

HUMAN CAPITAL RESOURCE
and
SUCCESSOR WORKFORCE PLAN
FY 09 - FY14

"Career Lifecycle. The typical lifecycle includes recruitment, selection, development, utilization, performance management, succession and sustainment of talent, and separation. Each stage varies in duration and typically involves important decisions regarding an individual's career planning."

DoDD 1403.03, October 25, 2007

**LEADING ... to the
Army Vision**

***"People,
Readiness,
Transformation"***

US Army Garrison
Fort Knox, Kentucky

FOREWARD

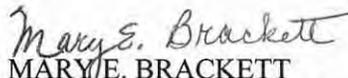
This Human Capital Resource and Successor Workforce Plan was developed to provide a means to have the available expertise to accomplish the current mission and have a successor workforce to meet the challenges of the future.

The Plan includes two appendices:

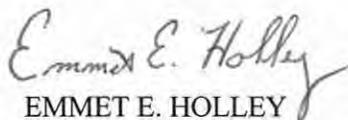
- Leader Development Guide
- Strategic Performance Objectives and Measures

The Plan details the in-depth analysis that led to the conclusions which formed the basis for the Leader Development Guide. While all parts of the Plan are important, the Leader Development Guide forms the foundation by which we will meet the future challenges – Leading the Garrison to the Army Vision emphasizing People, Readiness and Transformation. By identifying participants for the Civilian Education System, mid-level leadership development, cultivating their critical knowledge and skill areas in their IDPs, and providing active counseling and mentoring, we will be well on our way to growing potential future leaders.

All directors and supervisors will embrace this program and provide guidance and support to program participants. The Garrison's success depends on the centerpiece of the Army – its people! Join us in making this a premier program at Fort Knox and in the Army.


MARYE. BRACKETT
Workforce Development Specialist


KENT R. SHAW
Director of Human Resources


EMMET E. HOLLEY
Deputy Garrison Commander


ERIC C. SCHWARTZ
Colonel, Armor
Garrison Commander

***"We're not going to win the war on terror if we don't win the war on talent."
(Ronald Sanders, Human Capital Chief)***

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**Human Capital Resource
and Successor Workforce Plan**
FY 09 – 14

1. **Introduction.** The purpose of the Human Capital Resource and Successor Workforce Plan is to provide a framework for workforce planning. Effective human resource planning involves the right mix of recruiting new employees and developing current employees. Our over-arching workforce goal is to enable employees to reach their full potential as individuals in a professionally rewarding and personally enriching environment.

2. **Fort Knox Mission:** *The Fort Knox Garrison supports the development and readiness of our Nation’s Warriors by providing quality services, maintaining and improving infrastructure, ensuring force protection, and enhancing the quality of life of the greater Fort Knox community.*

Fort Knox Vision: *Fort Knox is serving as the premier installation for the training and readiness of our Nation’s Warriors. When called upon, it will support any and all training, mobilization or power support needs for the Army and other services. This installation will set the standard for quality of life programs while providing unequalled support to our Warriors, their Families, the civilian workforce, our contractors, and the greater Fort Knox community.*

Fort Knox Culture. *The Fort Knox Garrison culture emphasizes high-performance teamwork for mission accomplishment. The national security strategy drives our culture to be one of rapid response in support of military operations around the world. Providing the sustaining base for this mission requires a high-performing, technically competent workforce – that is empowered to employ a team-based approach to work. With the Office of Personnel Management’s focus on recruitment from the general public in their “Working for America” campaign, our mission creates an avenue by which personnel can readily be hired from across the United States and OCONUS. Since Fort Knox is the primary and one of the largest employers this area, the workforce is somewhat static in that many employees typically are not mobile outside of the Fort Knox area. A number of employees are from families who began working here 25-30 years ago who now have sons and daughters working on the installation. This “family” influence brings much loyalty to the mission.*

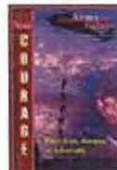
3. **Values.** Our values guide our professional behavior and our approach to how business is conducted. We subscribe to the seven Army values:



Loyalty
Bear true faith and allegiance to the U.S. constitution, the Army, and other soldiers.



Duty
Fulfill your obligations.



**Personal
Courage**
Face fear, danger, or adversity.



Respect
Treat people as they should be treated.



Selfless Service
Put the welfare of the nation, the Army, and your subordinates before your own.



Honor
Live up to all the Army values.



Integrity
Do what is right, legally and morally.

4. **Environment.** Fort Knox Garrison seeks to be customer-centered, empowered, and mission-focused. In developing this plan, the following environmental influences were considered:

- **Macro.** Our mission requires that the workforce maintain a broad view of the work in relation to the Garrison mission/vision. Leaders must have the skills to understand, motivate, and hire the future workforce in an ever-changing environment. The workforce must be able to react quickly to changing national security emphasis. Internal business practices are influenced by broad directives and initiatives, such as: the President's Management Agenda, Strategic Management of Human Capital, Competitive Sourcing, Improved Financial Performance, Expanded Electronic Government, and Budget and Performance Integration. Existing flexibilities in human resources management allow restructuring the workforce without adverse effects, e.g., VERA, and are used to mutually benefit the Garrison and employees.
- **Business.** Garrison strives to continuously improve business processes and to adopt business standards and practices where feasible. Strategic performance measures developed by private companies are now part of the Fort Knox environment. The Army, as a whole, and the Fort Knox Garrison leverage technology utilizing e-learning as a means to better effectiveness and efficiency in meeting mission requirements.
- **Competitive.** We compete for the work performed to support the mission both with private business and with other installations and federal agencies. Job seekers within the federal government and within the local labor market are plentiful but there is keen competition.
- **Internal.** The internal environment is and will continue to be one of change on all levels. In response to Army transformation, corresponding changes in mission, systems, organizational structures, business processes, and human resources are expected. The change environment drives the need for continuous training so employees will embrace the need for change as opportunities as opposed to threats to their continued way of life.

5. **Strategic Objectives.** Our Garrison Strategic Plan sets strategic objectives to accomplish our mission and achieve our vision by supporting key processes of power projection, training support, well-being and optimizing resources. To meet Garrison's vision, these challenges must be overcome:

- Maintain readiness, training support, and quality of life while command and control is focusing on war fighting.
- Increased and expanded missions with requirements for enhanced force protection/anti-terrorism measures.
- Maintain readiness while transforming the workforce due to accessions/departures caused by BRAC.
- Manage human resources in a transitioning environment.
- Cope with the complexity of rapidly changing systems and technology.

- Anticipate and posture for the continuing transition of the Army and Installation Management, e.g. the arrival of HRC, other BRAC –related movement, Army Transformation, and *Grow The Army* initiatives.
- Effective management of contractor operations.

To provide the support base needed to achieve the mission and overcome associated challenges, the workforce must be diverse, multi-skilled and technically competent exemplifying flexibility and adaptability in a continuously changing work environment. Our strategic human resource development and management performance objective addresses key support processes across the Garrison and is reviewed annually to meet an ever changing environment and mission, specifically:

Objective 1.1: Ensure a fully trained and qualified workforce is available and maintain this capability by minimizing position vacancy times.

Objective 1.3: Organizations will develop employee transition and succession plans.

Objective 1.5: Maximize the Civilian Education System (CES) through the use of web-based training.

6. **Workforce Assessment.** In order to meet the objectives of this plan, a workforce assessment was performed. The process used was based upon analyzing current supply and future demand for competencies/occupations and projecting areas where gaps may occur. The following chart represents the process used:

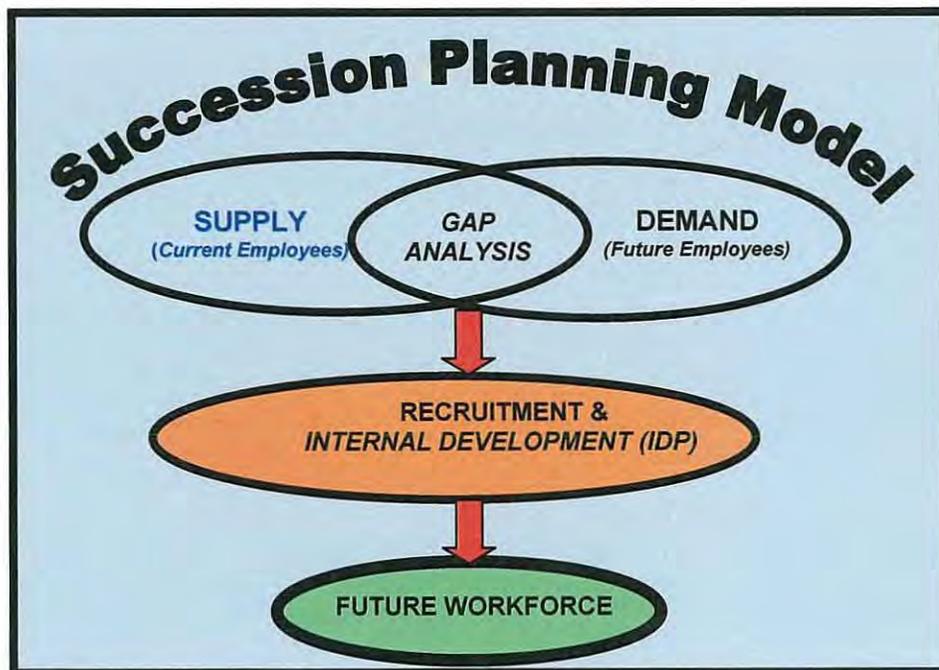


Figure 1
Succession Planning Model

7. **Facts and Assumptions.** The following facts and assumptions were considered in this assessment:

Retirement Age. Government-wide, about one-third of federal career employees on board at the end of fiscal year 2007 are eligible to retire between now and 2012. Retirement eligibility will be especially pronounced among agencies' executives and supervisors--over 60 percent of career executives are projected to be eligible by 2012. Fort Knox Garrison average age (49) is not considered a good indicator for predicting future retirements, as 15% of the current staff is under the CSRS who can retire at age 55, while 85% are under the FERS whose full retirement age ranges up to age 67 (for full social security benefit). Employees who participate in the Thrift Savings Plan (TSP) for part of their retirement income do not retire until they reach at least the age of 59 ½ in order to avoid a tax penalty for withdrawing funds prior to that age. Anticipated retirement age is projected to be a minimum of 59 – 59 1/2. With the current FY09 economic situation, we expect the minimum retirement age to increase.

Recruitment Picture.

Positions at the Garrison are filled from a variety of recruitment sources--former military members, spouses/family members, and the general public--internal, local, and across CONUS/OCONUS. Mandatory placement programs such as Spouse Preference and Priority Placement protect current employees from job loss but at the same time tend to limit the number of vacant positions into which new employees (first time workers with the government) may enter. Internal recruitment and formal trainee positions leading to promotions are used to increase employee morale and give employees a feeling that their hard work pays off. Areas that impact our recruit picture are:

- ❑ Turnover typically is not high until employees reach retirement age. With the graying of the workforce, we will experience a greater number of retirements over the next five years.
- ❑ With the projected vacancies associated with BRAC activity, specifically the arrival of HRC, turnover in critical skills areas will increase.
- ❑ The projected arrival of the BRAC-related units/agencies over the next two-three years will also increase the pool of qualified applicants. Fort Knox will transform from transient “training” to a home of headquarters, operational, and training units thereby increasing the level of base operations support required. This will also increase the available labor pool for entry-level positions since many incoming military will have spouses and children seeking employment.
- ❑ IMCOM's Civilian Executive Development Assignment Program (CEDAP) will not have a great impact on our recruitment and training, as we currently have only one employee in the program (pay band 3); CEDAP positions will be filled centrally. Should the classification of the Garrison change from LMOSR to MOSR, the number of CEDAP positions will increase.
- ❑ Some required skills are not available outside the Fort Knox civilian workforce to meet the mission requirements in grades GS-7 to GS-11. There are some internal candidates coupled with prior military members who can fill a number of these positions, but this applicant pool is not sufficient due to changing skills needs for more effective teaming and supervision.
- ❑ Recruitment efforts take into consideration local influences in this locality. Once hired, imbalances in education and skill levels can be addressed through education and training programs.

- Availability of personnel for internal promotion is bound by strict regulatory guidelines for general schedule (GS) positions. Employees must be fully qualified in order to compete for promotions. Training employees for future promotions requires use of competitive training opportunity announcements since regulatory requirements do not allow for training in skills outside of an employee’s present position of record. More flexibility is available under the NSPS program; however, only non-bargaining unit positions are covered under NSPS at this time.
- Availability of prior military service members as an abundant source of candidates is expected to continue due to increase in military personnel attrition rate.

8. **Mission Critical Occupations:** DOD identified the following as Mission Critical Occupations:

MCO	
Contracting	OPM designated Government-wide MCO
Engineering/Scientific	General Engineering/Physical Science; Civil Engineering; Computer Engineering; Computer Scientist; Electronic Engineering; Mathematician
Financial Management	Accounting; Auditing; Budget Analysis
Human Resources	OPM designated Government-wide MCO
International Programs & International Relations	Foreign Affairs; International Relations; Language Specialist
Logistics Management	Occupation is part of DoD’s Acquisition Workforce
Medical	Physicians, Nurses, Pharmacists
Quality Assurance	Occupation is part of DoD’s Acquisition Workforce
Security Admin/Intelligence	Security Administration; Intelligence; Police Officer
Information Technology Management	OPM designated Government-wide MCO

DOD Civilian Human Capital Strategic Plan, and Acquisition Workforce Implementation Briefing, 6 Feb 08.)

Figure 2 - MCOs

9. **Current Workforce.** According to the Office of Personnel Management, (Federal Civilian Workforce Statistics), the average age of Federal civilian employees in 2006 was 46.9 year old. Comparatively, the current average age of a Fort Knox Garrison employee is 49 years old (based on information in the Army’s personnel database).

Of the current workforce, 14.7% is eligible under optional retirement and 36.7% will be eligible for optional retirement by 2014. The Garrison workforce is composed of 773 APF civilian and 53 military employees. Of the 773 civilians, there are 115 supervisors, 43 leaders, and 620 nonsupervisory employees. Approximately 50% of the current workforce (393 positions) is between the grades of GS-7 to GS-11. Approximately 60% of the current workforce has prior military service.

In addition to civilian and military positions, approximately 1,500 long-term contractors work in direct support of Garrison operations. Over the past 10 years, the number of contractors has grown as the size of the military and civilian workforce decreased due to reductions associated with commercial activity studies. Figure 3 below presents the primary characteristics of the current federal worker at Fort Knox Garrison:

Employee Profile

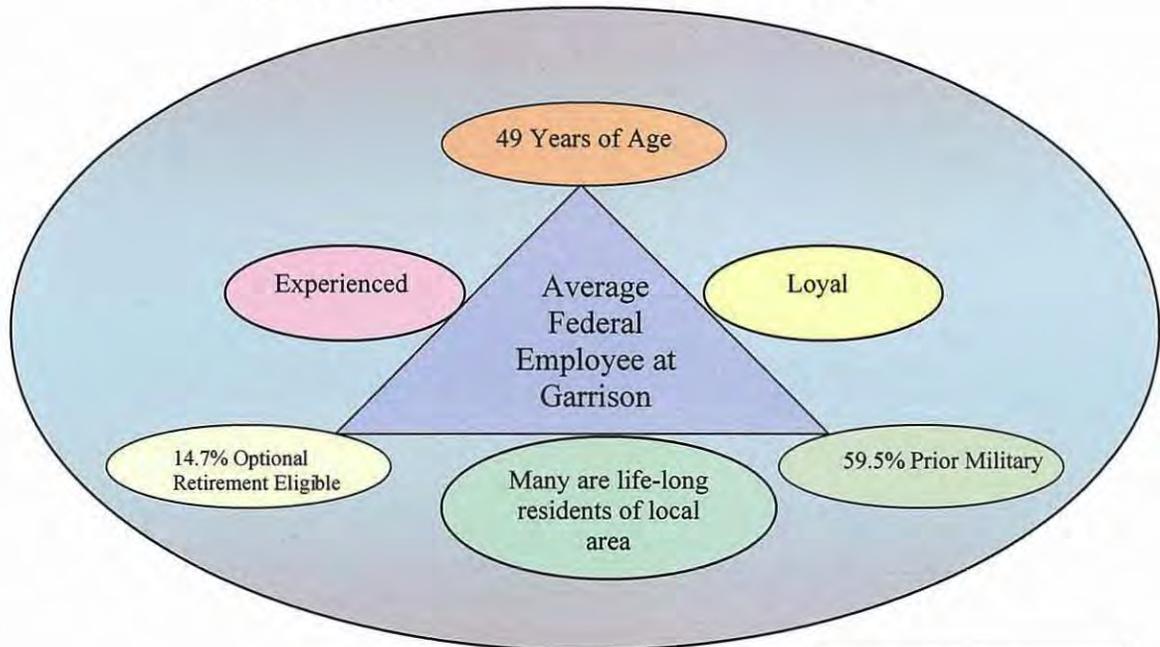


Figure 3
Employee Profile - 2009

10. Skill Structure History/Trends.

Mission and technology changes impact skill requirements as reflected in series changes

- Since 1999 the number of positions in the computer related field (2210 series) increased dramatically. This indicates a trend towards increased competence in technology.
- As each employee, regardless of grade, acquired computer skills and a desktop computer, centralized clerical support decreased.
- In the last ten years, both the 0343 series (Management Analyst) and 0560 series (Financial/ Budget Analyst) skills areas increased directly reflecting the mission change to more efficient and effective utilization of resources.
- Significant increases were and will continue in investigative and protection services. This is due to the national security strategy and the change in Soldier support.
- The workforce increased in the GS-301 and 340 series reflecting growth in the need for multi-skilled and management positions.

- In 2009 blue-collar workers make up 14% of the Garrison workforce. We sustained a significant decrease in 2001 when an A-76 study resulted in contracting many base operations functions. In 2005/2006, we experienced an increase in the blue-collar population with the conversion of military to civilian positions which were primarily in range operations support. The numbers will decrease again with the move of the Armor School to Fort Benning, Georgia in 2010/2011.

The following charts depict the overall workforce occupational evolution and current types of occupations at Garrison that show significant change or stability; this chart is not all inclusive.

Increasing	Continuing Demand	Decreasing
IT Specialist (2210)	Generalist- various (0301)	Clerical/Secretarial (303/318/322/326)
Human Resources (0201/0203)	Child Development (1700)	Computer Operators (0332)
Police Officers (0083)	Education (1700)	Training (1700)
Firefighters (0081)	Contracting Officer Rep (various)	Food Service (1667)
	Program Manager (0340)	Housing Asst & Mgmt (1100)
	Res Mgt & Anal (0560)	Water Plant Operators (5409)
	Range Target Systems (4801)	
	Air Traffic Control (2100)	
	Mgt Analysis (0343)	

**Figure 4
Occupational Change Summary**

11. **Local Labor Pool.** The labor pool in this geographic area has direct impact on intake of new employees. To determine whether to focus resources on recruitment or workforce development or a combination of the two, influences in the local area were assessed. According to the Department of Labor (DOL) in an article on Tomorrow's Jobs (Occupational Outlook Handbook, 2008-2009 edition), "Population is the single most important factor in determining the size and composition of the labor force." Key statistics in the DOL report show the following:

- The labor force is projected to increase by 12.8 million or 8.5 percent to 164.2 million over the period 2006-2016.
- Youth population, age 16 to 24, will decrease its share of the labor force to 12.7 percent by 2016.
- The US workforce will become more diverse by 2016.
- Government employment is expected to increase 4.8 percent.

Unemployment in the state of Kentucky is 7.5% (8.1% for the U.S) and this number will change with changes in economic conditions. This could improve our recruitment efforts from the general public in the local commuting areas and the population at large.

12. **Population Growth.** From 2000 to 2008, Kentucky's population grew 5.6% according to the U.S. Census Bureau. The three major counties surrounding Fort Knox show a projected population growth from 2000 to 2010 of: Hardin - 9.2%; Meade - 12.1%, and Bullitt- 18.9%.

This population trend should continue upward through 2012 with BRAC accessions. This increase in population alone does not provide a stable labor pool. It is also important to review age of the population, to determine if there are young people who could be a viable future recruitment source. All three counties have a population that is 26-29% age 19 and under. In 2000, the U.S. Census Bureau reported that 9.7-11% of the population in the three counties surrounding Fort Knox is 65 years of age or older. Consideration is given that some of the younger generation are here with their Soldier parent, causing frequent station moves, but there remains opportunity to hire local youth and begin their interest in working for the Federal government. With moderate population growth and approximately 90% of the population under age 65, the future labor pool from which to fill entry-level positions appears to be more than adequate.

13. **Future Occupation Growth.**

DOL statistics report the 30 occupations that are projected to be the fastest growing have growth rates of 27 percent or greater, much faster than the 10-percent average for all occupations. Six occupations—three computer related, two health related, and one personal care and service occupation—will be among the fastest growing occupations and the occupations that register the largest numeric growth:

- Computer software engineers, application
- Computer systems analysts
- Network systems and data communication analysts
- Home health aides
- Medical assistants
- Personal and home care aides

Professional and related occupations, many of which are associated with health care and the provision of social and mental health services, dominate the fastest growing occupations. Eighteen of the 30 fastest growing occupations are in professional and related occupations (normally have higher entry-level requirements for education and training; another), 10 are in the service occupations group. Five from the computer specialist subgroup, including the fastest growing occupation, network systems and data communication analysts, show up in the top 30. Other trends reflected by the fastest growing occupations are an increasing emphasis on personal appearance, financial well-being, and the environment. Altogether, the 30 fastest growing occupations are expected to add 2.3 million jobs through 2016, while growing by at least 27 percent, a rate much faster than the average for all occupations.

Fifteen of the 30 fastest growing occupations generally require a bachelor's degree or higher as their most significant source of education and training. Another 7 occupations on the list typically require a postsecondary vocational award or an associate degree. Most of the 30 fastest growing occupations fall under the major group titled "professional and related occupations," in which most of the health care, education, and science related occupations are found. Professional and related occupations normally have higher entry-level requirements for education and training.

Employment growth will be driven by the increasing reliance of businesses on information technology and the continuing importance of maintaining system and network security. **These**

factors directly correlate to the mission of the Garrison - - service-providing in an environment increasingly reliant on information technology coupled with network security.
 (Occupational Employment 94 Monthly Labor Review • November 2007)

14. Diversity.

The Fort Knox Garrison Workforce Profile (August 2008 Garrison EEO Office) showed there were 787 Appropriated Fund employees working for Garrison organizations. Of these, 112 (14.2 percent) were in wage-grade positions and the remainder in GS and NSPS positions.

For comparison purposes, Fort Knox uses the Civilian Labor Force (CLF) data for the Louisville Metropolitan Statistical area, based on data from the 2000 census. As can be seen in the chart below, the Garrison workforce, as a whole, exceeds the CLF for all minority groups except the “two or more” category and is below the CLF for white employees. In addition, we are over 15 percent below the percentage of females found in the CLF. Granted, this percentage would change dramatically if the NAF workforce was included, however, steps should be taken to ensure that women and individuals of two or more races are given equal consideration for placement in appropriated fund positions.

	KNOX	CLF
Native American	0.6%	0.2%
Asian	2.3%	1.1%
Black	12.8%	11.7%
Hispanic	3.4%	1.4%
White	80.1%	84.5%
Two or more	0.8%	1.1%
Female	32.5%	47.8%
Male	67.5%	52.2%

**Figure 5
 Minority Profile - 2008**

Distribution by race and gender: There is a statistical difference of 35% between males and females in the workforce and a statistical difference of 59% between white and all minorities. This is not necessarily reflected at each grade. There is a sufficient bench of employees who are female and/or minorities who can be developed. Minorities are above their representation within the Garrison at the GS 1-11 grade ranges and above the CLF at the GS 13-14 range. This shows that there is a good base of employees who should be developed through training and work experiences to advance. The chart also shows the bulk of positions within the Garrison are between grades GS 5 and 11.

	Female	Male	Number	Minority	White
Up to GS-5/4	21.2%	78.8%	118	27.4%	72.6%
GS-5/5- GS-11/4	46.1%	53.9%	393	22.9%	77.1%
GS-11/5-GS-12/4	34.9%	65.1%	86	11.6%	88.4%
GS-12/5-GS-13/4	26.7%	71.1%	45	6.7%	93.3%
GS-13/5-GS-14/4	33.3%	66.6%	21	14.3%	86.7%
GS-14/5-GS-15/4	11.1%	88.8%	9	0.0%	100.0%
GS-15/5+	0.0%	100.0%	4	0.0%	100.0%
Garrison	32.5%	67.5%		20.4%	79.6%
CLF	47.8%	52.2%		14.5%	84.5%

**Figure 6
 2008 Race & Gender Profile**

Age: Although it is illegal to discriminate against candidates for employment or promotion because of their age, it is equally important to be aware of the age of the workforce in order to develop future recruitment and workforce replacement strategies. As is evident from this chart, the Garrison, like Fort Knox and all federal agencies, is facing the problems associated with an aging workforce with over 50% of employees age 50 or above. These problems include not only potential disability issues, but also the issue of how we are going to prepare the current under 50 workforce and select future employees to replace the wave of predictable retirements.

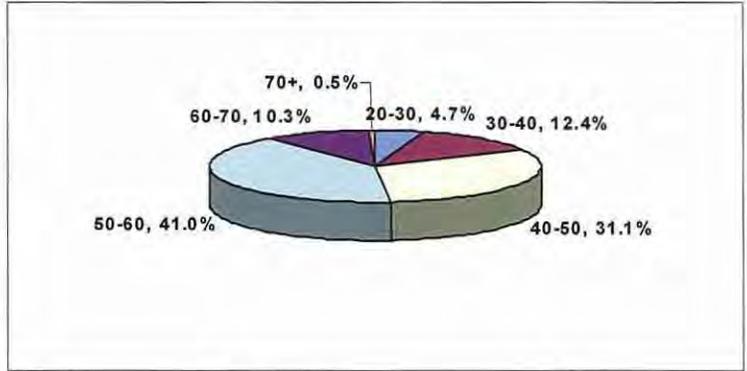


Figure 7
Employee Age - 2008

This situation places the Garrison in a position to do some strategic recruitment to ensure youth, women, minorities and the disabled are actively recruited and given the opportunity to apply and be considered for appointment to positions where they are currently under-represented.

When the current older workforce does retire, they will take with them a wealth of knowledge about Fort Knox and how the “system” works. In those instances where it is important for this knowledge to be passed on, steps (e.g., continuity books/resources) need to be taken now to ensure this knowledge is retained and continues.

15. **Customer Input.** The FY 06 Army Civilian Attitude Survey provides insight into the retirement plans of the Garrison workforce. Of the supervisors responding, 43% stated they would retire within five years, while employees responded at a rate of 36%. Supervisors comprise 20.4% of the total workforce. Overall, the most prevalent job series of supervisor is 301. The following chart depicts the number of supervisor positions within critical skills areas and the numbers eligible to retire within the next five years.

<i>PATCOB CATEGORY</i>	<i>MOST PREVALENT SERIES FOR SUPV POSITIONS</i>	<i>NUMBER OF SUPERVISORS (in the most prevalent series)</i>	<i>NUMBER ELIGIBLE TO RETIRE THRU 2009</i>	<i>NUMBER ELIGIBLE TO RETIRE THRU 2014</i>
Professional	0800	7	2	3
Administrative	0301	22	3	3
Technical	1702	3	0	0
Clerical	0203	1	1	0
Other	0083	9	0	0
Blue Collar	5201	2	2	0

Figure 8
Supervisor by Type of Positions – 2008

<i>PATCOB CATEGORY</i>	<i>MOST PREVALENT SERIES</i>
Professional	800 series, 1701, 905
Administrative	0018, 301, 343, 346, 560, 2210
Technical	303, 802, 1702
Clerical	203, 303, 318
Other	0081, 0083, 0085
Blue Collar	4206/07, 4801, 6907, 5201

Figure 9
Critical Skill Areas

Of employees responding in the FY 06 Civilian Attitude Survey, 62% stated they intend to stay in their current organization; 66% of supervisors indicate their career plans are to remain with their current organization. Many of the current Garrison workforce are lifelong residents of this area and will not relocate to another installation. These factors suggest Garrison has a stable workforce.

The recently published 2008 Federal Human Capital Survey results show little change in this data – a slight decrease in those who plan to stay in place – 58.9% and 32% who plan to retire within the next five years. Fifty-eight percent of the respondents had 20 years or less federal service which would logically result in a decrease for those planning to retire. (Department of the Army Statistics)

16. Summary.

Recruitment Picture

- ❑ Turnover is relatively low within the Garrison until employees reach retirement age.
- ❑ HRC and Accessions Command/Cadet Command/US Army Recruiting Command will be magnets for selected current Garrison staff.
- ❑ Insufficient availability of applicants with the right skills in the private sector /region to fill remaining vacancies
- ❑ Long lead time to fill vacancies under normal CPAC procedures
- ❑ Increase in military will increase number of family members searching for employment
- ❑ Prior military will continue to be a recruitment source
- ❑ CEDAP will be used to fill positions in pay band 3.

Current Workforce

- ❑ Average age of employees at Garrison is 49 years old.
- ❑ 14.7% of the current workforce is eligible to retire now; 36.7% will be eligible by 2014.
- ❑ 71% of the current Resource Management Office staff is or will be eligible to retire by 2014.
- ❑ The DPW director and 5 of the 6 division chiefs are or will be eligible to retire by 2014.
- ❑ 60% of the Safety Office staff is or will be eligible to retire by 2014.
- ❑ 56% of the engineering 800-series staff is or will be eligible to retire by 2014.
- ❑ 50%% of the current workforce is between the grades of GS-7 through 11.
- ❑ 59.5% of the workforce has prior military service.
- ❑ All but 2 of current CSRS employees will be eligible for optional retirement by 2014.

Skill Structure/History Trends

- ❑ There is a continuing trend towards increased competency in technology.
- ❑ The need for centralized clerical support has significantly decreased. The use of automation, even at higher-grade levels, eliminated the need for pure clerical support creating multi-functional positions that require use of software and programs encompassing work formerly done by clerical employees.
- ❑ Continued emphasis on management and financial analysis skills.
- ❑ Dramatic increases shown in firefighter and police officer positions due to increased security due to national security strategy and the change in military support.
- ❑ There was an increase in GS-301 and GS-340 series reflecting growth in the need for multi-skilled and management positions.
- ❑ Military to civilian conversions had a dramatic effect on the composition of the workforce increasing positions in blue collar positions.

Local Labor Pool

- ❑ Department of Labor report states Government employment is expected to increase by 4.8%.
- ❑ Unemployment in Kentucky is just slightly lower than the rest of the US.

Population Growth

- ❑ Population growth in the 3 major counties surrounding Fort Knox showed a large growth and is expected to continue.
- ❑ Department of Labor report states youth population (ages 16-24) will grow by 12.7% by 2016.
- ❑ US Census interim state population projections indicate 86.9% of the population will be under age 65 by 2010; however, 23.5% will be under age 18.
- ❑ Population should be adequate from which to hire entry level positions.

Future Occupation Growth

- ❑ Occupations with the largest growth for private business do not impact Fort Knox recruitment.
- ❑ Long-term shift from goods producing to service providing is expected to continue.
- ❑ Mission of Fort Knox Garrison – Service providing in an environment increasingly reliant on information technology coupled with network security.

Diversity

- ❑ 20.4% of the Garrison population are minorities
- ❑ Garrison exceeds the local CLF by 6% in total minority workforce.
- ❑ Total minority population in surrounding counties (Bullitt, Meade, and Hardin) ranges from 2.5% to 16%.
- ❑ Affirmative employment must be part of recruitment strategies.
- ❑ Continue to focus on recruitment strategies that ensure a diverse workforce.

Customer Input

- ❑ Supervisors and leaders compose 20.4% of the total workforce.
- ❑ GS-301 series is the most prevalent for supervisors.

- ❑ Over 60% of supervisors said in the attitude survey they would remain working in their current organization.

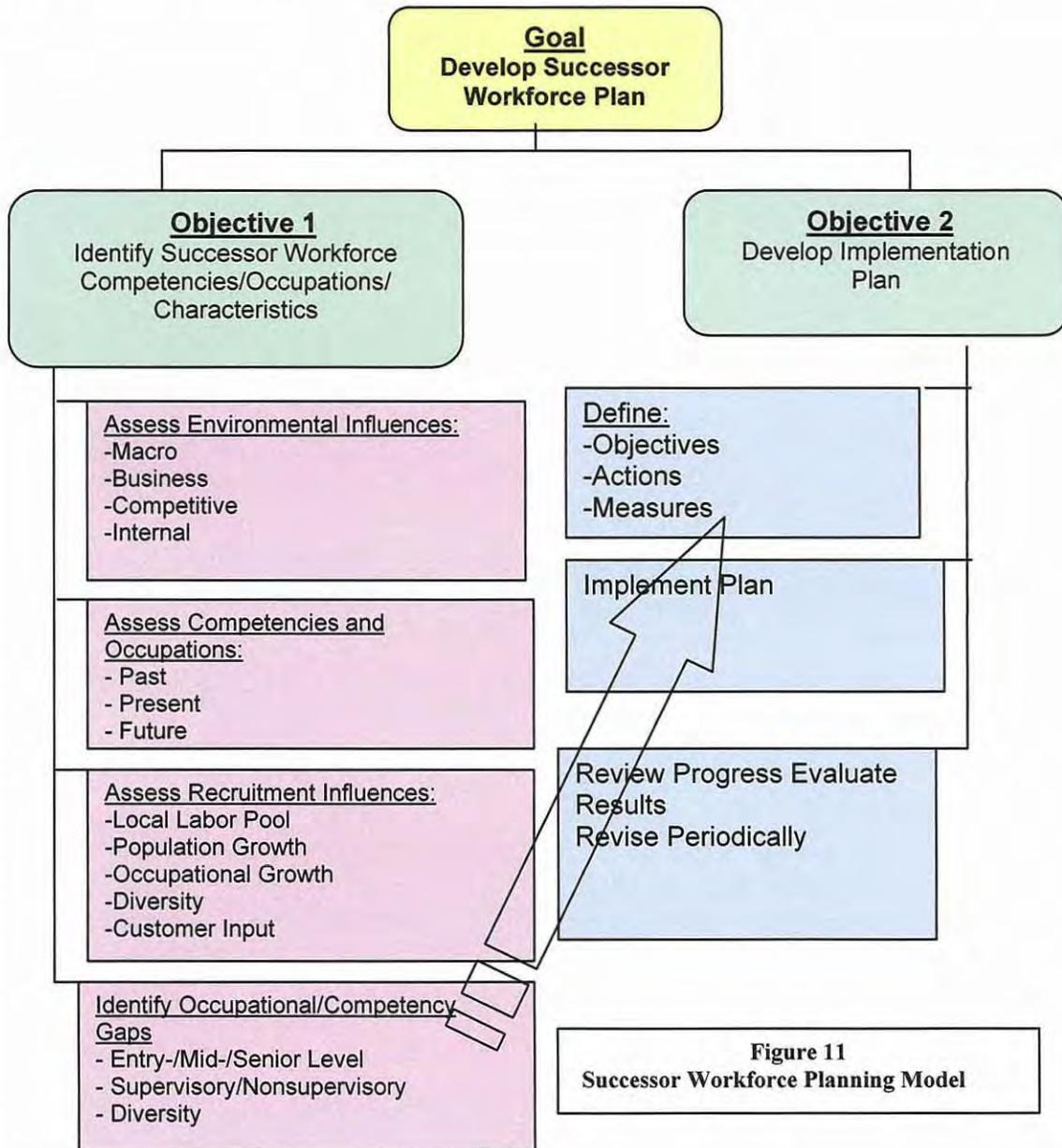
17. **Conclusions.**

- ❑ The number of administrative and clerical positions has decreased, but they remain a focus in building a successor workforce. Most employees in those positions are or will be retirement eligible in the next 5 years.
- ❑ Broad knowledge and skill requirements will be needed for multi-disciplined and management positions.
- ❑ Key skills required in the successor workforce are: Supervision/leadership, financial management, engineering, safety, management analysis, human resources, information technology, and investigative and protection services.
- ❑ Due to the number of supervisors who plan to retire when eligible, supervisory and leadership skills need to be grown within the local workforce.
- ❑ There is sufficient applicant pool for entry-level positions (GS-3 to GS-5). Positions in NSPS Band 3 (GS-15 equivalent) will be filled through the centralized CEDAP Program. This leaves a core of approximately 393 positions in mid-level positions GS-7 through GS-11 that require training and development of critical skills. Known factors at this time indicate that the future workforce will fall into three categories for recruitment and professional development (R&PD), as shown in figure 10 below:



Figure 10
Categories for R&PD

18. **Implementation Strategy.** Figure 11 below outlines the model used to assess and project future workforce occupational/competency needs and to develop an implementation plan for meeting future workforce needs.



To achieve the objectives of this plan, the following courses of action are identified:

- Employ recruitment strategy that provides for current/future skill areas.
- Emphasize and provide training in critical skill areas for current and future workforce- Technical, Supervisory, and Leader Development
- Emphasize and provide leader development to mid-level workforce
- Promote diversity within the workforce through recruitment strategies and outreach
- Award performance and use available retention tools to retain quality performers.
- Finance the Human Capital Resource and Successor Workforce Plan through the command-operating budget.

19. **Evaluation.**

- Addition of strategic performance objectives/actions/measures within the Workforce Development Program to track progress of this initiative.
- Periodic review of Human Capital Resource and Successor Workforce Plan to reflect changes in mission and workforce demographics.

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