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
In FY2003, there were 2,662 new hires and 1,696 losses (including 768 retirement). Hiring is all external hires including new student appointments (SCEP). Total losses include retirements, separations, early outs, etc.

* The total number of new hires in 2003 was 2,662, and the total number of losses (including 768 retirement) was 1,696.
Workforce Diversity 1976-2003: Relative to 1990 Census
Age Distribution 1988-2003

- 15-29
- 30-49
- 50+

1988: 2,600
1993: 6,800
1998: 7,700
2003: 12,300
Age Distribution 1988-2003

1988

1993

2003

1998
Current Age Distribution

Over 12k employees; Avg. Attrition Rate=49%
75% of all GS15; 64% of GS14; 57% of GS13
Skill-Gaps

![Line graph showing changes in permanent employees for different professions from 1992 to 2002. The x-axis represents years (1992, 1997, 2002) and the y-axis represents the number of permanent employees. The graph includes data for Wildlife Biologist, Soil Scientist, and Landscape Architect.]
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.
Systems to Address Workforce Issues

The Four-Legged Stool Model:

**Workforce Planning**
- Servicewide Plans
- Field Unit Plan

**Recruitment Tools**
- Auth. & Incentives
- National Initiatives
- Recruiter Cadre

**Communications**
- Best Practices
- Guidelines

**Accountability System**
- R/S/A Measures
- & Annual Milestones
Workforce Planning

- Servicewide Workforce Plan
- Template 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.
Questions