



The Government Workforce Challenge: *Turning Crisis Into Opportunity*

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PARTNERSHIP FOR PUBLIC SERVICE

Renewable Natural Resources Foundation's

Conference on Personnel Trends, Education Policy, and Evolving
Roles of Federal and State Natural Resources Agencies

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The Government Workforce Challenge: *Turning Crisis Into Opportunity*

Outline

- Federal government hiring challenges
- Barriers to recruiting and retaining excellence
- Solutions from the *Partnership for Public Service*
- On the Path to Change



The Challenge

Declining Interest

- **A General Lack of Interest**

- Only 25 percent of college graduates express significant interest in working for the government

- **Private sector is perceived to trump the public service:**

- Offer more interesting and challenging work (40% vs. 9%)
- Reward outstanding performance (62% vs. 5%)
- Allow employees to take more initiative (69% vs. 3%)

- **Non-federal workers perceive nonprofit employment as providing better opportunities to “contribute to society and make a difference” (52% vs. 10%)**

Skills Imbalances

- **Decade of downsizing → skill gaps at mid- to senior- levels**
- **Changing skill requirements:** The government will need to increase its IT workforce by 16,000 over the next ten years



The Challenge

Retirements

- **Over the next five years...**
 - More than 50 percent of the general workforce **may** be eligible to retire
 - 70 percent of the SES **will** be eligible to retire
 - 39 percent of USGS employees, 35 percent of NOAA employees, 41 percent of Natural Resources Conservation Service employees, and 39 percent of Forest Service employees **will** be eligible to retire
 - If these ENR agencies follow the government trend with regard to early retirement options (16%), then over half of each agencies employees **may** be eligible to retire

Competition

- **US labor force is shrinking – increased competition for the best talent**
- **Fewer candidates are graduating with needed technical skills (engineering, science, etc.)**



Three Barriers to Recruiting and Retaining Excellence

Lack of Information

- 52% of non-federal US workers feel well-informed about private sector career opportunities
- 29% feel well-informed about federal government opportunities

A Broken Hiring Process

- Too Hard, Too Slow, Too Confusing
- 68% of American juniors and seniors surveyed this spring said they can't afford to wait more than four weeks to make a job decision

“Show Me the Work”

- In another poll of American liberal arts students graduating in 2002:
 - More than 80% said the most important criteria in choosing a job was interesting work
 - The opportunity to help people was second, at 70%
 - The chance to learn new skills was next, at 66%



Partnership for Public Service

Our Mission	Our Five Part Plan
<p>Serve as a non-partisan, non-profit organization dedicated to recruiting and retaining excellence in the federal workforce</p> <p>Restore a sense of prestige to working in the federal civil service</p> <p>The Partnership is guided by a Board of Governors, which includes representatives from government, business, academia, media and the nonprofit world</p>	<p><u>Education and Outreach</u> <i>Motivating America's Best and Brightest</i></p> <p><u>Communications</u> <i>Reshaping Public Perception of Civil Service</i></p> <p><u>Agency Partnerships</u> <i>Creating and Improving Opportunities from Within</i></p> <p><u>Policy and Research</u> <i>Leveraging Knowledge to Effect Change</i></p> <p><u>Legislative Affairs</u> <i>Addressing Structural Barriers to Reform</i></p>



Call to Serve: Leaders in Education Allied for Public Service

Network of nearly 500 colleges and universities and 62 federal agencies working to promote public service.

Provides schools and students the tools to learn about federal jobs.

Provides agencies with bi-monthly “Best Practice” forums

Call to Serve Resources:

- *Red White & Blue Jobs*
 - *Business, Engineering, Health Services*
 - *Speaker’s Bureau & Events*
 - *Partnership with Monster.com*
- [@www.calltoserve.org](http://www.calltoserve.org)



ENR Members:

Department of Agriculture

Department of the Interior

Environmental Protection
Agency

Natural Resources
Conservation Service



Recognizing Excellence



SERVICE *to*
AMERICA
MEDALS

**Federal Employee of
the Year**

Career Achievement

Call to Service

**Science and
Environment**

**Accomplishment in
other key areas**

2003 Science & Environment

Winner

Earl Stockdale

Deputy General Counsel – US Army

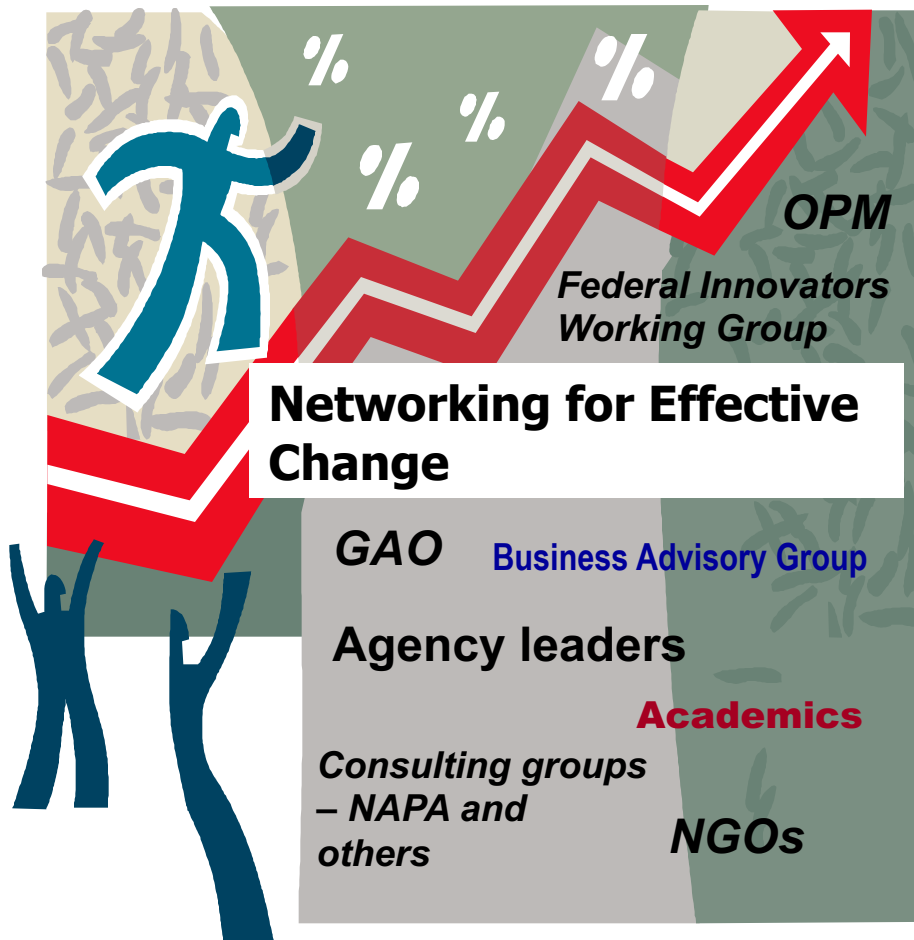
Florida Everglade Restoration



- **Co-sponsored with Government Executive, Atlantic Monthly, National Journal**
- **Awardees receive monetary awards (\$3,000 - \$10,000)**
- **October 15th Awards Dinner**
- **[@www.govexec.com/pps](http://www.govexec.com/pps)**



Helping to Make Change Happen through Agency Partnerships



SOLUTIONS CENTER

- A dynamic online tool that features federal agency efforts to achieve organizational change in original case studies and related resources.
 - Leadership
 - Performance Management
 - Recruiting
 - Strategic Human Capital Management

Other Undertakings

- HR Directors Forum
- DoD Force Transformation Workshop
- Strategic HCM and Workforce Planning assistance to Agencies



ENR Best Practices

- USGS Online Automated Recruiting System (OARS)
- NOAA Career Development Programs
 - Integrated Learning Management System
 - E-learning@NOAA
 - Rotational Assignment Program
- Forest Service Recruitment
 - SES Ambassadors
 - Recruitment Field Offices



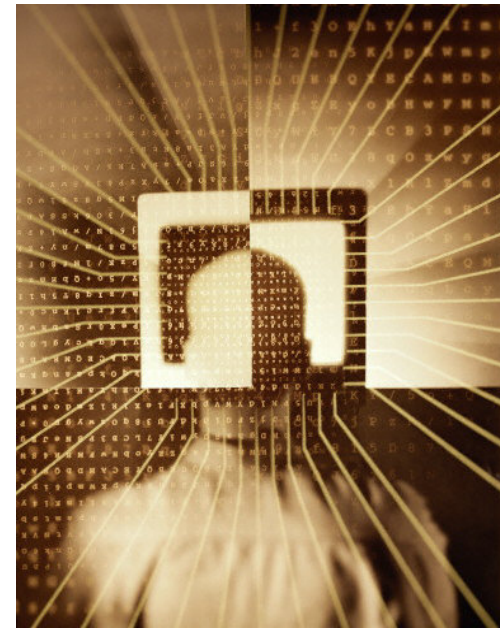
Research

Best Places to Work

- A ranking of the cabinet, agency and sub-agency organizations representing the federal government's "employers of choice," as measured by employee satisfaction surveys.

ENR Agencies

- 2 of the 3 Sponsoring Agencies rank in the top 60 out 189 sub-agencies
- All 3 agencies rank above the Government average
- Natural Resources Conservation Service ranked 31st overall and the top ten for both Teamwork & Support for Diversity
- 4 EPA regional offices ranked in the top 10 overall



Other Undertakings

- Hiring Trends Project
- Bio-Terrorism Report
- Government Internship Report
- Department of Homeland Security Reorganization
- Student Debt Issue



On the Path to Change

Government-wide Reforms from DHS Bill

- Chief Human Capital Officers and a CHCO Council established
- Long range workforce planning and management to be clearly linked to each agency's strategic performance plans--with results tracked via newly developed metrics
- Categorical ranking for all Federal agencies
- Workforce reshaping tools available (VERA and VSIP)
- Others—(e.g., repeal of SES recertification, employee development may include support for academic degrees)

Proposed Reforms from NASA/DoD Bills

- Performance sensitive pay-banding system – scrapping the old pay system completely
- Increase top pay for critical positions and sweetener incentives for mid-career talent
- Recruitment and retention bonuses, and the authority to establish science and technology scholarship programs
- Expansion of demonstration project authority to cover more employees – entire NASA workforce
 - Pending Congressional Approval



The Government Advantage

“Our mission is increasing quarterly earnings; yours is Truth, Justice and the American Way. In terms of workforce alignment, you have a tremendous advantage.”

— **Arthur S. Friedson**

Vice President, Coworker Services, CDW Inc.