18
43.3031	Bookkeeping, accounting, and auditing clerks	1351	37	8
41.1011	First-line supervisors/managers of retail sales workers	1566	37	3
29.1111	Registered nurses	1194	34	10
43.6014	Secretaries, except legal, medical, and executive	1778	34	2

Comparison of Occupational Classifications Between Annual Separations and Annual Openings
Sorted by 25 Highest Annual Separations

SOC Code	Description	Jobs 2011	Annual Openings	Annual Separations
49.1011	First-line supervisors/managers of mechanics, installers, and reps.	253	9	131
49.3011	Aircraft mechanics and service technicians	388	14	76
49.2091	Avionics technicians	71	3	69
49.2094	Electrical and electronics repairers, comm. and ind. equip	73	2	66
49.9042	Maintenance and repair workers, general	949	23	46
43.9011	Computer operators	57	1	37
49.2011	Computer, automated teller, and office machine repairers	118	5	36
43.1011	First-line supervisors/managers of office and admin. spt. wrkrs.	699	26	33
15.1081	Network systems and data communications analysts	329	22	32
49.3031	Bus and truck mechanics and diesel engine specialists	67	2	31
47.1011	First-line supervisors/managers of const. trades and ext. workers	591	20	30
43.5061	Production, planning, and expediting clerks	114	4	30
49.9099	Installation, maintenance, and repair workers, all other	178	8	28
53.2011	Airline pilots, copilots, and flight engineers	28	1	25
15.1071	Network and computer systems administrators	198	11	25
51.1011	First-line supervisors/managers of production and operating wrkrs.	172	6	25
43.4199	Information and record clerks, all other	446	13	24
11.3071	Transportation, storage, and distribution managers	61	3	24
13.1199	Business operation specialists, all other	1514	37	22
53.6099	Transportation workers, all other	20	1	22
33.3051	Police and sheriff's patrol officers	358	12	20
33.9032	Security guards	502	15	19
19.4099	Life, physical, and social science technicians, all other	22	1	19
49.9069	Precision instrument and equipment repairers, all other	14	1	18
33.2011	Fire fighters	271	13	18

tions; life, physical and social science occupations; legal occupations; education occupations and healthcare occupations. Nearly half of all demand in computer and mathematical science occupations, architecture and engineering occupations and office and administrative support occupations could be met as well.

These high-level analyses allow for a number of conclusions. The most prominent is that although there are some type-mismatches, there exists, on the whole, a fair degree of overlap between the Okaloosa County workforce's required skill sets and the skill sets of those exiting the military. However, such a high-level analysis does not allow us to compare detailed overlap. We can, to this point, conclude that retired or otherwise separated military personnel are in the same general occupational categories but we cannot conclude that the overlap is perfect. Within these broad categories there is often substantial distinctions between the skill sets necessary to complete various occupational specific duties. The difference, for example, in the healthcare occupations, between being an LPN and a physician is substantial even though both are classified as subsets of the healthcare category.

To examine in a more detailed fashion the overall correlations between in-demand occupations and the volume of military separations with par-

Comparative Workforce Analysis—All Sectors

ticular occupational qualifications, we sorted the data into two separate tables. In the table on page 14, we ordered the data by total demand for occupations within Okaloosa County. The occupation that has the highest demand for new and replacement workers is waiters and waitresses—with total annual demand amounting to nearly 200. The list continues down through cashiers, real-estate agents, service workers through to accountants and business operations specialists. In many cases, as the data reflect, not only is the demand high, but overall employment within these occupations is substantial as well.

The data in the far right column indicate the average number of individuals who separate from the military annually who can be classified into those in-demand occupational categories. The separations data can be directly compared to the openings data in the adjacent column. As the data reflect, the overlap among the top occupations is not particularly noteworthy. Despite evidence that there is a substantial degree of overlap among high-level occupational codes—that overlap does not necessarily translate directly to specific in-demand occupations. The data in the table on page 14 is demonstrative of this effect.

Turning to the table on page 15, the results are somewhat different. We organize these data by annual separations totals and compare high-

supply military separations totals to the demand on the civilian side. In nearly every case, the estimated annual supply of separated personnel exceeds the demand for those workers. Again, this is consistent with there being a great degree of overlap in expertise among occupational categories but substantially less overlap when we drill down to specific occupations. This suggests that, on the whole, skill sets exist generally but exiting military personnel may need additional training before they fit neatly into specific occupations in the civilian world.

The nature of the overlap between the occupational classifications of those who are separated and the demand for new and replacement

Within Occupational Group Correlations Between Demand for Specific Occupations and Military Separations Within Those Occupations

SOC Group	Description	Spearman's Rho
11	Management	0.18
13	Business and Financial Operations	0.36*
15	Computer and Mathematical Science	0.34
17	Architecture and Engineering	0.35*
19	Life, Physical and Social Science	-0.02
21	Community and Social Services	0.16
23	Legal	0.11
25	Education	0.35
27	Arts, Design and Entertainment	0.41*
29	Healthcare	0.10
31	Healthcare Support	-0.12
33	Protective Services	0.75*
35	Food Preparation and Serving	-0.02
39	Personal Care and Service	0.08
41	Sales and Related	0.35
43	Office and Administrative Support	0.20
47	Construction and Extraction	0.28*
49	Installation, Maintenance and Repair	0.48*
51	Production	0.30*
53	Transportation	-0.15

workers in those occupations is further explored in the Table on page 16. The correlation coefficients presented in the table are demon-

strative of the relationship (at the individual occupation level) between the demand for new and replacement workers within the SOC groups and the average annual separation of individuals in those occupations from the military. A correlation coefficient of 1 would indicate that the within-group skill sets of the military separations patterns are a perfect mirror of private demand for new and replacement workers in those groups. A correlation coefficient of 0 indicates no relationship and a negative coefficient indicates that the demand/separation patterns trend in *opposite* directions. An asterisk (*) indicates that the coefficient is statistically significant at a conventional level.

As the coefficients reflect, there are a handful of occupational groupings where the separations patterns are reflective of demand patterns in the private sector. This includes business and financial operations, architecture and engineering, arts, design and entertainment, protective services, construction and extraction, installation maintenance and repair and production occupations. For the remainder of the high-level groupings the within-group patterns of military separations are not particularly reflective of private sector demands. To be sure, this does not indicate that those occupations are not in demand at all, it simply means that the patterns are not a one-to-one match. As we progress with the analysis, it will be critical to keep

in mind that patterns observed at a higher level of analysis are not always reflective of the underlying patterns at the occupational level.

Overview of the Remainder of the Document

The analysis that we present in the remainder of the document is a replication of the analysis that we present here for each of Okaloosa County's key industry sectors. We examine, for each industry, the linkages between occupational groups and the occupations of separated military personnel. We also include data on the fastest growing occupations within each industry and match those private sector occupational demand totals to the occupations of separating military personnel.

In concert with this document, we produced a series of Excel spreadsheets which contain the raw data associated with this analysis for all DoD occupations, all private sector occupations and all possible linkages between the two. Our analysis for this document is based on a key series of assumptions about the way that individuals move from their military careers to engage opportunities in the private sector. To the degree that these assumptions are incorrect, the conclusions that we reach here will be affected. It is largely for this reason that we aggregate and disaggregate data over the course of this document in an attempt to relax assumptions at higher levels of analyses. As we refine

the analysis to a more detailed level, our assumptions become more restrictive in order to allow us to produce the necessary data.

23. Construction

Separations/Industry Employment Overlay

The ten largest occupations in the construction industry are shown in the chart to the right. Eight of these jobs fall into the same occupational grouping, Construction and Extraction.

These numbers are reflected throughout the industry, as this grouping comprises 71% of total industry employment. Management is the second-largest segment of the industry, making up 11% of employment. There are five more groupings considered in the graph to the right, all of which are small and relatively the same size, ranging from 1-7% of employment in the industry.

Comparing the two data lines, we see that military separations over a three year period are not highly reflective of industry employment patterns. Separations total only about 4% of jobs in the primary grouping, Construction and Extraction. They total approximately of occupations in Management.

Separations are reflective of 100% of employment in all of the remaining groupings except for Sales and Related. This grouping, however, is the smallest one, representing only 1% of industry-wide employment. From this we can see that the largest potential overlap lies in the grouping of Management. It comprises a relatively large portion of the industry's employment at 11%, and separations are equivalent to 1/4 of these jobs.

Separations/Employment Growth Overlay

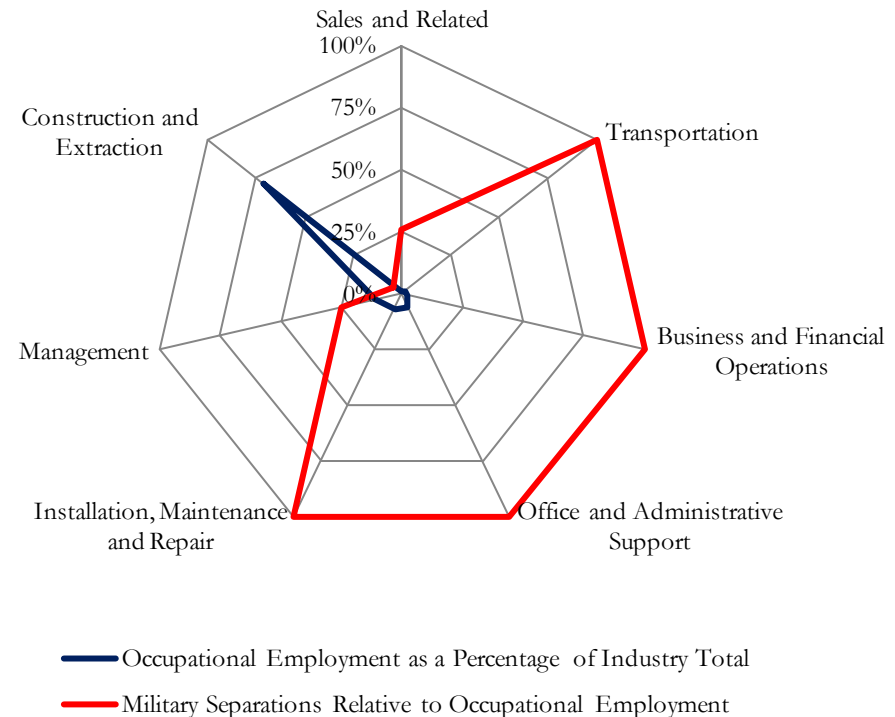
Although there were only seven groupings that we considered in terms of overall employment, there are eight significant groupings when looking ahead to organic annual growth. The table on page 19 shows

Top Ten Industry Occupations by Projected Employment in 2016

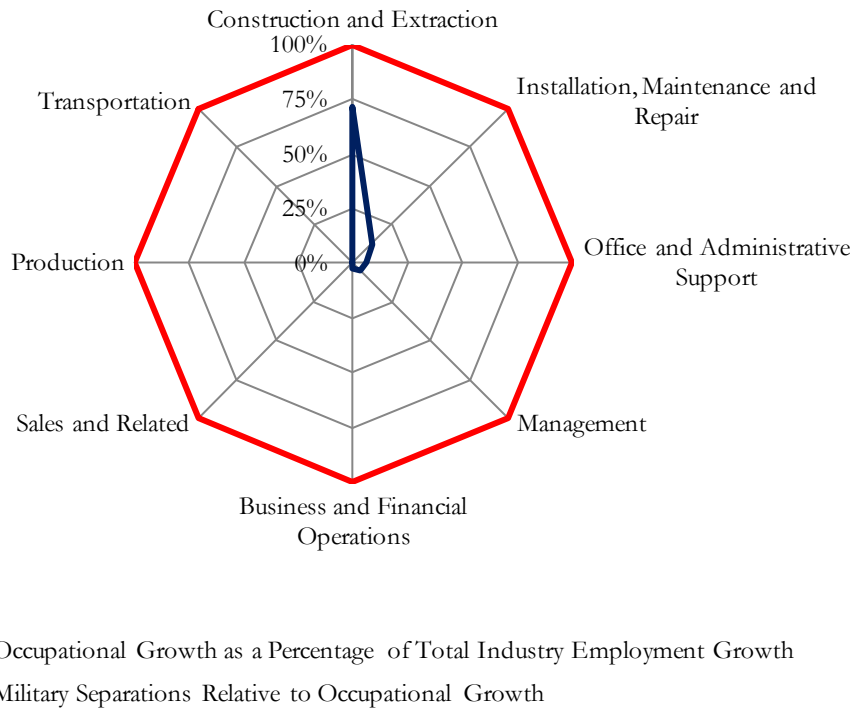
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
47-2031	Carpenters	806	835	\$18.05
47-2061	Construction laborers	646	682	\$14.90
11-9021	Construction managers	497	510	\$25.68
47-1011	First-line supervisors of const. trades/extraction workers	470	503	\$25.39
47-2111	Electricians	368	405	\$17.06
47-3013	Helpers, electricians	302	358	\$13.81
47-2141	Painters, construction and maintenance	348	355	\$16.42
49-9021	Heating/AC, and refrigeration mechanics and installers	251	291	\$16.98
47-2152	Plumbers, pipefitters, and steamfitters	209	223	\$17.95
47-2181	Roofers	168	202	\$16.18

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



the ten jobs that are expected to see the largest organic growth in the next year. The graph just above that shows us the occupational groupings that are expected to see the largest growth, as well as the military separations relative to this industry growth.

The majority of organic growth will be in Construction and Extraction, with Installation, Maintenance and Repair being the only other group that exceeds 10%. The chart reflects this data, as eight of the top occupations for growth fall into Construction and Extraction, with Installation, Maintenance and Repair as well as Management each represented by one job.

Average annual military separations exceed organic growth in all of the occupational groupings in the construction industry. They are able to account for 100% of the growth in all groupings.

Looking at jobs specifically, we see that military separation totals meet or exceed half of the top ten occupations in terms of organic growth. Thus not only are separations able to fulfill the industry's growth as a whole, but the skill sets translate into specific jobs effectively.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
47-3013	Helpers, electricians	302	11	0
49-9021	Heating, AC, and refrigeration mechanics and installers	251	9	14
47-2031	Carpenters	806	9	9
47-2061	Construction laborers	646	9	0
47-1011	First-line supervisors con. trades and extraction workers	470	8	91
47-2181	Roofers	168	8	0
47-2111	Electricians	368	7	0
11-9021	Construction managers	497	5	3
47-2152	Plumbers, pipefitters, and steamfitters	209	4	13
47-2021	Brickmasons and blockmasons	146	4	8

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

31-33. Manufacturing

Separations/Industry Employment Overlay

The table to the right shows the ten largest occupations in the Manufacturing Industry based on projected employment in 2016. Nine of these jobs fall into two occupational groupings, Production and Architecture and Engineering. Installation, Maintenance and Repair is represented by one job, Aircraft mechanics and service technicians (SOC Code 49-3011).

The graph below this reflects these data, as Production and Architecture and Engineering are the two largest occupational groupings, comprising 41% and 23% of industry-wide employment, respectively. There are six other groupings shown here (eight total), all of which are relatively small and of roughly the same size, ranging from 2-8% of industry employment.

Comparing the two data lines, we see that military separations overlay these smaller occupational groupings very well, comprising no less than 94% of occupational employment. Although these groupings are small individually, when combined they account for 33% of industry employment.

Separations are less reflective of the two primary occupational groupings. Separations over the three-year period total about 17% of employment in Architecture and Engineering, and 10% in the largest group, Production.

Separations/Employment Growth Overlay

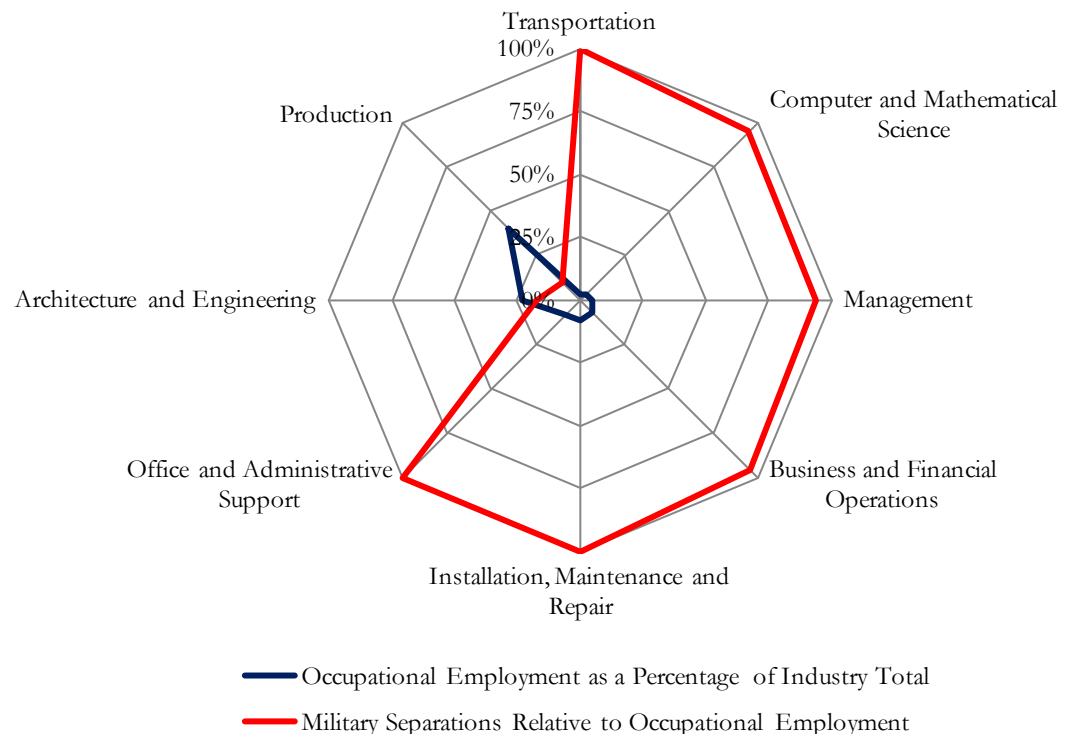
The table on page 21 shows the ten occupations expected to see the most organic growth in the next year. Aircraft structure, surfaces, rigging, system assemblers (SOC Code 51-2011), then, is expected to

Top Ten Industry Occupations by Projected Employment in 2016

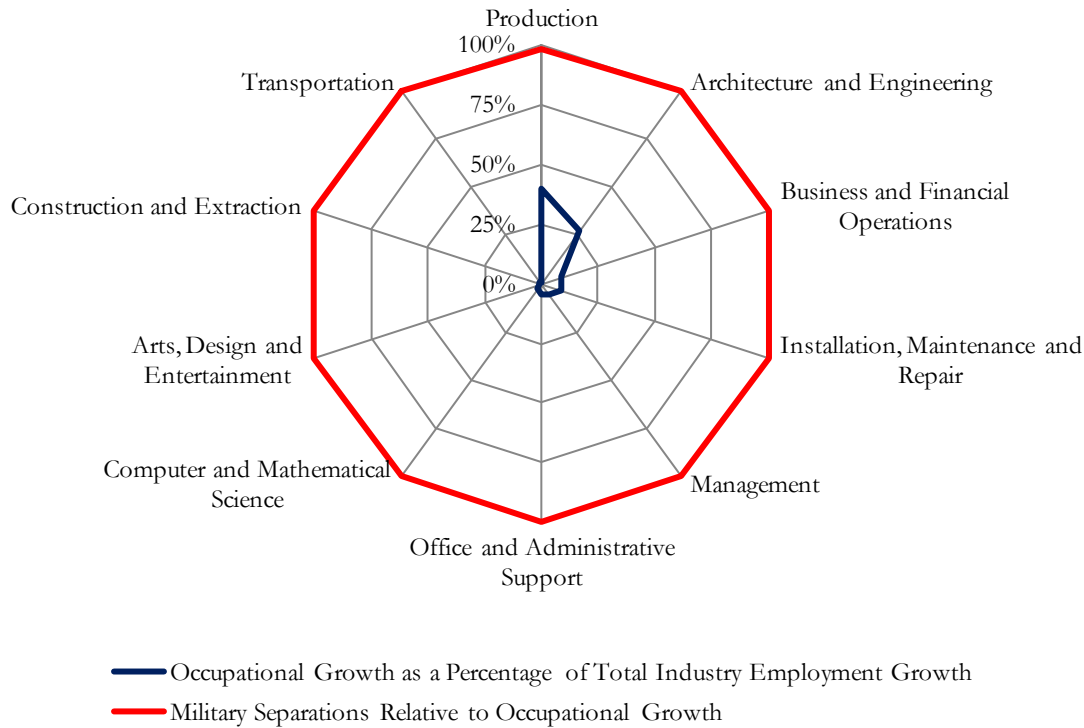
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
51-2011	Aircraft structure, surfaces, rigging, & systems assemblers	458	574	\$19.57
17-2199	Engineers, all other	231	272	\$42.31
49-3011	Aircraft mechanics and service technicians	170	202	\$23.21
51-2022	Electrical and electronic equipment assemblers	173	191	\$13.56
51-9061	Inspectors, testers, sorters, samplers, and weighers	161	184	\$18.17
17-2011	Aerospace engineers	134	163	\$44.20
51-4041	Machinists	128	149	\$16.56
17-2112	Industrial engineers	101	127	\$33.06
51-1011	First-line supervisors of production/operating workers	94	106	\$25.85
17-2071	Electrical engineers	85	97	\$39.62

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



see the most growth, acquiring 25 new jobs. After this occupation there is some drop-off in growth, with no other occupation expected to grow by double digits.

The two largest occupational groupings based on current employment data, Production and Architecture and Engineering, are also expected to see the largest portion of organic growth. Nine of the top ten jobs fall within these two groupings, and the graph above the chart reflects this data, as these two groupings will see 67% of industry-wide growth combined.

Comparing the two data lines, we see that average annual military separations could account for 100% of occupational growth almost completely across the board. Production is the only occupational grouping with less than 100% fulfillment, but comes close at 98%.

Looking specifically at jobs we see that skill sets translate relatively well, with six out of the top ten growth totals either met or exceeded by the average annual number of military separations. There are only two occupations here with no separations, and some with a vast oversupply, exemplified best by aircraft mechanics and service technicians (SOC Code 49-3011).

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
51-2011	Aircraft structure, surfaces, rigging, systems assemblers	458	25	19
17-2199	Engineers, all other	231	9	4
49-3011	Aircraft mechanics and service technicians	170	7	228
17-2011	Aerospace engineers	134	7	22
51-4041	Machinists	128	6	9
17-2112	Industrial engineers	101	6	6
51-9061	Inspectors, testers, sorters, samplers, and weighers	161	6	0
11-9199	Managers, all other	84	5	7
51-2022	Electrical and electronic equipment assemblers	173	5	0
13-1023	Purchasing agents, exc. wholesale, retail, & farm products	78	4	13

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

42. Wholesale Trade

Separations/Industry Employment Overlay

The table to the right shows the ten largest occupations in the Wholesale Trade Industry based on projected employment in 2016. Sales representatives (SOC Code 41-4012), then, is projected to be the largest occupation, with 249 positions. Seven of the top ten occupations fall within two occupational groupings, Sales and Related, and Office and Administrative Support.

The graph to the right reflects this, as these two occupational groupings account for 63% of industry employment. Transportation is the next largest grouping, comprising 15% of employment. There are six additional occupational groupings, all of which are relatively small, ranging from 2-6% of industry employment.

Comparing the two data lines, we see that military separations totals do not mesh well with the largest industry, Sales and Related, at only 4%. Separation totals, however, are reflective of 100% of occupational employment in all of the remaining occupational groupings except for Farming, Fishing and Forestry. This grouping, however, only comprises 5% of industry employment.

From this we can conclude that military separations patterns are largely consistent with employment patterns in roughly half of the Wholesale Trade Industry, although the overlap is not substantial in the largest occupational grouping (Sales and Related).

Separations/Employment Growth Overlay

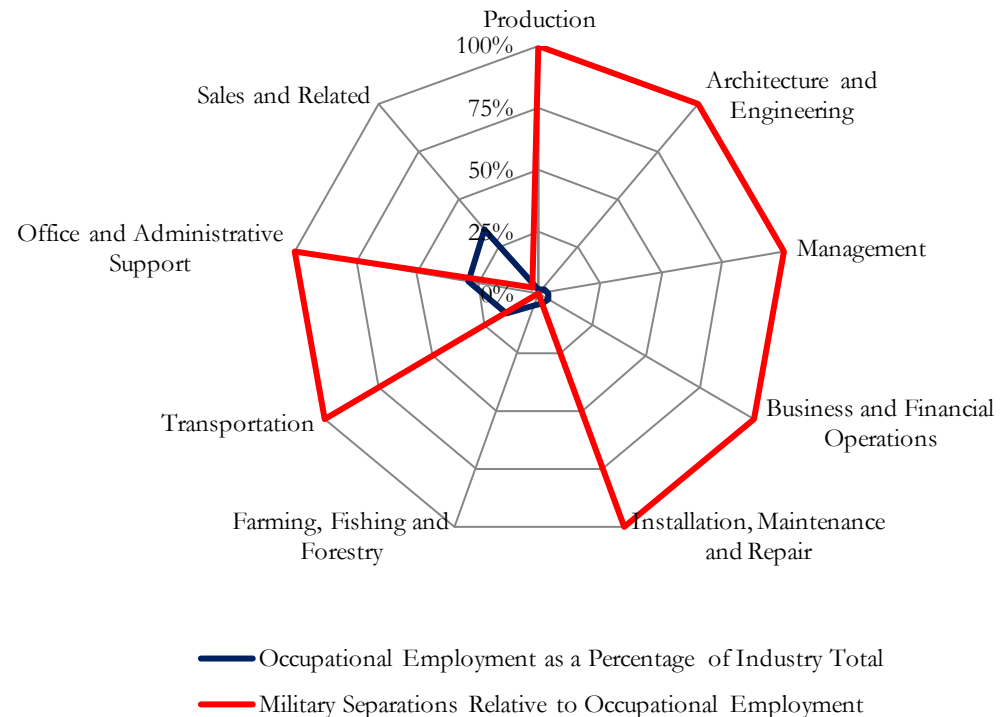
The chart on page 23 shows the ten occupations expected to see the most organic growth in the upcoming year. Sales rep, wholesale/manufacturing except

Top Ten Industry Occupations by Projected Employment in 2016

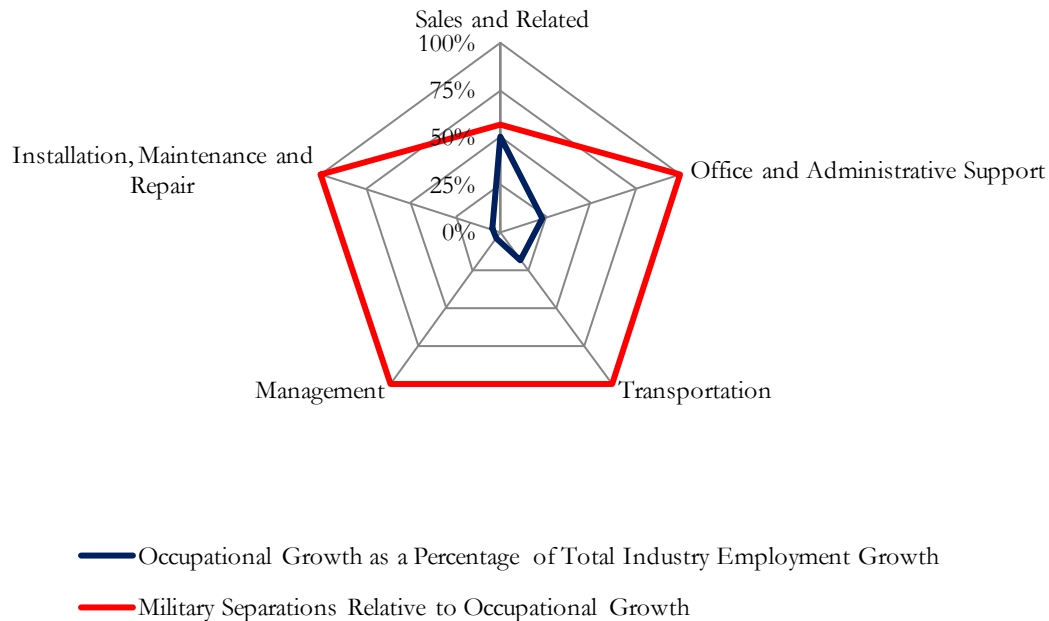
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
41-4012	Sales reps., wholesale/man., exc. Tech./scien. products	226	249	\$25.03
41-1012	First-line supervisors of non-retail sales workers	148	164	\$19.94
43-4051	Customer service representatives	93	102	\$12.52
43-5081	Stock clerks and order fillers	77	81	\$10.37
41-4011	Sales reps., wholesale/man., tech./scientific products	73	78	\$36.39
53-3032	Truck drivers, heavy and tractor-trailer	59	67	\$15.07
43-5071	Shipping, receiving, and traffic clerks	65	64	\$12.87
53-3033	Truck drivers, light or delivery services	57	61	\$14.98
43-3031	Bookkeeping, accounting, and auditing clerks	50	54	\$13.86
53-7062	Laborers and freight, stock, and material movers, hand	52	53	\$11.34

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



technical/ scientific products (SOC Code 41-4012), then, is projected to be the occupation with the most growth in 2011, acquiring an additional 6 positions.

Half of total industry employment growth is projected to come in the Sales and Related grouping. Office and Administrative Support and Transportation each comprise approximately 20% of industry growth, and Management and Installation, Maintenance and Repair each account for 5%.

Comparing the two data lines, we see that military separations would be able to account for over half of total employment growth in the largest occupational grouping, Sales and Related, at 57%. Separations could potentially meet 100% of employment growth in all of the four remaining occupational groupings.

Looking at jobs specifically, we see that there are no separations in half of the jobs shown, including the top two jobs projected for growth. In all other jobs shown, however, separations are able to meet or exceed occupational growth.

We can conclude from this that military separations are able to account for the majority of occupational growth in the Wholesale Trade Industry, partly due to exceptionally low projected industry organic employment growth.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
41-4012	Sales rep., wholesale/man., exc. tech/scientific products	226	6	0
41-1012	First-line supervisors of non-retail sales workers	148	4	0
53-3032	Truck drivers, heavy and tractor-trailer	59	2	12
43-4051	Customer service representatives	93	2	0
53-3033	Truck drivers, light or delivery services	57	1	0
43-3031	Bookkeeping, accounting, and auditing clerks	50	1	25
43-5081	Stock clerks and order fillers	77	1	21
45-2090	Miscellaneous agricultural workers	47	1	0
43-9061	Office clerks, general	43	1	25
11-1011	Chief executives	13	1	1

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

42. Wholesale Trade

44-45. Retail Trade

Separations/Industry Employment Overlay

The table to the right shows the ten largest occupations in the Retail Industry based on projected employment in 2016. Retail Salespersons (SOC Code 41-2031), then, is expected to be the largest occupation with 3,555 positions. Eight of these occupations fall into two occupational groupings, Sales and Related and Office and Administrative Support.

The graph to the right reflects this homogeneity, as these groupings account for 82% of industry employment. There are three additional occupational groupings shown here, all of which are relatively small and of the same size, ranging from 2-4% of industry employment.

Comparing the two data lines, we see that there very few military separations in the grouping Sales and Related, a grouping which comprises two-thirds of the industry. Separations overlap only 29% of employment in Office and Administrative Support, the second-largest grouping.

There is greater overlap in the smaller three groupings, as separations equate to 100% of employment in Installation, Maintenance and Repair, and greater than 57% in both Transportation and Production. These three groupings combined account for about 10% of industry employment.

Separations/Employment Growth Overlay

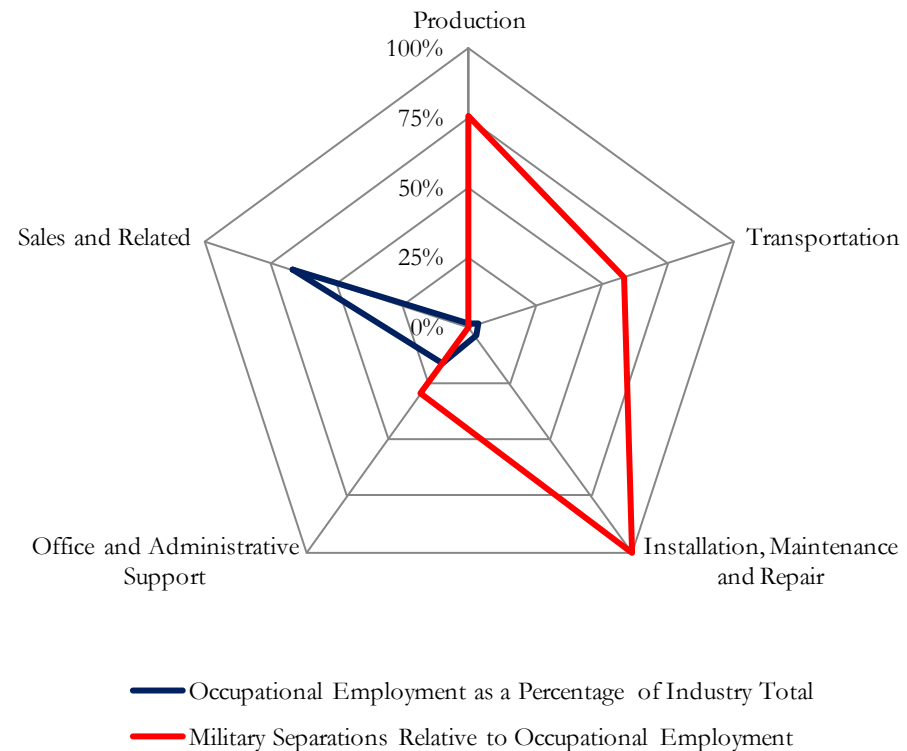
The table on page 25 shows the ten occupations expected to see the largest organic growth in the upcoming year. Retail salespersons (SOC Code 41-2031), then, is expected to see the most organic growth, acquiring an additional 49 positions. There is similar homogeneity in the industry growth patterns,

Top Ten Industry Occupations by Projected Employment in 2016

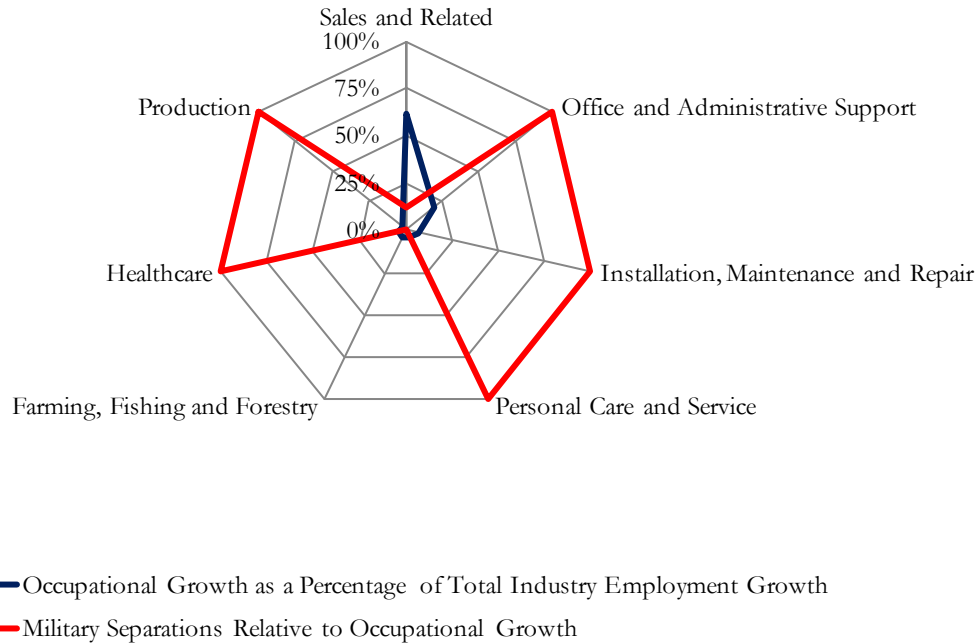
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
41-2031	Retail salespersons	3,555	3,700	\$11.34
41-2011	Cashiers, except gaming	2,541	2,571	\$9.01
41-1011	First-line supervisors/managers of retail sales workers	1,465	1,469	\$15.68
43-5081	Stock clerks and order fillers	1,222	1,277	\$10.37
41-9091	Door-to-door sales workers, news/street vendors	598	568	\$7.30
43-4051	Customer service representatives	234	252	\$12.52
49-3023	Automotive service technicians and mechanics	227	238	\$19.12
43-3031	Bookkeeping, accounting, and auditing clerks	145	147	\$13.86
43-5071	Shipping, receiving, and traffic clerks	139	135	\$12.87
53-3033	Truck drivers, light or delivery services	128	128	\$14.98

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



as the top five occupations fall into the largest segments of the industry, Sales and Related and Office and Administrative Support.

The graph to the left reflects these data, as these two groupings comprise 79% of total industry employment growth. The remaining five groupings shown here consist of relatively small growth, ranging from 2 -7%.

Comparing the two data lines, we see that average annual military separations could potentially meet the demands associated with growth in 12% of occupations in the largest grouping, Sales and Related. Furthermore, separations could potentially meet 100% of demand associated with organic growth in the second-largest grouping, Office and Administrative Support. Of the remaining smaller groupings, separations could fill 100% of growth demands in all occupational groups except one, Farming, Fishing and Forestry, in which there are no separations.

Looking at jobs specifically, we see some variation in separations versus growth. With 62 additional jobs expected in the 2 fastest growing occupations, there are 31 potential separations to fulfill them. Beyond these two occupations there is a significant drop-off, with no other occupation expected to grow by double digits. There are five occupations shown here in which no separations are present.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
41-2031	Retail salespersons	3,555	49	10
43-5081	Stock clerks and order fillers	1,222	13	21
41-2011	Cashiers, except gaming	2,541	8	0
43-4051	Customer service representatives	234	4	0
41-1011	First-line supervisors/managers of retail sales workers	1,465	4	9
45-209A	Miscellaneous agricultural workers	99	4	0
49-3093	Tire repairers and changers	123	3	0
39-2021	Nonfarm animal caretakers	29	2	0
49-3023	Automotive service technicians and mechanics	227	2	6
29-2052	Pharmacy technicians	91	2	19

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

48-49. Transportation and Warehousing

Separations/Industry Employment Overlay

The table to the right shows the ten largest occupations in the Transportation and Warehousing Industry based on projected employment in 2016. Truck drivers, heavy and tractor-trailer (SOC Code 53-3032), then, is projected to be the largest occupation in this industry, with 285 positions. Eight of the ten occupations shown here fall into two occupational groupings, Transportation, and Office and Administrative Support.

The graph to the right reflects this observation, as these two occupational groupings comprise the majority of industry employment, with Transportation at 46% and Office and Administrative Support at 34%. Management is next largest grouping, accounting for 11% of employment. There are two additional groupings, Installation, Maintenance and Repair, and Personal Care and Service, which comprise 7% of industry employment combined.

Comparing the two data lines, we see that military separations overlap just over one-third of the occupational employment totals in the largest grouping, Transportation. Furthermore, separations can account for 95% of employment in Management, and 100% of employment in all other groupings.

We can conclude from this that separations tend to overlap employment patterns in the Transportation and Warehousing industry fairly well.

Separations/Employment Growth Overlay

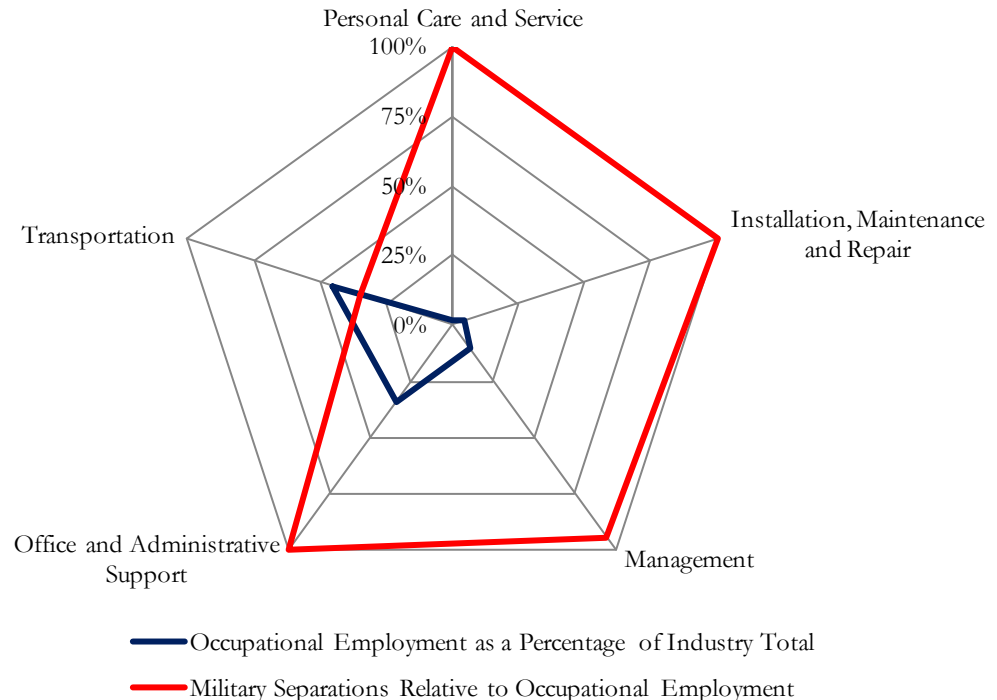
The table on page 27 shows the ten occupations expected to see the most organic growth in the upcoming year. Truck drivers, heavy and tractor-trailer (SOC Code 53-3032), then, is expected to see the

Top Ten Industry Occupations by Projected Employment in 2016

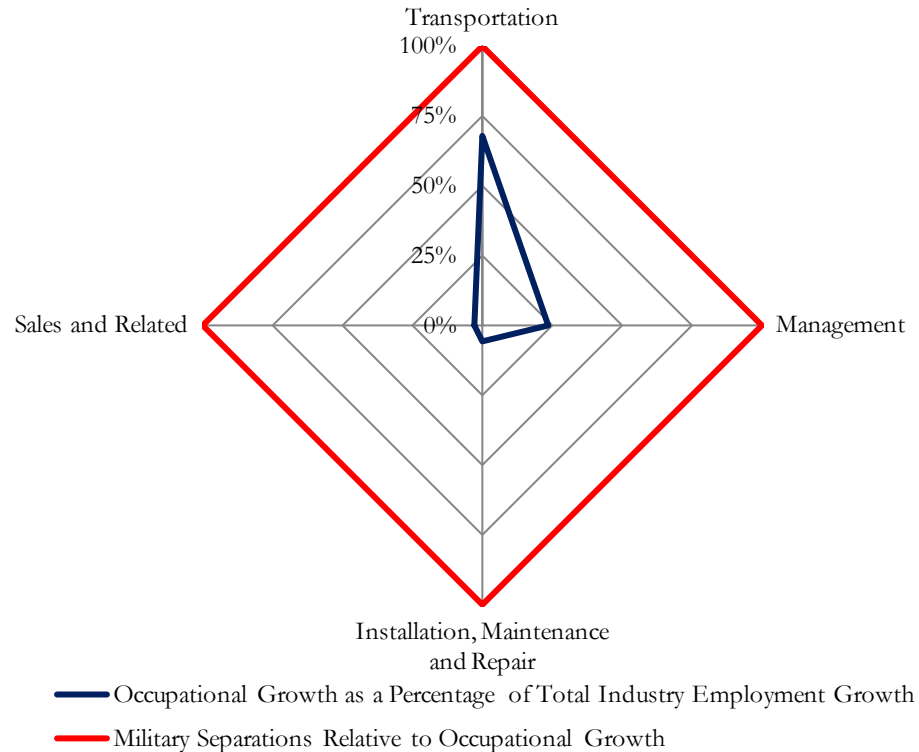
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
53-3032	Truck drivers, heavy and tractor-trailer	285	324	\$15.07
53-3033	Truck drivers, light or delivery services	153	164	\$14.98
43-5052	Postal service mail carriers	182	159	\$23.13
11-9199	Managers, all other	128	155	\$16.95
53-3041	Taxi drivers and chauffeurs	83	95	\$9.44
53-7062	Laborers and freight, stock, and material movers, hand	74	81	\$11.34
43-4181	Reservation/transportation ticket agents and travel clerks	66	75	\$13.41
43-5021	Couriers and messengers	74	73	\$9.22
49-3011	Aircraft mechanics and service technicians	64	71	\$23.21
43-5051	Postal service clerks	52	42	\$24.71

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



most growth, acquiring an additional 8 positions. Eight of these occupations fall within two occupational groupings, Transportation and Management.

The graph to the left reflects this observation, as Transportation and Management are projected to account for 92% of total industry employment growth. The remaining two occupational groupings, Installation, Maintenance and Repair, and Sales and Related, only account for 6% and 3% of industry growth, respectively.

Comparing the two data lines, we see that average annual military separations would be able to account for 100% of occupational growth within all of the occupational groupings shown here.

Although organic industry growth as a whole could be fulfilled by separations, not all skill sets can be perfectly translated to all of the occupations within each grouping. Looking at jobs specifically, we see that there are four jobs in the top ten where there are no separations. There are six occupations, however, in which separations are able to meet or exceed occupational growth.

We can conclude that separations are able to fulfill industry-wide employment growth in Transportation and Warehousing, partly due to low projected growth patterns in the industry.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
53-3032	Truck drivers, heavy and tractor-trailer	285	8	12
11-9199	Managers, all other	128	7	7
53-3041	Taxi drivers and chauffeurs	83	4	0
53-3033	Truck drivers, light or delivery services	153	3	0
43-4181	Reservation and transportation ticket agents, travel clerks	66	3	7
53-7062	Laborers and freight, stock, and material movers, hand	74	2	0
49-3011	Aircraft mechanics and service technicians	64	2	228
53-2012	Commercial pilots	27	2	4
43-4051	Customer service representatives	31	1	0
43-1011	First-line supervisors of office/admin. support workers	15	1	100

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

48-49. Transportation and Warehousing

51. Information

Separations/Industry Employment Overlay

The table to the right shows the ten largest occupations in the Information Industry based on projected employment in 2016. These jobs are relatively evenly distributed among the occupational groupings, with four groups represented in the top ten.

The graph beneath this shows the eight primary occupational groupings that comprise the information industry, and how employment is distributed among them, as well as military separations relative to these employment totals. The Information Industry is heterogeneous, with the largest occupational grouping only comprising a quarter of industry employment, Computer and Mathematical Science. The next two largest groupings are Office and Administrative Support and Sales and Related, at 22% and 19%, respectively.

Comparing the two data lines, we see that military separations over a three-year period are equivalent to 100% of employment in five of the occupational groupings. Four of these are the smallest groupings, but combined they amount to 19% of industry-wide employment. The other grouping is Office and Administrative Support, comprising 22% of employment.

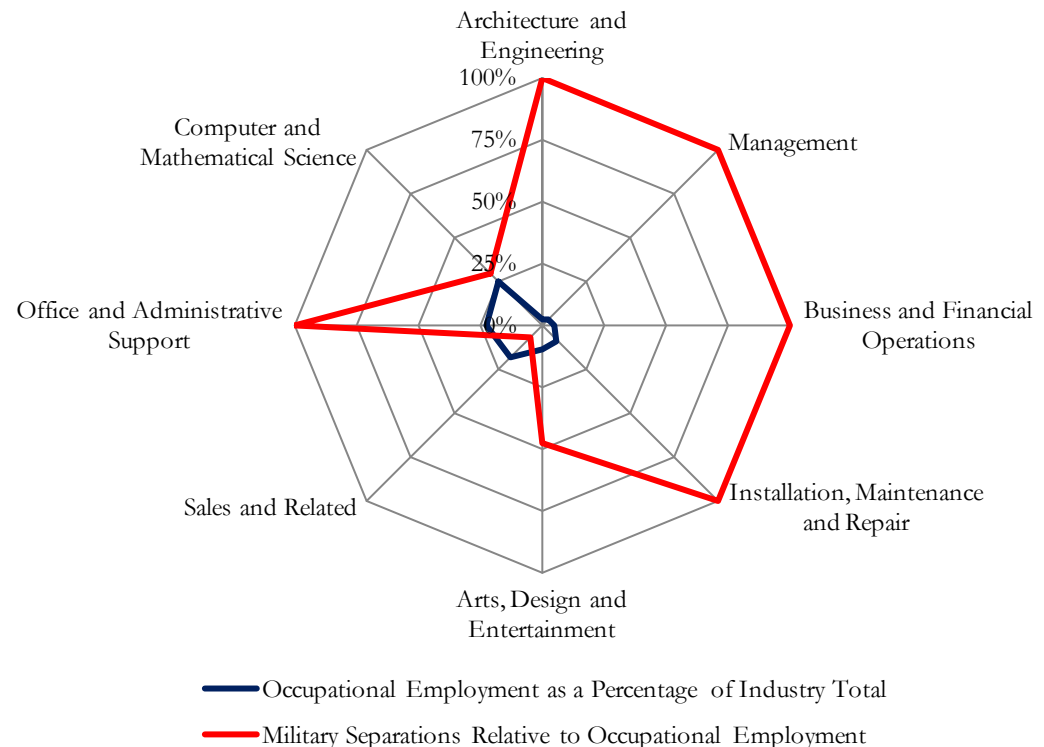
Of the remaining three groups, separations are equivalent to no more than half of occupational employment. In the largest occupational grouping, Computer and Mathematical Science, separations are the equivalent of only 29% of total employment. Military separation totals are equivalent to only a small fraction of total employment in Sales and Related occupations.

Top Ten Industry Occupations by Projected Employment in 2016

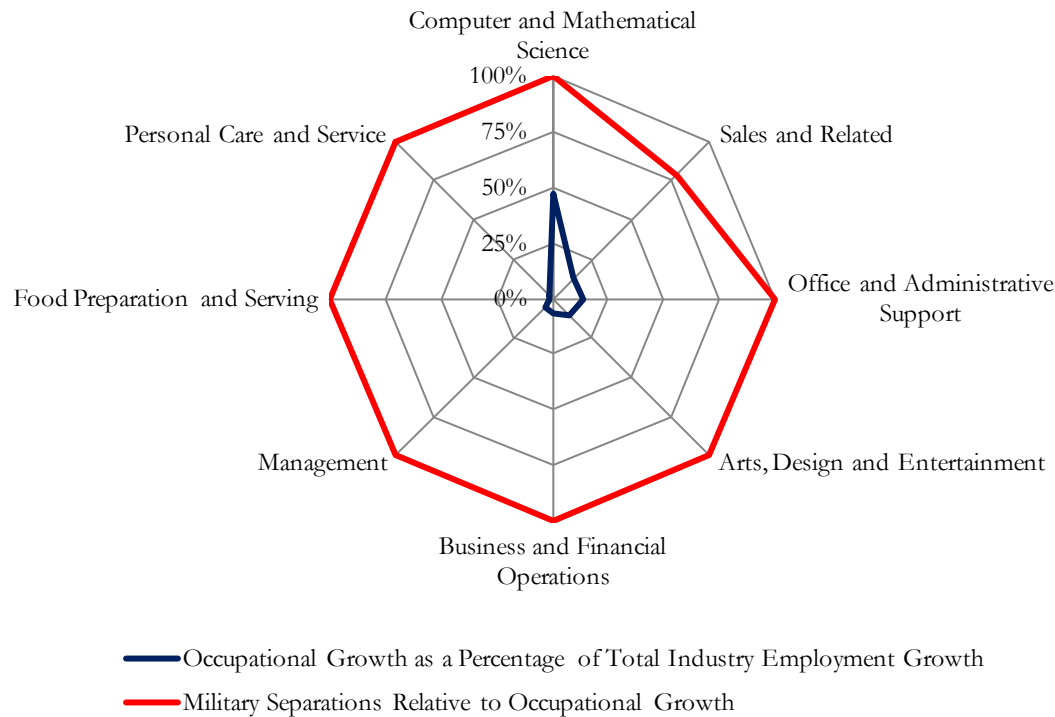
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
43-4051	Customer service representatives	152	171	\$12.52
15-1032	Computer software engineers, systems software	90	117	\$37.22
41-3099	Sales representatives, services, all other	93	100	\$22.36
49-2022	Telecom. Equip. installers/repairers, except line installers	80	81	\$24.33
15-1031	Computer software engineers, applications	59	79	\$36.71
15-1041	Computer support specialists	57	75	\$19.61
15-1081	Network systems and data communications analysts	52	66	\$31.48
41-3011	Advertising sales agents	56	56	\$19.18
49-9052	Telecommunications line installers and repairers	50	50	\$21.31
43-9051	Mail clerks/mail machine operators, except postal service	51	43	\$11.78

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



Separations/Employment Growth Overlay

The chart to the left shows the ten occupations in the Information Industry expected to see the largest organic growth this year. Growth is a bit more homogeneous than overall current employment, with six of these ten jobs falling into the same occupational grouping, Computer and Mathematical Science.

The graph just above this reflects this data, as Computer and Mathematical Science occupations are expected to account for 47% of all growth in the industry. Three other occupational groupings account for a significant portion of growth, Sales and Related, Arts, Design and Entertainment, and Office and Administrative Support. Growth rates for the four remaining groupings are relatively small, ranging from 2-7% of industry growth.

Comparing the two data lines, we see that military separations overlap industry growth very well. Separations could account for 100% of organic growth in all but one occupational grouping, Sales and Related. Even in this grouping separations do well and account for 79% of employment growth.

Taking an overview of all the data, we see that separations are able to account for virtually all growth industry-wide primarily because there appears to be very little growth. The fastest growing job is only expected to increase by 7 jobs in the upcoming year. Looking at jobs specifically, separations can only meet or exceed four jobs out of the top ten. Those jobs in which they can exceed, however, see very lopsided numbers, such as Network Systems and Data Communications Analysts (SOC Code 15-1081) and Business Operations Specialists, all other (13-1199).

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
15-1032	Computer software engineers, systems software	90	7	0
43-4051	Customer service representatives	152	5	0
15-1041	Computer support specialists	57	5	3
15-1031	Computer software engineers, applications	59	5	0
15-1081	Network systems and data communications analysts	52	3	97
13-1199	Business operation specialists, all other	41	2	67
41-3099	Sales representatives, services, all other	93	2	0
15-1051	Computer systems analysts	32	2	11
15-1021	Computer programmers	22	2	4
41-4011	Sales rep., wholesale/manufacturing, tech./sci. products	22	2	0

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

52. Finance and Insurance

Separations/Industry Employment Overlay

The finance industry breaks down into six large occupational groupings. The three largest groupings see relatively balanced distribution: Business and Financial Operations, Sales and Related, and Office and Administrative Support. Each of these groupings is represented by three occupations in chart to the right. Management has one job in the top ten occupations, Financial Managers (SOC Code 11-3031).

Total military separations over the three year period are equivalent to approximately 40% of total current employment in Office and Administrative support occupations. Separations are equivalent to 16% of the second-largest grouping, Business and Financial Operations, and are virtually unrepresented in Sales and Related, corresponding to only 1% of total industry employment.

The relationship between separations and total employment similarly varied in the remaining groups. Separations account for 41% of employment in Management. They are best represented in the final two groupings, Legal and Computer and Mathematical Sciences. These two groupings, however, are the smallest segments of the industry shown here, comprising a total of 3% of industry-wide employment.

Separations/Employment Growth Overlay

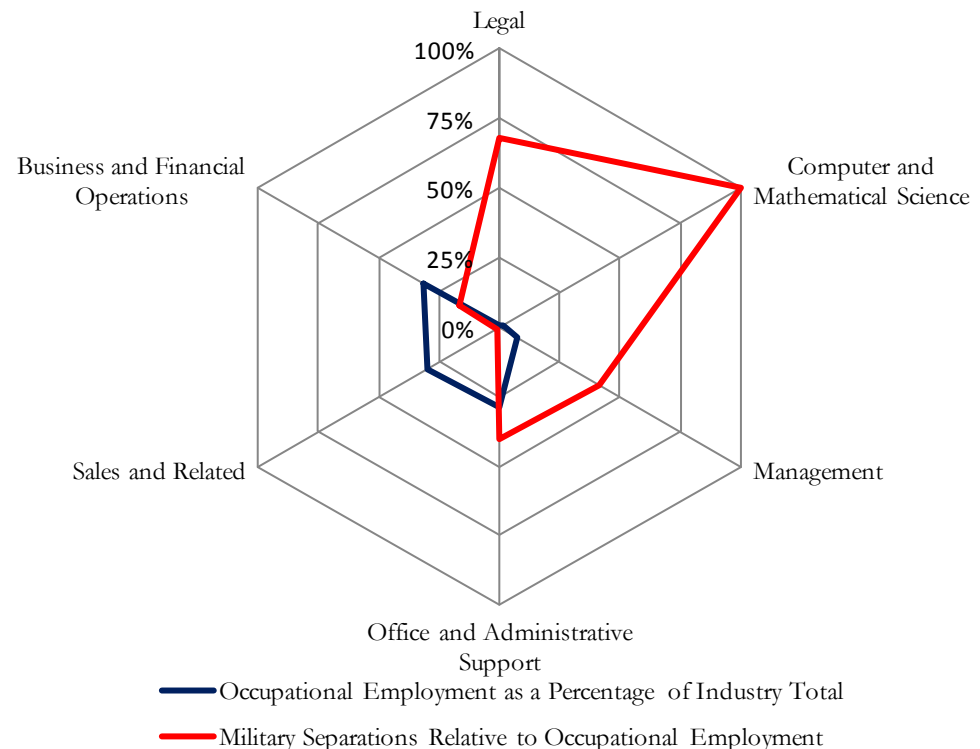
The chart on page 31 shows us the ten jobs that are expected to see the most organic annual growth. Personal Financial Advisers (SOC Code 13-2052), then, is expected to see the most organic growth this year. We can see that there is precipitous drop-off after this list since the last job in the list, Accountants and auditors (13-2011) is only expected to grow by 5 jobs.

Top Ten Industry Occupations by Projected Employment in 2016

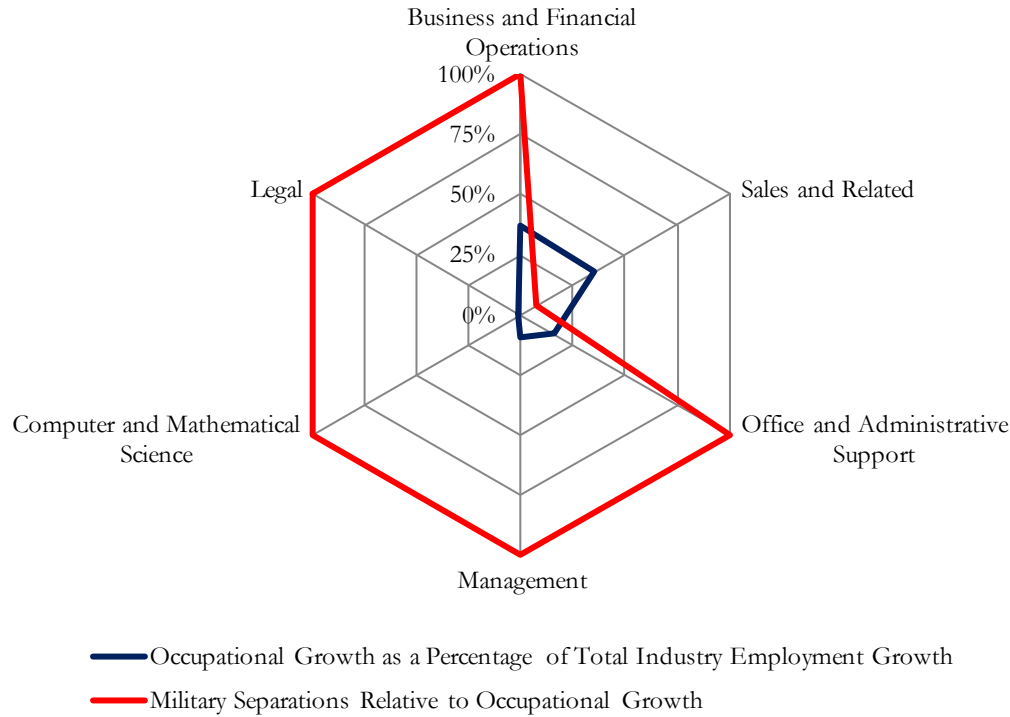
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
13-2052	Personal financial advisors	842	1,059	\$17.55
41-3031	Securities, commodities, financial services sales agents	703	877	\$18.79
41-3021	Insurance sales agents	661	758	\$25.15
43-3071	Tellers	415	454	\$12.28
13-2072	Loan officers	321	364	\$22.62
43-4051	Customer service representatives	313	348	\$12.52
41-1012	First-line supervisors of non-retail sales workers	224	278	\$19.94
11-3031	Financial managers	186	232	\$23.11
13-2051	Financial analysts	180	225	\$19.84
43-4131	Loan interviewers and clerks	133	141	\$14.97

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



The three occupational groupings that currently comprise the largest portion of the Finance Industry are also expected to see the largest portion of the industry’s organic growth. Business and financial Operations and Sales and Related will see the bulk of this growth. Of these two groupings, military separations would be able to account for 100% of the organic growth in Business and Financial Operations, but only 7% of growth in Sales and Related. Separations would be able to account for 100% of the growth in the remainder of the industry’s occupational groupings.

Although separations are able to fulfill growth in the industry as a whole, we see a different story when looking at how skill sets translate to jobs specifically. Of the ten jobs expected to see the most organic growth, average annual separations totals only equate to organic growth totals in one, Accountants and auditors (13-2011). Except for Financial Managers (11-3031), military separations account for no other positions in the top occupations for organic growth.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
13-2052	Personal financial advisors	842	57	0
41-3031	Securities, commodities, and fin. services sales agents	703	47	0
41-3021	Insurance sales agents	661	28	0
41-1012	First-line supervisors of non-retail sales workers	224	15	0
11-3031	Financial managers	186	12	2
13-2051	Financial analysts	180	12	0
43-3071	Tellers	415	12	0
13-2072	Loan officers	321	12	0
43-4051	Customer service representatives	313	10	0
13-2011	Accountants and auditors	81	5	5

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

53. Real Estate and Rental and Leasing

Separations/Industry Employment Overlay

The table to the right shows the ten largest occupations in the Real Estate Industry based on projected employment in 2016. Real estate sales agents (SOC Code 41-9022), then, is expected to be the largest occupation with 2,493 positions. There is balanced representation among the top ten jobs, with five different occupational groupings appearing.

The graph to the right reflects that the chart is relatively top heavy, with 54% of employment falling into Sales and Related. The second-largest grouping is Management, accounting for one quarter of industry employment. The remaining four groupings are relatively small and of the same size, ranging from 2-8% of employment.

Comparing the two data lines, we see that separations totals are not equivalent to employment patterns in much of the industry. Separations totals equate to 1% of employment in Sales and Related, and only 10% in Management. Of the remaining groupings, separations totals overlap 100% of employment in two, Installation, Maintenance and Repair, and Office and Administrative Support. These groupings are small, however, combined they account for 12% of industry employment.

Separations/Employment Growth Overlay

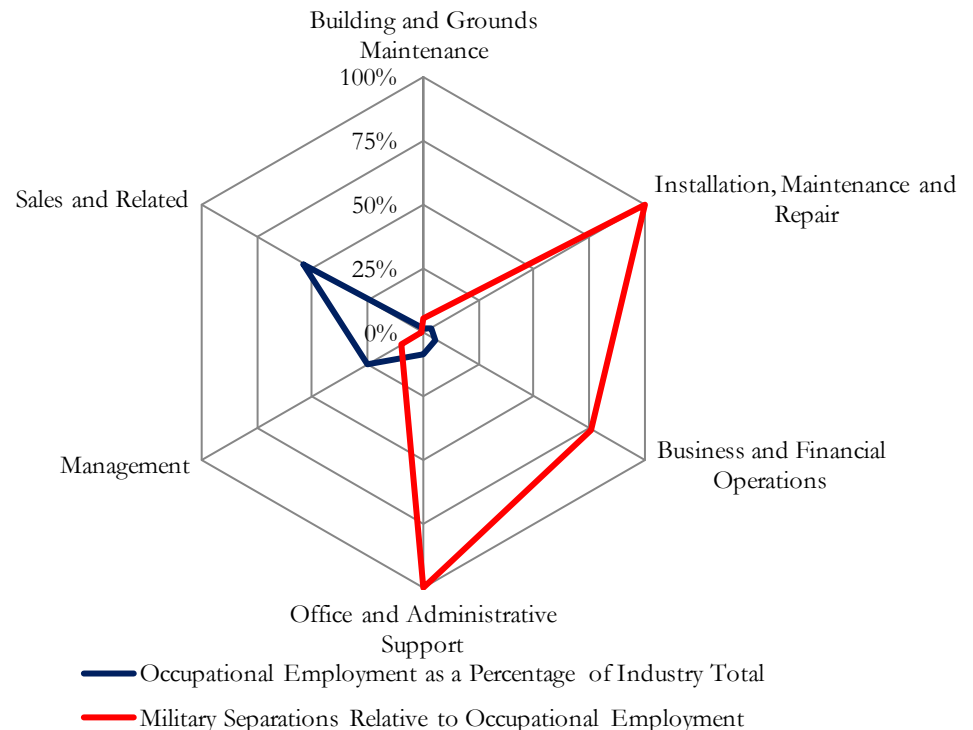
The chart on page 33 shows the ten occupations expected to see the most organic growth in the Real Estate Industry. Real Estate Sales Agents (SOC Code 41-9022), then, are expected to see the most growth, acquiring an additional 126 positions. Growth in the industry is rather homogeneous, with 5 of the top 6 growing jobs falling into two occupational groupings,

Top Ten Industry Occupations by Projected Employment in 2016

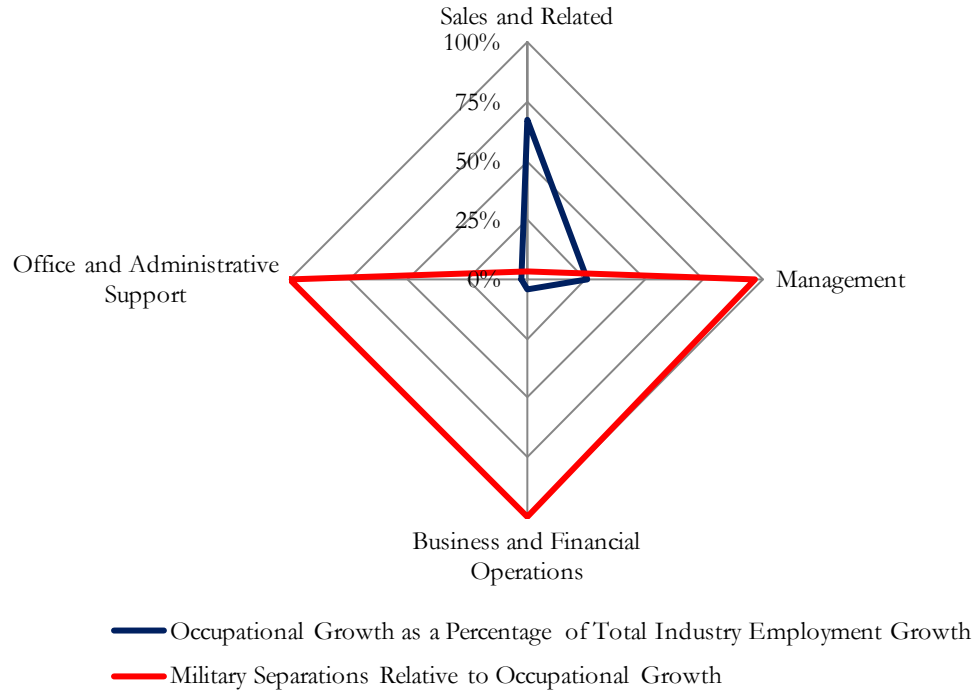
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
41-9022	Real estate sales agents	2,493	2,934	\$9.09
11-9141	Property, real estate, community association managers	1,570	1,774	\$10.10
41-9021	Real estate brokers	808	948	\$10.52
13-2021	Appraisers and assessors of real estate	279	314	\$10.90
49-9042	Maintenance and repair workers, general	258	251	\$16.04
41-2021	Counter and rental clerks	144	133	\$10.82
43-6014	Secretaries, except legal, medical, and executive	119	123	\$13.34
43-9061	Office clerks, general	104	113	\$11.50
41-1012	First-line supervisors of non-retail sales workers	99	113	\$19.94
43-3031	Bookkeeping, accounting, and auditing clerks	100	105	\$13.86

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



Sales and Related and Management.

The table to the left reflects this, as these two groupings account for a combined 94% of industry growth. Comparing the two data lines, we see that average annual military separations do a relatively poor job of matching occupations in the key occupational group of Sales and Related.

Separations fare well in the other three groupings, overlapping 100% of occupational growth in Business and Financial Operations and Office and Administrative Support, as well as 96% of occupations in Management.

Looking at jobs specifically, we observe that skill sets do not translate very well to those jobs expected to grow the most. There are no separations in the top five jobs, and beyond this there is a precipitous drop-off, with no other job expected to acquire more than 2 additional jobs in the upcoming year. Of the remaining five jobs in the list, however, separations are able to exceed all of them.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
41-9022	Real estate sales agents	2,493	126	0
11-9141	Property, real estate, and community assoc. managers	1,570	60	0
41-9021	Real estate brokers	808	41	0
13-2021	Appraisers and assessors of real estate	279	11	0
41-1012	First-line supervisors of non-retail sales workers	99	4	0
11-9199	Managers, all other	35	2	7
43-9061	Office clerks, general	104	2	25
11-1011	Chief executives	39	2	1
13-2011	Accountants and auditors	38	1	5
43-3031	Bookkeeping, accounting, and auditing clerks	100	1	25

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

53. Real Estate and Rental and Leasing

54. Professional, Scientific and Technical Services

Separations/Industry Employment Overlay

The table to the right shows the ten largest occupations in the Professional, Scientific and Technical Service Industry based on project employment in 2016. Among these ten we see wide distribution, with seven occupational groupings represented.

The figure to the right reflects this distribution, with no occupational grouping accounting for more than 20% of industry employment. Here we look at a total of eight occupational groupings. The four largest groupings are similar in size, ranging from 15-19%, as well as the four smaller groups, which range from 4-9%.

Comparing the two data lines, we see that military separations equate to employment in this industry rather poorly. We see the most overlap in Office and Administrative Support, with separations equating to 44% of employment (this grouping comprises 16% of industry employment). The only other two groups in which we see reasonable representation from separations are Management and Business and Financial Operations, which account for 21% of industry employment combined. Beyond this there is a significant drop-off, with separations equating to no more than 9% of employment in any other grouping.

Separations/Employment Growth Overlay

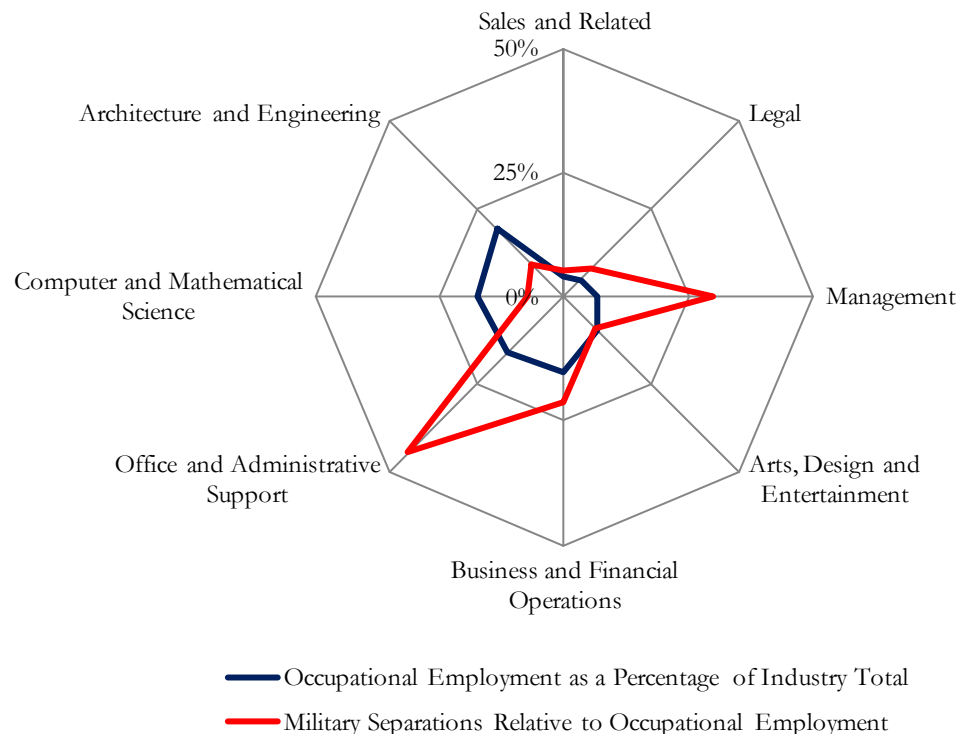
The table on page 35 shows the ten occupations expected to see the most organic growth in the Professional Industry. Management Analysts (SOC Code 13-1111), then, are expected to see the most growth, acquiring an additional 27 positions. Of these occupations, nine fall into 3 occupational groupings, Computer and Mathematical Science, Architecture

Top Ten Industry Occupations by Projected Employment in 2016

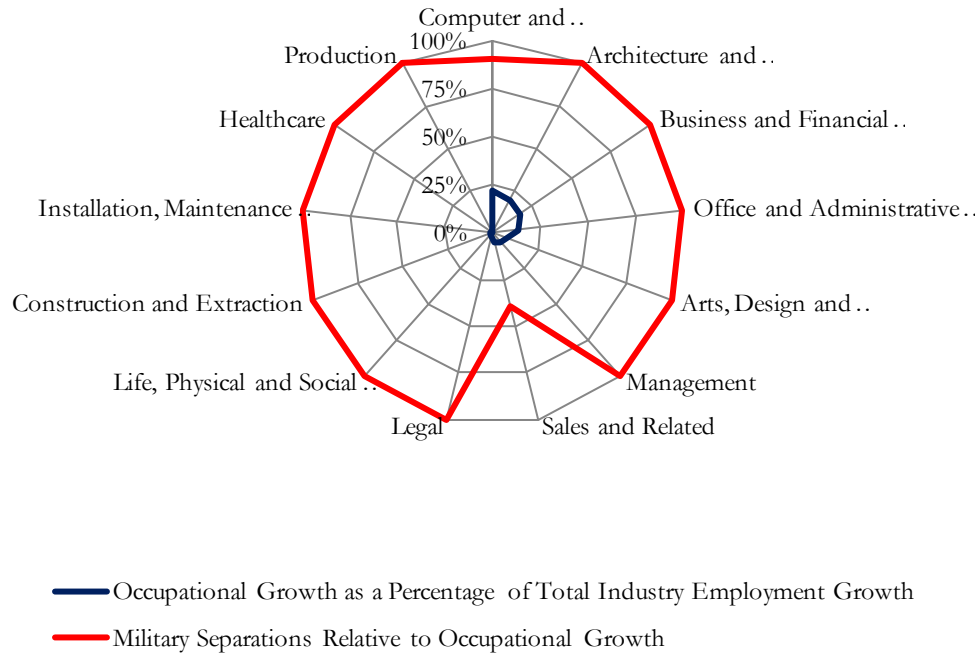
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
13-1111	Management analysts	527	625	\$28.50
27-4021	Photographers	391	435	\$11.63
13-2011	Accountants and auditors	366	420	\$23.32
15-1032	Computer software engineers, systems software	304	368	\$37.22
17-2051	Civil engineers	237	291	\$37.92
15-1031	Computer software engineers, applications	232	284	\$36.71
23-1011	Lawyers	249	270	\$36.51
43-3031	Bookkeeping, accounting, and auditing clerks	232	259	\$13.86
11-9199	Managers, all other	224	254	\$16.95
43-6014	Secretaries, except legal, medical, and executive	226	239	\$13.34

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



and Engineering, and Business and Financial Operations.

The graph to the left reflects this data, as these three groupings account for 60% of total industry employment growth combined. While we only looked at eight occupational groupings for current employment, here we observe thirteen groupings for organic growth. The next largest grouping is Office and Administrative Support, representing 13% of organic growth. The remaining nine groupings are relatively small and of similar size, ranging from 1-8% of organic growth.

Comparing the two data lines, we see that average annual separations overlap organic growth patterns very well. In the largest grouping, Computer and Mathematical Science, separations could potentially fill 91% of growth. Of the remaining groupings, separations could fill 100% of occupational growth in all except Sales and Related.

Looking at occupations specifically, four out of the top ten can be met or exceeded by separations, some of which create significant oversupply. There are only two occupations in which there are no separations.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
13-1111	Management analysts	527	27	53
15-1032	Computer software engineers, systems software	304	15	0
13-2011	Accountants and auditors	366	14	5
17-2051	Civil engineers	237	14	6
15-1031	Computer software engineers, applications	232	13	0
15-1081	Network systems and data communications analysts	192	12	97
27-4021	Photographers	391	12	12
15-1041	Computer support specialists	200	10	3
15-1051	Computer systems analysts	207	9	11
11-9199	Managers, all other	224	8	7

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

54. Professional, Scientific and Technical Services

56. Administrative Support /Waste Management

Separations/Industry Employment Overlay

The table to the right shows the ten largest occupations in the Administrative Support/Waste Management Industry based on projected employment in 2016. Janitors/cleaners, except maids and housekeeping cleaners (SOC Code 37-2011), then, is expected to be the largest occupation in the industry, with 797 positions. The largest four occupations fall into the same occupational grouping, Building and Grounds Maintenance.

The graph to the right reflects this data, as this grouping comprises 39% of total industry employment. The second-largest grouping is Office and Administrative Support, accounting for 16% of employment. There are nine additional groupings, all of which are of nearly the same size and relatively small, ranging from 2-7% of industry-wide employment.

Comparing the two data lines, we see that military separations almost none of the employment in the largest occupational grouping Building and Grounds Maintenance. Separations totals equate to about 60% of employment in the second-largest grouping, Office and Administrative Support. Among the smaller groupings there is some variety, with separations totals overlapping over 80% of employment in 6 of these groupings.

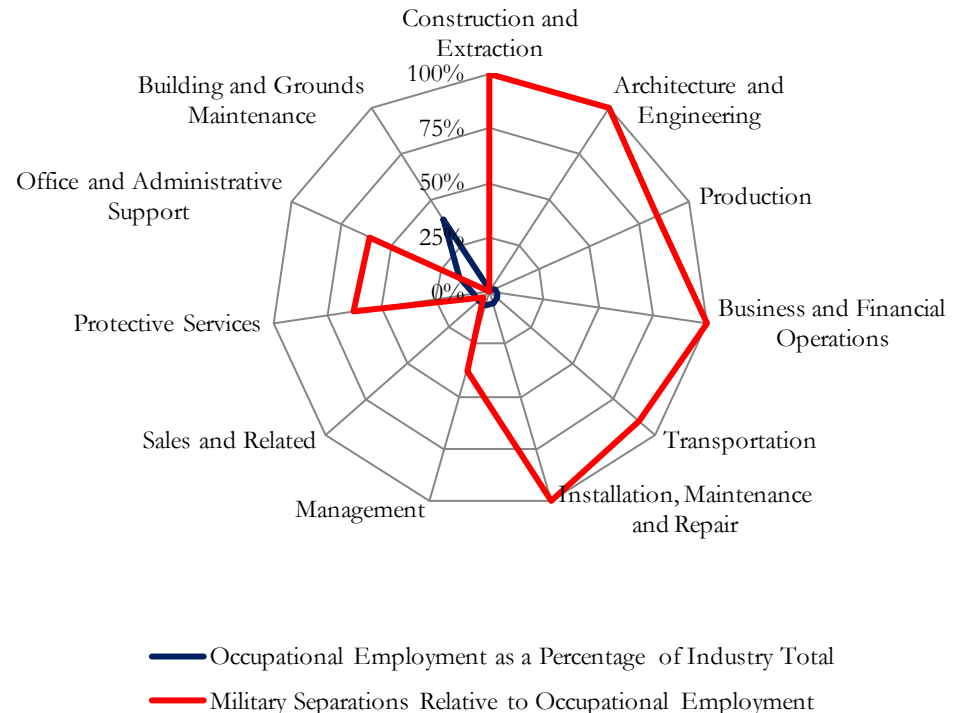
We conclude that military separations are a match for certain skill sets within the Administrative Support/Waste Management Industry but are not a match for the occupational groupings where the bulk of employment lies.

Top Ten Industry Occupations by Projected Employment in 2016

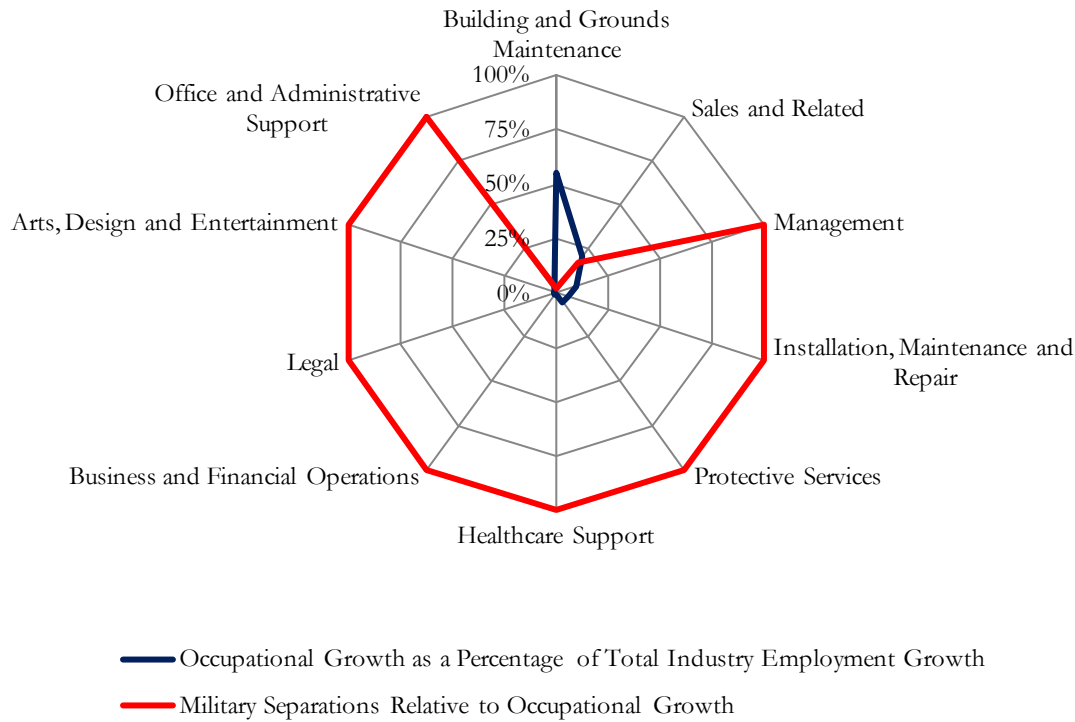
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
37-2011	Janitors and cleaners, exc. maids/housekeeping cleaners	797	923	\$10.18
37-1011	First-line supervisors of housekeeping/janitorial workers	544	652	\$8.24
37-3011	Landscaping and groundskeeping workers	510	536	\$10.00
41-3041	Travel agents	236	418	\$13.80
37-2012	Maids and housekeeping cleaners	325	379	\$8.54
11-9199	Managers, all other	317	375	\$16.95
33-9032	Security guards	207	215	\$12.17
43-4051	Customer service representatives	175	189	\$12.52
33-3012	Correctional officers and jailers	172	184	\$17.57
37-2021	Pest control workers	165	180	\$13.76

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



Separations/Employment Growth Overlay

The chart to the left shows the ten occupations expected to see the most organic growth in the upcoming year. Janitors/cleaners, except maids/housekeeping cleaners (SOC Code 37-2011), then, is projected to see the most growth, acquiring an additional 37 positions. Half of the positions shown here fall into the same occupational grouping, Building and Grounds Maintenance.

The graph to the left reflects this observation, as this occupation grouping is projected to account for just over half of all organic industry employment growth. Sales and Related occupations will account for 20% of organic growth, and Management will account for an additional 10%. There are seven additional groupings shown here, all of which are relatively small, ranging from 1-6% of industry-wide employment growth.

Comparing the two data lines, we see that military separations would not be able to fulfill many positions in the top-heavy portion of industry growth. Separations account for merely 2% of growth in Building and Grounds Maintenance, and 17% of growth in Sales and Related.

Average annual separations account for 100% of employment in the remaining seven occupational groupings. Although these groupings are small individually; combined they account for 14% of industry employment growth.

Looking at jobs specifically, we see that there are no separations for half of the jobs listed in the top ten, and only three occupations are able to be met or exceeded by average annual separations totals.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
37-2011	Janitors/cleaners, except maids/housekeeping cleaners	797	37	0
41-3041	Travel agents	236	32	0
37-1011	First-line supervisors of housekeeping, janitorial workers	544	31	0
11-9199	Managers, all other	317	16	7
37-2012	Maids and housekeeping cleaners	325	16	0
37-3011	Landscaping and groundskeeping workers	510	8	0
49-9099	Installation, maintenance, and repair workers, all other	102	6	83
43-4181	Reservation and transportation ticket agents, travel clerks	41	4	7
51-6011	Laundry and dry-cleaning workers	85	4	1
37-2021	Pest control workers	165	4	7

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

56. Administrative Support /Waste Management

62. Healthcare and Social Assistance

Separations/Industry Employment Overlay

The table just to the right shows the top ten occupations for the healthcare industry by projected employment in 2016. Many of these occupations fall into the same grouping; for example, Registered Nurses (SOC Code 29-1111) and Physicians and Surgeons (29-1069) are two of the top occupations by projected employment and both fall into the Healthcare grouping. This group comprises over a quarter of employment in the healthcare industry overall. Similarly, Child Care Workers (39-9011) and Personal and Home Care Aides (39-9021) both fall into the grouping Personal Care and Service, which makes up approximately 15% of industry employment.

Looking at the chart just to the right we see that the Healthcare Industry is diverse, totaling 11 occupational groupings. Healthcare is the largest grouping, followed by Office and Administrative Support, Healthcare Support, and Personal Care and Service; no other grouping represents more than 5% of total industry employment.

Of these four large groupings, military separations are best represented in Office and Administrative Support, comprising just over one-third of all employment in this field. In the largest grouping Healthcare, military separations consist of 10% of all employment.

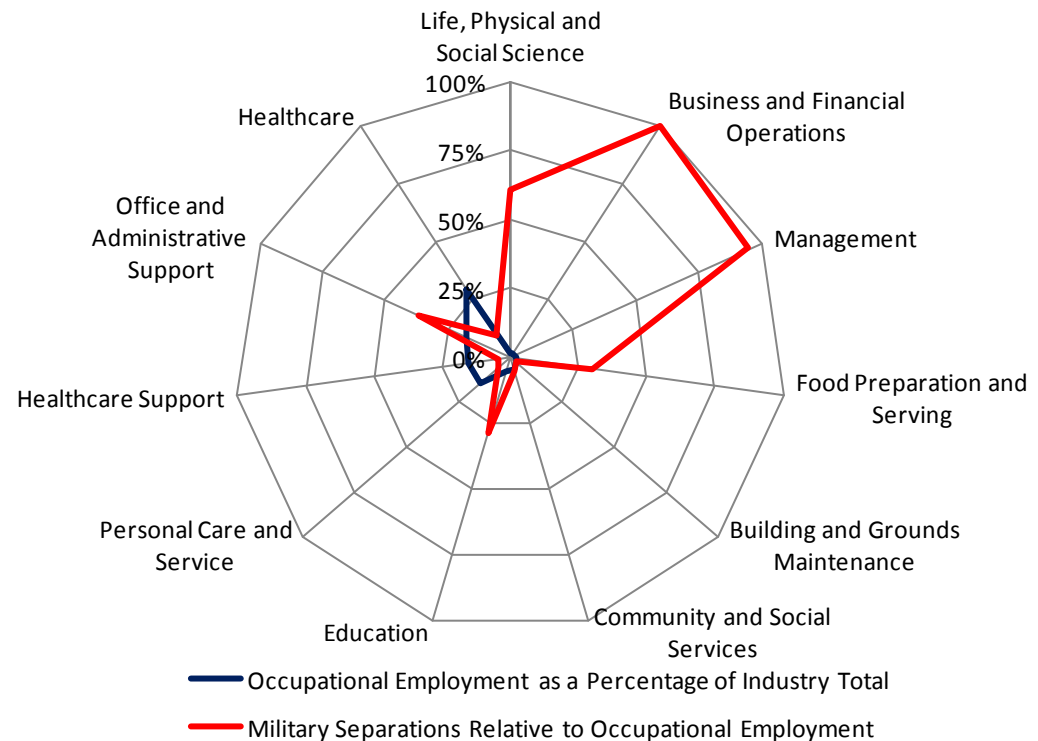
Looking further, we see that military separations make up over half of all occupational employment in three different groupings: Life, Physical and Social Science, Business and Financial Operations, and Management. None of these groupings, however, make up more than 2% of healthcare industry employment.

Top Ten Industry Occupations by Projected Employment in 2016

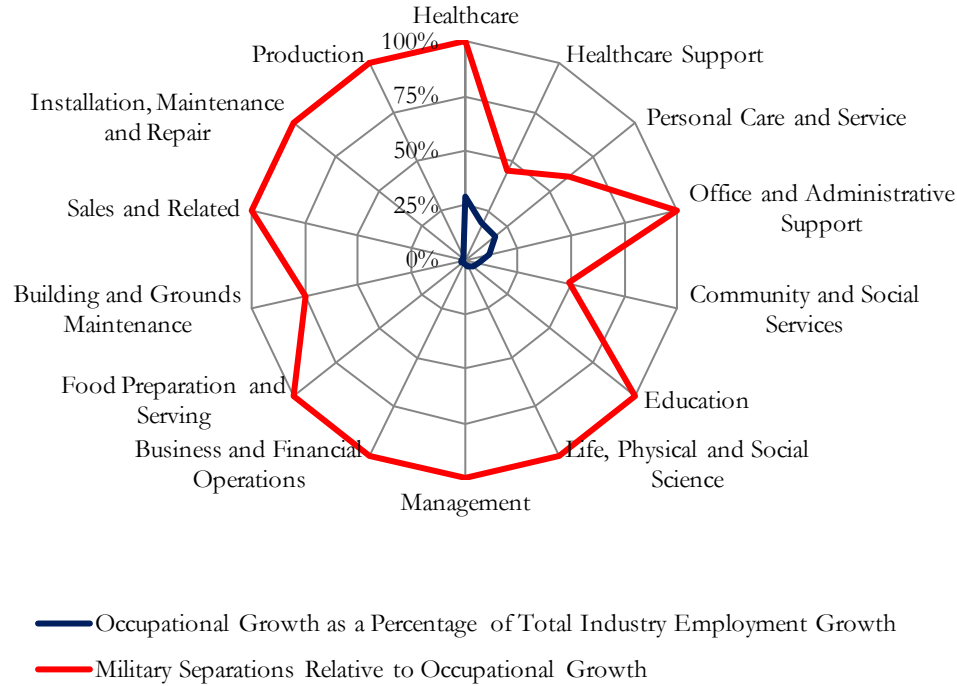
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
29-1111	Registered nurses	886	957	\$23.54
39-9011	Child care workers	817	881	\$8.01
31-1012	Nursing aides, orderlies, and attendants	555	611	\$10.80
31-1011	Home health aides	478	565	\$10.25
29-1069	Physicians and surgeons	495	562	\$62.19
39-9021	Personal and home care aides	390	456	\$8.55
43-4171	Receptionists and information clerks	372	380	\$11.73
25-2011	Preschool teachers, except special education	320	350	\$9.87
29-2061	Licensed practical and licensed vocational nurses	293	319	\$16.53
43-6014	Secretaries, except legal, medical, and executive	289	317	\$13.34

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



Separations/Employment Growth Overlay

The chart just to the left shows us the top ten occupations by annual growth within the healthcare industry. Home health aides (SOC Code 31-1011), then, is projected to see the most organic growth. The graph just above shows us growth as a percentage of total industry growth, as well as the military separations relative to occupational growth.

Healthcare accounts for the largest segment of growth in the industry, totaling nearly 30% of all industry employment growth. Furthermore, we see that military separations are able to account for 100% of occupational growth in the Healthcare grouping. This means that separations are able to fill in the grouping as a whole, but some jobs within the grouping might not be filled. If we continue looking at Healthcare, we see that Registered Nurses are expected to grow by 17 jobs, with 38 possible military separations to fill them. Physicians and surgeons, as well as Licensed practical and licensed vocational nurses, however, are also expected to grow, but neither occupation can be sustained by military separations alone.

There are 6 other groupings in which military separations account for 100% of occupational growth. Of these, Office and Administrative Support is the fastest growing, accounting for 11% of industry-wide growth; no other group among these accounts for more than 3% growth.

Healthcare Support and Personal Care and Service each represent 18% of overall industry employment growth. Military separations account for 44% and 59%, respectively, of this organic growth.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
31-1011	Home health aides	478	21	0
39-9011	Child care workers	817	20	0
29-1069	Physicians and surgeons	495	19	11
29-1111	Registered nurses	886	17	29
39-9021	Personal and home care aides	390	17	0
31-1012	Nursing aides, orderlies, and attendants	555	14	0
25-2011	Preschool teachers, except special education	320	8	0
43-6014	Secretaries, except legal, medical, and executive	289	7	7
19-3031	Clinical, counseling, and school psychologists	127	7	0
29-2061	Licensed practical and licensed vocational nurses	293	6	0

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

62. Healthcare and Social Assistance

71. Arts, Entertainment and Recreation

Separations/Industry Employment Overlay

The chart to the right shows the top ten occupations in the Arts Industry based on projected employment numbers in 2016. These occupations fall into only 2 groupings, Arts, Design and Entertainment, and Personal Care and Service. These two groupings comprise 38% and 32% of total industry employment, respectively.

Although these are the only two groupings that appear in the top ten occupations, there are a total of nine occupational groupings that we observe in the graph to the right. The remaining seven groupings and small and relatively similar in size, ranging from 1.5-6% of industry-wide employment.

Comparing the two data lines, we see that military separations are able to fulfill the arts industry relatively well. Separations account for 100% of industry employment in six different occupational groupings, including the two largest groupings. Furthermore, they account for nearly 80% of employment in Sales and Related.

There are only two groupings in which the separations numbers are low: Building and Grounds Maintenance and Management. Separations fulfill 47% of jobs in the Building groupings, and 0% in the Management grouping. These two groupings are relatively small, however, as they only comprise 6% and 2% of industry-wide employment, respectively.

Separations/Employment Growth Overlay

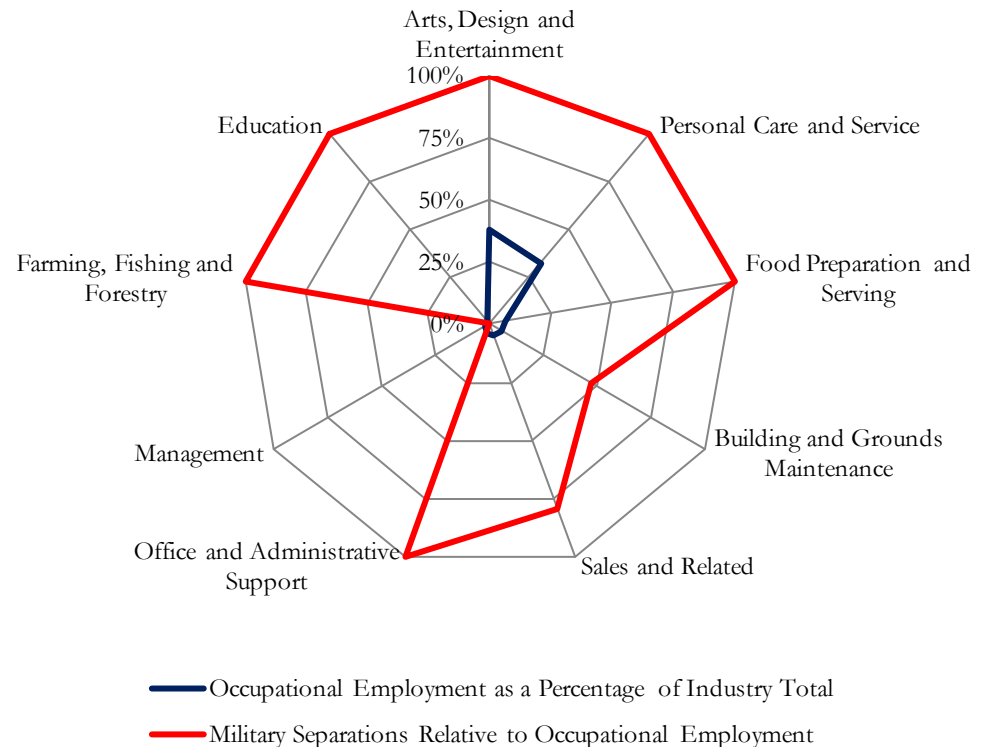
Although there were nine groupings considered in terms of overall employment, here we look at eight groupings forecasted for industry employment growth in the graph on page 41. Beneath this is a

Top Ten Industry Occupations by Projected Employment in 2016

Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
39-9031	Fitness trainers and aerobics instructors	272	325	12.66
27-2042	Musicians and singers	231	265	8.97
27-3043	Writers and authors	174	200	9.05
39-3091	Amusement and recreation attendants	109	115	9.75
39-1021	First-line supervisors of personal service workers	93	111	14.03
37-3011	Landscaping and groundskeeping workers	106	101	10
39-9032	Recreation workers	87	101	10.36
39-1011	Gaming supervisors	69	85	10.45
27-2022	Coaches and scouts	70	83	13.61
27-1011	Art directors	59	68	9.95

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay

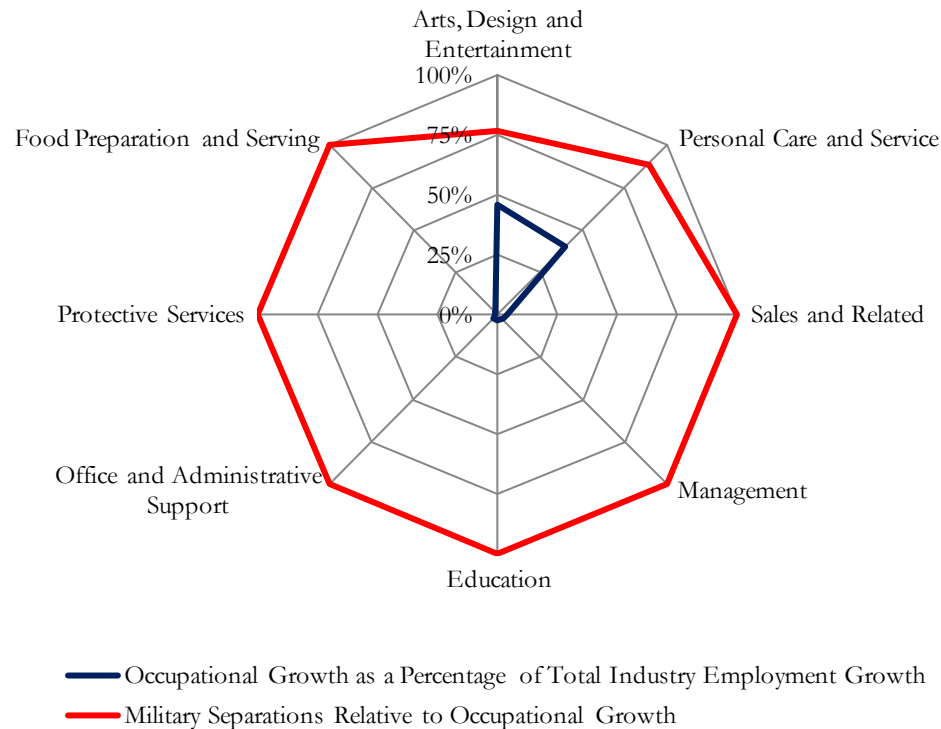


chart laying out the ten occupations expected to see the largest organic annual growth. Fitness trainers and aerobics instructors (39-9031), then, is expected to see the largest annual growth.

There are 6 occupational groupings in which military separations account for 100% of occupational industry growth. None of these groupings comprise a significant portion of employment growth, with Sales and Related being the largest at 4%.

The two occupational groupings expected to see the largest employment growth are Arts, Design and Entertainment, and Personal Care and Service. On the whole, military separations account well for this growth, representing 77% and 89% of total employment, respectively. Looking at jobs specifically, though, reveals that precise skill sets do not translate for the jobs expected to see the most growth. All of the ten jobs expected to see the most growth fall into the two primary occupational groupings, and only three of these jobs are expected to be met or exceeded by military separations. Growth is expected to be minimal in this industry, as only two jobs are expected to expand by 10 or more.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
39-9031	Fitness trainers and aerobics instructors	272	12	0
27-2042	Musicians and singers	231	10	1
27-3043	Writers and authors	174	7	3
39-1021	First-line supervisors of personal service workers	93	5	7
39-1011	Gaming supervisors	69	5	0
39-9032	Recreation workers	87	4	10
27-2022	Coaches and scouts	70	4	0
27-1011	Art directors	59	3	0
41-2011	Cashiers, except gaming	55	2	0
27-4021	Photographers	51	2	12

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

71. Arts, Entertainment and Recreation

72. Accommodation and Food Services

Separations/Industry Employment Overlay

The chart to the right shows the ten occupations in the Accommodations Industry with the highest levels of employment. Eight of these ten jobs fall within the same occupational grouping, Food Preparation and Serving. The only exceptions are Cashiers, except gaming (SOC Code 41-2011) and Food Service managers (11-9051).

The Accommodations Industry is relatively homogeneous as a result, with Food Preparation and Serving accounting for 83% of industry employment. There are four other occupational groupings; none of them, however, account for more than 5% of the industry.

Of these four small groupings, two of them can be fulfilled by military separations reasonably well. Separations account for 100% of the jobs in Office and Administrative Support, although this grouping comprises only 3% of the industry. Management is the second-largest grouping at 5%, with separations being able to fulfill 31% of these occupations.

Military separations only account for 1% of occupational employment in the primary grouping of Food Preparation and Serving. We can conclude from this that military separations are able to translate certain skill sets into the accommodations industry, but are not able to account for the bulk of jobs within the industry.

Separations/Employment Growth Overlay

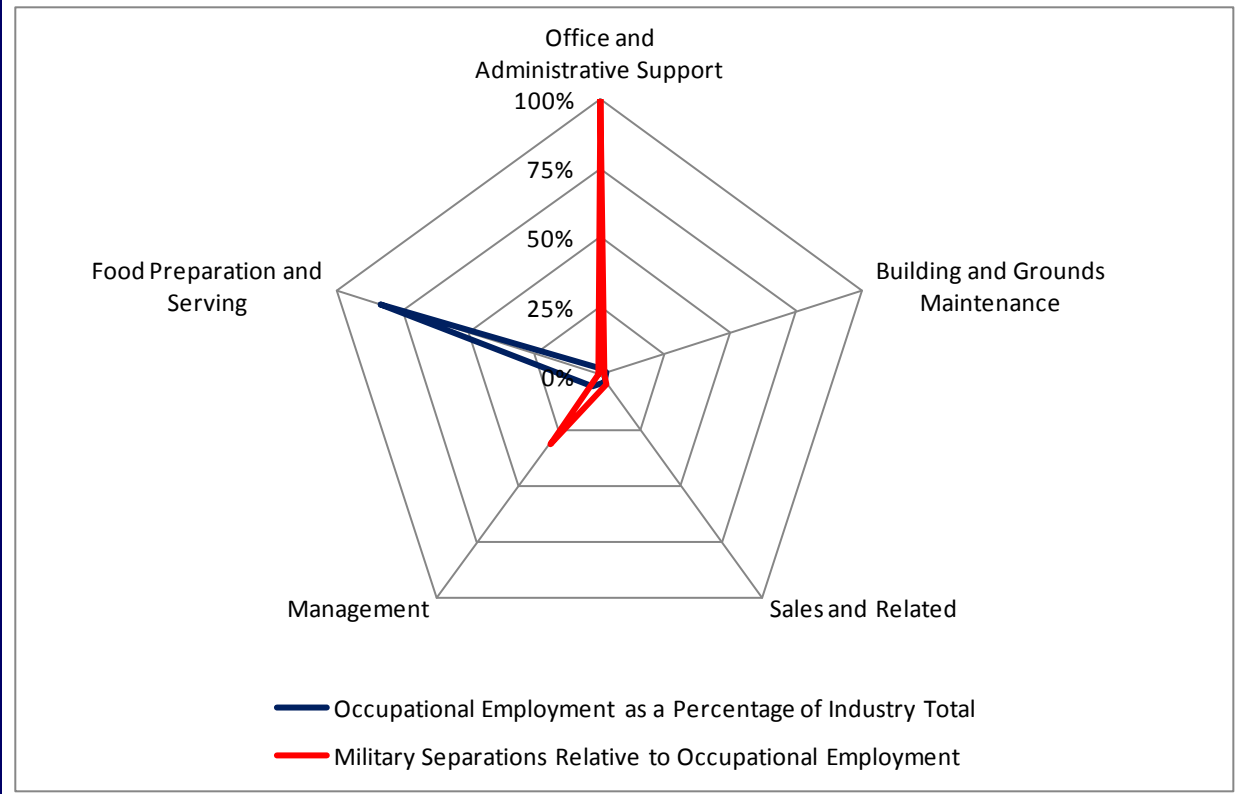
The chart on page 43 shows us the top ten occupations by annual growth within the healthcare industry. Combined food preparation/serving words (SOC Code 35-3021), then, is projected to be the occupation with the most overall growth. The graph just

Top Ten Industry Occupations by Projected Employment in 2016

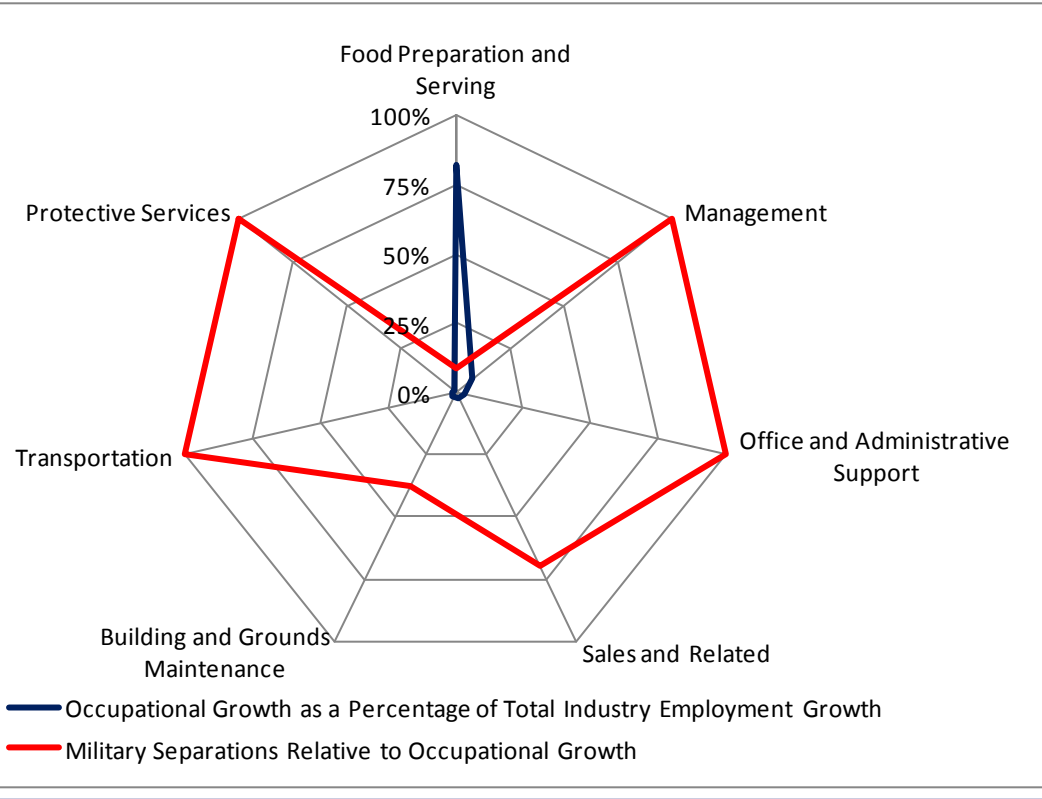
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
35-3031	Waiters and waitresses	2672	2899	\$9.66
35-3021	Food preparation/serving workers, including fast food	2130	2392	\$8.64
35-2014	Cooks, restaurant	1194	1300	\$10.54
35-9021	Dishwashers	727	814	\$8.27
35-1012	First-line supervisors of food prep./serving workers	609	660	\$16.07
35-2011	Cooks, fast food	493	538	\$8.70
35-3011	Bartenders	416	467	\$10.45
11-9051	Food service managers	348	402	\$26.85
41-2011	Cashiers, except gaming	371	392	\$9.01
35-9011	Dining room/cafeteria attendants and bartender helpers	339	363	\$8.62

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



above shows us growth as a percentage of total industry growth, as well as the military separations relative to occupational growth.

Military separations account for 100% of the occupational growth in 6 different groupings. Management, however, is the only grouping of significance, accounting for 8% of industry-wide occupational growth; no other grouping among these account for more than 3%.

Food Preparation and Serving is the occupational grouping expected to account for the largest portion of total industry employment growth at 82%. Although military separations are projected to account for 9% of this growth, by looking specifically at the occupations with the highest growth, there are very few skill sets that easily translate. Separations only fill 3 jobs in the occupation with the largest growth, and only fill 5 jobs for First-line supervisors, food preparation and serving workers (35-1012). There are no other jobs in the top ten that military separations can account for.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
35-3021	Combined food preparation/serving workers, fast food	2130	78	9
35-3031	Waiters and waitresses	2672	68	0
35-2014	Cooks, restaurant	1194	31	0
35-9021	Dishwashers	727	23	0
35-1012	First-line supervisors, food prep. & serving workers	609	16	14
11-9051	Food service managers	348	16	0
35-2011	Cooks, fast food	493	15	0
35-3011	Bartenders	416	13	0
11-9081	Lodging managers	146	9	0
35-9031	Hosts and hostesses, restaurant, lounge, and coffee shop	302	8	0

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry

72. Accommodation and Food Services

81. Other Services

Separations/Industry Employment Overlay

The chart to the right shows the ten largest occupations in the Other Services Industry based on project employment in 2016. There are five occupational groupings represented in this list, with Personal Care and Service having the most at four different occupations.

The graph below this reflects this data, as Personal Care and Service comprises 32% of the industry's employment. The next three largest segments are Building and Grounds Maintenance, Installation, Maintenance and Repair, and Office and Administrative Support, all accounting for 11-14% of employment. There are eight additional occupation groupings, all of which are relatively small and of roughly the same size, ranging from 2-6% of employment.

Comparing the two data lines, we see that military separations are varied in their ability to fulfill industry employment. Separations account for very little employment in the two largest occupational groupings, a mere 4% in Personal Care and Service and 1% in Building and Grounds Maintenance.

Installation, Maintenance and Repair accounts for 12% of employment, of which 100% can be fulfilled by separations. There is equal variation among the 8 smaller groupings, with separations ranging from 6-100% of fulfillment in industry employment.

Separations/Employment Growth Overlay

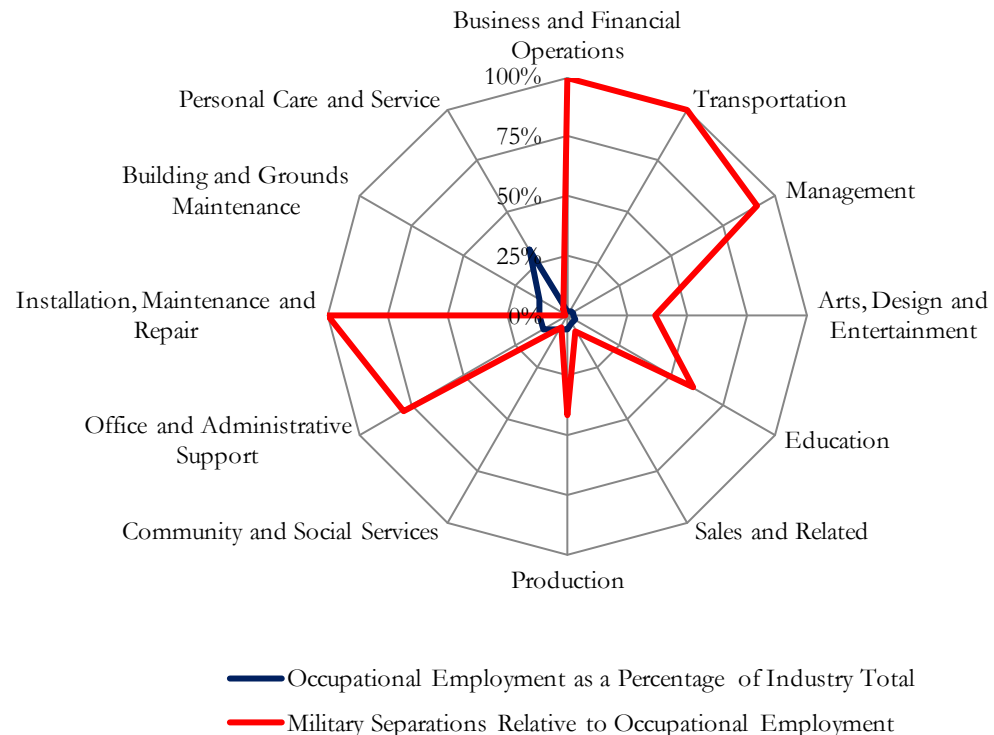
The chart on page 45 shows the ten occupations expected to see the most organic growth in the next year. Child care workers (SOC Code 39-9011), then, is expected to see the most organic growth, acquiring an additional 37 positions. Eight of these ten occupa-

Top Ten Industry Occupations by Projected Employment in 2016

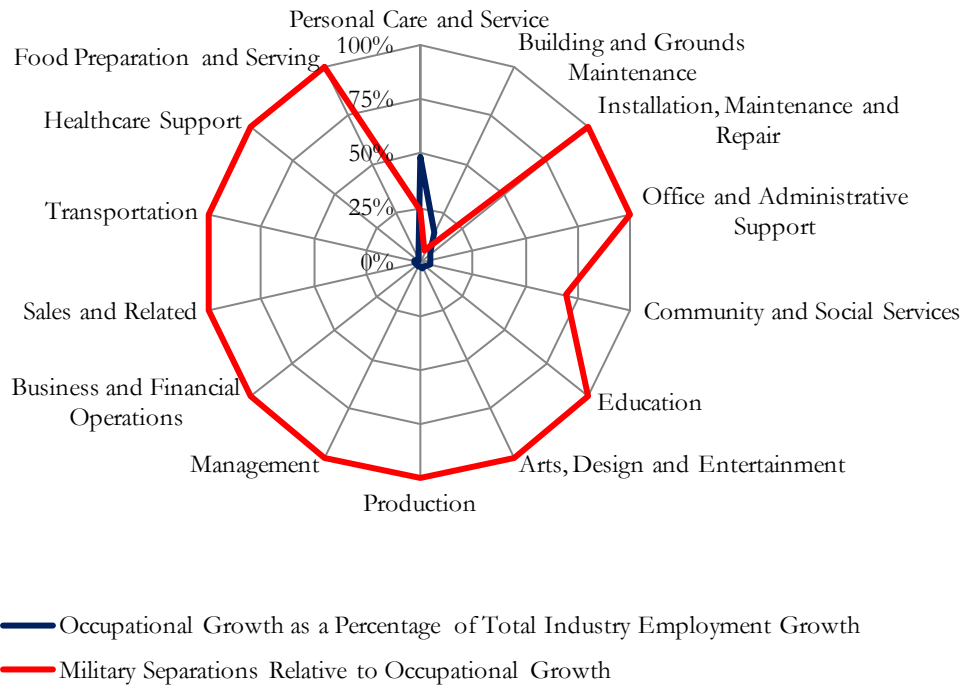
Source: EMSI and DOD 2011

SOC Code	Occupational Title	E 2011	E 2016	Wage
39-9011	Child care workers	718	845	\$8.01
37-2012	Maids and housekeeping cleaners	603	706	\$8.54
39-5012	Hairdressers, hairstylists, and cosmetologists	425	481	\$12.67
39-2021	Nonfarm animal caretakers	336	418	\$12.30
21-2011	Clergy	277	304	\$9.34
49-3023	Automotive service technicians and mechanics	287	302	\$19.12
39-9021	Personal and home care aides	205	242	\$8.55
37-2019	Building cleaning workers, all other	186	204	\$8.97
43-6014	Secretaries, except legal, medical, and executive	198	201	\$13.34
43-9061	Office clerks, general	149	161	\$11.50

Military Separations / Industry Employment Overlay



Military Separations / Employment Growth Overlay



tions fall within two occupational groupings, Personal Care and Service and Building and Grounds Maintenance.

The graph to the left reflects this data, as these two occupational groupings comprise a combined 63% of industry growth. There are twelve additional groupings shown here, accounting for 1-7% of industry growth individually, and 36% when combined.

Comparing the two data lines, there is some variation in military separations. Representation is lowest in the two largest occupational groupings. Separations account for 24% of growth in Personal Care and Service, and only 6% of growth in Building and Grounds Maintenance. Beyond these two groupings, separations are able to fulfill 100% of employment in all groupings except Community and Social Services, which can be fulfilled 69% by separations. Although these groupings are individually small, combined they account for 30% of expected industry growth.

Looking specifically at jobs in the chart, we see poor representation from military separations. There are only two jobs in which separations meet or exceed expected growth, and only one other job in which there are any separations at all, showing a lack of skill sets being able to translate directly into the top occupations for growth.

SOC Code	Occupational Title	E 2011	Growth	Mil. Sep.
39-9011	Child care workers	718	37	0
37-2012	Maids and housekeeping cleaners	603	30	0
39-2021	Nonfarm animal caretakers	336	24	0
39-5012	Hairdressers, hairstylists, and cosmetologists	425	17	0
39-9021	Personal and home care aides	205	11	0
39-9099	Personal care and service workers, all other	134	9	0
21-2011	Clergy	277	8	3
39-1021	First-line supervisors of personal service workers	114	6	7
39-2011	Animal trainers	69	5	24
37-2019	Building cleaning workers, all other	186	5	0

Source: EMSI and DOD 2011

Top Ten Organic Annual Growth Occupations Within the Industry