

Understanding the Data

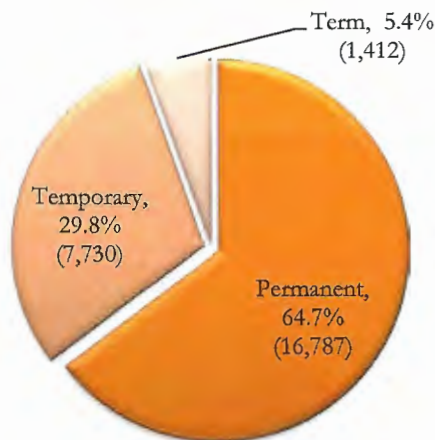
When you approach the data, examples of questions to ponder at the local level include what is the right balance between long-term permanent employees and the short-term workforce, so that they complement one another? What is the right balance between grade levels so that potential for growth exists while maintaining the right balance among technicians/assistants and higher graded jobs? How many employees are projected to retire in the near future and what can be done to assure that knowledge transfer occurs (e.g., mentorship programs) prior to their retirement? What groups are underrepresented in the workforce and what measures can be put in place to eradicate barriers that may hinder employment for parts of the community?

Take the time to analyze and uncover potential structural forces that have established barriers to employment opportunities to parts of various communities. For instance, vacancy announcements may inadvertently contain requirements that disproportionately place a burden on members of certain groups (e.g., to unnecessarily require driver's license). In this case, data analysis will help you address underrepresentation in a much more targeted fashion as well as help you gauge progress along the way.

Overall Workforce Distribution

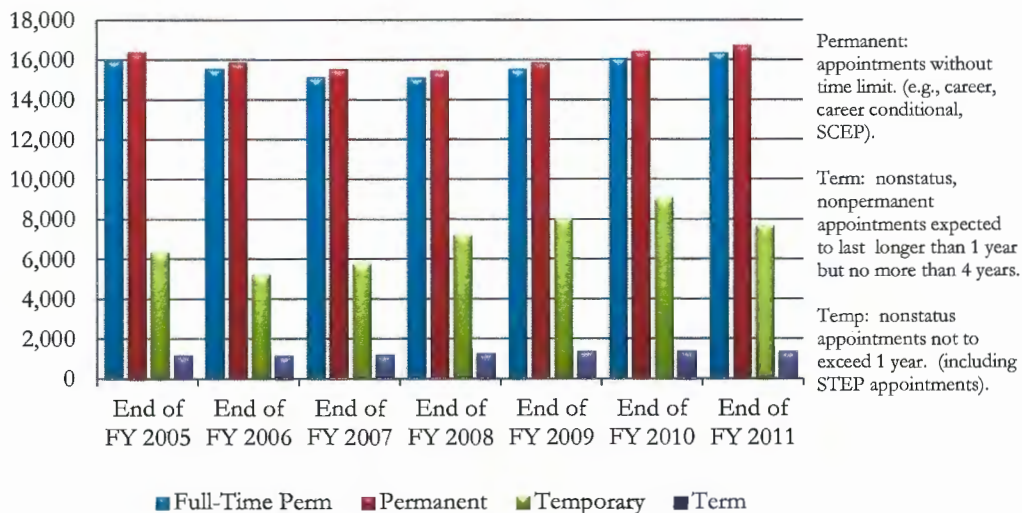
The National Park Service (NPS), as of the end of fiscal year (FY) 2011, had a workforce of 25,929 employees. Of those, 16,787 (64.7%) were permanent, 7,730 (29.8%) were temporary, and 1,412 (5.4%) were term. From 2005 to 2011 the permanent workforce experienced a downward trend until 2008 (15,525 employees) at which point it began to increase at an average of approximately 420 permanent employees annually. By contrast, the temporary workforce increased steadily until 2010 when it declined by 1,379 employees by the end of FY 2011. Term employees also increased in numbers from 2007 to 2010 at an average of 60 employees annually, and by the end of FY 2011 there was a slight decline of 17 employees. On average, from FYs 2005 to 2011, the proportion of total workforce was 65.9% permanent, 28.7% temporary, and 5.3% term.

Total Workforce Distribution (FY 2011)



Total Workforce= 25,929

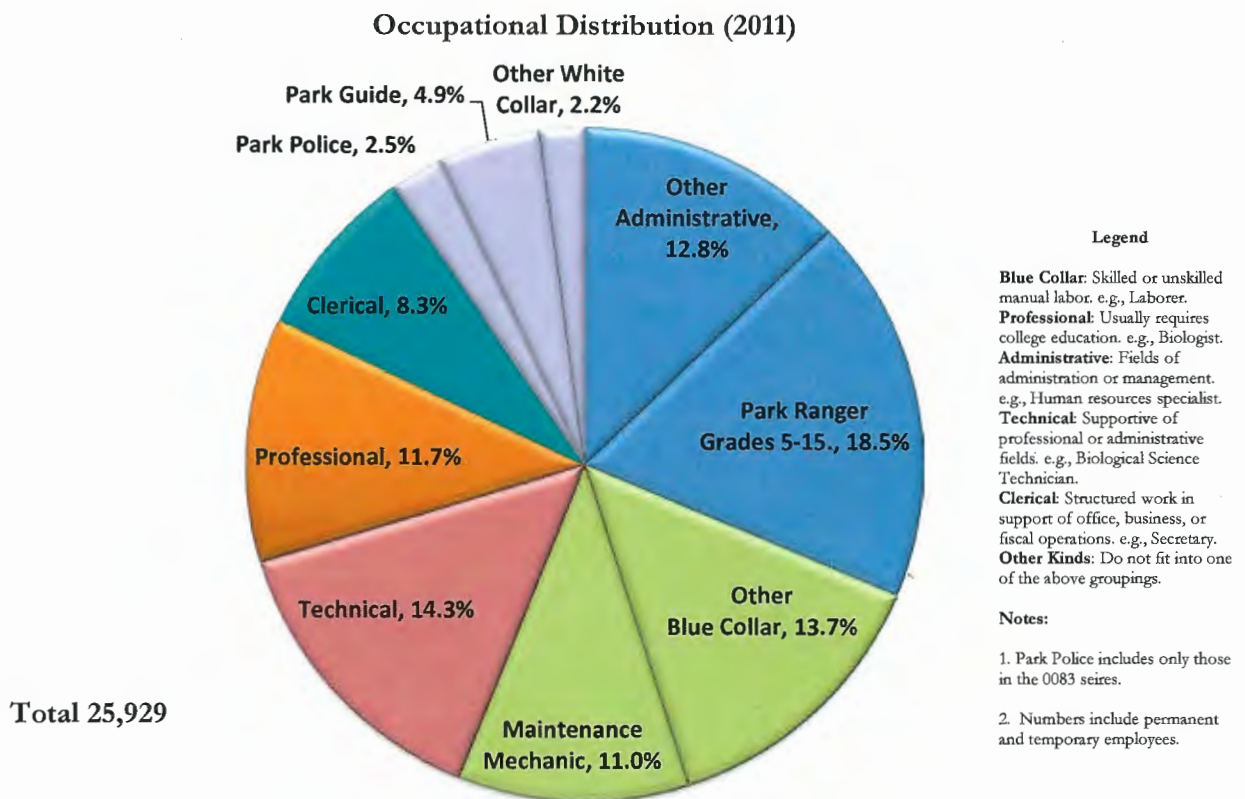
**Overall Staffing Levels
(Count of all active employees)**



Occupational Distribution

Administrative occupations are those that require the exercise of analytical ability, judgment, discretion, and personal responsibility applicable to one or more fields of administration or management. Professional work requires knowledge in a field of science or learning. Technical work is supportive of a professional or administrative field. It involves extensive practical knowledge gained through experience and/or specific training. Clerical occupations involve structured work in support of office, business, or fiscal operations. Blue collar occupations are those that comprise the trades, crafts, and manual labor (unskilled, semiskilled, and skilled), including foreman and supervisory positions entailing trade, craft, or laboring experience and knowledge as the paramount requirement.

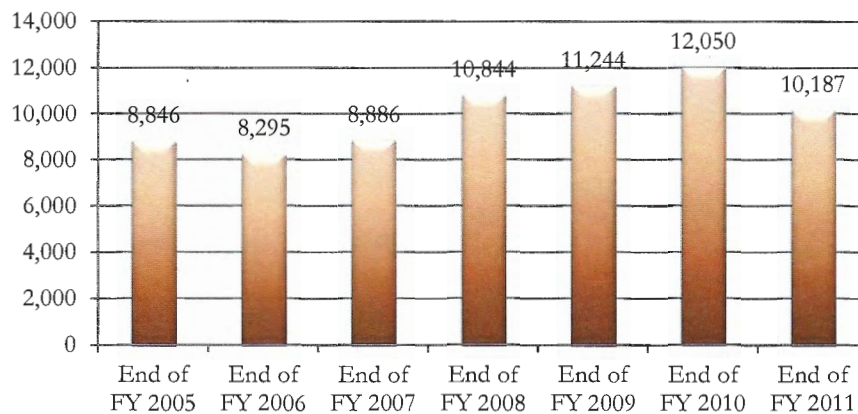
The NPS workforce is predominantly composed of administrative (including Park Rangers) and blue collar personnel; these combined make up 56% of the total workforce. Park Ranger (0025) is the most populated series followed by Maintenance Mechanics. Park Rangers GS-5 and above comprise 18.5% of the entire workforce. Technical work (14.1%) is the third largest category followed by professional (11.7%) and clerical (8.3%), respectively. Other kinds of white collar occupations are those that do not fit into the categories referenced above (e.g., Fire protection and prevention series, GS-0081).



Workforce Dynamics

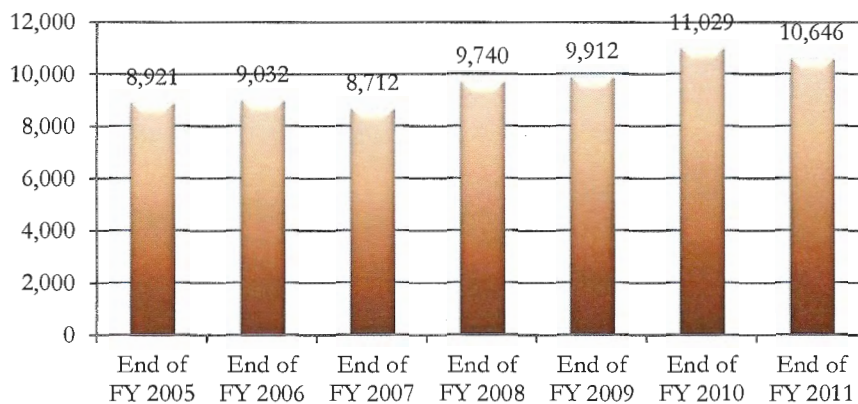
On average, from FYs 2005 to 2011 the NPS processed 10,050 accession actions per year. By the end of FY 2010 the number of total hires was 12,050, the highest throughout the period; it declined to 10,187 (1,863 employees) by the end of FY 2011. Such decline corresponds to a reduction in temporary employment. For FY 2011 of the 10,187 accessions, 809 were permanent employees, 9,117 were temporary, and 265 were term.

**Count of Total Hires
(All Employees)**



The number of separations for the same period was relatively close to that of accessions. On average, from FYs 2005 to 2011, there were 9,713 separation actions. Because accessions and separations are highly correlated, they follow the same pattern. The highest number of separation actions was processed by the end of FY 2010 (11,029 actions), which declined by 383 actions in FY 2011 (10,646 actions). Of all separations in FY 2011, 1,053 were permanent employees. This results in a typical turnover rate¹ of 6.4% for permanent employees.

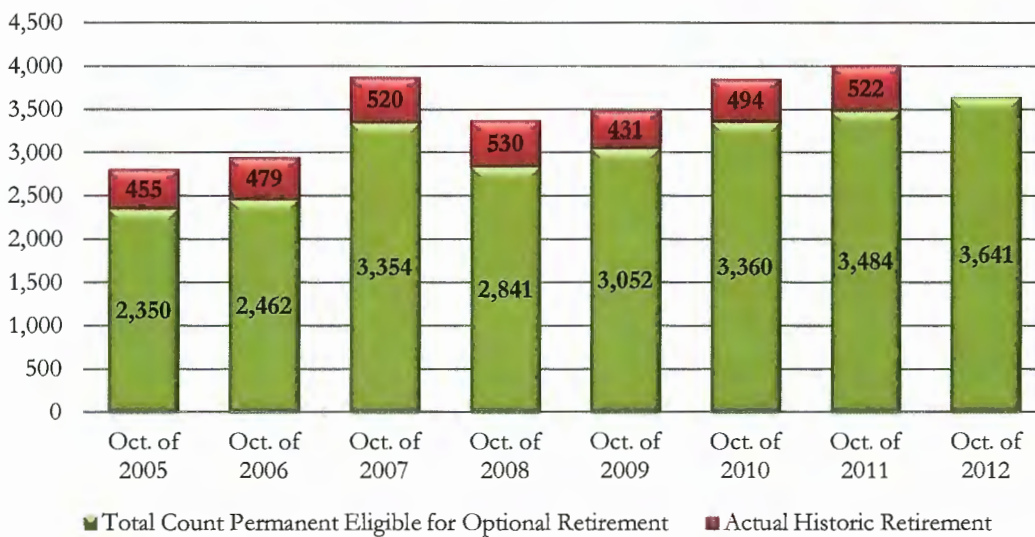
**Count of Total Separations
(All Employees)**



¹ Typical turnover rate is equal to: $\text{total perm. separations} / \text{beginning of FY perm. employment}$

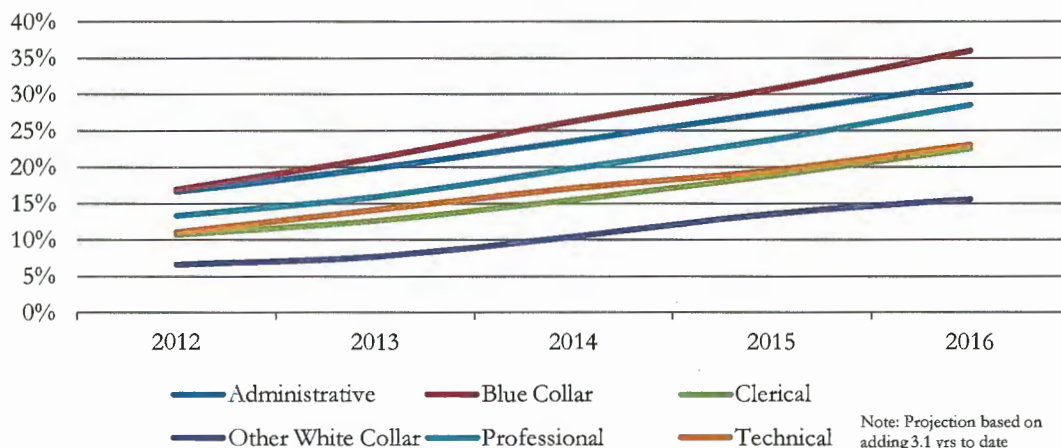
The number of retirement eligibles has increased steadily over the past 7 years. Only from 2007 to 2008 was there a reduction in the number of retirement eligibles as a result of a higher proportion of actual retirements. On average, from the beginning of FYs 2004 to 2011, 16.6% of retirement eligibles actually retired. From 2009 onwards, actual retirements have fallen below that average to 14.6%. By the end of FY 2011, 522 employees had retired, which amounted to 3.2% of all permanent employees. From FYs 2005 to 2011 actual retirements were, on average, 3% of all permanent employees.

Total Permanent Eligible for Retirement vs. Actual Historic Retirement



Usually, however, employees retire 3 years after they become retirement eligibles. Assuming no changes in current employment levels, blue collar occupations are projected to have the highest proportion of employees retiring, based on the 3 year assumption and holding everything else equal.

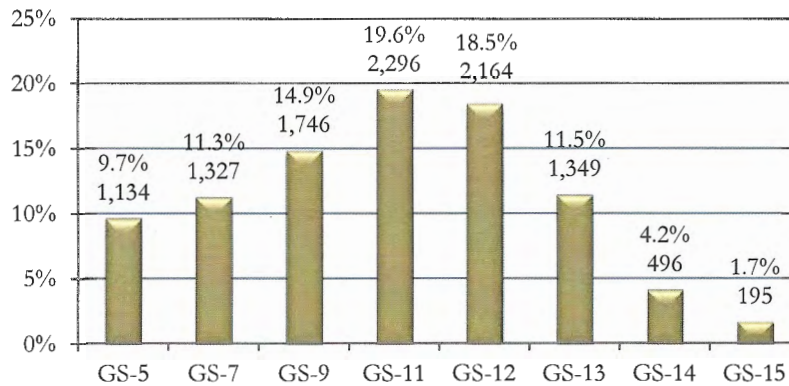
Projected Retirement



Specifically, 36% of blue collar employees are projected to retire by or soon after FY 2016 followed by administrative employees (31.3%), professional (28.5%), technical (23%), clerical (22.4%), and other types of occupational categories (15.5%).

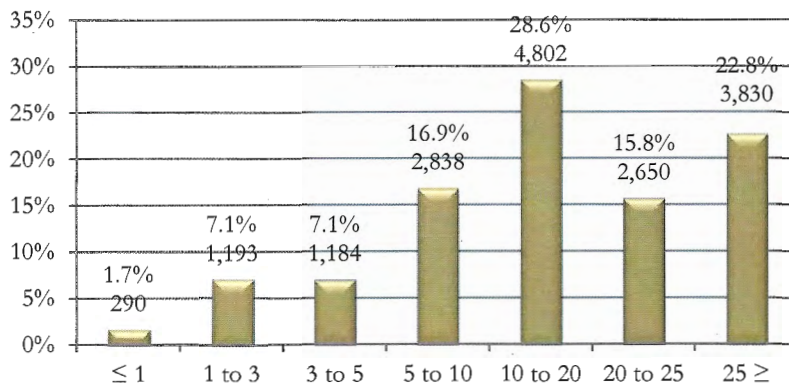
The majority of employees in the General Schedule are at the GS-11 (19.6%), followed by GS-12 (18.5%), GS-9 (14.9%), GS-13 (11.5%), and GS-7 (11.3%). The grade distribution has changed over time. From FYs 2005 to 2006, most General Schedule employees were at the GS-9 level. Perhaps, career ladder promotions may have accounted for such change, because the proportion of GS-9s has consistently decreased since FY 2005, while that of GS-11 has increased. The percentage of GS-5 and GS-7 is at its highest level since FY 2005.

**Grade Level Distribution of Permanent Employees
(FY 2011)**



By the end of FY 2011, most permanent employees had 10 to 20 years of service. At the same time, that same group has had a slight, but steady, decline since FY 2005 when they accounted for 35% of the permanent workforce. The second largest group are those with 25 or more years of service. In aggregate, those with 10 or more years of service account for 67.2% of all permanent employees. In contrast, those with 5 or less years of service make up 15.9% of the permanent workforce.

**Years of Service Distribution of Permanent Employees
(FY 2011)**

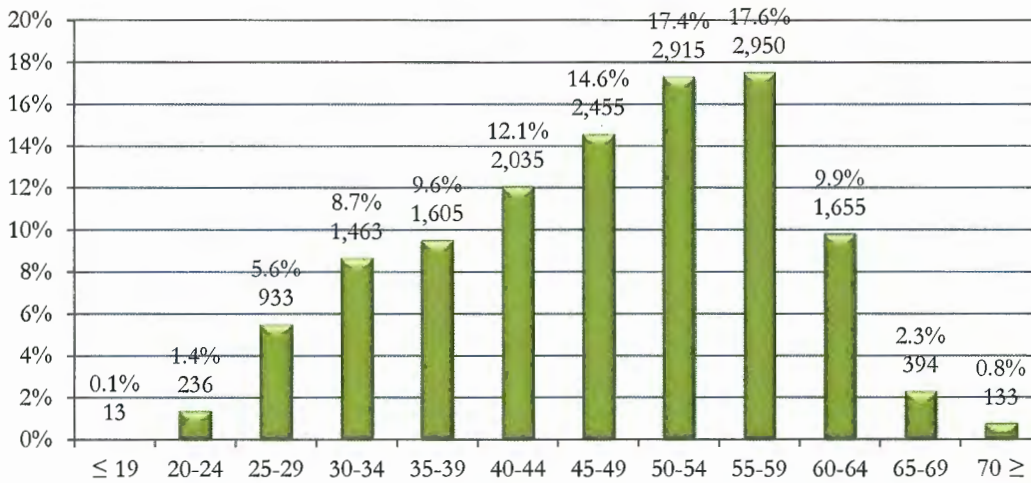


Demographics

Age

The average age of all permanent employees is 47.4 years. Of all permanent employees, 74.7% are 40 years of age or more; of which 35% are in their 50s and 13% are 60 years old or more. Permanent employees 29 years old or younger account for 7.1% of all permanent employees.

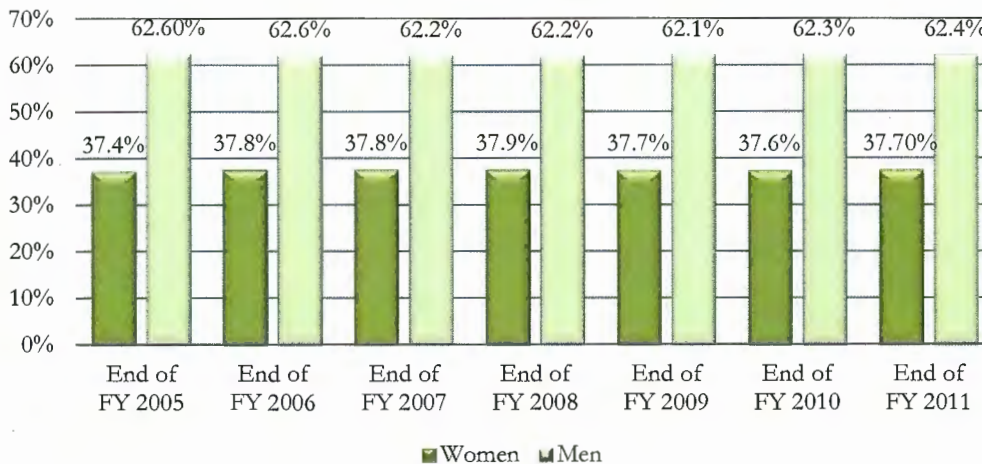
**Age Distribution
(FY 2011)**



Sex

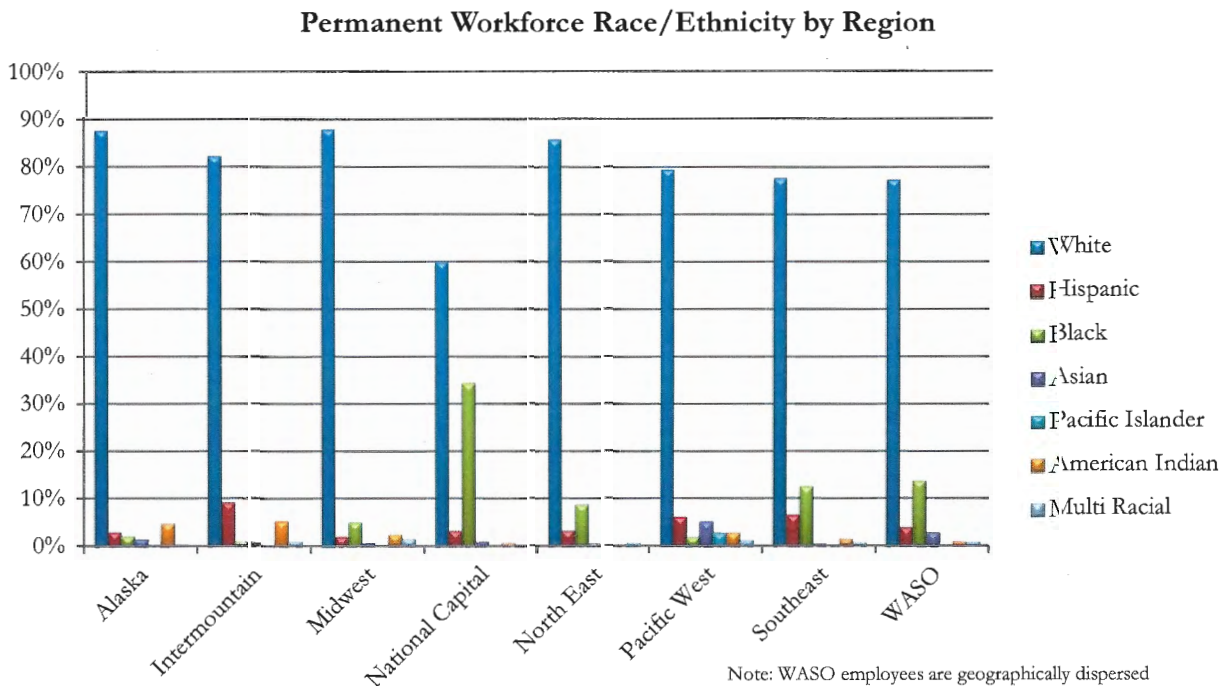
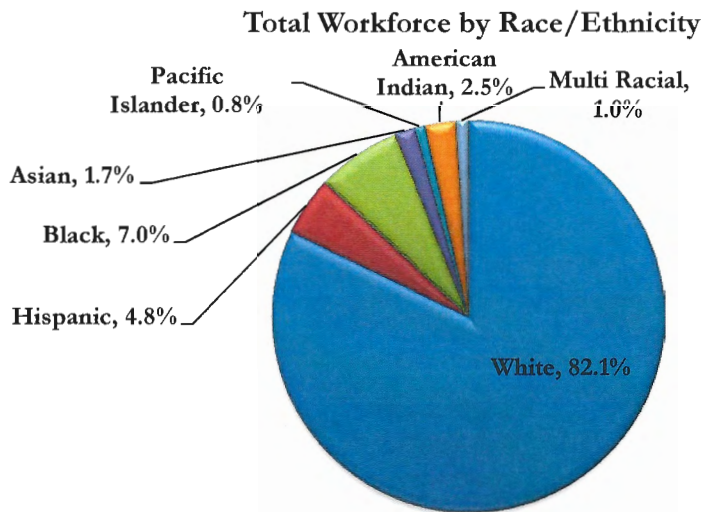
The distribution of the workforce by sex has been relatively unaltered since 2005. Of all employees, on average from 2005 to 2011, men occupied 62.3% of all positions while women held 37.7%. For FY 2011 there were 9,788 women and 16,141 men in total.

Sex Distribution 2005-2011



Race/Ethnicity

The racial distribution of the total workforce shows that 82.1% of employees are White and 17.9% are of other races and ethnic backgrounds. For all racial groups, men are represented in higher numbers compared to women. Comparing the racial makeup by region, the Midwest Region has the highest percentage of Whites (87.9%), National Capital Region of Blacks (34.6%), Intermountain Regions of Hispanics (9.3%) and American Indians (5.3%), and Pacific West of Asians (5.2%) and Pacific Islanders (2.9%).



Veterans Preference

The number of employees with veterans preference has decreased slightly since 2005. From FY 2010 to 2011, the number increased 0.3 percentage points. On average, from FYs 2005 to 2011 there were 3,956 employees with veterans preference.

