

TALENT MANAGEMENT ADVISORY COUNCIL –  
FEDERAL VETERINARY WORKFORCE

**National Association of Federal Veterinarians**

# Federal Veterinary Workforce Talent Management Advisory Council

- ▣ 2009 Government Accountability Office (GAO) Report
- ▣ GAO had nine recommendations to improve the ability of the federal veterinarian workforce to carry out routine activities, prepare for a catastrophic event, and respond to zoonotic disease outbreaks

# Federal Veterinary Workforce Talent Management Advisory Council

- ▣ The Office of Personnel Management (OPM) established the Federal Veterinary Workforce Talent Management Advisory Council (TMAC) to address the GAO recommendations
- ▣ Dr. Michael Gilsdorf, Executive Vice President of the National Association of Federal Veterinarians was appointed as the Director for the TMAC under an IPA with OPM

# TMAC Accomplishments in 2012

- ▣ Completed the first government -wide Federal Veterinary Medical Officer Workforce Assessment
- ▣ Completed Post-Outbreak Emergency Response Assessment estimates for the Federal Veterinary Workforce
- ▣ Completed a position paper on Recruitment and Retention Incentives needed

# Workforce Assessment Goals

- ❑ Provide critical information on existing veterinary positions and the ability of the federal veterinary workforce to respond to and continue operations during a national emergency or catastrophic event
- ❑ Identify recruitment and retention incentives needed to maintain and improve the quality of the federal veterinary workforce

# Workforce Assessment Goals

- ❑ Establish a core number of necessary federal veterinary positions
- ❑ Identify additional opportunities for veterinarians with appropriate skills and experience to fill positions needed to meet agency mission requirements, even if those positions are not currently filled by veterinarians

# Workforce Assessment Goals

- Inform agencies where specialized training, licensure, and/or board certification is needed
- Assist with succession planning to assure that appropriate career progression and development pathways are available to continue effective and efficient operations of Federal agency programs and critical mission areas

# Workforce Assessment Goals

- Ensure our nation's environmental, animal and human health needs, for which the federal veterinary workforce has the requisite qualifications, skills, and experience, can be met now and in the future



# Veterinarians by Organization

<b>Veterinarians by Organization</b>	<b>All</b>	<b>Civilian</b>	<b>Uniformed Service</b>
<b>USDA</b>	<b>1,760</b>	<b>1760</b>	<b>0</b>
<b>DOD*</b>	<b>970</b>	<b>208</b>	<b>762</b>
<b>HHS**</b>	<b>328</b>	<b>256</b>	<b>72</b>
<b>DOI</b>	<b>39</b>	<b>39</b>	<b>0</b>
<b>VA</b>	<b>17</b>	<b>17</b>	<b>0</b>
<b>DHS</b>	<b>15</b>	<b>15</b>	<b>0</b>
<b>Smithsonian</b>	<b>9</b>	<b>9</b>	<b>0</b>
<b>EPA</b>	<b>5</b>	<b>5</b>	<b>0</b>
<b>Legislative Branch</b>	<b>4</b>	<b>4</b>	<b>0</b>
<b>DOC</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>NASA</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>USAID</b>	<b>2</b>	<b>2</b>	<b>0</b>
<b>DOJ</b>	<b>1</b>	<b>1</b>	<b>0</b>
<b>TOTAL</b>	<b>3,132</b>	<b>2320</b>	<b>812</b>

Federal veterinarians protect and improve public and animal health and  
welfare

# Talent Management Advisory Council (TMAC)

2012 FEDERAL  
VETERINARY  
WORKFORCE  
ASSESSMENT

February 2013

# Overview of 2012 Veterinary Assessment

- ▣ Assessment period: June-July 2012- online
- ▣ The 187-item assessment categorized into nine topic sections
- ▣ 1004 Respondents (31.3 percent rate)
  - 610 reported holding a supervisory position
- ▣ Nine Federal agencies
- ▣ Can be modified for other workforce assessments as well

# Results: Emergency Response

- ▣ 21% are designated emergency responders for their agency
- ▣ 68% are willing to respond
- ▣ 24% reported they have experience/training in emergency response
- ▣ 115 reported Incident Command System (positions) experience

# Results: Recruitment and Retention

## Recruitment Challenges

- ▣ Benefits, Pay and Budget
- ▣ Talent Pool
- ▣ Hiring Process
- ▣ Geographic Locations
- ▣ Communication and Perception

# Results: Recruitment and Retention

## Retention Challenges

- ▣ Work and Work Environment
- ▣ Leadership and Management
- ▣ Training and Development
- ▣ Pay, Benefit and Budget
- ▣ Communication and Perception
- ▣ Career Opportunity

# Results: Expected Workforce Changes

## Increases

- ▣ Workload (individual, geographically, and organizationally)
- ▣ Scope of responsibilities
- ▣ Import/Export activities (> foreign nation requirements)
- ▣ One Health activities
- ▣ Partnerships, collaboration and interagency cooperation

## Decreases

- ▣ Staffing
- ▣ Budget
- ▣ Training
- ▣ Travel
- ▣ Surveillance activities
- ▣ Program activities
- ▣ Program efficiency  
Prevention, preparedness & response

# Results: Expected Workforce Changes

## Organizational Change

- ▣ Poultry Inspection System
- ▣ Organization restructuring
- ▣ Policy development
- ▣ Federal to state responsibilities
- ▣ Improved regulatory oversight
- ▣ Expanding missions



# Conclusions

- ▣ Due to the uniqueness of roles, responsibilities and function of agencies with Veterinary Medical Officer's (VMO's), the TMAC recommends that the federal agencies incorporate the results of the assessments for their agency into their Veterinary Workforce Action Plan and share that plan back with the TMAC. At that point the TMAC can attempt to prepare a Government-Wide VMO Workforce Plan
- ▣ The TMAC should provide collaboration, information support, and recommendations to all agencies with VMO workforce issues, regardless of the distribution of the workforce

# Conclusions

- ▣ Federal agencies with veterinarians should address veterinarian shortages within their human capital and workforce plans
- ▣ The data indicates that emergency response functions and activities within agencies are not within the top five reported supervisor priorities
- ▣ Based on VMO's reported willingness to respond, there is an opportunity for government-wide collaboration to support animal health emergencies

# Conclusions

- ▣ TMAC members recognize the importance of Emergency Preparedness for animal disease outbreaks and will be making recommendations in 2013 to the federal agencies about initiating a process of collaboration and coordination between federal agencies and stakeholders

# Conclusions

- ▣ FMD scenario outbreak modeling shows the need for more veterinarians than are employed by the federal government to respond to the outbreak
- ▣ Workforce plans and discussions are needed to establish how these needs will be met
- ▣ The TMAC is developing recommendations on this issue to propose to federal agencies and stakeholders

TALENT MANAGEMENT ADVISORY COMMITTEE

# Emergency Preparedness Report

# Objective and Purpose

- ▣ Objective:
  - To address the 2009 Veterinary Workforce GAO audit recommendations to improve estimates of the veterinary workforce needed to respond to a large-scale foot-and-mouth disease outbreak.

# Post-outbreak Assessments Conducted

- Analyzed number of VMO utilized in 2003 Exotic Newcastle Disease (END) outbreak
- Performed North American Animal Disease Spread Model (NAADSM) and Saturation Model (SaM) modeling for national FMD outbreak (365 day outbreak in 44 States)
- Performed NAADSM and SaM modeling for regional FMD outbreak (79 day outbreak in one State)
- Analyzed FMD outbreaks in UK, Japan, and Korea
- Reviewed the Target Capabilities Listing (TCL) results

Main Menu

# VMO Decision Support Dashboard

## Resource Allocation Policy Controls

Initial Supply of ROSS VMO Personnel

1.00  8000.00

U

VMO Personnel Adjustment Factor

0.01  1.00

?

VMO Rotation Cycle Time

0  90

VMO Out of Service Cycle Time

0  365

U

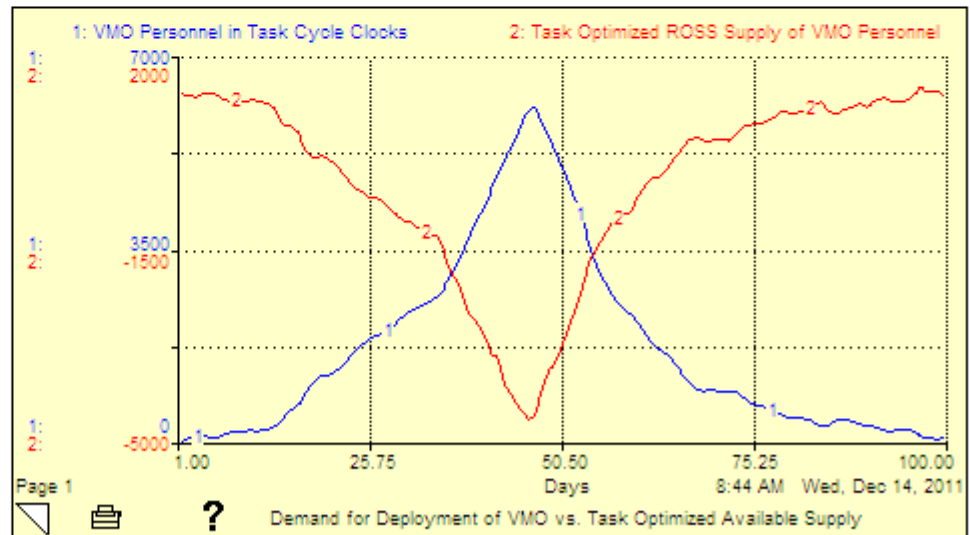
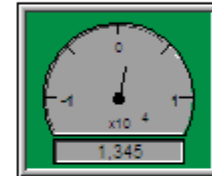
Detailed Task-Level Controls

## Resource Utilization Performance Metrics for Demand and Availability of ROSS VMO Personnel

Maximum Shortage of Task  
Optimized ROSS Supply of VMO Personnel

4,608

Task Optimized  
ROSS Supply of  
VMO Personnel



Run Pause Stop Reset

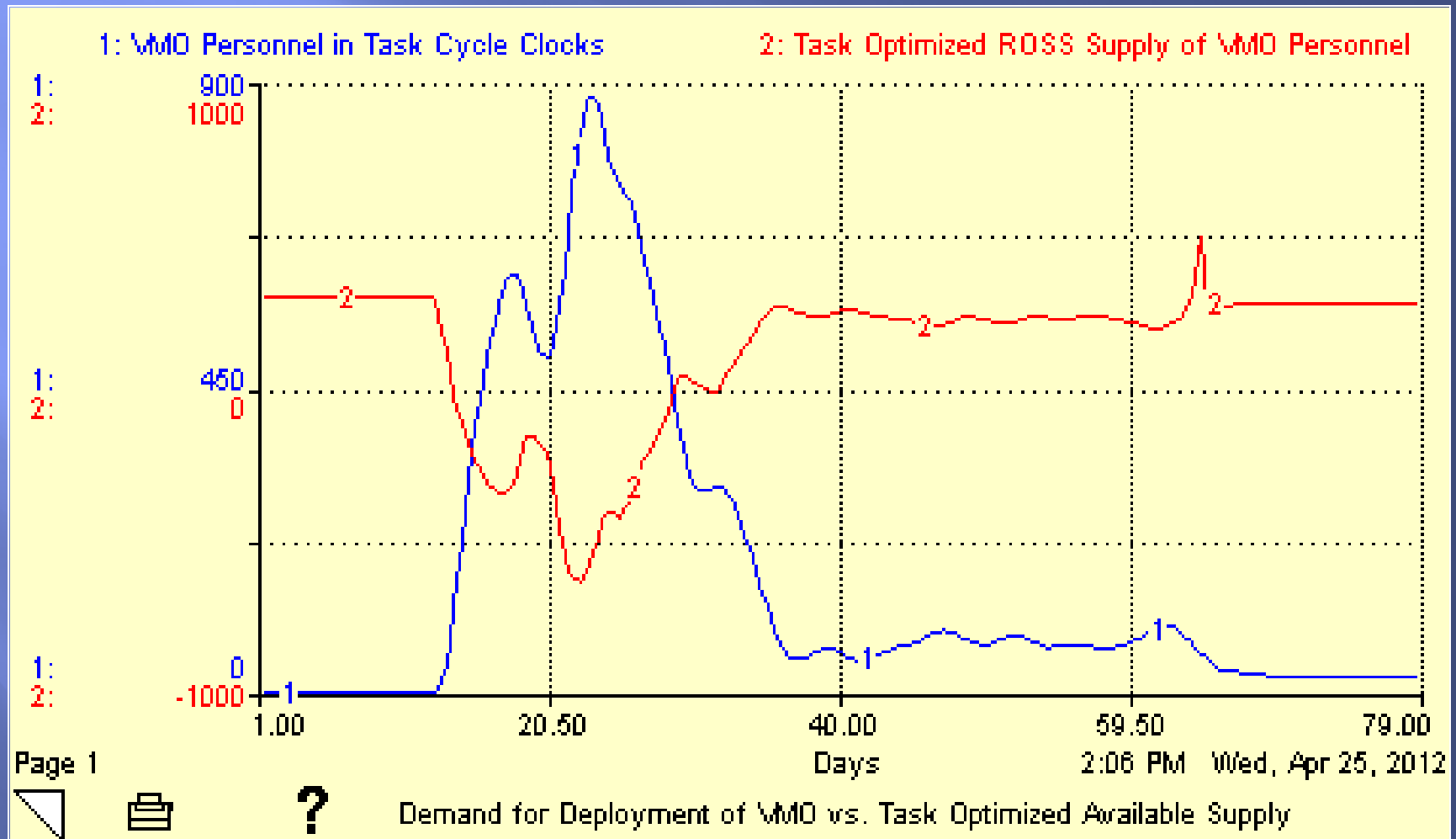


# Model - Regional Outbreak

- ▣ SaM model workload input is derived from NAADSM
- ▣ NAADSM scenario is a “worse case” such as a FMD outbreak
  - The disease model parameters represent commercial livestock demographics in Texas only
    - ▣ Approximately 5,320 herds
  - Output is number of herds investigated, infected, vaccinated, and depopulated per day
- ▣ The simulation engine uses a “standard” APHIS *emergency management response process* model to orchestrate the dynamic workflow calculations.

# Regional Outbreak model (880 needed)

## The number of Federal VMOs needed each day



# Regional Outbreak Results

- ▣ The results of this study suggest that the number of Federal VMOs required varies greatly based on the response activities being conducted and the phase of the outbreak
- ▣ Post-outbreak activities such as surveillance conducted to prove freedom from disease and the corresponding workforce requirements have not been captured in this analysis.

# Regional Outbreak Results

- ▣ The number of Federal Veterinary Medical Officers (VMOs) needed to carry out various activities on each day of the simulated FMD outbreak ranged from 0 to approximately 880
- ▣ The maximum shortage of Federal VMOs is estimated to be approximately 640 which occur around day 23 of the simulated outbreak

# Study Limitations

An understanding of the following limitations is essential in order to correctly interpret model results:

- ▣ Estimates of personnel needed in order to implement movement controls, surveillance, biosecurity, staffing of Incident Command, and post-outbreak activities have not been included in this analysis
- ▣ The veterinary workforce requirements reported in this study represent the needs of one of an infinite number of possibilities
- ▣ Additional work is necessary in order to determine whether there are sufficient, deployable, and qualified federal veterinarians available to respond to an FMD outbreak

## Study Limitations (con't)

- ▣ Additional constraints on personnel availability – such as limitations for working with “clean” and “infected” herds are not considered within these estimates
- ▣ The outbreak profile and corresponding workforce requirements reflect the number of herds that were depopulated and vaccinated
- ▣ Model does not reflect number of herds waiting to be depopulated and vaccinated each day of the outbreak
- ▣ The strain of FMD virus represented by this analysis is type O. Additional work is necessary in order to appropriately model other strains

## Study Limitations (con't)

- ▣ In NAADSM once a control strategy is chosen, it remains in place until the end of the outbreak
- ▣ Accurate characterization of spatial relationships between premises is limited by the absence of real spatial data
- ▣ Some non-commercial premises and other operations of variable risk are not represented in this analysis
- ▣ A region can be defined as any contiguous geographical area in which livestock populations & animal management practices are similar

# Summary

- The current best initial estimate is that approximately 6,000 veterinarians are needed for response to a national level FMD outbreak in addition to the 2000 veterinarians previously identified as being available
- NAADSM and Saturation Models can provide the fundamental framework to estimate VMO manpower requirements to respond to a catastrophic disease outbreak but needs further development



# TMAC Next Steps

- ▣ Discuss and comment on government wide issues
- ▣ Each agency will take the information from this assessment and develop their own workforce plan.
- ▣ Agency workforce plans will be shared with the TMAC and used to develop a government wide workforce plan
- ▣ Assessment results will be shared with congressional members and others
- ▣ TMAC will continue to address federal veterinary workforce issues

# TMAC Next Steps

- ▣ For Emergency Preparedness (EP), TMAC members identified coordination, collaboration, resources, & making EP a priority for agencies and managers as issues to address next

# Projected Separations and Accessions

Projection by Scenarios	FY 13	FY 14	FY 15	FY 16	FY 17
High (5 year trend)					
On Board Strength	2320	2355	2390	2425	2460
Separations	134	134	134	134	134
Accessions	169	169	169	169	169
Workforce Strength	2355	2428	2425	2460	2495
Middle (Current)					
On Board Strength	2320	2269	2218	2167	2116
Separations	134	134	134	134	134
Accessions	83	83	83	83	83
Workforce Strength	2269	2218	2167	2116	2065
Low					
On Board Strength	2320	2186	2052	1918	1784
Separations	134	134	134	134	134
Accessions	0	0	0	0	0
Workforce Strength	2186	2052	1918	1784	1650

Questions?