

OUR KEY ASSET: OUR EMPLOYEES

HHS, like any organization, cannot accomplish its mission without its employees. They provide the necessary direct services, coordinate with partners, award grants and contracts, and develop policy. The following chart shows the employment level distribution within HHS. The Full Time Equivalent (FTE) measure gives a better picture of total staffing than a count of the number of people at HHS, since some work full-time and some work part-time.

WORK FORCE PLANNING

In its simplest terms workforce planning is getting “the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.” This definition covers a comprehensive process that provides managers with a framework for making staffing decisions based on an organization’s mission, strategic plan, budgetary resources, and a set of desired workforce competencies.

Many models for workforce planning have been developed, but all rely on comparing the present workforce to that needed in the future; determining the gaps and surpluses between the present and future in terms of knowledges, skills, abilities, and competencies; then developing strategic plans for workforce transition.

In 1999 the Office of the Assistant Secretary for Management and Budget (ASMB) published Building Successful Organizations: Workforce Planning in HHS, a workforce planning guide for the Department. An ASMB team is now working with OPDIV budget and human resources staff to help them refine workforce planning data to support fiscal year 2002 budget requests and then to institutionalize the workforce planning process.

HHS FY 1999 FTE

OPDIV	FY 1999 Actual	FY 1999 Percentage
FDA	8,910	15.1
HRSA	2,014	3.4
IHS	14,586	24.8
CDC	7,491	12.7
NIH	15,329	26.0
SAMHSA	632	1.0
AHCPR	253	.4
HCFA	4,219	7.2
ACF	1,509	2.6
AoA	120	.2
OIG	1,273	2.2
OCR	210	.4
DM	1,313	2.2
PSC	1,071	1.8
Total Employment	58,930	100%

* Total includes 187 statutorily exempt FTE. Those employees designated statutorily exempt are exempt due to Congressional statutes. An example statute is Public Law 100-140, the “Federal Physicians Comparability Allowance Amendments” of 1987. Other statutes may be authorized to achieve government’s recruitment and retention efforts in areas requiring highly specialized occupations.