



Where the Jobs Are:

The Continuing Growth of Federal Job Opportunities

A Report by



PARTNERSHIP FOR PUBLIC SERVICE



NATIONAL ACADEMY OF
PUBLIC ADMINISTRATION



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EXECUTIVE SUMMARY

This report, for the first time, takes a comprehensive view of government projections of hiring needs across agencies by occupational category and compares those needs to projected private sector demands. In so doing, the report highlights the skills and expertise that will be most in demand by the federal government and suggests which skills will be especially difficult to attract to public service.

This data will prove to be a valuable resource for a number of audiences.

It can show students and other job seekers that there are going to be a tremendous number of government jobs in their fields of expertise, where those jobs are and where they can go to get more information about these opportunities. This report will help federal government leaders and managers to see beyond the horizons of their individual departments and agencies and better understand the sheer scale of their recruitment challenges. The findings will also impress upon leading policymakers how talent shortages will crimp important government initiatives and give new urgency to efforts to systemically address the “pipeline” issues posed by decreasing numbers of students pursuing technical and scientific degrees.

This project underscores the potential benefits of government-wide planning in addition to agency-level planning and provides information that will help to prioritize the expenditure of federal recruiting resources. The report also should help focus ongoing legislative efforts to equip agencies with needed recruiting tools.

To develop this resource, The New York Times Job Market provided a grant to the Partnership for Public Service and the National Academy of

Public Administration to conduct this study. An expert panel, supported by a project staff experienced in federal government human resources management, oversaw this effort and was responsible for producing the report and its contents.

In completing this report, the Partnership and the Academy surveyed 15 cabinet-level departments and nine independent agencies, which collectively represent more than 95 percent of the employment in the executive branch.

The vocations where the government will be making the biggest push in the next two years are primarily highly-skilled fields. Those five areas are:

1. ***Security, Enforcement and Compliance Assistance (37,515 new hires)*** – This category includes inspectors, investigators (including criminal), compliance officers, police officers, security/prison guards and airport screeners.
2. ***Medical and Public Health (25,756 new hires)*** – This group includes physicians, nurses, pharmacists, medical technicians and nursing assistants.
3. ***Engineering and Sciences (23,806 new hires)*** – This category includes professionals in engineering disciplines and biological sciences (microbiologists, botanists, foresters), physical sciences (physicists, chemists, astronomers) and veterinary medical science.
4. ***Program Management/Administrative (17,373 new hires)*** – This is a broad category which ranges from program managers and analysts who monitor program operations and effectiveness to administrative staff. Administrative support jobs account for a minority of the jobs in this category.

5. Accounting, Budget and Business (12,959 new hires) – The Internal Revenue Service is driving growth in this category, as the agency continues to hire revenue agents and tax examiners as part of its efforts to step up enforcement.

Many factors impair government’s ability to bring these new workers on board. The work of government is changing and becoming more complex. At the same time, demographic and economic trends are shrinking the pool of available talent. As a result, government agencies will increasingly find themselves competing with the private sector, as well as each other, for the same workers.

Government faces some inherent disadvantages in this race for talent with the private sector. Many Americans view government careers as uninteresting or unappealing, or believe the federal workplace is in need of reform, making it difficult to attract and retain talent. In the long term, government’s ability to overcome these obstacles and compete effectively will be the key factor in determining whether or not it is able to hire the right talent with the necessary skills and where it is needed.

This report lays out a series of recommendations on how government can hire better, such as improving outreach and marketing for federal jobs and streamlining certain hiring processes. The recommendations strongly emphasize better strategic planning.

The executive branch has made some encouraging progress in the area of planning. As a result of the President’s Management Agenda and legislation that was signed into law in 2002, all agencies that were surveyed now have Chief Human Capital Officers who are responsible for overseeing each agency or department’s human

resources policies and, more specifically, developing strategic human capital plans. A number of these plans have some form of workforce analysis that provides insight into the types and numbers of positions the agency requires for its workforce.

More needs to be done on the planning front. This document should serve as a valuable resource for helping federal leaders map out and begin to apply strategies to bring in top talent and achieve the overriding goal of delivering innovative, effective government through people. At the same time, this work highlights the growing opportunities for challenging and rewarding careers in federal service that will be available to job seekers in the coming years.

I. INTRODUCTION

Change and challenge are the hallmarks of the 21st Century workplace. The talent challenges confronting our country are well known: a brain drain as the baby boomer generation retires in greater numbers; an ever-increasing demand for highly-skilled, knowledge workers; and a shortage of talent to meet anticipated demand, creating what has been dubbed the “war for talent.”

For the federal government to recruit its fair share of top managerial, technical, scientific and analytical talent, the government’s recruiting and workforce planning efforts must be informed by a long-term strategy and an understanding of the environment in which it will have to compete.

A key piece of that strategy is figuring out what actual hiring needs will be. The New York Times Job Market provided a grant to the Partnership for Public Service and the National

Academy of Public Administration to conduct this study and provide that critical base of information.

This government-wide analysis of federal hiring needs is the first of its kind. No single report has ever compiled projected hiring needs by occupation for every major agency. This data should not only help federal leaders who must develop strategic plans, but also policy makers, students and other future job applicants, educators and career counselors.

To conduct this survey, the Academy and the Partnership focused on the largest 15 departments and nine independent agencies, which collectively employ more than 95 percent of the federal workforce.

Data was collected primarily during one-on-one interviews with Chief Human Capital Officers, human resources directors and other top-level staff, and through a review of the organizations' strategic human capital plans, recruitment plans and other relevant documents. Agencies provided specific workforce data, identifying their predominant occupations, along with other workforce data such as average age, expected retirement age, separations and projected hires. Most agencies spent significant time responding to the requirements of this research. The study team also used FedScope, a database of workforce data maintained by the Office of Personnel Management. In some instances, where hiring projections were unavailable, straight-line projections based on past hiring experiences were utilized to provide a historic perspective on hiring needs.

II. WORKPLACE AND EMPLOYMENT TRENDS

The federal talent search does not take place in a vacuum. If government leaders want

to plan intelligently to hire successfully, they must understand the forces and trends in the U.S. economy that will define the types of jobs that will be available, the workers that will be required and the skills they will need to possess.

The Workplace of the Future

Two major factors will define and shape workplaces and jobs over the next 10 to 15 years.

First, and perhaps most significant, all sectors of the American economy will be increasingly competing with each other for pools of talent that will not grow substantially in size for the foreseeable future. Overall, the U.S. population will increase at a slower rate than in previous years. This, in turn, will result in a slower growth rate of available workers, which will create tight labor markets, especially during times of economic prosperity. The annual rate of workforce growth for 2000 to 2010 is projected to be 1.1 percent, but drops to 0.4 percent for the period 2010 to 2020 and to 0.3 percent for the period 2020 to 2030. In comparison, the civilian labor force grew by 1.1 percent in the 1990s and 1.6 percent in the 1980s.¹

Second, the pace and impact of technological change and innovation is expected to accelerate and will continue to move the U.S. economy from one based on manufacturing to one built with highly-skilled "knowledge workers."² New products, services and industries will be created, which will place a premium on having a highly-skilled workforce. There will be an associated decrease in the demand for low- or unskilled workers as technology displaces workers performing routine, replicable functions.

As of 1960, for example, manufacturing represented 43 percent of full-time employment in the private sector. By 2001, manufacturing had declined to 23 percent of all employment.³ At

the same time, there have been enormous increases in demand for skilled workers. In 1991, there were 1.2 million computer programmers, computer systems analysts and managers, hardware and software engineers and other information technology (IT) service professionals; yet by 2001, that number had more than doubled to 2.5 million.⁴

The Workforce of the Future

All of these factors will tend to place a premium on workers who demonstrate strong abstract reasoning, problem-solving, communication and collaboration skills. Fields where job growth is expected to be the strongest include computer science, information technology, mathematics, health care and education. The service sector is also projected to continue significant employment growth but many of these jobs will be low-paying. The production or manufacturing sector is projected to remain stagnant and thus to show the slowest rate of growth.⁵

III. OVERVIEW OF THE FEDERAL WORKFORCE

The first step for an organization engaged in strategic human capital planning is to assess its current workforce. Examining key federal demographic data and trends provides a better understanding of what the workforce looks like, the jobs it performs, and the present and emerging “talent gaps” between the existing skills of the workforce and the skills needed by the organization.

Key Demographic Data

The federal government is the single largest employer in the nation with nearly 1.9 million civilian workers excluding the quasi-independent Postal Service.⁶ The federal government is pro-

jected to grow cumulatively by 2.6 percent through 2012.⁷

A good illustration of how big a player the U.S. government is in the labor market is a CollegeGrad.com study of America’s top 10 entry-level employers in 2004. Four of the top 10 entries were government agencies: The Federal Bureau of Investigation ranked third, Citizenship and Immigration Services fourth, the Social Security Administration sixth and Customs and Border Protection tenth. Companies such as Lockheed Martin and Boeing, which work closely with the government, also ranked in the top 10.⁸

Contrary to conventional wisdom, more than four out of five federal employees (84 percent) actually work outside the Washington, D.C. area. The biggest concentrations of federal jobs outside of the capital can be found in Norfolk-Newport News, Virginia; Baltimore; Philadelphia; Atlanta and San Diego. The states with the most federal jobs include California, Virginia, Texas, Maryland and Florida.⁹ Federal employees can be found at 15 cabinet-level agencies; 20 large independent agencies (defined as having over 1,000 employees) and 41 small agencies (fewer than 1,000 employees). The Departments of Defense and Veterans Affairs employ the largest number of permanent civilian federal workers – with 611,395 and 211,365, respectively.¹⁰

As in the private sector, the federal workforce is getting older. However, the problem is more acute in the federal government. Nearly 60 percent of federal employees are over age 45, as opposed to 31 percent in the total labor force.¹¹ The average federal employee today is 45.6 years of age, an increase of three years over the past 15 years. This is largely attributable to stagnant hiring rates through most of the 1990s. Almost

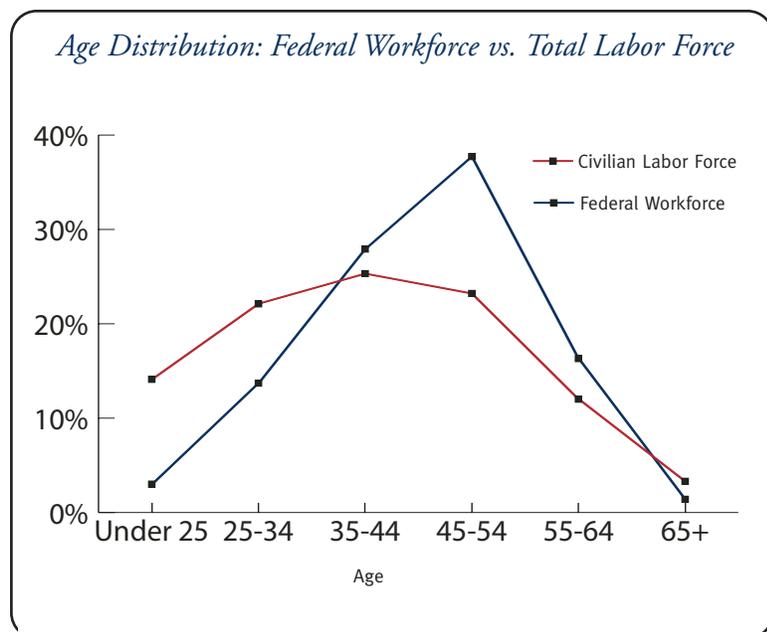
38 percent of federal employees are between 45 and 54 years old, making this the government's biggest age group. By contrast, the largest percentage of private sector workers (25 percent) are in the 35-44 age group.¹²

An aging workforce means an increasing number of individuals become eligible to retire, taking with them valuable skills and institutional knowledge. To underscore the workforce and succession planning challenges facing the federal government, more than 50 percent of all federal employees are within five years of possible retirement and 70 percent of all senior managers will be eligible to retire by 2009.¹³ Although not all individuals retire immediately upon eligibility, with the average worker retiring three years after he or she becomes eligible, retirement rates have been accelerating. Actual 2003 retirements exceeded the number projected by the Office of Personnel Management (OPM) by more than 10 percent: 50,032 federal employees retired;

OPM projected 44,305.¹⁴ Aggregate retirement data shows that the typical federal retiree is 60.6 years of age with 27.6 years of service.¹⁵

These looming demographic challenges are compelling federal agencies to hire new workers as part of a comprehensive workforce and succession planning strategy that allows the government to be more strategic about its recruiting. In fiscal 2002, the federal government hired 143,132 new employees who are already changing the demographic complexion of the federal workforce.¹⁶ In 2003, the federal government hired more workers between the ages of 20 and 24 than in any other five-year age cohort.¹⁷

The federal workforce is also much more diverse than the private sector. Having a workforce that looks like America has been a priority for the federal community and, as a result, significant strides have been realized in minority and female representation in the past 15 years.



Sources: Bureau of Labor Statistics, *Household Data Annual Averages*, 2003; FedScope database, June 2004.

The Types of Jobs in Government

In many ways, the accelerating trends in the private sector workforce are even more pronounced in the federal government. Three of five federal workers are in managerial, business, financial or professional positions, double the proportion in the workforce as a whole.¹⁸ Most federal workers engage in work involving the use of analytical and technical skills, as opposed to production-related activities.

The federal government has a variety of jobs. And opportunities in a given field of work are not limited to one federal agency, but rather in many different organizations with varied missions.

According to Bureau of Labor Statistics projections, the distribution of federal jobs will continue to shift toward more professional and related occupations. This hiring will be offset by declines in administrative support and production-related occupations, as well as administrative support.¹⁹

In short, the federal government will be seeking to recruit knowledge-based workers to fill a multitude of talent needs. Federal employment opportunities will be abundant and exist across a broad spectrum of agencies for those just starting their careers or seeking a mid-career change.

IV. HELP WANTED: A SUMMARY OF GOVERNMENT'S HIRING NEEDS

As the nation's largest employer, the federal government is always hiring. This section identifies the most significant trends in the federal government's projected hiring over the next

two years. Although the positions to be filled are varied and diverse, it is easy to see that the events of September 11, 2001, and the ensuing increased attention to homeland security have greatly influenced our country's plans for its federal workforce.

Top 5 Areas Where Government Is Hiring

According to the responses provided by 24 major federal agencies, the occupational categories where the federal government plans to do the most hiring over the next two years are:

1. Security, Enforcement and Compliance Assistance (37,515 new hires)

Occupations in this category include criminal investigators, compliance officers, police officers, security and prison guards and airport screeners.

In particular, the Transportation Security Administration projects a need for 9,000 full-

Occupation growth 2002-2012 in the federal government (percent change)

OCCUPATION	FEDERAL WORKFORCE	CIVILIAN LABOR FORCE
Criminal Investigators	42.7%	22.4%
Management Analysts	22.0%	30.4%
Biological Scientists	20.8%	19.0%
Lawyers	10.7%	17.0%
Computer Specialists	10.2%	35.8%
Production Occupations	-4.2%	3.2%
Office Clerks	-11.4%	10.4%
Secretaries	-17.2%	4.5%

Sources: Bureau of Labor Statistics, *Career Guide to Industries, 2004-2005*; Bureau of Labor Statistics, *Occupational Projections and Training Data, 2004-2005*.

and part-time screeners in 2005, and a similar need in 2006. The Coast Guard, which also is part of the Department of Homeland Security (DHS), needs to hire additional staff for port security, as well as for search and rescue controllers. And as a result of the intelligence reform law enacted in December 2004, DHS will be hiring 2,000 border patrol agents annually for the next four years and an additional 800 Immigration and Customs Enforcement investigators each year.

The Justice and Homeland Security departments also will be seeking increasing numbers of people, especially those with foreign language expertise, to serve as intelligence officers.

This “security sector” ranked as the single largest area of need, even though this survey did not include data from the National Security Agency or the Central Intelligence Agency (CIA), which is confidential and unavailable to the public. On November 18, 2004, President Bush issued an executive order calling for the CIA to increase staffing by 50 percent in three key areas: clandestine operators, intelligence analysts and intelligence officers proficient in “mission critical languages.” Since the number of employees in each of these three groups is classified, how many new hires this will demand is unclear. But press accounts estimate the president’s request will translate into 2,200 new clandestine officers alone.

2. Medical and Public Health (25,756 new hires)

This group includes physicians, nurses, pharmacists, medical technicians and nursing assistants.

The main increases in demand for health specialists come from the Department of Veterans Affairs, which will hire 3,304 physicians and 7,858 nurses in the next two years, and the Department of Health and Human Services

(HHS), which needs to hire 4,500 physicians and 4,875 nurses over the next two years.

3. Engineering and Sciences (23,806 new hires)

This category includes all engineering disciplines and biological, physical and veterinary medical science.

The Defense Department alone has identified a need to hire 12,786 new engineers. As a result of changes to its mission, the National Aeronautics and Space Administration plans to hire 938 new engineers.

The threat of bioterrorism has increased the government’s demand for scientists. The Department of Agriculture (USDA) plans to hire 400 new specialists to work on food inspections, which are among the 1,317 new hires the USDA is planning in the biological sciences. Health and Human Services will employ the most new biological scientists with 2,215.

The Pentagon will lead the way in hiring in the field of physical sciences with 1,370 new hires planned.

4. Program Management/Administrative (17,373 new hires)

This is a broad category that ranges from program managers and skilled analysts who monitor program operations and effectiveness to administrative staff. Administrative support jobs account for a minority of the jobs in this category. Examples of jobs in this category that are currently posted on the USA Jobs Web site are congressional affairs officer at the Nuclear Regulatory Commission; public affairs specialist at the Department of Energy; Food Stamps specialist at the Department of Agriculture; correspondence analyst at the Department of Interior and recruiting specialist at the Department of Defense.

Where the Jobs Are

Health and Human Services has demonstrated the highest need for program management staff, needing 2,220 new workers.

The Defense Department plans to hire 7,870 new employees in the program management and administrative category.

5. Accounting, Budget and Business (12,959 new hires)

The Internal Revenue Service (IRS) will drive growth in this category, as the agency continues to hire revenue agents and tax examiners as part of its efforts to step up enforcement. IRS accounts for the majority of 5,018 new accounting and budget hires expected at the Treasury Department.

The Defense Department continues to need workers in this category, given its large number of programs and contracts, citing 2,470 expected hires in the contracting area alone.

The total projections for this category do not include the Securities and Exchange Commission (SEC).²⁰ But the SEC has been actively and visibly recruiting accountants as part of an enhanced enforcement presence, which means that our overall projection understates the government-wide need for those in this occupational field.

Other Areas of Increasing Demand

Aside from the top five categories, there are other areas of note where changing demands are – or will be – driving hiring pushes.

Health and Human Services (HHS) will be hiring additional staff to

implement the Medicare Prescription Drug, Improvement and Modernization Act; in particular, HHS will look for health insurance specialists and claims and customer service representatives.

The Federal Aviation Administration (FAA) will

See the Appendix for more detailed information about each agency, its specific predominant occupations, average age, anticipated retirements and other attrition, as well as its projected hires for the next two years.

need to aggressively recruit air traffic controllers for the next several years, given its aging workforce and its mandatory retirement at age 56. In late 2004, FAA announced it plans to hire almost 1,200 new air traffic controllers in the next two years and a total of 12,500 by 2014.²¹

Occupations with high concentration of jobs in the federal government

Air Traffic Controllers	90%
Geographers	73%
Astronomers	55%
Conservation Scientists	52%
Mathematicians	46%
Atmospheric and Space Scientists	40%
Economists	32%
Zoologists and Wildlife Biologists	32%
Agricultural Inspectors	28%
Anthropologists and Archaeologists	27%
Physicists	27%
Foresters	26%

Source: Bureau of Labor Statistics, *Occupational Outlook Quarterly*, Summer 2004.

Interestingly, applicants must be no older than 31, which will present FAA with some very specific recruiting challenges as it tries to find qualified candidates in a limited talent pool.

Both the State Department and U.S. Agency for International Development are enhancing their complement of Foreign Service officers as part of a diplomatic readiness initiative. In particular, the new intelligence reform law authorizes the hiring of 300 additional Foreign Service officers.

The U.S. Patent and Trademark Office will be hiring 1,042 new patent examiners in an effort to help clean out a long-standing backlog of pending patent applications.

Almost across the board, agencies expressed a need for information technology specialists and attorneys, with 18 of 24 agencies expected to bring on board more than 4,200 IT workers and 10 agencies planning to hire more than 1,700 lawyers.

In general terms, many agency leaders are looking for candidates with project management experience. Government has begun to outsource more activities, creating a growing need for, and a significant shortfall in, the number of individuals who can oversee and monitor contract performance and evaluate results. In short, in some areas, government is moving away from the “doing” role toward a “directing, facilitating and monitoring” role, and qualified persons who can perform this task are in short supply.

Areas Where Demand is Declining

The biggest decline in demand is for support staff. Overall, the adoption of new work systems and the use of technology are changing work processes and skills requirements. For

example, at the IRS, the electronic filing program is decreasing the need for employees who perform routine clerical tasks. Officials at the departments of Health and Human Services and Defense specifically noted a significant decline in need for administrative and clerical personnel. Another example is at the U.S. Geological Survey (part of the Interior Department), where the introduction of digital technology in map-making is reducing the need for professional and technical cartography staff. Forecasting models for several agencies also showed declining need for technicians to support inspections and safety programs.

The bottom line is that less skilled means less needed. More routine work is either being contracted out or overtaken by technology.

V. A KEY STEP – SIZING UP THE COMPETITION

Once an organization assesses its current workforce and identifies its future hiring needs, good planning requires careful consideration of a third factor: how much competition will arise for the needed talent. A comparison of this study’s projected hiring numbers and an analysis of the Bureau of Labor Statistics’ overall workforce hiring estimates identify key occupational categories where increased federal hiring will be competing with a significantly increased private sector appetite for the same occupations.

The federal government accounts for less than two percent of jobs in the United States.²² But in the area of biological sciences, the government plans to add 5,198 new workers in this occupational category over the next 10 years, while the BLS data points to overall growth of 22,000 new positions nationwide in this occupational category over the same time period. With

needs for that talent increasing in both the federal and private sectors, workers with these skills can expect to find themselves in high demand.

In the field of physical sciences, projected federal hiring of 3,000 scientists represents a healthy share of the overall projected growth of 18,000 positions for this set of occupations. The government also expects to hire 15,600 engineers during the next 10 years when the entire occupation is projected to grow by 96,000.

These numbers are daunting from a government recruiter's perspective, especially in the particularly tight markets for science and engineering talent. According to a recent report by the National Science Board, a "troubling decline" in the number of U.S. citizens training to become scientists and engineers "threatens the economic welfare and security of our country."²³

In particular, the average age in the total science and engineering workforce is rising, meaning an increase in retirements is on the horizon. At the same time, the United States has fallen from third place in 1975 to 17th place compared with other countries when it comes to the rate of 18-to-24 year olds earning degrees in these disciplines.²⁴ This government-wide challenge frames not only a recruiting challenge, but underscores the need for government policies to promote increases in the supply of science and engineering talent.

Another handicap for the public sector is that one of the most plentiful sources of talent for private companies, foreign-born professionals, is seldom an option for the federal government, which almost exclusively hires U.S. citizens. In 2001, more than half of engineering and computer science graduates at American universities were foreigners, but these newly-minted engineers and scientists are prohibited by law from government service. Making matters even worse, tighter visa restrictions since the attacks of September 11, 2001, have led to a drop in enrollment of foreign students in the United States, forcing the private sector to dig deeper into the pool of domestic candidates from which the government must also recruit.

Another example of how tight labor markets will force government to recruit smarter and more aggressively is in the field of nursing. For the past several years, the nation has experienced a severe and well-publicized nursing shortage, prompting private hospitals and other healthcare employers to offer signing bonuses, education-loan forgiveness programs and even low-interest mortgages as incentives. Veterans Affairs and HHS hope to hire more than 12,000 nurses during the next two years – fully six percent of the overall projected growth in this occupation nationwide – and both agencies will have to continue to move aggressively and creatively if they hope to keep pace.

Projected Hiring in Occupations Across Government and the U.S. Labor Force for 2005-2006

Occupational Group	Federal Hires Projection	U.S. Labor Force Projection
ACCOUNTING AND BUDGET	7,719	278,000
ADMINISTRATION/PROGRAM MANAGEMENT	14,427	208,000
BIOLOGICAL SCIENCES	5,198	22,000
BUSINESS AND INDUSTRY	5,240	216,000
COMPLIANCE AND ENFORCEMENT	6,760	34,000
EDUCATION	4,530	116,000
ENGINEERING	15,181	96,000
MEDICAL AND PUBLIC HEALTH	25,756	436,000
INFORMATION TECHNOLOGY	3,292	60,000
LEGAL	7,735	70,000
MATHEMATICS AND STATISTICS	288	8,000
PATENT EXAMINING	1,042	<i>federal government responsibility</i>
PHYSICAL SCIENCES	3,322	18,000
MANAGEMENT AND PROGRAM ANALYSIS	2,946	76,000
QUALITY ASSURANCE	611	28,000
SECURITY AND PROTECTION	30,755	292,000
SOCIAL SCIENCES	8,745	72,000
SUPPLY, FACILITIES AND EQUIPMENT	1,368	120,000
TRANSPORTATION	2,632	34,000
VETERINARY MEDICAL SCIENCE	105	6,000

Source for U.S. Labor Force Projection: Bureau of Labor Statistics, Occupational Projections and Training Data, 2002. U.S. Labor Force Projection is based on estimated new entrants to an occupation.

VI. CONCLUSIONS AND RECOMMENDATIONS

The work of government is changing and getting more complex. Its success in meeting these evolving challenges will largely depend on having the right talent with the necessary skills, when and where it is needed. We applaud the emphasis placed on human capital management and the required development of strategic workforce plans under the President's Management Agenda, as well as the efforts of federal departments and agencies in meeting these requirements.

This study has found, however, that some departments and agencies are doing a much better job than others of clearly identifying current and future job competencies and associated hiring needs. If the government hopes to compete effectively with the private sector for top talent and fill key positions with the right people, it is going to need effective planning on the part of all agencies.

We offer the following specific recommendations for action, so that workforce planning is not just a process owned and performed by human resource professionals but one that evolves to be an essential component of day-to-day management.

Planning, Planning, Planning

1. Emphasize aggressive follow-up to workforce planning.

The workforce planning process must be more than just a paper exercise. The President's Management Agenda correctly emphasizes the need for agencies to generate workforce plans, but the evaluation of the agency's efforts in this regard should include a review of the agency's success in executing on the priorities and recruitment strategies outlined in the workforce planning process.

2. Promote workforce planning at all levels within federal agencies and departments.

Strategic workforce planning cannot reside solely as a departmental activity; rather, it must cascade down to the operational levels of each agency where there is greater knowledge and understanding of skill requirements and personnel needs. At a minimum, the plans should address current and future competency requirements, assess current workforce demographics and skills and outline an action plan to address skill gaps. This action plan should include identifying specific hiring needs and recruitment strategies, as well as workforce deployment and training.

3. Require agencies to develop and annually update recruitment plans.

Recruitment plans inform agency leaders, managers and human resource professionals as to what is needed by way of talent and the appropriate recruitment strategies that need to be employed to attract such individuals. Specifically, the plans enable departments and agencies to: (a) develop general and targeted enterprise-wide recruitment and marketing materials; (b) target the use of existing hiring and pay flexibilities, as well as identify the need for new programs and approaches; and (c) partner with universities, minor-

ity serving organizations and professional associations to identify high potential, diverse candidates. Selected elements of agency recruitment plans have been excerpted in the Appendix.

4. Make federal workforce data and projections consistent with private sector measurements.

This report relied heavily on data compiled by the Bureau of Labor Statistics to project the overall economy's demand for certain occupations. In seeking to compare those projections with federal hiring projections, we found that occupational categories are frequently defined very differently by BLS and by the federal government's classification system for federal jobs. As a result, making meaningful comparisons required careful and time-consuming parsing of each set of occupational categories. This part of the federal workforce planning process would be considerably simplified if the government's classification system for federal jobs were revised to more closely track the occupational categories utilized by BLS. Now may be an opportune time to consider changes in this regard to coincide with the changes being made or contemplated in federal compensation policies and practices.

Breaking down the Silos: Government-wide Solutions

5. Create a central resource center to share proven workforce planning models and recruitment strategies.

A repository of information on planning, recruiting and marketing models that work will eliminate the costly and inefficient process of each department and agency recreating the wheel. A few departments are sharing best practices inside their organizations, and this has expanded the dialogue on the best use of existing authorities and flexibilities, as well as the need to use new approaches and programs. Similar intra-agency sharing should be facilitated.

6. Publish an annual summary of projected federal hiring needs.

The current system relies on just-in-time announcement of job opportunities. Government needs to change the manner in which it informs and educates potential applicants; career and guidance counselors; placement agencies; colleges and universities; and alumni and advocacy organizations about available career opportunities. Future job seekers and educational institutions will benefit from knowing what skills will be in demand so they can tailor their courses of study and curriculums to address those requirements.

7. Fund departmental and government-wide recruitment initiatives.

Good and effective marketing can be costly. Congress should provide departments and OPM the resources necessary to develop state-of-the-art recruitment materials to improve the image of professional government service, to interest candidates who are likely to have other employment options and to encourage students to pursue studies and develop skills that will be in demand in the federal workforce. In the long run, these investments will pay for themselves by attracting more talented and productive workers.

Putting Your Best Foot Forward – Selling Government Jobs

8. Encourage government-wide recruitment efforts for critical, hard-to-fill positions.

The government's ability to attract highly-skilled workers who will have many employment options demands innovative marketing and outreach approaches. This can best be accomplished by breaking down organizational silos, pooling resources to achieve economies of scale, and maximizing the creative know-how of the entire community in developing comprehensive marketing and recruitment strategies.

9. Upgrade corporate recruitment and marketing activities.

Marketing is an essential component of any sales campaign. The same is true in promoting the exciting range of careers and opportunities in the federal government to potential applicants. The war for talent, especially for knowledge-based workers, requires top-notch marketing efforts and materials to attract the attention of potential applicants and entice them to enter the federal workforce. Again, understanding recruiting needs from an enterprise-wide perspective allows agencies to pursue innovative collaborative approaches, such as pooling resources for advertising targeted to select current and prospective talent pools.

Projected Federal Hires in Leading Professional Fields

PROFESSIONAL FIELD	TOTAL PROJECTED HIRES FY 2005-2006
Security and Protection	30,755
Medical and Public Health	25,756
Engineering	15,181
Administrative/Program Management	14,427
Social Sciences	8,745
Legal	7,735
Accounting and Budget	7,719
Compliance and Enforcement	6,760
Business and Industry	5,240
Biological Sciences	5,198
Education	4,530
Physical Sciences	3,322
Information Technology	3,292
Management and Program Analysis	2,946
Transportation	2,632
Foreign Service	1,831
Supply, Facilities and Equipment	1,368
Patent Examining	1,042

Endnotes

- 1 Bureau of Labor Statistics, *Monthly Labor Review*, May 2002, 18-24.
- 2 Karoly, Lynn A. and Constatnijn W.A. Panis, *The 21st Century at Work: Forces Shaping the Future Workforce and Workplaces in the United States*, Rand Corporation, 2004, xviii.
- 3 *Ibid.*, 170.
- 4 *Ibid.*, 100.
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AGENCY FOR INTERNATIONAL DEVELOPMENT

Mission

USAID promotes economic growth, development and humanitarian assistance around the world. It operates health, economic growth and humanitarian programs in collaboration with foreign governments, businesses and non-government organizations.

Diversity Profile

MALE	48.83%	FEMALE	51.17%
WHITE	61.73%	AFRICAN AMERICAN	30.71%
HISPANIC	3.28%	ASIAN/PACIFIC ISLANDER	4.10%
NATIVE AMERICAN	0.18%		

Locations

Headquarters in Washington, D.C.

80 missions worldwide.

Future Hiring Priorities

USAID's workforce is divided between Civil and Foreign Service employees. USAID will be hiring above attrition rates – hiring an estimated 420 individuals over the next two fiscal years. The Civil Service hires will include contract officers, program analysts, and desk officers. Most new Foreign Service officers will join the agency through the New-Entry Professional (NEP) or International Development Intern (IDI) programs. The agency is seeking individuals with Masters Degrees in relevant fields, individuals with foreign exposure, and individuals with foreign language skills.

Recruitment Program/Outreach Efforts

USAID is in the midst of a major workforce planning effort which will further refine the agency's ability to identify the number and types of positions, the competencies needed for those positions and similar information. The agency is also building a generalist corps, many of whom are willing and able to move from Civil Service to Foreign Service assignments, after going through a formal, internal assessment process. Presidential Management Fellows make up part of this corps. At the end of the two year Fellowship, permanent assignments are made to the Civil Service, but the employees may compete for overseas positions in the career Foreign Service then or later in their careers. Other career Civil Service employees may do a tour overseas and in some instances then convert to the career Foreign Service.

www.USAID.gov

www.USAID.gov/careers

AGENCY FOR INTERNATIONAL DEVELOPMENT							2,036 Employees	
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility Through FY 2005	Retirement Eligibility Through FY 2010	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006
Civil Service		1,063	47.0	133 13%	167 16%	172	209	USAID plans to hire 420 additional staff during FY 2005 and FY 2006. These hires will be divided between civil service and foreign service appointments.
	Contract Officer							
	Program Analysis							
	Desk Officer							
Foreign Service		1,000	48.0	307 31%	191 18%	125	119	

DEPARTMENT OF AGRICULTURE

Mission

Promotes U.S. agriculture domestically and internationally and sets the standards governing the quality and safety of food sold in the United States. Its responsibilities also include anti-poverty programs, natural resources protection and rural development programs.

Diversity Profile

	Locations	
MALE	57.15%	FEMALE 42.85%
WHITE	79.05%	AFRICAN AMERICAN 10.63%
HISPANIC	5.42%	ASIAN/PACIFIC ISLANDER 2.44%
NATIVE AMERICAN	2.46%	

Headquarters: Washington, D.C., Administrative offices: Maryland and Virginia. Additional offices located nationwide and throughout the world. Highest concentrations of USDA employees: California, Dist. Columbia, Oregon, Missouri, Texas, Maryland, Colorado, Montana, Louisiana, Idaho.

Future Hiring Priorities

The USDA workforce is aging, with more than 40% of its workforce over 50 years of age and a declining percentage of younger workers. The potential for additional losses because of increasing retirements necessitates more aggressive recruitment efforts. An increasingly technical environment and food supply safety issues require that USDA recruit those with up-to-date skills in food safety, public health and information technology. Recruitment priorities for the coming years will focus on hiring in food safety inspection, general biological science, nutrition, soil conservation, forestry and loan specialists.

Recruitment Program/Outreach Efforts

USDA is marketing itself as an employer of choice, expediting the hiring process and utilizing intern programs to increase the pipeline of new talent. In addition, USDA is making use of all available hiring authorities, such as the use of direct hire authority to hire veterinarians who are difficult to attract and essential in protecting the safety of the food supply, as well as using pay flexibilities. USDA is partnering with minority-serving higher education institutions to strengthen and enhance recruitment, teaching, research and extension programs through capacity building grants. The Diversity Advisory Council has attended numerous conferences and conventions to promote the agency and its desire to enhance the diversity of its workforce.

www.usda.gov

www.usda.gov/da/employ

DEPARTMENT OF AGRICULTURE										90,401 Employees	
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility		Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006			
				FY 2005	Through FY 2009						
Biological Sciences		30,311	43.0	2,882 10%	8,276 27%	3,104	4,334	1,317			
	Gen. Biological Science	3,306	47.0	444 13%	1,301 39%	234	287	235			
	Soil Conservation	4,404	43.0	437 10%	1,225 28%	273	387	424			
	Forestry	2,499	47.0	416 17%	1,109 44%	238	126	389			
	Forestry Technician	8,317	39.0	460 6%	1,651 20%	1,110	1,309	0			
Business & Industry		11,051	47.0	1,289 12%	3,662 33%	1,156	1,020	657			
	Loan Specialist	4,178	47.0	609 15%	1,332 32%	369	221	657			
Admin./Program Mgmt.	Personnel Management	2,066	46.0	259 13%	637 31%	363	391	410			
	Gen. Admin. & Program Mngt.	11,531	48.0	1,585 14%	3,316 29%	1,628	1,557	486			
Compliance & Enforcement	Food Inspection	3,434	44.0	255 7%	572 17%	435	619	0			
	Consumer Safety & Inspection	3,016	50.0	786 26%	1,293 43%	344	9	559			
Engineering		4,048	46.0	794 20%	1,528 38%	445	564	533			
Information Tech.		3,608	47.0	518 14%	1,202 33%	161	231	0			
Accounting & Budget		3,554	47.0	538 15%	1,156 33%	450	442	430			
Physical Sciences		2,375	47.0	388 16%	854 36%	226	248	237			
Veterinary Science		1,663	52.0	77 5%	682 41%	206	248	105			

DEPARTMENT OF COMMERCE

Mission

Promotes economic growth and security through export growth, sustainable economic development and economic information and analysis. It also conducts the census, regulates patents and trademarks and monitors the oceans.

Diversity Profile

		Locations	
MALE	53.63%	FEMALE	46.37%
WHITE	71.53%	AFRICAN AMERICAN	17.02%
HISPANIC	3.41%	ASIAN/PACIFIC ISLANDER	7.45%
NATIVE AMERICAN	0.59%		

Headquarters: Washington, D.C. NOAA, Census and ITA offices: nationwide. Highest concentrations of DOC employees: Maryland, Virginia, Dist. Columbia, Indiana, Washington, Colorado, California, Florida, Alaska & Massachusetts.

Future Hiring Priorities

Commerce could lose one-fifth of its current workforce to retirement by 2007. DOC's Recruitment and Retention Plan identifies hiring that must take place through 2007 to replace departing employees. Since the need is especially critical in several of its mission-critical occupations, the most extensive recruitment efforts are directed toward the following: Information Technology Professionals, Mathematical Statisticians, Statisticians, Chemists, Hydrologists, Physicists, Patent Examiners, Trade Specialists, Electronic Engineers, Compliance Professionals, General Business and Industry Professionals, Attorneys and Computer Scientists.

Recruitment Program/Outreach Efforts

DOC is developing more comprehensive college outreach relations and partnerships. These include: educating faculty and students about DOC's work and career opportunities by sponsoring Career Days on campuses; participating in Job/Career Fairs; and developing a cadre of trained corporate recruiters using corporate marketing materials focused on the theme "Change the World Through Commerce" and "Realize Your Dreams." In an effort to boost mid-level recruiting, Commerce is working to better coordinate and partner with trade associations, professional societies and alumni organizations in an effort to attract experienced candidates. DOC is also using a wide variety of flexibilities to attract candidates, including special hiring authorities, and offering recruitment bonuses and student loan repayments. Outreach efforts continue to focus on improving underrepresentation.

www.commerce.gov

www.commerce.gov/jobs.html

DEPARTMENT OF COMMERCE							34,573 Employees		
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Through FY 2005	Retirement Through FY 2010	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2007	
Physical Sciences	General Physical Science	673	49.0	32 5%	154 23%	73	87	0	
	Physics	359	51.0	9 3%	59 16%	33	18	22	
	Hydrology	294	45.0	9 3%	53 18%	13	19	16	
	Chemistry	249	50.0	9 4%	55 22%	26	5	26	
	Meteorology	2,596	43.0	64 2%	422 16%	157	141	0	
Patent Examining		4,041	39.0	49 1%	337 8%	463	1,070	1,042	
Information Tech.	<i>including Computer Science</i>	3,136	46.0	95 3%	663 21%	171	294	376	
Mathematics/Statistics		1,709	42.0	48 3%	329 19%	186	177	144	
Admin./Program Mgmt.		1,863	47.0	73 4%	513 28%	234	199	162	
Business & Industry	Gen. Business & Industry	825	48.0	34 4%	212 26%	114	90	144	
	Trade Specialist	676	43.0	16 2%	87 13%	75	69	140	
Biological Sciences	Fishery Biology	925	46.0	28 3%	189 20%	60	122	28	
Legal	Attorney	676	43.0	11 2%	100 15%	175	64	356	
Social Sciences	Economics	470	43.0	12 3%	80 17%	59	87	0	
Engineering	Electrical Engineering	336	48.0	9 3%	68 20%	29	37	38	
Compliance & Enforcement		225	39.0	4 2%	23 10%	34	62	72	

DEPARTMENT OF DEFENSE

Mission

The mission of the Armed Forces is to protect and advance the security and interests of the United States, to deter aggressors and, if deterrence fails, to defeat any adversary.

Diversity Profile

MALE	64.29%	FEMALE	35.71%
WHITE	73.10%	AFRICAN AMERICAN	14.07%
HISPANIC	6.03%	ASIAN/PACIFIC ISLANDER	5.87%
NATIVE AMERICAN	0.93%		

Locations

Headquarters: Arlington, VA at the Pentagon.

The Department of Defense has 6,000 offices and installations in every state in the country, and in 146 countries around the world.

Future Hiring Priorities

While the number of employees in core mission occupations has changed little over the past 3 years, there have been some shifts. Jobs showing significant increases since 2001 include engineers, security administrators, police, guards, management analysts and information technology professionals. Given the wide variety of career options within DoD, the specific degree a candidate holds is not as important as the applicant's analytical, interpersonal, and communications skills. Language skills are increasingly important, as is exposure to and interest in different countries and cultures.

Recruitment Program/Outreach Efforts

DoD, its three military departments and 16 defense agencies recruit on many college and university campuses. All have extensive recruitment websites and have invested heavily in technology to provide candidates with easily accessed information about what careers are available and how to apply for jobs. The Defense Applicant Assistance Office is the centralized focal point for marketing DoD-wide civilian employment opportunities. The Office provides advice and assistance to the general public, develops and maintains relationships with universities and other organizations and facilitates a DoD Recruiters' Consortium to leverage resources and promote a DoD corporate branding identity. DoD components also offer many intern, co-op and entry-level professional development career programs as well as support for graduate fellowships and scholarships in career fields where there is high demand for well qualified candidates.

www.dod.gov
www.go-defense.com

DEPARTMENT OF DEFENSE		611,395 Employees						
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Through FY 2005	Retirement Through FY 2010	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006
Engineering		82,583	45.2	15,672 19%	29,657 36%	10,182	13,412	12,786
Admin./Program Mgmt.		66,168	48.9	15,765 24%	32,012 48%	10,040	8,399	7,870
Information Tech.	<i>including Computer Science</i>	31,375	46.4	5,800 18%	12,334 39%	2,706	3,348	1,472
Accounting & Budget		20,844	48.0	4,703 23%	9,771 47%	2,327	1,816	1,778
Business & Industry	Contracting	18,676	47.1	3,751 20%	8,155 44%	2,665	2,335	2,470
	Gen. Business & Industry	7,133	50.1	1,964 28%	3,918 55%	960	597	608
	Production Control	4,084	48.1	883 22%	1,990 49%	590	251	260
Security & Protection	<i>including Police, Occ. Health Mgmt.</i>	16,171	45.9	2,997 19%	7,191 44%	4,206	4,674	3,676
Physical Sciences		8,623	47.6	2,032 24%	3,685 43%	1,235	1,409	1,370
Supply, Facilities & Equip.	<i>including Inventory Mgmt.</i>	16,088	49.5	4,244 26%	8,512 53%	2,134	1,324	1,360
Education		7,985	48.3	1,829 23%	3,456 43%	3,975	4,167	4,454
Quality Assurance		7,300	50.8	2,272 31%	4,349 60%	1,032	530	608
Transportation		3,323	48.7	620 19%	1,545 46%	488	469	432
Compliance & Enforcement		1,980	41.4	159 8%	388 20%	274	510	444
Mathematics/Statistics		909	45.8	211 23%	387 43%	130	127	122
Medical & Public Health	Physician	875	54.8	298 34%	522 60%	156	300	270

DEPARTMENT OF EDUCATION

Mission

To ensure equal access to education and to promote educational excellence throughout the nation. Establishes policies and manages funds for federal financial aid programs for education, collects and disseminates data on America's schools and focuses attention on education issues.

Diversity Profile

Diversity Profile		Locations
MALE	37.51%	FEMALE 62.49%
WHITE	53.49%	AFRICAN AMERICAN 38.06%
HISPANIC	4.31%	ASIAN/PACIFIC ISLANDER 3.43%
NATIVE AMERICAN	0.71%	(over half), Illinois, California, Texas & Pennsylvania.

Future Hiring Priorities

The Department's hiring priorities for the next three years will mirror the recent past. Among the most frequently filled positions are Management Program Analyst, Education Program Specialist, Education Research Analyst, and Loan Specialist. Education Program Specialists work on education programs; Education Research Analysts work on research administered by the Department in diverse areas of education: elementary and secondary, vocational and adult, and postsecondary. Other areas for which the Department will recruit include legal and civil rights issues. The Department currently has an 8-10 percent vacancy rate.

Recruitment Program/Outreach Efforts

More recently, the Department has developed a systematic approach to identifying and planning for its workforce needs. This planning process is reinforced with a sophisticated on-line application process. Candidates can apply through the on-line program and indicate the types of jobs and professional areas in which they have an interest and the required credentials. All positions available within the agency are listed in the on-line system. If candidates choose to be notified, the Department will send an e-mail to candidates letting them know that positions are available.

DEPARTMENT OF EDUCATION							4,132 Employees			
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Through FY 2005	Retirement Through FY 2010	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2003-2006		
Mgmt. & Program Analysis		1,005	46.2	194 19%	401 40%	182	108	117		
Education		410	52.1	123 30%	241 59%	80	48	76		
	Education Program Specialist									
	Education Research Analysis									
Accounting & Budget		327	47.2	66 20%	130 40%	37	17	41		
	Financial Mgmt. Specialist									
	Audit Resolution Specialist									
	Accounting									
	Auditing									
Business & Industry	Loan Specialist	315	49.8	69 22%	158 50%	18	0	82		
Admin./Program Mgmt.	Equal Opportunity Specialist	306	51.5	96 31%	194 63%	38	4	55		
Legal	Attorney	292	44.4	25 9%	79 27%	27	24	23		
Information Tech.		209	45.6	40 19%	64 31%	28	23	23		
Social Sciences	Vocational Rehab. Specialist	78	52.0	22 28%	40 51%	13	10	5		
Compliance & Enforcement	Criminal Investigation	72	38.7	17 24%	27 38%	16	19	7		

DEPARTMENT OF ENERGY

Mission

Enhances national security through the promotion of international nuclear safety, energy conservation and efficiency and science and technology research and development.

Diversity Profile

	Locations	
MALE	62.19%	FEMALE 37.81%
WHITE	77.32%	AFRICAN AMERICAN 10.99%
HISPANIC	5.74%	ASIAN/PACIFIC ISLANDER 4.45%
NATIVE AMERICAN	1.50%	

Headquarters: Washington, D.C. Nuclear Security Offices, Regional Power Administrations, laboratories and technology centers: nationwide. Highest concentrations of DOE employees: Dist. Columbia, Washington, Oregon, New Mexico, Maryland, Colorado, Tennessee, California, S. Carolina and Idaho.

Future Hiring Priorities

DOE employment remains relatively steady and new hires will replace those that leave the agency. Replacement hiring in the past has focused on administrative and project management, engineering, business and industry, accounting and budget, and physical sciences. Future recruitment efforts will also focus on information technology, foreign affairs and intelligence. The National Nuclear Security Agency is working to recruit individuals for entry and mid-level positions in technical and business disciplines, such as physics, radiology, health physics, business management and nuclear, safety and health engineering.

Recruitment Program/Outreach Efforts

DOE recruitment is decentralized. In March 2004, DOE launched the Corporate Outreach and Recruitment Strategy to enhance recruitment and outreach efforts and address the need for a more centralized approach to attract talent. The agency and its components use student employment and internship programs at the entry-level. For example, NNSA is planning to launch a career intern program to fill its scientific, engineering, intelligence and information technology needs. The agency funds numerous research development projects, including providing grants to provide minority students valuable hands-on experience. A wide variety of flexibilities are used to attract candidates, including use of special hiring authorities and pay flexibilities. Outreach efforts include participation in job and career fairs, partnerships with minority organizations and distribution of vacancy announcements to a variety of minority and advocacy organizations.

www.energy.gov/engine/content.do

www.energy.gov/engine/content.do?BT_CODE=AD_C

ENVIRONMENTAL PROTECTION AGENCY

Mission

Safeguards human health and the nation's air, water and lands. Runs programs to control and reduce pollution, and works with other governments to conduct environmental research and set and enforce environmental standards.

Diversity Profile

Diversity Profile		Locations
MALE	49.23%	FEMALE 50.77%
WHITE	69.82%	AFRICAN AMERICAN 18.98%
HISPANIC	4.89%	ASIAN/PACIFIC ISLANDER 5.47%
NATIVE AMERICAN	0.84%	17 laboratories nationwide.

Future Hiring Priorities

The major occupations for EPA are engineers, Environmental Protection Specialists, scientists in the areas of biology, chemistry and general physical science, attorneys, and various administrative support (including contract managements, as well as administrative, policy, program and management analyst positions). The agency has a strategic human capital plan and has begun work on more detailed workforce planning. The agency will continue to replace attrition in its key occupations. It will also recruit undergraduate and graduate students for its various intern and coop programs.

Recruitment Program/Outreach Efforts

EZhire is EPA's web-based recruitment and application system, which allows applicants to browse, register, receive electronic notification of vacancies and apply to EPA jobs. This system has helped EPA compete successfully with the private sector for environmental engineers, scientists, lawyers and other environmental professionals. A variety of intern programs, as well as an active presence at all levels of the education system keep EPA's name and work known to potential applicants. EPA also retains a strong presence in appropriate professional societies and organizations whose members serve as a source of quality applicants for mid and senior levels positions within the agency. The Senior Environmental Employment (SEE) Program provides an opportunity for retired and unemployed older Americans age 55 and over to share their expertise with the EPA.

www.epa.gov

www.epa.gov/epahome/jobs.htm

ENVIRONMENTAL PROTECTION AGENCY							17,322 Employees	
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility FY 2005	Retirement Eligibility Through FY 2010	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006
Physical Sciences		2,864	48.6			249	279	255
	Gen. Physical Science							
	Chemistry							
Compliance & Enforcement		2,832	44.7			235	235	266
	Environmental Protection Spec.							
Engineering		2,419	45.0			183	221	219
	Environmental Engineering							
	Chemical Engineering							
	Mechanical Engineering							
Legal	Attorney	1,064	44.0			66	82	85
Biological Sciences		903	46.3			233	275	298

Agency-wide, 3,198 employees will be eligible for retirement by 2005.

Agency-wide, 6,298 employees will be eligible for retirement by 2010.

GENERAL SERVICES ADMINISTRATION

Mission

As the government's property manager, landlord, acquisitions specialist and office supplier, the agency sets policy to ensure government money is being spent wisely and that government workplaces are up-to-date.

Diversity Profile

	MALE	FEMALE	
	51.32%	48.68%	Locations
	63.27%	26.76%	Headquarters: Washington, D.C. Regional offices: 11 cities nationwide including Fort Worth, New York, San Francisco and Kansas City. Highest concentrations of GSA employees: Dist. Columbia, Virginia, New York, Texas, California, Missouri, Illinois, Georgia, Pennsylvania and Washington.
	4.76%	4.28%	
	0.93%		

Future Hiring Priorities

GSA looks for individuals who possess strong customer service, acquisition, information technology, realty, financial management and project management skills. There is increasing customer demand in the areas of contracting, technology and studies/research. GSA's workforce is relatively stable, with an average separation rate of five to six percent. GSA hires on average a little more than 900 employees annually, representing seven percent of its total workforce.

Recruitment Program/Outreach Efforts

GSA balances its hiring efforts between filling positions at the entry and mid-career levels. It utilizes corporate marketing materials focused on the theme of "You Can Do That Here." These materials highlight the dynamic work of the agency and the range of available career opportunities in many different geographic locations. A wide variety of flexibilities are employed to attract candidates, including use of special hiring authorities and pay flexibilities. GSA offices, both in headquarters and regional locations, have forged strong partnerships with colleges and universities that serve as a prime recruitment source for filling student trainee and intern positions. Outreach efforts continue to focus on addressing and improving areas where there is underrepresentation, including women, minorities and persons with disabilities.

www.gsa.gov

www.gsa.gov/GSAjobssearch

DEPARTMENT OF HEALTH AND HUMAN SERVICES

Mission

Protects the health of all Americans and provides essential human services. This includes administering Medicare and Medicaid and managing programs that provide financial assistance and services to low-income families.

Diversity Profile

Diversity Profile		Locations
MALE	35.90%	FEMALE 64.10%
WHITE	54.67%	AFRICAN AMERICAN 18.79%
HISPANIC	3.52%	ASIAN/PACIFIC ISLANDER 5.42%
NATIVE AMERICAN	17.60%	Headquarters: Washington, D.C. Major sub-units: Maryland and Georgia. HHS Regional offices: 10 cities nationwide including Seattle, Dallas, New York and Chicago. Highest concentrations of HHS employees: Maryland, Georgia, Arizona, New Mexico, Dist. Columbia, Oklahoma and California.

Future Hiring Priorities

Key HHS occupations are in health and scientific fields. Employment levels in these occupations have steadily increased while those in support positions are declining. The increasing focus on preventing bio-terrorism has contributed to increased recruitment of biologists and consumer safety officers. Lastly, the enactment of the Medicare Prescription Drug, Improvement, and Modernization Act of 2003 has necessitated that approximately 500 health insurance specialists, economists, actuaries and accountants be hired. About half were recruited in the past year, and the rest will be recruited in 2005.

Recruitment Program/Outreach Efforts

HHS adopted proactive recruitment efforts for scientific and health professionals, which include establishing partnerships with universities, participating in Job Fairs, attending specialized conferences, advertising job opportunities in newspapers and trade journals, and maintaining a database of potential applicants so they can be prepared for upcoming vacancies. In an effort to increase entry-level hiring and fill the pipeline with high potential employees, HHS launched the Emerging Leaders Program in 2002. The two-year development program targets individuals who recently completed their graduate studies and those who successfully complete the Program are converted to permanent positions. To date, over 200 individuals have been hired to participate in this program. Flexibilities used to attract candidates include special hiring authorities, recruitment bonuses and student loan repayments.

www.hhs.gov
www.hhs.gov/jobs/index.html

DEPARTMENT OF HEALTH AND HUMAN SERVICES										51,805 Employees	
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility		Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006			
				FY 2005	FY 2007						
Medical & Public Health	Physician	4,818	50.0	128	3%	136	3%	1,453	3,524	4,500	
	Health Science	3,591	49.0	141	4%	170	5%	395	1,157	1,550	
	Nursing	3,395	47.0	139	4%	155	5%	1,986	3,514	4,875	
	Consumer Safety	2,263	45.0	103	5%	99	4%	161	477	425	
Mgmt. & Program Analysis	Public Health	2,367	46.0	72	3%	94	4%	215	487	620	
	Program Management	2,312	46.0	28	1%	104	4%	344	312	340	
	Health Insurance	2,088	46.0	90	4%	92	4%	179	269	700	
	Social Science	1,173	50.0	57	5%	56	5%	214	416	560	
Biological Sciences	General Biology	3,134	44.0	56	2%	70	2%	411	1,438	1,690	
	Microbiology	1,400	47.0	46	3%	51	4%	144	464	525	
Admin./Program Mgmt.		3,211	42.0	114	4%	121	4%	966	1,542	1,900	
Information Tech.		2,533	46.0	93	4%	117	5%	233	302	300	
Physical Sciences	Chemistry	1,987	50.0	72	4%	71	4%	169	633	700	

DEPARTMENT OF HOMELAND SECURITY

Mission

Leads a national effort to secure America; prevents and deters terrorist attacks; protects against and responds to threats to the Nation; ensures safe and secure borders; and welcomes lawful immigrants and visitors.

Diversity Profile

Diversity Profile		Locations
MALE	68.55%	FEMALE 31.45%
WHITE	62.27%	AFRICAN AMERICAN 13.93%
HISPANIC	18.93%	ASIAN/PACIFIC ISLANDER 4.14%
NATIVE AMERICAN	0.73%	Arizona, Illinois, New Jersey and Georgia.

Future Hiring Priorities

In FY05, the U.S. Coast Guard will hire 900 civilians, emphasizing Port Security Specialists, Vessel Traffic Control Specialists, Search and Rescue Controllers, Intelligence Analysts, Information Technology Specialists, Engineers, and Contract Specialists. The Transportation Security Administration plans to hire over 9,000 full- and part-time screeners, including lead/supervisory professionals. Customs and Border Protection expects to hire 400 Agricultural Specialists and the Secret Service projects hiring over 200 Criminal Investigators and 200 uniformed officers. The Intelligence Reform and Terrorism Prevention Act of 2004 provides for hiring 2,000 Border Patrol personnel and 800 immigration investigators annually in 2006 through 2010, assuming budget availability.

Recruitment Program/Outreach Efforts

DHS is developing corporate recruitment materials to raise awareness about the Department, its mission, organizational elements, career opportunities and employment benefits. In an effort to develop a talented and diverse applicant pool, DHS will emphasize use of electronic media and participate in college recruitment events and national conferences and career fairs. In addition, relationships are being formed with minority-serving institutions to reach minority and disabled communities. Tailored outreach efforts have been developed to address the anticipated shortage of Intelligence Research/Operations Professionals. These include outreach to transitioning military personnel and working with Department of Defense Transition Officers, veterans' organizations, minority organizations, intelligence organizations and related-private industry. A wide variety of flexibilities are employed to attract candidates, including using special hiring authorities and pay flexibilities.

www.dhs.gov

www.dhs.gov/dhspublic/display?theme=40&content=74

DEPARTMENT OF HOMELAND SECURITY							135,973 Employees		
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility Through FY 2005	FY 2009	Total Separations 2003	Total Hires 2003	Total Hires 2005-2006	
Compliance & Enforcement	<i>including Criminal Inv, Border Patrol</i>	51,830	38.1	1,538	3%	4,021	8%	1,576	4,198
	<i>Agents, Customs and Border Protection</i>								
	<i>Officers, Pilots and Import Specialists</i>								
Security & Protection	Airport Screening	41,795	39.0	30	0%	4,409	11%	4,589	N/A
	Security/Police Officer	2,695	39.0	139	5%	430	16%	56	161
	Security Management	222	50.0	0	0%	69	31%	12	17
	Intelligence	707	45.0	66	5%	171	24%	31	44
Mgmt. & Program Analysis		2,681	48.0	461	17%	1,066	40%	N/A	N/A
Information Tech.		1,435	47.0	177	12%	436	30%	35	93
Biological Sciences		1,411	N/A	N/A	N/A	N/A	N/A	2	2
Legal	<i>including Attorney, Asylum Officers, Contract Representative</i>	1,520	43.3	102	7%	305	20%	40	115
Admin./Program Mgmt.		706	47.0	100	14%	261	37%	37	64
Accounting & Budget	<i>including Budget Analysis/Auditing</i>	683	45.0	96	14%	226	33%	34	22
Engineering		616	50.0	128	21%	235	38%	12	15
Business & Industry	<i>including Contracting & Insurance</i>	572	48.0	71	12%	201	35%	5	58
Physical Sciences		170	46.0	36	21%	64	38%	8	11

Refer to narrative for specific hiring priorities.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Mission

Works to assure decent, safe and affordable housing for all Americans. It funds public housing projects, enforces equal housing laws and insures and finances mortgages.

Diversity Profile

	Locations	
MALE	39.70%	FEMALE 60.30%
WHITE	51.53%	AFRICAN AMERICAN 36.36%
HISPANIC	7.14%	ASIAN/PACIFIC ISLANDER 3.93%
NATIVE AMERICAN	1.04%	

Headquarters: Washington, D.C. Regional offices: Boston, New York, Philadelphia, Atlanta, Chicago, Fort Worth, Kansas City, Denver, San Francisco and Seattle. Highest concentrations of employees: Dist. Columbia, California, Texas, New York, Illinois, Georgia and Pennsylvania.

Future Hiring Priorities

Approximately 36% of HUD's employees work in the Washington, D.C. metropolitan area; the remaining 64 % work in regional offices spread across the country. The Department's predominant occupations include accountants, auditors, engineers, business analysts, loan specialists, housing specialists, community development experts, attorneys and administrative management personnel. Given the age of HUD's workforce, the agency will need to replace those who retire. An area of particular interest is hiring human resources management interns to help rebuild the human resources capability.

Recruitment Program/Outreach Efforts

HUD has made significant investments in developing its strategic human capital plan as a foundation for identifying the talent needed to achieve its mission of providing affordable housing for the Nation. It has also developed a very detailed workforce plan to aid the recruitment and retention of well qualified staff at all levels of the organization. Finally, HUD has redesigned its recruitment website to present its requirements and the attractiveness of its careers more effectively. The agency is working diligently to improve the speed and effectiveness of its recruitment program and processes in order to complete for needed talent. The Office of Personnel Management is lending its expertise to assist HUD in its recruitment transformation efforts.

www.hud.gov

www.hud.gov/jobs/index.cfm

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT 9,979 Employees

Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility FY 2005	Retirement Through FY 2009	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006
Business & Industry	Program Analysis	3,181	51.0	728 23%	1,383 43%	318	149	132
	Financial Analysis	281	50.0	69 25%	116 41%	13	13	22
	Property Appraisal	123	53.0	26 21%	55 45%	19	22	20
	Contracting	91	48.0	13 14%	31 34%	20	20	21
Admin./Program Mgmt.	Admin./Program Analysis	1,465	50.0	347 24%	610 42%	217	245	204
	Mgmt./Program Analysis	648	46.0	132 20%	215 33%	63	229	371
	Equal Opportunity Comp. & Asst.	542	50.6	115 21%	209 39%	38	98	88
	Support Svc. Admin. & Admin. Off.	156	50.5	41 26%	78 50%	9	10	7
	Human Resources	132	48.0	25 19%	55 42%	20	28	20
	Contractor Industrial Relations	58	49.0	7 12%	16 28%	7	10	6
Accounting & Budget		707	N/A	134 19%	237 34%	82	104	91
Legal	Attorney	400	46.0	67 17%	101 25%	34	35	35
Information Tech.		271	N/A	65 24%	103 38%	20	11	9
Engineering	General Engineering	84	52.0	21 25%	34 40%	5	13	16
	Construction Analysis	124	54.0	37 30%	70 56%	18	8	9
Social Sciences	Economics	65	51.0	22 34%	31 48%	11	6	4

DEPARTMENT OF INTERIOR

Mission

Preserves the environmental and cultural values of our nationally-owned public lands and resources. It also houses the office responsible for overseeing Native American affairs.

Diversity Profile

		Locations
MALE	61.38%	FEMALE 38.62%
WHITE	75.04%	AFRICAN AMERICAN 6.02%
HISPANIC	4.91%	ASIAN/PACIFIC ISLANDER 2.05%
NATIVE AMERICAN	11.98%	

Headquarters: Washington, D.C. Regional offices: Anchorage, Omaha, Denver, Oakland, Philadelphia, Atlanta, Washington, D.C. Highest concentrations of DOI employees: Colorado, California, Virginia, Dist. Columbia, New Mexico, Arizona, Oregon, Alaska, Washington and Idaho.

Future Hiring Priorities

DOI manages the second largest number of facilities, only behind the Defense. Consequently, facilities management, engineering and architecture personnel are in high demand. Also, the skills required of those in financial management are being upgraded. DOI will focus on hiring CPAs due to the introduction of an integrated financial system. DOI has difficulty attracting petroleum engineers and geo-scientists as there are few graduates in this field, and they compete directly with higher paying private sector companies. A similar shortage may occur in the forestry field.

Recruitment Program/Outreach Efforts

DOI has a decentralized hiring program but all Bureaus work together on special recruitment programs, such as the Financial Management Career Intern Program. The agency is developing more compelling recruitment materials to better market the work of DOI and its impact on the public. Diversity recruitment is a major priority and a number of DOI bureaus have successfully developed internship programs with an emphasis on targeting women and minorities. DOI is expanding its outreach efforts by more aggressively partnering with minority associations and participating in job and career fairs. In support of these efforts, a wide variety of flexibilities are used to attract candidates, including using special hiring authorities and pay flexibilities.

DEPARTMENT OF INTERIOR							60,661 Employees		
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Through FY 2005	Retirement Through FY 2009	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006	
Biological Sciences	<i>including Gen., Biology, Microbiology</i>	10,631	43.3	581 5%	1,818 17%	442	608	540	
	<i>Wildlife Biology & Fishery Biology</i>								
	<i>Ecology & Botany</i>								
Physical Sciences	<i>including Gen., Geophysics, Geology</i>	6,221	48.4	496 8%	1,509 24%	210	111	98	
	<i>Hydrology, Chem. Cartography & Land Surv.</i>								
Admin./Program Mgmt.	<i>including Gen. & Mgmt./Program. Analysis</i>	3,981	48.1	621 16%	1,860 47%	129	225	198	
Engineering	<i>including Architecture & Facilities Mgmt.</i>	3,804	48.7	302 8%	947 25%	173	175	152	
Accounting & Budget	<i>including Financial Admin., Auditing & Budget Analysis</i>	2,698	47.2	109 4%	604 22%	169	187	193	
Information Tech.		2,956	47.8	186 6%	608 21%	164	183	168	
Compliance & Enforcement	<i>including Police, Safety & Occ. Health</i>	2,316	44.8	114 5%	385 17%	223	332	340	
	<i>Officer, Inspection & Investigation</i>								
Security & Protection	Park Ranger	3,775	44.1	241 6%	754 20%	335	203	231	
	Fire Protection/Prevention	58	40.4	1 2%	6 10%	12	21	29	
Business & Industry	Contracts & Procurement	1,055	48.2	78 7%	263 25%	165	168	146	

DEPARTMENT OF JUSTICE

Mission

Leads foreign and domestic counterterrorism efforts, enforces federal laws, provides legal advice to the President and to all federal agencies, investigates federal crimes and prosecutes violators, operates the federal prison system and ensures the civil rights of all Americans.

Diversity Profile

	Locations	
MALE	59.49%	FEMALE 40.51%
WHITE	70.17%	AFRICAN AMERICAN 17.95%
HISPANIC	8.44%	ASIAN/PACIFIC ISLANDER 2.60%
NATIVE AMERICAN	0.84%	

Headquarters: Washington, D.C. DOJ components (including F.B.I., D.E.A., A.T.F., U.S. Marshals Svc. and Bureau of Prisons): nationwide. Highest concentrations of DOJ employees: Dist. Columbia, Illinois, Texas, Georgia, California, Florida, Pennsylvania, New York, Virginia & Kentucky.

Future Hiring Priorities

There are three primary occupational categories within DOJ: law enforcement (comprised of criminal investigators, correctional officers and staff for the Bureau of Prisons), legal (attorneys and paralegals) and intelligence research, scientists and engineers and administrative support. DOJ is experiencing attrition rates at 6% or lower. It is successful in filling most of its jobs due to the agency's stature in the legal and law enforcement fields. Hiring challenges continue to be related to combating terrorism. Foreign language and intelligence analysis expertise, as well as FBI counterterrorism agents are priority hires for the agency.

Recruitment Program/Outreach Efforts

The Department is moving to develop and implement a cross-Department recruitment strategy which focuses on leveraging resources for common occupations, sharing "best practice" cases on the internet, establishing relationships with targeted universities and participating in job and career fairs. DOJ utilizes applicant data mining, relies on automation to the greatest extent possible to speed up the process and employs all hiring and pay flexibilities to recruit top talent to the agency. DOJ has been cited as a leader in the use of Student Loan Repayment as a recruitment and retention tool. DOJ uses two recruitment models. The first is "recruit and train" which targets those who possess core competencies but not technical expertise. The second model is "Trained and Recruit" which targets experienced or fully trained individuals for positions.

www.usdoj.gov

www.usdoj.gov/o6employment/index.html

DEPARTMENT OF JUSTICE						99,403 Employees		
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility Through FY 2005	Retirement Eligibility Through FY 2010	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006
Security & Protection	Correctional Officer	15,377	36.0	16 0%	339 2%	1,252	3,335	1,644
	Corrections Administration	1,764	44.0	42 2%	238 13%	219	11	352
Legal	Attorney	8,502	45.0	1,011 12%	2,304 27%	751	211	958
	Legal Assistance	2,832	44.0	307 11%	716 25%	285	521	376
	Paralegal	1,574	44.0	216 14%	475 30%	171	239	192
Compliance & Enforcement	Criminal Investigation	9,440	40.0	129 1%	531 6%	457	2,438	2,306
	General Inspect., Invest & Compliance	989	45.0	155 16%	326 33%	46	301	137
	Compliance Inspect. & Support	567	44.0	75 13%	164 29%	40	170	105
Admin./Program Mgmt.	Misc. Admin. & Programs	2,938	46.0	432 15%	1,009 34%	250	287	429
	Secretary	2,220	41.0	177 8%	392 18%	191	523	308
	Clerk & Assistant	1,525	43.0	191 13%	369 24%	129	356	282
	Mgmt. & Program Analysis	1,160	44.0	146 13%	381 33%	92	378	197
Social Sciences	General Social Science	1,741	39.0	24 1%	88 5%	92	39	223
	Intelligence Professional	925	44.0	105 11%	248 27%	40	186	142
Information Tech.		1,518	44.0	140 9%	336 22%	80	246	199

DEPARTMENT OF LABOR

Mission

Promotes the welfare of the job seekers, wage earners and retirees of the United States by improving their working conditions, advancing their opportunities for profitable employment and protecting benefits.

Diversity Profile

		Locations	
MALE	49.73%	FEMALE	50.27%
WHITE	64.65%	AFRICAN AMERICAN	23.67%
HISPANIC	7.01%	ASIAN/PACIFIC ISLANDER	3.96%
NATIVE AMERICAN	0.71%	Headquaters: Washington, D.C. Field offices: 7 cities nationwide including Philadelphia, San Francisco, Boston and Atlanta. Highest concentrations of DOL employees: Dist. Columbia, Texas, W. Virginia, Pennsylvania, California, Illinois, New York, Georgia, Florida and Virginia.	

Future Hiring Priorities

DOL has identified its predominant mission-critical occupations and has developed a competency model for each of them which serves as the foundation for skills assessment and on-line recruitment initiatives. DOL hires, and projects that it will continue to hire, about 1,300 employees per year (8.3% of total workforce). Approximately 75% of new hires in 2001 through 2003 were for field office positions. Future recruitment efforts will focus on attracting individuals possessing strong communications, business administration, information technology and project management skills.

Recruitment Program/Outreach Efforts

DOL has centralized corporate recruitment activities but decentralized individual hiring decisions to agency and field offices. Centrally funded and coordinated initiatives include: (a) developing corporate recruitment materials based on the theme of “Join the Team”; (b) coordinating outreach efforts, such as participating at job fairs, advertising in diversity magazines, and developing partnerships with associations/universities; and (c) implementing new recruitment initiatives and systems that support the recruitment function. An example of a new and highly successful recruitment initiative is the MBA Fellow Program which recruits graduates with business backgrounds for a two-year development program. To date, 45 Fellows have been hired to participate in this Program. A wide variety of flexibilities are used to attract candidates, including using special hiring authorities and offering recruitment bonuses and student loan repayments.

www.dol.gov
www.jobs.dol.gov

DEPARTMENT OF LABOR		15,163 Employees							
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility Through		Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006	
				FY 2005	FY 2010				
Compliance & Enforcement	Gen. Inspect., Invest. & Comp.	766	43.5	134	17%	243	32%	89	88
	Safety & Health	2,106	51.8	483	23%	1,095	52%	248	232
	Wage-Hour Compliance	1,026	47.6	219	21%	426	42%	21	58
	Industrial Hygiene	485	46.0	56	12%	147	30%	63	60
	Equal Opportunity Compliance	510	48.8	110	22%	213	42%	36	34
	Pension Law/Benefits Advising	188	43.5	19	10%	46	39%	28	32
Social Sciences	Economics	1,286	41.5	172	13%	356	28%	110	138
	Workforce Development	656	50.7	173	26%	342	52%	25	40
	Unemployment Insurance	85	52.8	29	34%	54	64%	1	4
Legal	Claims Examining	1,096	46.9	147	13%	378	34%	153	192
	Attorney	470	46.7	83	18%	174	37%	65	36
Information Tech.		385	46.7	62	16%	126	33%	35	34
Accounting & Budget	Accounting/Auditing	232	47.5	37	16%	81	35%	50	34
Engineering	Mining Engineering	228	48.2	48	21%	94	41%	21	30
Admin/Program Mgmt.	<i>including H.R. & Grants Mgmt.</i>	175	50.2	48	27%	83	47%	29	20
Mathematics/Statistics	Mathematical Statistics	157	44.5	20	13%	55	35%	20	18

NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Mission

NASA staff and astronauts are the nation's vanguards in space science and exploration. The Apollo missions and Space Shuttle flights are some of the more famous examples of NASA's work.

Diversity Profile

	MALE	FEMALE		LOCATIONS
	65.72%	34.28%		Headquarters: Washington, D.C. Centers/Labs: California, Ohio, Maryland, Texas, Florida, Virginia, Alabama, New York, W. Virginia,
	77.34%	11.15%		Mississippi and New Mexico. Highest concentrations of NASA
	4.94%	5.70%		employees: Texas, Maryland, Alabama, Virginia, California, Florida & Ohio.
	0.87%			

Future Hiring Priorities

NASA's use of competencies to conduct its workforce analysis allows them to better assess whether the current workforce has the necessary skill sets and identify the type of individuals it needs to recruit. NASA's current and future primary occupations will be in the science and engineering fields. However, its ability to attract and retain a world-class diverse science and engineering workforce is threatened due to a shrinking pipeline, increased demand for technical skills and a lack of diversity in the applicant pool.

Recruitment Program/Outreach Efforts

Electronic recruitment and assessment tools are vital components of NASA's recruitment initiatives. From the NASAJobs Website which provides information on career opportunities to NASA STARS which automates the hiring system, the focus is to hire top quality candidates in a timely fashion. Key components of NASA's recruitment efforts include advertising in professional journals and websites, attending job fairs, conducting on-campus interviews and partnering with minority schools and organizations. NASA, after launching its first corporate recruitment effort at targeted colleges/universities in FY2004, enhanced the pipeline of "at risk" competencies by recruiting nearly 100 individuals. Given the focus on recruiting for science and engineering positions (60% of total hiring) in a highly competitive environment, NASA makes extensive use of all available hiring and compensation flexibilities.

www.nasa.gov

www.nasajobs.nasa.gov

NATIONAL SCIENCE FOUNDATION

Mission

To promote the progress of science; to advance the national health, prosperity and welfare; and to secure the national defense.

Diversity Profile

MALE	36.26%	FEMALE	63.74%
WHITE	57.32%	AFRICAN AMERICAN	35.07%
HISPANIC	2.57%	ASIAN/PACIFIC ISLANDER	4.95%
NATIVE AMERICAN	0.09%		

Locations

Headquarters: Arlington, VA.

Future Hiring Priorities

NSF has identified 10 job families that are most closely related to its core business processes. Program Directors, composing NSF's primary job family, manage a portfolio of public investments in scientific research, engineering study and/or science education. NSF employs almost 400 Program Directors, half of which are temporary employees who typically come from faculty positions in academia and work on rotational assignments for one to four years. The agency's major occupational areas are in science (physical, biological, and social sciences) and engineering, science education, business operations and program support.

Recruitment Program/Outreach Efforts

NSF continues to utilize the breadth of the scientific community by recruiting the expertise of rotators from various fields of study and from diverse backgrounds. Rotators are brought to NSF on assignment through the use of the Intergovernmental Personnel Act (IPA) or through exempted appointment to NSF through the Visiting Scientist, Engineer, and Educator Program. NSF is also expanding its workforce planning activities to identify the type, number and competencies of employees needed across the agency. A redeveloped marketing/outreach strategy redesigned agency recruitment materials, improved timeliness of the recruitment and selection process, expanded employee onboarding programs and improved diversity recruitment efforts through enhanced partnerships with minority serving institutions and organizations are facilitated through a developing, Foundation-wide competency-based approach to recruitment and outreach.

www.nsf.gov

www.nsf.gov/oirm/hrm/jobs

NUCLEAR REGULATORY COMMISSION

Mission

License and regulate the Nation's civilian use of byproduct, source and special nuclear materials to ensure adequate protection of public health and safety, promote common defense and security and protect the environment.

Diversity Profile

MALE	62.70%	FEMALE	37.30%
WHITE	74.52%	AFRICAN AMERICAN	13.49%
HISPANIC	4.44%	ASIAN/PACIFIC ISLANDER	7.21%
NATIVE AMERICAN	0.34%		

Locations

Headquarters: Rockville, MD. Other offices: King of Prussia, PA; Atlanta, GA; Lisle, IL; Arlington, TX; Las Vegas, NV; Chattanooga, TN; and at each regulated nuclear facility. Highest concentrations of NRC employees: Maryland, Pennsylvania, Illinois, Georgia and Texas.

Future Hiring Priorities

The NRC has an aging workforce and expects a number of individuals to retire. Areas of emphasis will include nuclear engineering, nuclear safeguards and security, risk assessment, health physics, geochemistry, hydrology, law and a variety of administrative management occupations. The agency places great value on a diverse workforce with the skills needed to achieve its mission. Seventy percent of its employees are at the headquarters facility and 30 percent are assigned to various regional offices or nuclear facilities.

Recruitment Program/Outreach Efforts

The agency has developed an excellent workforce planning program which allows it to analyze the current and future workforce needs and target recruitment efforts to these occupational areas. The agency's senior leaders are personally involved in the more than 50 visits to college and university campuses that are made each recruitment season to provide applicants direct insights about the work and the career opportunities available at NRC. The agency also works with the various professional societies to be sure their members are aware of career opportunities at NRC. The NRC has a vibrant Cooperative Education program for current high performing Engineering and Physical Science majors. The Nuclear Safety Professional Development Program (NSPDP) is the NRC's premier entry-level program for uniquely qualified recent college graduates. Exceptional graduates may apply for funded graduate study under the NRC's Graduate Fellowship Program.

www.nrc.gov

www.nrc.gov/who-we-are/employment.html

OFFICE OF PERSONNEL MANAGEMENT

Mission

Serves as the federal government's human resources agency. OPM works with agencies to recruit, develop, manage and retain a high quality and diverse workforce based on merit system principles.

Diversity Profile

Diversity Profile		Locations
MALE	36.66%	FEMALE 63.34%
WHITE	63.77%	AFRICAN AMERICAN 29.63%
HISPANIC	4.17%	ASIAN/PACIFIC ISLANDER 1.91%
NATIVE AMERICAN	0.52%	Highest concentrations of employees: District of Columbia, Pennsylvania and Georgia.

Future Hiring Priorities

OPM provides individuals interested in human capital management the opportunity to be involved in developing solutions that impact every federal agency in the Executive Branch. Areas of focus include developing policies and procedures for recruitment, performance management, labor and employee relations, strategic human capital planning, employee training and development, information technology systems and tools that support human capital programs, pay and rewards, and development and administration of government benefits and retirement programs. OPM also has careers in law, finance and contracting and procurement, personnel research and psychometrics, and investigations.

Recruitment Program/Outreach Efforts

In setting the recruitment standards for the Executive Branch of the federal government, OPM has also significantly improved its own recruitment process and tools. The agency has invested resources in developing a distinctive brand and related traditional and electronic recruitment tools. Recruitment One Stop is the government-wide electronic recruitment system. Over the past two years this system has been improved significantly in both its visual appearance and in its functionality. The agency established for the government and adheres to a 30-day timeframe for advertising and filling SES positions and to a 45-day timeframe for all other positions.

www.opm.gov
jobsearch.usajobs.opm.gov

SMALL BUSINESS ADMINISTRATION

Mission

Maintains and strengthens the Nation's economy by aiding, counseling, assisting and protecting the interests of small businesses and by helping families and businesses recover from national disasters.

Diversity Profile

Diversity Profile		Locations
MALE	45.21%	FEMALE 54.79%
WHITE	61.21%	AFRICAN AMERICAN 24.42%
HISPANIC	9.95%	ASIAN/PACIFIC ISLANDER 3.72%
NATIVE AMERICAN	0.70%	

Headquarters: Washington, D.C. Regional offices: Boston, New York, Philadelphia, Atlanta, Chicago, Kansas City, Dallas, Denver, San Francisco and Seattle. Highest concentrations of SBA employees: Dist. Columbia, California, Texas, New York and Colorado.

Future Hiring Priorities

A key recruitment focus for SBA is hiring individuals who can help inform small businesses and other customers about the services SBA provides through a variety of marketing and outreach programs. The positions are placed in SBA offices throughout the United States. SBA careers also include work which focuses on business development, economic development, criminal investigation, contract and procurement of goods and services, accounting, auditing, economics and law.

Recruitment Program/Outreach Efforts

Currently, SBA recruitment is limited to replacing those who leave the agency. Recruitment is centrally managed from the Office of Human Resources in Washington, D.C. The recruitment website is a major tool for the SBA to communicate with interested candidates. The agency also advertises its senior level or hard to fill positions. SBA contracts with the appropriate geographical newspaper's on-line service to advertise work opportunities.

SOCIAL SECURITY ADMINISTRATION

Mission

To advance the economic security of the nation's people through compassionate and vigilant leadership in shaping and managing America's social security programs.

Diversity Profile

	MALE	29.29%	FEMALE	70.71%	Locations Headquarters: Baltimore, MD. Regional offices in many major cities. 1,500 Field, Hearings, Teleservice and Program Service Offices/Centers nationwide. Highest concentrations of employees: Maryland, Florida New York, California, Pennsylvania, , Illinois, Texas, Alabama, Virginia and Missouri.
	WHITE	56.40%	AFRICAN AMERICAN	27.46%	
	HISPANIC	11.60%	ASIAN/PACIFIC ISLANDER	3.31%	
	NATIVE AMERICAN	1.23%			

Future Hiring Priorities

SSA's aggressive recruitment strategy has resulted in annual hiring rates of 3,000 to 4,000 employees for the past several years. This level of hiring, primarily at the entry-level, is expected to continue. Recruiting will focus on positions providing direct service to the public – claims, service, and teleservice representatives. Due to recent Medicare legislation, SSA will need to educate and assist 41 million Americans on the newly available benefits. To support these new responsibilities, SSA began hiring additional Information Technology professionals as well.

Recruitment Program/Outreach Efforts

In 2001, a National Recruitment Coordinator position was established to develop a new, SSA-wide recruitment strategy and marketing campaign. SSA's recruitment and marketing strategy showcases the work and impact of the agency, and is centered on the motto "Make a difference in people's lives and your own." Key to the new recruitment and marketing plan were: (a) integrating the agency brand in all newly developed posters, exhibits, brochures and Web sites; (b) coordinating nationwide and on-campus recruitment; (c) streamlining the hiring process; and (d) maximizing use of all available hiring and compensation flexibilities. Most recently, SSA expanded this effort to include bilingual posters and materials. A new campaign has been launched to attract veterans under the theme of "Continue Serving Your Country Join the Social Security Administration."

www.ssa.gov

www.ssa.gov/careers/index.htm

SOCIAL SECURITY ADMINISTRATION

63,136 Employees

Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility FY 2005	Retirement Eligibility Through FY 2010	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006
Social Sciences	Claims Representative	25,208	45.7	9,940 39%	14,442 57%	2,611	2,606	There will be 3,000-4,000 hires per year depending on budget. Most hires will be for Claims Representative and Service/Teleservice Representative.
	Service/Teleservice Contact Rep.	11,503	44.0	2,814 24%	4,709 41%	1,295	2,339	
Legal	Benefit Authorization	3,489	44.5	1,133 32%	1,751 50%	129	489	
	Legal Assistance	2,951	46.2	755 26%	1,366 46%	252	280	
	Claims Assist./Examination	2,291	49.7	1,455 64%	1,994 87%	354	241	
	Paralegal	1,297	50.5	693 53%	955 74%	106	2	
	Attorney	1,289	45.1	266 21%	483 37%	109	36	
	Administrative Law Judge	1,020	59.7	760 75%	957 94%	76	110	
Information Tech.		3,004	47.5	1,290 43%	1,805 60%	183	176	

DEPARTMENT OF STATE

Mission

Conducts the Nation's foreign affairs and diplomatic initiatives. It oversees the Nation's embassies and consulates, issues passports, monitors U.S. interests abroad and represents the U. S. before international organizations.

Diversity Profile

Diversity Profile		Locations
MALE	55.94%	FEMALE 44.06%
WHITE	73.13%	AFRICAN AMERICAN 17.45%
HISPANIC	4.59%	ASIAN/PACIFIC ISLANDER 4.47%
NATIVE AMERICAN	0.36%	Headquarters: Washington, D.C. 250 embassies and consulates worldwide. Highest concentrations of DOS employees in the United States: Dist. Columbia, New York, South Carolina, Florida and California.

Future Hiring Priorities

As part of its diplomatic readiness initiative, the Department plans to hire 400 Foreign Service Officers. In addition, 150 Consular Officers will be hired between Fiscal Years 2006 and 2009 assuming funding is available. Civil service positions, including information technology, security administration, passport examiners and administrative support positions are also being recruited. Civil service employees provide support to the embassies and consulates around the world and they are given the opportunity to have temporary appointments in embassies and consulates overseas.

Recruitment Program/Outreach Efforts

Through its Diplomatic Readiness Initiative, the Department has invested significant resources in its recruitment advertising in an effort to reach a much broader segment of the U.S. population and interest them in working at the State Department. The Department will also increase its presence at business and other professional schools and will target its recruitment to attract top quality candidates with management skills as well as those with language skills in Arabic, Chinese, and other difficult languages. In the administrative specialties, the agency will target administrative specialists, security agents and information technology professionals. Through its professional entry program, Civil Service recruitment will focus on talents such as budget analysis, human capital management and procurement at grades GS-9 through GS-12.

www.state.gov

www.state.gov/employment

DEPARTMENT OF STATE						17,967 Employees			
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility FY 2005	Retirement Eligibility FY 2010	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006	
CIVIL SERVICE				Agency-wide, 4,086 employees will be eligible for retirement by 2005	Agency-wide, 7,230 employees will be eligible for retirement by 2010			The Department projects that it will hire a total of 1,168 individuals into civil service positions.	
Mgmt. & Program Analysis	Foreign Affairs Analysis	N/A	44.4			389	175		
Admin./Program Mgmt.	Mgmt./Program Analysis	1,805	47.6			158	127		
	Office Support	1,202	49.0			100	37		
Information Tech.		1,673	45.7			99	89		
Security & Protection	Security Administration	1,450	39.6			112	79		
Legal	Passport/Visa Examining	764	45.2			52	67		
Social Sciences	Economics	570	49.1			14	6		
Professional Field	Key Occupation	Number of Employees	Average Age	Expected Retirement 2004-2008	Retirement Eligibility 2008	Total Separations 2000-2004	Total Hires 2002-2003	Total Hires 2005-2006	
FOREIGN SERVICE									
Generalist	<i>including political, consular, public dip., management & economic</i>			1,122	230	209		1,033	
Specialist	<i>including health prac., security info. tech., operations mgmt. & training</i>			825	56	192		773	

DEPARTMENT OF TRANSPORTATION

Mission

Responsible for the nation's transportation and its infrastructure – ensuring a fast, safe, efficient, accessible and convenient transportation system.

Diversity Profile

	Locations	
MALE	73.52%	FEMALE 26.48%
WHITE	78.73%	AFRICAN AMERICAN 10.86%
HISPANIC	5.50%	ASIAN/PACIFIC ISLANDER 3.39%
NATIVE AMERICAN	1.52%	

Headquarters: Washington, D.C. Offices nationwide.

Highest concentrations of DOT employees: District of

Columbia, California, Texas, Oklahoma, Florida, New York,

Georgia, Virginia, Illinois and Washington.

Future Hiring Priorities

All DOT components utilize a workforce planning model to assess the current and future state of their workforces. DOT will focus on recruiting replacements for those separating from the agency. Recruiting air traffic controllers (Transportation Safety Professionals), the single largest occupational group within DOT, will continue to be a top priority due to the fact that 1,300 of the current 15,100 air traffic controllers become eligible to retire in 2007, and about half of the current air traffic controllers could retire by 2012.

Recruitment Program/Outreach Efforts

To better coordinate recruitment efforts and eliminate redundancies, a Corporate Recruitment Workgroup was formed in 2003. These coordinated efforts, which include the introduction of a new recruitment website and associated recruitment materials, have enabled DOT to develop a single corporate image around the theme of "Careers in Motion." The Workgroup also coordinates participation at various recruitment conferences and career fairs. To address some of its entry-level hiring needs, DOT recently launched the Career Residency Program, a two-year developmental program focusing on expanding the pipeline of talent for Transportation Specialists, Engineers and Information Technology Professionals. To assess success in meeting hiring and diversity objectives, DOT is utilizing a web-based tool which contains up-to-date workforce data. This facilitates analysis of workforce trends and patterns in areas such as attrition rates, hires, retirement eligibility and diversity.

www.dot.gov

www.careers.dot.gov

DEPARTMENT OF TRANSPORTATION							56,511 Employees	
Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility FY 2005	Retirement Eligibility FY 2010	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006
Transportation	<i>including Air Traffic Control, Highways</i>	26,871	48.7	2,921 11%	6,801 25%	1,998	2,160	2,096
	<i>Mass, Railroad & Aviation Safety</i>							
	Transportation Specialist	6,641	47.6	1,279 19%	2,522 38%	621	265	96
	Industry Analysis	136	47.8	35 26%	65 48%	9	21	8
Engineering		5,772	46.4	911 16%	1,727 30%	1,045	603	386
Information Tech.		2,124	45.9	288 14%	581 27%	551	280	92
Accounting & Budget		884	47.3	156 18%	340 38%	574	194	34
Legal		718	47.2	121 17%	263 37%	238	158	20
Admin./Program Mgmt.	Program Management	522	51.3	151 29%	268 51%	270	131	246
Physical Sciences		378	47.4	62 16%	126 33%	77	25	0
Community Planning		203	44.3	23 11%	46 23%	15	36	8

DEPARTMENT OF TREASURY

Mission

Responsible for printing the nation's money, setting domestic financial, economic and tax policy, managing the public debt and collect taxes and enforcing the law.

Diversity Profile

		Locations	
MALE	37.60%	FEMALE	62.40%
WHITE	64.09%	AFRICAN AMERICAN	24.12%
HISPANIC	7.42%	ASIAN/PACIFIC ISLANDER	3.56%
NATIVE AMERICAN	0.81%	Headquarters: Washington, D.C. Offices, including 400 I.R.S. offices, are located across the country. Other Treasury offices are located around the world. Highest concentrations of employees: Texas, Tennessee, New York, Dist. Columbia, Pennsylvania, Georgia, Utah, Maryland & Kentucky.	

Future Hiring Priorities

Treasury expects that recruitment priorities will focus on those in professional and specialized occupations, such as accountants, information technology professionals, attorneys and economists. Treasury will be challenged in recruiting for some of these professional occupations due to graduates having many employment options and a shrinking pool of graduates. This is especially true for the IRS in its recruitment of accountants. The IRS' need for employees who perform routine tasks will decrease while the need for employees with technical and specialized skills will increase.

Recruitment Program/Outreach Efforts

Treasury is refocusing its recruitment materials, continuing collaborations with special emphasis on professional organizations, utilizing trained recruiters and maximizing its use of recruitment and pay flexibilities. The IRS has launched an aggressive and innovative marketing/recruitment campaign, including a web redesign, to improve its competitive advantage in attracting accountants. Treasury has also developed a Diversity Strategy for Fiscal Years 2004-2008, which is fully integrated with its workforce and succession planning efforts. It provides a roadmap for ensuring the availability of a diverse talent pool and helps the Bureaus assess their current states, identify gaps and develop plans to address identified needs. To better promote partnership efforts between and among the Bureaus, a Diversity Council has been established.

www.treasury.gov

www.treasury.gov/organization/employment

DEPARTMENT OF VETERANS AFFAIRS

Mission

Administers programs involving health care, pensions, benefits and employment to aid U. S. veterans and their families, runs the veterans hospital system and operates our national cemeteries.

Diversity Profile

MALE	42.12%	FEMALE	57.88%
WHITE	62.66%	AFRICAN AMERICAN	24.34%
HISPANIC	6.46%	ASIAN/PACIFIC ISLANDER	5.65%
NATIVE AMERICAN	0.89%		

Locations

Headquarters: Washington, D.C. Field offices nationwide.

The VA has 158 hospitals, 850 health clinics, 58 regional

offices and 120 cemeteries. Highest concentrations of employees:

California, Texas, Florida, New York and Pennsylvania.

Future Hiring Priorities

VA identified its predominant occupations as part of an agency-wide workforce analysis. The recruitment of health care professionals, human resources, and information technology professionals are among VA's top recruitment challenges. The Department's mission is unchanged. Therefore, VA does not anticipate any changes in its predominant occupations and will seek to replace those leaving the organization due to retirement or for other reasons. Hiring projections for Fiscal 2005 and 2006 are based on replacing those who leave the agency, plus any additional positions provided by Congress as part of the agency's budget.

Recruitment Program/Outreach Efforts

By redesigning its job opportunities website, VA more than doubled the number of site visits by job applicants. The National Veterans Employment Program, established in 2001, educates veterans about employment opportunities within VA. VA has also developed a recruitment CD-ROM describing VA career opportunities that provides a portal which candidates can use to access job opportunities. This recruitment tool is distributed to colleges, universities and military transition centers, with a special effort to include institutions and organizations serving Hispanic, Black, Asian-American and tribal institutions. VA is also experimenting with radio advertisements in specifically targeted areas of the country. VA offers educational scholarship programs and education debt reduction programs as incentives for current employees. The scholarships were awarded primarily for nursing and pharmacy degrees, two of the top three critical occupations for the agency.

www.va.gov

www.va.gov/jobs

DEPARTMENT OF VETERANS AFFAIRS

211,365 Employees

Professional Field	Key Occupation	Number of Employees	Average Age	Retirement Eligibility FY 2005	Retirement Eligibility Through FY 2010	Total Separations 2002-2003	Total Hires 2002-2003	Total Hires 2005-2006
Medical & Public Health	Nurse	50,455	48.1	9,928 20%	19,211 38%	9,354	10,973	7,858
	Physician	15,754	48.3	642 4%	5,519 35%	4,090	4,475	3,304
	Nursing Assistant	9,552	45.8	1,701 18%	3,075 32%	2,395	3,323	912
	Pharmacist	5,206	44.1	766 15%	1,492 29%	1,077	3,809	1,196
	Medical Technology/Radiology	6,485	46.7	330 5%	2,381 37%	1,134	1,045	652
	Medical Records Clerk/Technician	1,939	47.1	323 17%	619 32%	292	444	214
Legal	Claims Examining	6,153	45.3	1,130 18%	2,091 34%	842	1,010	1,522
Social Sciences		4,680	48.2	1,242 27%	2,072 44%	1,543	1,614	1,664
Information Tech.		4,498	46.5	772 17%	1,624 36%	298	373	124
Security & Protection	Police Officer	2,530	43.5	342 14%	651 26%	702	1,077	480
Admin./Program Mgmt.		1,866	48.6	448 24%	862 46%	263	267	214
Business & Industry	Loan Specialist	539	48.6	155 29%	269 50%	70	39	48
Supply, Facilities & Equip.	Cemetery Administration	88	50.5	27 31%	45 51%	9	7	8

METHODOLOGY AND ENDNOTES FOR AGENCY SPECIFIC DATA GRIDS

General

All data is fiscal year data for permanent employees unless otherwise noted.

All data gathered from FedScope (public database run by the Office of Personnel Management) is for full-time permanent employees.

All accession data gathered from FedScope for the category Total Hires 2002-2003 is for all employees hired during those years with the exception of those employees hired as part of a mass transfer into the agency from another agency.

All separation data gathered from FedScope for the category Total Separations 2002-2003 is for all employees separated during those years with the exception of those employees separated as part of a mass transfer out of the agency.

All data gathered from the Central Personnel Data File (CPDF, an internal Office of Personnel Management database) for the Retirement Eligibility categories represents all full-time permanent employees (civil service only) on board as of October 1, 2003, who are eligible to retire between October 1, 2003, and the end of the specified fiscal year.

Notes on endnotes and methodology:

References to “internal calculations” in the following endnotes refer to the Partnership or the Academy calculations.

References to “the agency” in the following endnotes refer to the agency under which the note is listed.

Note on Number of Employees data points:

All data points for Number of Employees category are for July 2004 unless otherwise noted.

All data points for Number of Employees category gathered from FedScope are for June 2004.

Note on agency Total Employee number:

Unless otherwise noted, data as of June 30, 2004 (source: FedScope).

Note on agency Diversity Profiles:

Unless otherwise noted, data from United States Equal Employment Opportunity Commission’s Annual Report on the Federal Workforce, Fiscal Year 2003.

Agency for International Development

Data as of January 19, 2005:

Number of Employees: *All fields and occupations*

Note: Figures do not include Office of the Inspector General.

Note: Total employment number as of January 19, 2004.

Department of Agriculture

Source of the following data is FedScope:

Number of Employees:	<i>All fields and occupations</i>
Total Hires 2002-2003:	<i>All fields and occupations</i>
Total Separations 2002-2003:	<i>All fields and occupations</i>
Projected Hires 2005-2006:	<i>“Personnel Mgmt. & Indust. Rel.”</i> <i>“Engineering”</i> <i>“Accounting and Budget”</i> <i>“Physical Science”</i>

Source of the following data points is Skill Gap Analysis, September 2002:

Projected Hires 2005-2006:	<i>All fields and occupations excluding those referenced as the product of internal calculations (see note above).</i>
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Note: Data points of professional fields may include data for occupations that are not listed but are nevertheless part of the field.

Department of Commerce

Data as of September 2004:

Number of Employees:	<i>All fields and occupations</i>
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Source of the following data point is FedScope:

Total Separations 2002-2003:	<i>All fields and occupations</i>
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Department of Defense

Source of the following data points is Defense Manpower Data Center:

Retirement Eligibility 2005:	<i>All fields and occupations</i>
Retirement Eligibility 2010:	<i>All fields and occupations</i>

The following data points represent the average of actual hires for 2001-2004

Projected Hires 2005-2006:	<i>All fields and occupations</i>
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Note: data for field “Equipment Services” is included in the “Supply, Facility & Equipment” field.

Note: Department of Defense data is an aggregation of the Office of the Secretary of Defense, the military services, and the 16 defense agencies.

Note: For occupation “Engineering,” the agency hires engineers from all specialty areas.

Note: Total employment number as of Sept. 30, 2004.

Where the Jobs Are

Department of Energy

Source of the following data points is FedScope:

Total Hires 2002-2003:	<i>“Environmental Protection”</i>
	<i>“Safety & Health”</i>
Total Separations 2002-2003:	<i>“Environmental Protection”</i>
	<i>“Safety & Health”</i>

Data points for the following assume 20% of eligible employees retire consistent with previous experience:

Projected Hires 2005-2006:	<i>All fields and occupations</i>
----------------------------	-----------------------------------

Environmental Protection Agency

Source of the following data points is FedScope:

Number of Employees:	<i>All fields and occupations</i>
Average Age:	<i>All fields and occupations</i>
Total Hires 2002-2003:	<i>All fields and occupations</i>
Projected Hires 2005-2006:	<i>All fields and occupations</i>
Total Separations 2002-2003:	<i>All fields and occupations</i>

Source of the following data is CPDF, June 22, 2004

Retirement Eligibility-2005
Retirement Eligibility-2010

Source of the following data internal calculations based on average of hiring, 2001-2003:

Projected Hires 2005-2006:	<i>All fields and occupations</i>
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General Services Administration

Source of the following data points is FedScope:

Total Hires 2002-2003	<i>All fields and occupations</i>
Total Separations 2002-2003	<i>All fields and occupations</i>

Note: Number of Employees as of Jan. 12, 2005.

Note on Occupation “Administrative/Program Mgmt.”:

Projected Hires 2005-2006	<i>Data is for GS Occupational Series 301 only. All other data points in that occupation are for 343 as well.</i>
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Department of Homeland Security

Source of the following data is FedScope:

Number of Employees:	<i>All occupations of “Compliance Assist. & Enforcement” field</i>
Total Hires 2003:	<i>All occupations of “Compliance Assist. & Enforcement” field</i>
Total Separations 2003:	<i>All occupations of “Compliance Assist. & Enforcement” field</i>

Notes on field “Compliance Assist. & Enforcement”:

The occupation “Federal Air Marshals” is a key occupation in this field but data for this occupation is not included because it is classified.

The Average Age data point for this field represents the occupations “General Inspection, Investig. & Compliance” and “Criminal Investigator”

Department of Housing and Urban Development

Data is based on agency’s March 29, 2004, data submission:

Number of Employees:	<i>All fields and occupations</i>
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Source of the following data points is internal calculations based on average of hiring, 2001*-2003:

Projected Hires 2005-2006:	<i>All fields and occupations</i>
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*Source of 2001 hiring data is FedScope

Note on fields and occupations: Occupations are predominant programmatic and program support occupations identified as such by the agency.

Department of the Interior

Source of the following data is FedScope:

Total Hires 2002- 2003:	<i>All fields and occupations</i>
Total Separations 2002-2003:	<i>All fields and occupations</i>

Note: Data points of professional fields may include data for occupations that are not listed but are nevertheless included in the field and its data.

Department of Justice

Data is for September 2004:

Number of Employees:	<i>All fields and occupations</i>
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Where the Jobs Are

Department of Labor

Note: Total Employment number is true as of Sept. 30, 2004.

National Aeronautics & Space Administration

Data is true as April 2004:

Number of Employees: *All fields and occupations*

NASA's uses competencies to conduct its workforce analysis. (See NASA summary):

Key competencies "Systems Engineer," "Integration Engineering" and "Design and Development Engineering" can be filled as general, aerospace, computer or electronic engineer.

Key competency "Business Management" can be filled as general, aerospace, or electronic engineer or physicist.

Key competency "Test Engineering" can be filled as general, aerospace, computer, electrical, or electronic engineer or physicist.

Key competency "Mission Execution" can be filled as general or aerospace engineer or physicist.

Key competency "Quality Engineering & Assurance" can be filled as aerospace engineer.

Key competency "Mission Assurance" can be filled as aerospace or electronic engineer.

Key competency "Human Factors" can be filled as computer engineer or physicist.

Key competency "Nuclear Engineering" can be filled as aerospace or electrical engineer.

Note: Corporate recruitment note in Projected Hiring 2005-2006 assumes separation rate of 3.5 percent per year and budget availability.

National Science Foundation

Source of the following data is internal calculations based on average of hiring, FY 2001-2003:

Projected Hires 2005-2006 *All fields and occupations*

Note on professional fields and occupations: NSF uses job families to group similar positions that require same competencies or organizational acumen.

Note on "Science and Engineering": This job family includes a variety of scientific/research fields, including physical and biological science, engineering and mathematics/statistics.

Office of Personnel Management

Data is based on agency's submission as of January 18, 2005:

Number of Employees: *All fields and occupations*

Retirement Eligibility 2005 and 2010: *All fields and occupations*

Small Business Administration

Source of the following data is FedScope:

Number of Employees:	<i>All fields and occupations</i>
Average Age:	<i>All fields and occupations</i>
Total Hires 2002-2003:	<i>All fields and occupations</i>
Total Separations 2002-2003:	<i>All fields and occupations</i>

Source of the following data is CPDF, Nov. 24, 2004:

Retirement Eligibility 2005
Retirement Eligibility 2010

Source of the following data is internal calculations based on average of hiring, FY 2001-2003:

Hiring Projections 2005-2006:	<i>All fields and occupations</i>
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Social Security Administration

Data is based on agency's submission as of October 1, 2003:

Number of Employees:	<i>All fields and occupations</i>
Average Age:	<i>All fields and occupations</i>
Retirement Eligibility 2005 and 2010:	<i>All fields and occupations</i>

Department of State

Note: Foreign Service hiring is prepared in five year increments.

Source of the following data is FedScope:

Number of Employees:	<i>All Civil Service fields and occupations</i>
Average Age:	<i>All Civil Service fields and occupations</i>
Total Hires 2002-2003:	<i>All Civil Service fields and occupations</i>
Total Separations 2002-2003:	<i>All Civil Service fields and occupations</i>

Source of the following data is CPDF June 22, 2004:

Retirement Eligibility- 2005	<i>Civil Service</i>
Retirement Eligibility- 2010	<i>Civil Service</i>

Department of Transportation

Data as of September 2004:

Number of Employees:	<i>All fields and occupations</i>
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Source of the following data is internal calculations based on 2005 hiring projections:

Projected Hires 2005-2006:	<i>All fields and occupations</i>
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Where the Jobs Are

Department of Treasury

Source of the following data is FedScope:

Number of Employees: *All fields and occupations*

Total Hires 2002-2003: *All fields and occupations*

Total Separations 2002-2003: *All fields and occupations*

Projected Hires 2005-2006: *All fields and occupations*

Source of the following data is internal calculations based on average of hiring, 2001-2003:

Projected Hires 2005-2006: *All fields and occupations*

Department of Veterans Affairs

Data as of June 2004:

Number of Employees: *All fields and occupations*

Source of the following data is internal calculations based on 2005 hiring projections:

Projected Hires- 2005-2006: *All occupations of "Medical & Public Health" field*

"Information Technology" field

"Security & Protection" field

"Administrative/Program Mngt" field

Source of the following data is internal calculations based on average of hiring, 2001-2003:

Projected Hires-2005-2006: *"Legal" field*

"Social Science/Social Work Therapist" field

"Business & Industry" field

"Supply, Facilities & Equipment" field

Partnership for Public Service

The Partnership for Public Service (www.ourpublicservice.org) is a nonpartisan, nonprofit organization dedicated to meeting the needs of government by inspiring a new generation to serve and transforming the way government works.

To achieve this mission, the Partnership works with federal agencies to change the government workplace so it can better recruit and retain the best workers; supports a legislative reform agenda to improve government's effectiveness; inspires young people to serve through a national college and university campaign; provides reliable research and prudent advice on the challenges facing the federal workforce; and helps to raise awareness and improve public attitudes about government service.

National Academy of Public Administration

The National Academy of Public Administration is an independent, nonpartisan organization chartered by Congress to assist federal, state and local governments in improving their effectiveness, efficiency and accountability. For more than 35 years, the Academy has met the challenge of cultivating excellence in the management and administration of government agencies.

Federal agencies, Congress, state and local governments, academia and foundations frequently seek the Academy's assistance in addressing both short-term and long-term challenges-including budgeting and finance, alternative agency structures, performance measurement, human resources management, information technology, devolution of federal programs, strategic planning and managing for results.

New York Times Job Market

Job Market, the print and online recruitment services offering of *The New York Times*, provides employers and job seekers with comprehensive resources to streamline the recruitment process. Job Market appears in *The New York Times* every Sunday and is updated throughout the week at www.nytimes.com, where job seekers can find job listings, career-related Times articles, exhaustive company research, a resume database and valuable career resources.

Through the newspaper's national audience, which includes 4.5 million weekday readers and 5.2 million Sunday readers as well as the 1.4 million readers who visit www.nytimes.com every day, *The New York Times* Job Market reaches a marketplace of high-quality professionals actively seeking new job opportunities or considering career moves.

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