Workforce Trends, Issues and Solutions

USDA Forest Service
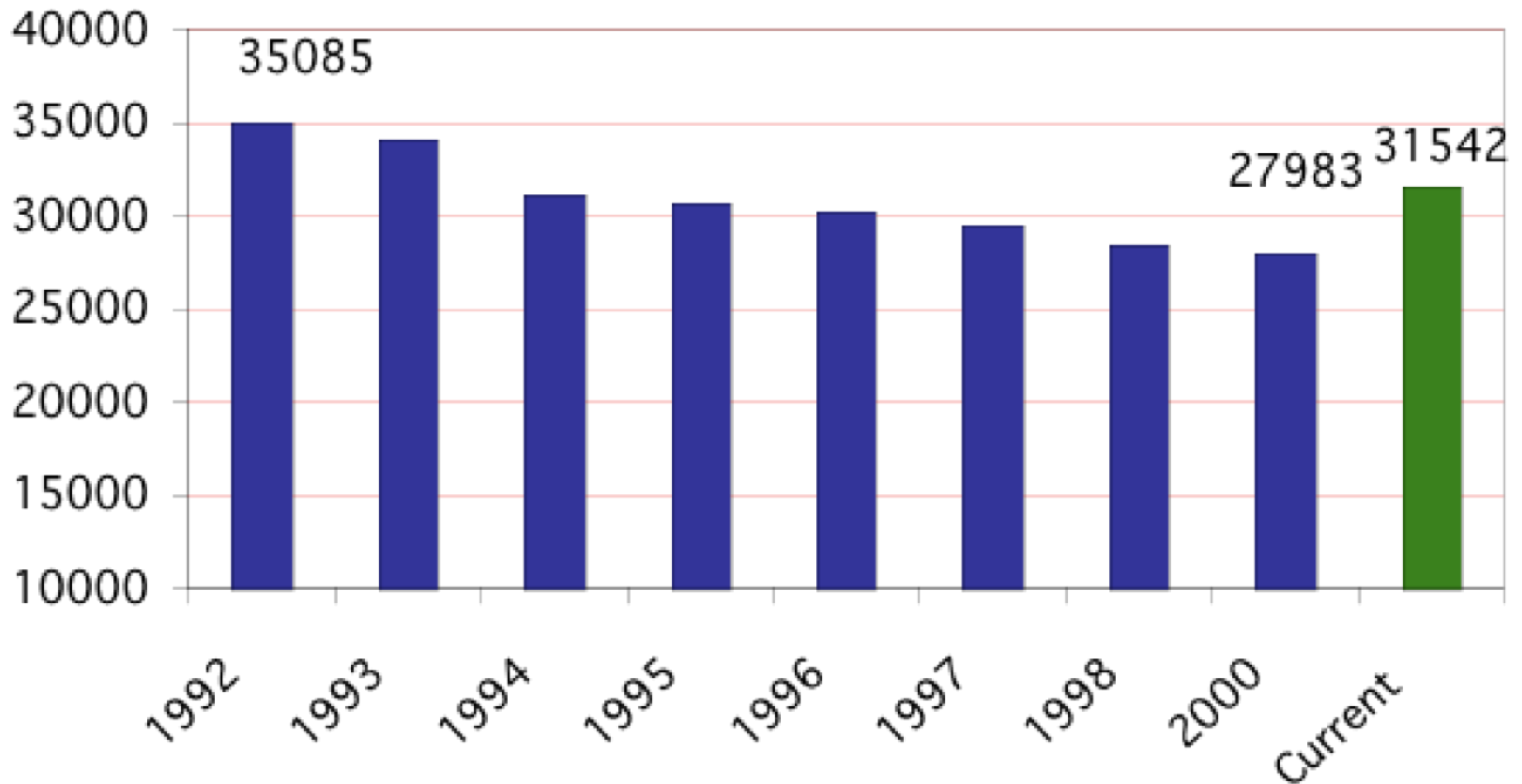
Renewable Natural Resources Foundation

Workforce Trends & Issues

Workforce Planning starts with an analysis of key workforce trends and identification of key issues:

- Diversity

- Retirement/Attrition projections

- Hiring trends

- Age distribution

- Skill-Gaps
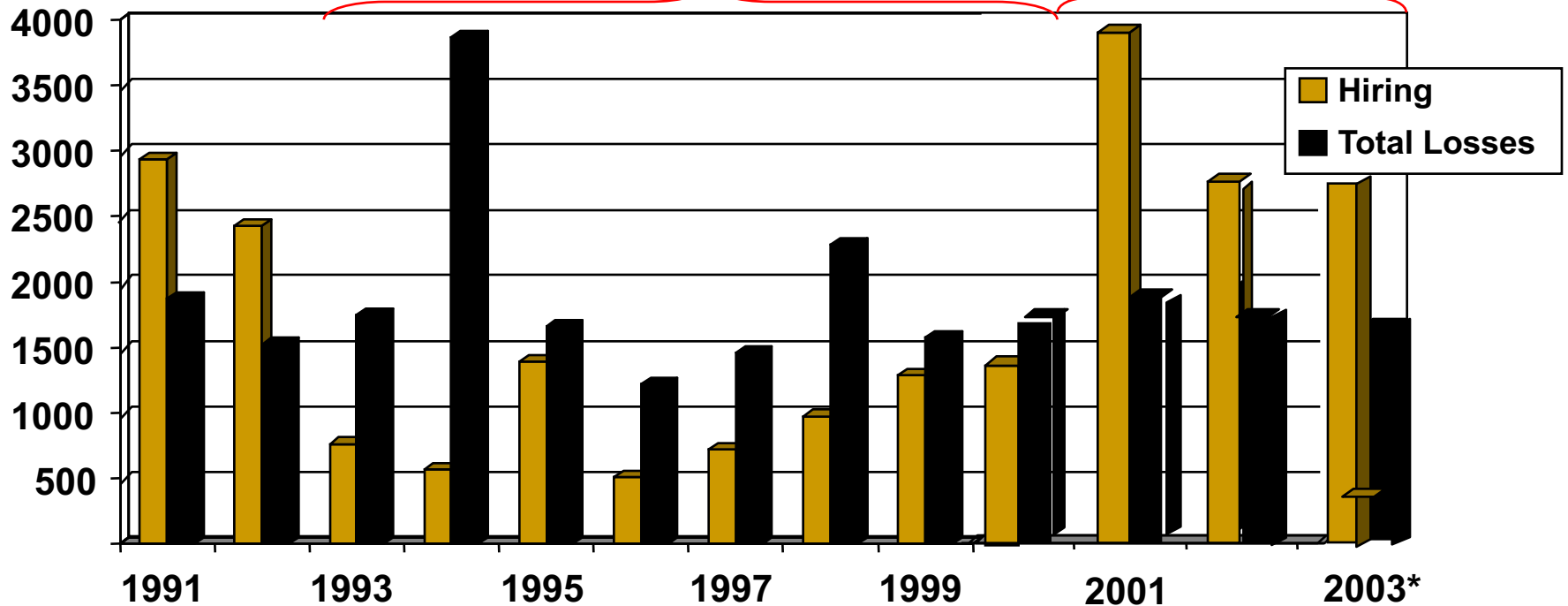
- New Competency Needs

Forest Service Workforce Trends

Permanent Forest Service Employees
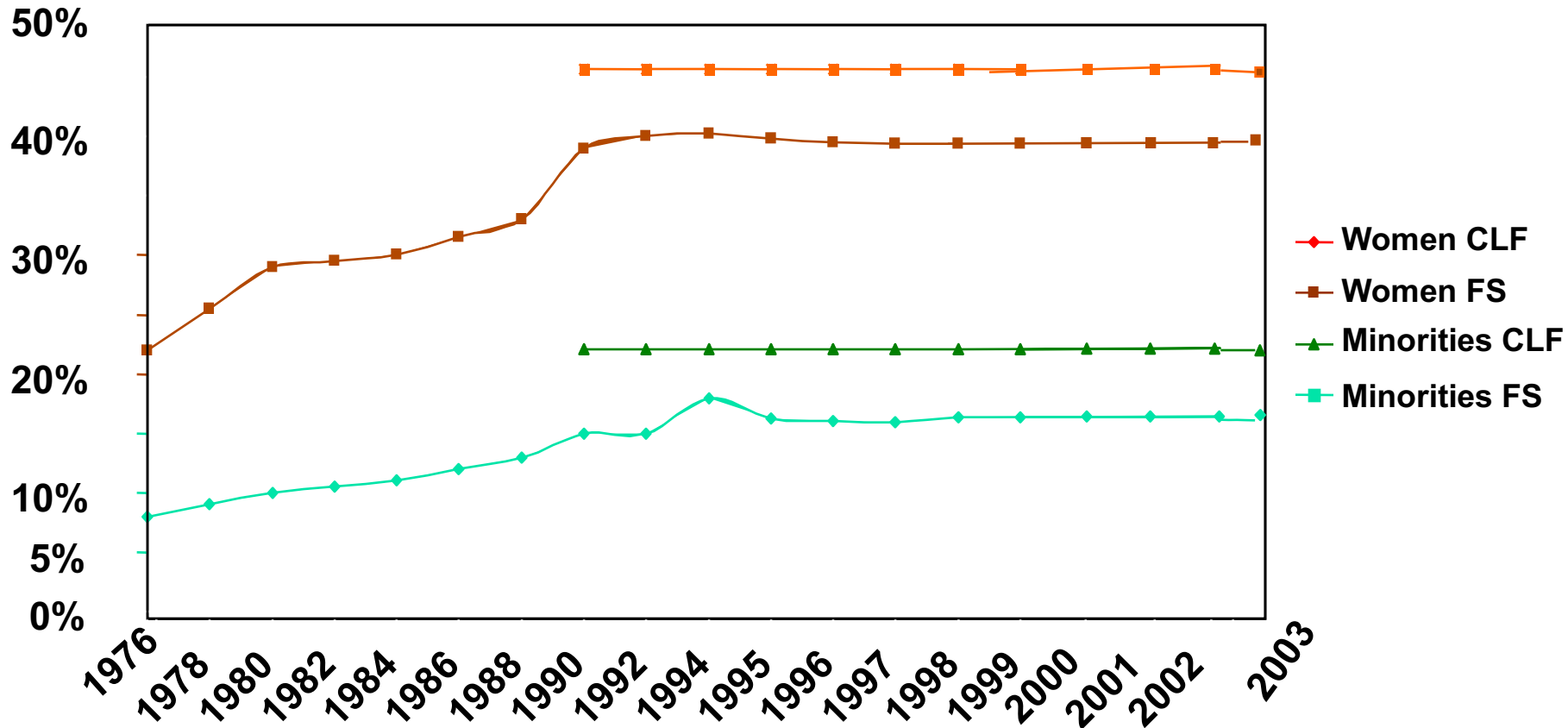
Gains and Losses

Hiring is all external hires including new student appointments (SCEP)
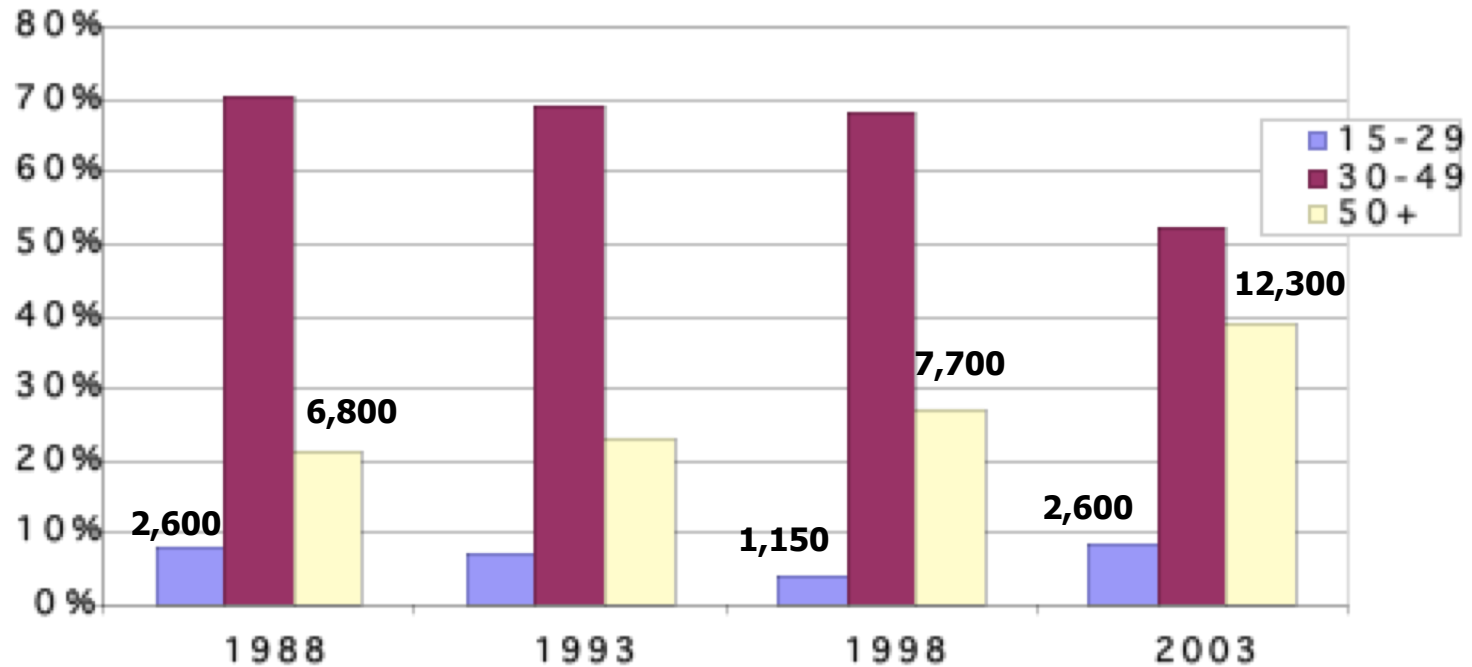Total losses includes retirements, separations, early outs, etc.

* In FY2003 -2,662 new hires; 1,696 losses (including 768 retirement).

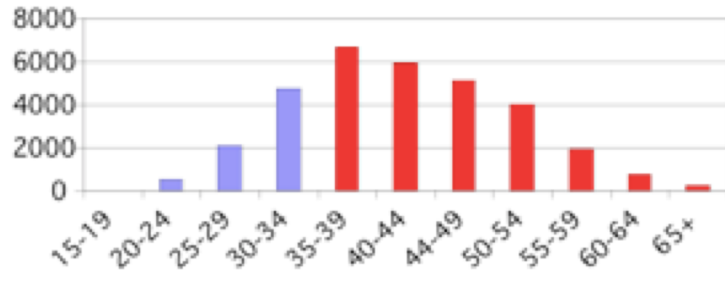# Workforce Diversity 1976-2003: Relative to 1990 Census
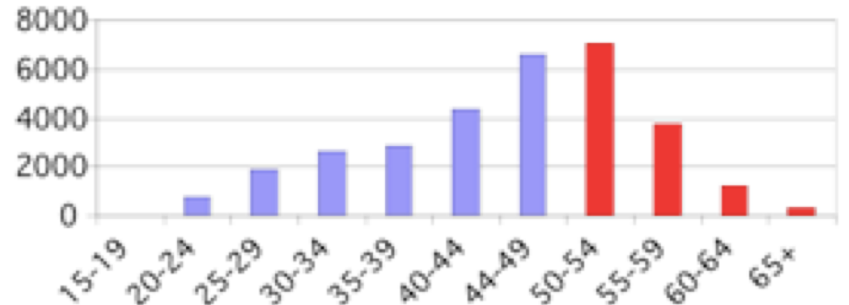
Age Distribution

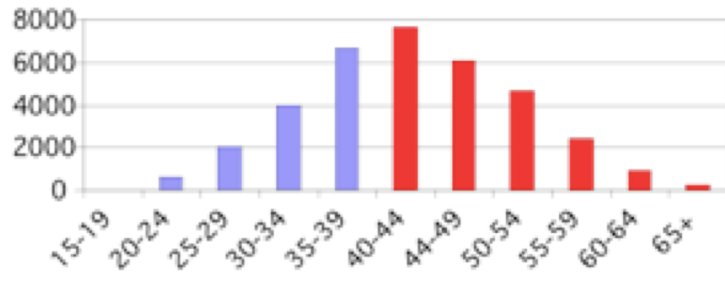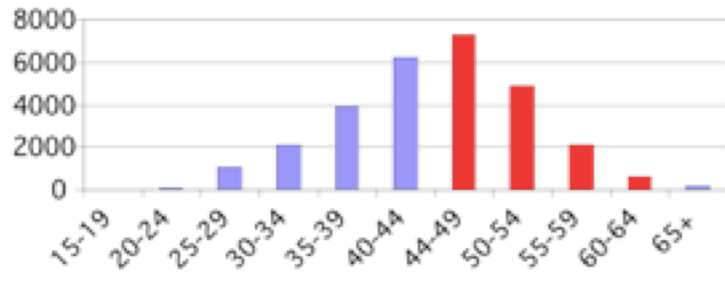Age   Distribution   1988-2003

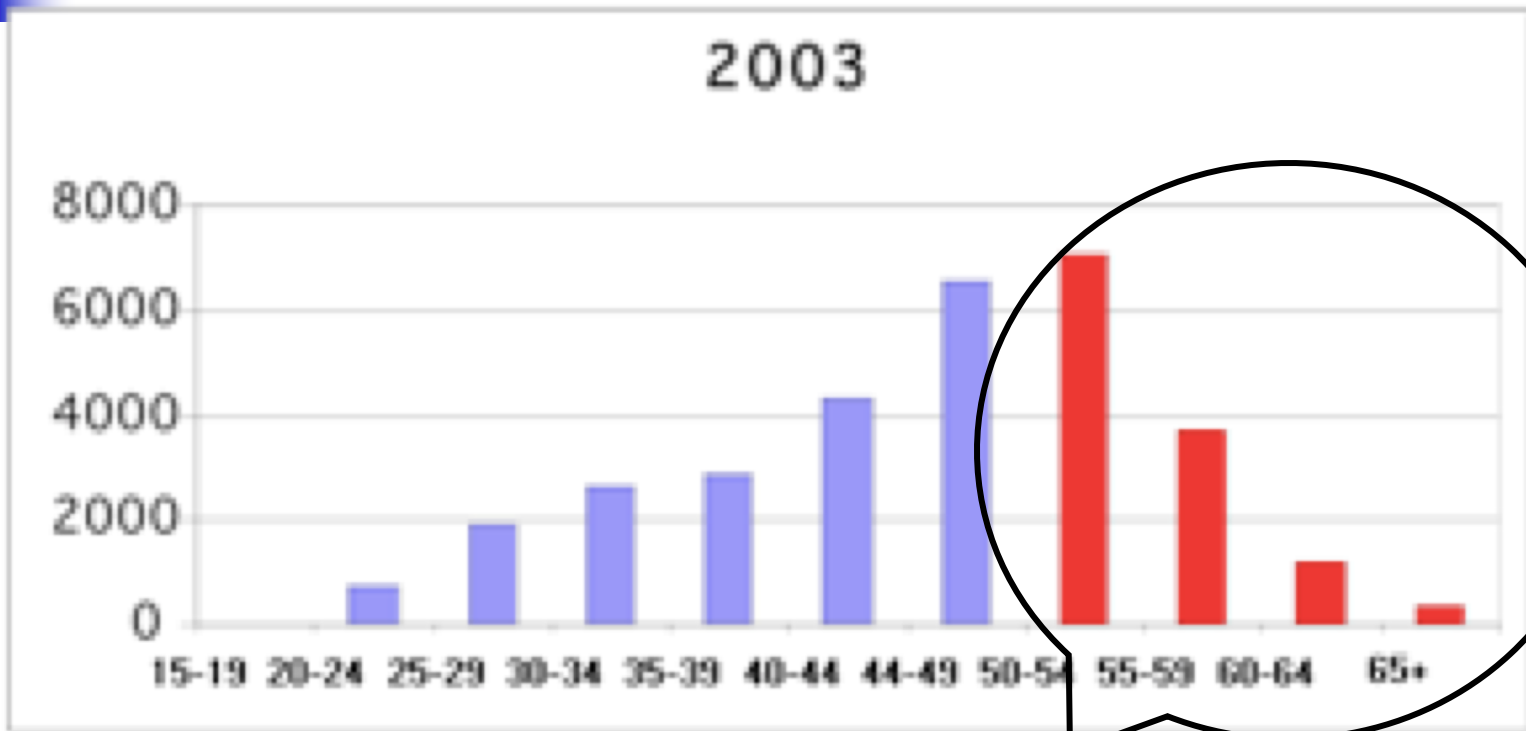# Age Distribution 1988-2003

1988

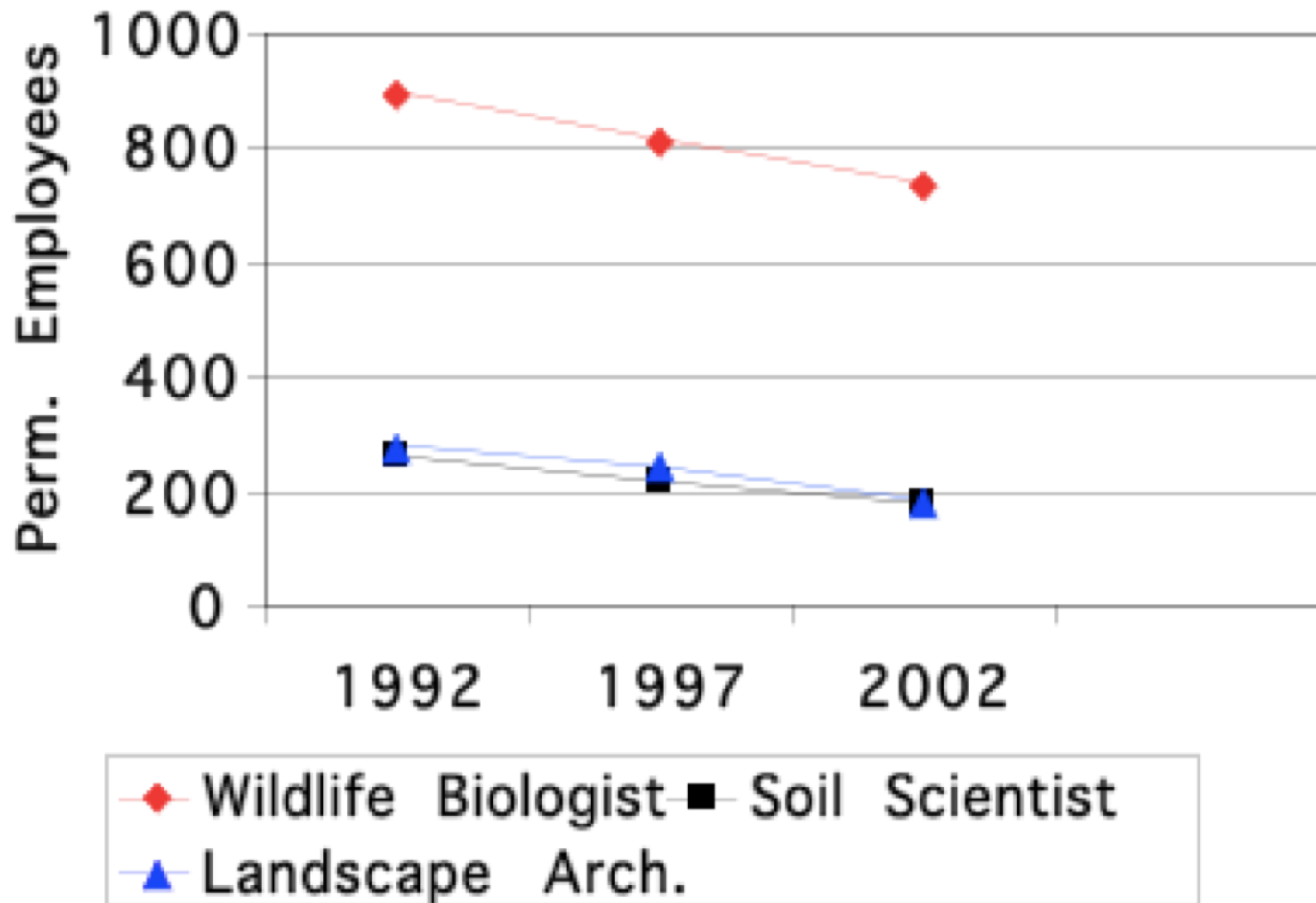2003

1993

1998

Current Age Distribution

2003

Over 12k employees; Avg. Attrition Rate=49%

75% of all GS15; 64% of GS14; 57% of GS13
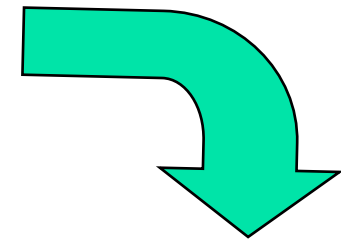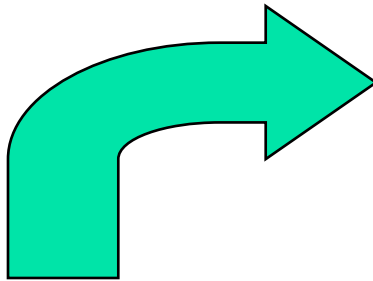
Skill-Gaps

A Case for Systematic Solutions

- De-Centralized System of Hiring—about 5,000 managers making selection decisions

- Maximum Flexibility—Use (& non-use) of recruitment tools & hiring methods left up to the manager.

- No widely utilize system to track the cumulative impacts of thousands of hiring decisions each year.

Chronology

2000

U.S. FOREST SERVICE

WORKFORCE PLAN

2001 - 2005

2002

USDA FOREST SERVICE

Forest Service Strategy
For Improving
Organizational Efficiency
2003 -2007
June 2002

*(Formerly Workforce
Restructuring Plan)*

**National Academy of Public
Administration**

**WORKFORCE REPORT
1999**

1999
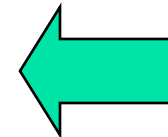
Forest Service, USDA

**Recruitment Strategy
2001-2005**

2001

Systems to Address Workforce Issues

The Four-Legged Stool Model:

<u>Workforce Planning</u>

Servicewide Plans

 Field Unit Plan

<u>Recruitment Tools</u>
Auth. & Incentives
National Initiatives
Recruiter Cadre

<u>Communications</u>

Best Practices

Guidelines

<u>Accountability System</u>

R/S/A Measures

& Annual Milestones

Workforce Planning

- Servicewide Workforce Plan
- Templete for Region/Station Plans
- Workforce Database
- "Best Practices" Website

Recruitment Tools
(from 5-year Recruitment Strategy)

- National Recruitment Initiatives
- Professional Recruitment Materials
- Trained Recruiter Cadre
- ***Event-Tracker*** web-based scheduler
- ***IMDiversity*** Resume Database
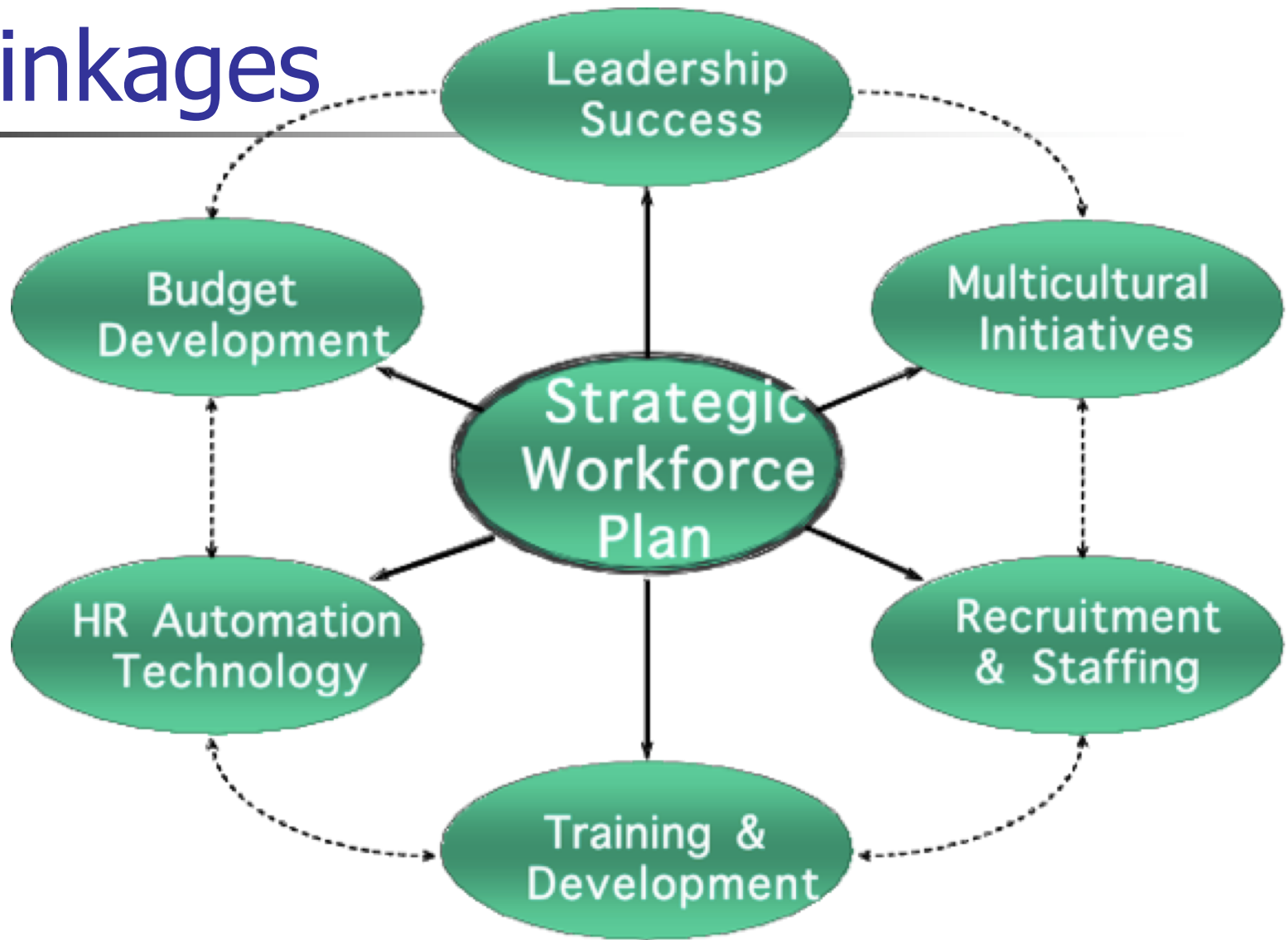- Hiring Authorities/Incentives PPT

Communications

- Recruitment Website
- National Recruitment Council
- Presentations—National, Region & Station leadership Teams
- Chief's Workforce Advisory Group
- Policy, Directives, Letters

Accountability System

- Workforce Plan and Affirmative Employment measures for each unit
- Performance Agreements as part of Line Officers' Performance Appraisals
- Servicewide periodic progress reports.

Linkages

Questions