

Contract Manager Workload Benchmarks

With US Government workforce reduction efforts underway, the question has been raised regarding workload benchmarks for US Federal buy-sideⁱ contract managers. Government initiatives have occurred over the years to establish these benchmarks, however, there are no agreed models in use across the Governmentⁱⁱ.

Information provided in this brief should not be used as an authoritative estimate for US Federal contract manager workload benchmarks as it is based on a global benchmark study from 2019ⁱⁱⁱ, with the Public Sector representing country, state/province, and local public procurement buyers and sellers from around the world. Commerce & Contract Management Institute, a joint venture of the National Contract Management Association and World Commerce & Contracting, is revising the global study for 2025 and will introduce a US Federal sector, with buyer and seller specificity for global comparison across public and commercial sectors.

Contracts Per Contract Manager

The average number of contracts handled per person at any given time across different industries and contract categories.

Pre-Award and Award Phases

Contract Category	Business Services	Public Sector	Oil, Gas & Energy	BFSI^{iv}	Cross-Sector Average
On own standard terms (low complexity)	10	11	12	19	15
On other side's standard terms (low complexity)	10	6	7	15	12
Solution contracts	5	3	5	13	7
High complexity	3	2	3	4	4-5

Post-Award Phase

Contract Category	Business Services	Public Sector	Oil, Gas & Energy	BFSI	Cross-Sector Average
On own standard terms	12	25	16	20	25
On other side's standard terms	8	17	9	17	15
Solution contracts	5	7	7	12	10
High complexity	3	7	4	7	6

Industry-Specific Contract Volumes

The average number of contracts handled per person at any given time across different industries by activity.

Industry	Standard Products (Negotiation)	Standard Products (Post-Signature)	Standard Products (Other Side's Document)	Multi-Product Solutions (Bid/Negotiation)	Multi-Product Solutions (Post-Signature)	High-Complexity Projects (Bid/Negotiation)	High-Complexity Projects (Post-Signature)
Aerospace & Defense	4	6	8	2	3	1	2
Automotive	5	7	9	3	4	2	3
BFSI	6	8	10	4	5	3	4
Engineering Construction	3	5	7	2	3	1	2
Healthcare Pharma	4	6	8	3	4	2	3
Manufacturing	5	7	9	3	4	2	3
Oil & Gas	6	8	10	4	5	3	4
Public Sector	3	5	7	2	3	1	2
Business Services	5	7	9	3	4	2	3
Technology & Software	6	8	10	4	5	3	4
Average All Sectors	5	7	9	3	4	2	3

National Contract Management Association (NCMA)

Since its founding on May 19, 1959, NCMA has grown into a thriving community of over 100,000 contract management professionals. Dedicated to fostering a globally recognized contract management profession and strengthening its connections with related acquisition communities, NCMA serves a diverse membership spanning both the public and private sectors. Through its steadfast commitment to facilitating the growth, advancement, and impact of practitioners, NCMA provides a platform for the open exchange of ideas in neutral forums, driving innovation and excellence in the field of contract management. www.ncmahq.org

Commerce & Contract Management Institute (CCM Institute)

The Commerce & Contract Management Institute Research conducted the research for this letter. The institute is the research arm of NCMA and World Commerce & Contracting that supports more than 200,000 practitioners. Our purpose is to empower, elevate, and advance our profession through knowledge and insights. Our vision is that applied research and insights shape policy and practice globally, delivering better outcomes for society. Through rigorous, practical, and focused research on commerce and contracting, we deliver actionable insights and standards that improve the exchange of goods and services in both the private and public sectors.

www.ncmahq.org/ccminstitute

World Commerce & Contracting (WorldCC)

World Commerce & Contracting is a not-for-profit association and the only global body promoting standards and raising capabilities in commercial practice. We inspire individuals and organizations through our research and ideas. We equip our members with knowledge and networks that support successful contracts and commercial relationships. www.worldcc.com

ⁱ The question implies US Federal buy side within the Acquisition community of practitioners that buy on behalf of the US Federal Government; the community is largely comprised of [OPM classification Contracting Series, 1102](#). The data provided in this brief reflect buy- and sell-side contract management functions as defined in the [Contract Management Standard](#). A buyer includes both the end buyer, such as the US Federal Government, and those in the supply chain that buy (then sell) to deliver the final good and service, these activities support the Prime in Industry for the US Federal context. Sell-side activities occur throughout the supply chain.

ⁱⁱ Initiatives and some applied models have based benchmarks on actions to support awarded contracts and contract modifications as proxies for workloads. However, these models are highly dependent, for example, the significant task orders and actions for common procurements are less demanding on time and effort, while major systems are more demanding and may span months or years.

ⁱⁱⁱ Benchmark Report: Contract & Commercial Management - 2019, World Commerce & Contracting

^{iv} Banking, Financial Services, and Insurance