

USGS Center Workforce Planning Template

Note: This template was developed by a team of employees serving on a Work Group under the auspices of the USGS Workforce Plan Steering Committee. It was designed to provide a standard format that captures the minimum, essential information needed for an effective workforce plan. Some Centers or Offices may choose to add more material. In general, this template is designed to streamline the main body of the plan by providing most detailed tables and graphics as appendices. Throughout this template, the term “Center” refers to both Science Centers and Offices.

Description of the Center

I. Organization Title, Location, and Major Programs/Activities

A narrative describing the organization, location, primary function, and major programs.

II. Mission/Vision Statement

The Mission or Vision Statement of the Center.

III. Current Center Workforce Characteristics:

An overview of the major areas of your center to provide a big picture of the organization.

i. Budget and Financial Information:

Short description of how the Center is funded including information such as: appropriated vs. reimbursable; budget trends over the recent years; programmatic funding changes; and any major effects to the budget. If this information is already included in a current Science Plan, cut-and-paste or link to the section.

Include graphs and tables of baseline information as an Appendix

WHERE TO GET THIS INFORMATION: To obtain baseline financial information use the Bureau Reports page/Science Center Health Workbooks tab at:

<http://internal.usgs.gov/ops/finance/fiscal/bureau-reports.html>

ii. Current Organization Chart:

Provide a Center organizational chart that shows all positions, reporting chain, and other significant structural characteristics. Recommended elements include (1) Organizational Units (2) GS Series Names (3) GS grade. Example- Administration, Budget Analyst, GS-11.

Include an organization chart in body of plan or as an Appendix

WHERE TO GET THIS INFORMATION: This will be created by the Center.

iii. Workforce Demographics and Analysis:

Brief overview and trends of the demographic characteristics of the Center, including workforce flexibility (permanents vs non-permanents, etc.), grade level distribution, years of service, retirement projections, etc.

WHERE TO GET THIS INFORMATION: There are many potential workforce data elements that can be analyzed, many ways to approach producing those elements, many complexities, and many possible errors. Standard workforce data queries are available and provide an easy means of acquiring accurate and comparative workforce data at our three major organizational levels: bureau (USGS wide), sub bureau (region, mission area, and office), and center (combinations of organizations). Results from these queries can be downloaded into Excel to allow further manipulation of data and provide customized looks at standard USGS data elements – the way managers want to see their particular data. For instance, all of the standard elements can be pulled by Occupational Series where managers need to focus on specific, critical occupations, as well as by broader occupational categories so managers can compare science and science support.

PLEASE NOTE: DOI has moved to a new data tool called OBIEE, and USGS HR is still working to develop the queries to be used for producing standard workforce data elements by the organizations needing the data. For the initial center workforce planning, HR is providing raw data in Excel to the various sub bureaus for dissemination to centers. As soon as the USGS Workforce Planning queries are developed in OBIEE, further information will be available on the names of the queries and how to locate them.

The following elements have been identified as the minimum required for inclusion in each Center workforce plan.

1. Workforce Flexibility
2. Grade level Distribution
3. Years of Service Distribution
4. Supervisors and Managers (Supervisory Status Types)
5. Research Scientists (Functional Classification)
6. Regular Optional Retirement Eligibility
7. Retirement Projections
8. Count of Separations
9. Veterans by Status (Y/N) *

*Because of the sensitivity of the disability information included in the Veteran's Preference data field, data on Veterans will be based on the Veterans Status field, and limited to Y/N. Veterans Status gives a more accurate count of veterans, and does not reflect preferences accorded to certain relatives of veterans.

Please see Standard Workforce Data Elements for further description about the elements and usage: <https://www2.usgs.gov/humancapital/sw/workforceplanning/documents/USGSStandardWorkforceDataElementsCenter.xlsx> .

To get accurate and up-to-date Center workforce statistics, the Administrative Officer associated with the organization requiring the data will need to download the workforce demographics and employee roster from the web-based FPPS Datamart, using the OBIEE data mining tool. To gain access to the FPPS Datamart, the employee pulling the data will need a FPPS user ID as well as required OBIEE training (for information on both access requirements, see https://dmartportal.ibc.doi.gov/DMARTPORTAL/FILES/?fn=Homepage_NewLicense1.html).

iv. Diversity:

Brief overview of and trends in diversity (race, ethnicity, gender) for the Center.

Include any detailed tables and graphics on Diversity in the body of the plan or as an Appendix

WHERE TO GET THIS INFORMATION: DEO maintains and ensures diversity data integrity, and protects diversity data in accordance with appropriate laws and regulations. Please contact Preston Ford in the Office of Diversity and Equal Opportunity at 703-648-7773 or pford@usgs.gov to obtain diversity (race, national origin, and gender) demographic data for your Center. Demographic data will be provided only to Centers with 100 or more employees, and only as a percentage. The data will also include the national Civilian Labor Force (CLF) percentage for each diversity demographic group, which will be the center’s benchmark. CLF data comes from the US Census Bureau. Centers with fewer than 100 employees will not receive diversity data due to the potential for identifying individual employees.

Example (these are not actual percentages)

	Center level		National Civilian Labor Force (CLF)	
	Male	Female	Male	Female
Hispanic	2%	5%	12%	10%
African-American	1%	1%	12%	10%
Caucasian	80%	80%	60%	60%
Asian	3%	2%	20%	18%

DEO has oversight responsibility for diversity data and its integrity, but it is the responsibility of Center-level Directors to safeguard the diversity data and its proper use. When requesting diversity data from DEO, please anticipate time will be needed for DEO to produce the data as well as time for collaborative discussions with DEO about the development of workforce strategies at the Center level.

v. Contractors and Shared Resources:

Briefly describe the number of contractors in the Center workforce, approximate value/funding of the contract, and the timeline (start date/end date) of major contracts. Similarly, describe the nature of shared resources (if/how the Center users employees from other USGS Centers, or via Cooperative Agreements or Interagency Personnel Agreements).

Include any detailed tables or graphics Contractors and Shared Resources in the body of the plan or as Appendix.

WHERE TO GET THIS INFORMATION: Information on contractors and shared resources will need to be created by the Center, based on their own records.

Strategic Future Direction

I. Brief Overview

Brief overview of the organization’s strategic goals.

II. Internal and External Drivers

Describe the key internal and external drivers that you anticipate will impact and/or change Program goals or objectives over the next 3-5 years. Consider USGS strategic goals and objectives and current science plans/future science directions, common business practices, anticipated changes to the mission and functions, and strategies and goals over the next five years. The Center Strategic Science Plan and other existing strategic documents can provide the majority of this information, and can be referenced or cited here. In addition, consider any of the following drivers (or others not listed) that you anticipate may impact your organization’s goals:

- Budget forecast (provide an estimate of future budget trends for key funding sources);
- Appropriated Program forecast (provide a brief description of the key programs supported by the Center in terms of anticipated new work, decreasing or ending work, or ongoing/work that will be stable);
- Reimbursable Program forecast (provide a brief description of the key programs supported by the Center in terms of anticipated new work, decreasing or ending work, or ongoing/work that will be stable);
- Key Departmental and/or Administration initiatives that will impact the Center’s operations;
- Emerging science issues; Influx of new technology and equipment.

Future Workforce (Supply, Demand, and Discrepancies)

I. Future Workforce

Describe the future workforce that you anticipate needing in the next 3-5 years in terms of scientific expertise, technical skills, and characteristics necessary for success in the anticipated budget and political environment. This can be at a general level, or the specific number of FTEs in a given positions, depending on the degree to which this can be meaningfully forecast for your Center.

II. Gap Analysis

Provide a gap analysis of the workforce to evaluate existing skill gaps and identify and prioritize actions needed to mitigate those gaps. One straightforward way to do this is via a table like the one below, which can be presented in the main body of the plan or, if lengthy, as an appendix.

Skill Gaps	Covered by Current Position	Current Importance	Future Importance	Action Needed	Training Need

Action Plan

Document specific actions that the Center will undertake to reach its workforce goals in the current fiscal year and, separately, in the next 3-5 year timeframe. Current year actions should be specific and include the responsible action owner(s) and due dates. Actions should be organized by topic as shown below.

Your Center plan needs to identify actions to address at least the areas below, but may include additional areas that are relevant to the Center.

TOOLS TO CREATE A GAP ANALYSIS: Two different templates are available to help with a Gap analysis:

Occupational Gap Analysis:

<https://www2.usgs.gov/humancapital/sw/workforceplanning/documents/occupationalgapanalysis.xlsx>

Skill Gap Analysis:

<https://www2.usgs.gov/humancapital/sw/workforceplanning/documents/skillgapanalysisappendixf.docx>

- Recruitment and Retention
- Diversity
- Multisector Workforce
- Resource Sharing

TOOLS FOR ACTION PLANNING: The following Action Plan Template can be helpful in developing specific actions:

<https://www2.usgs.gov/humancapital/sw/workforceplanning/documents/actionplanAppendixD.docx>

Monitor, Evaluate and Revise

Describe how Center management will monitor progress on the workforce plan, including methods and frequency for review and update of the action plan.