

MODULE 2: EMPLOYMENT RESULTS—GOVERNMENT EMPLOYMENT

Purpose

Researchers and monitoring teams often do not track the impact of government employment in natural resources. Many government jobs provide steady work, benefits, and opportunities for skill training, skill development and promotion. Others are lower wage and more temporary. Communities and agency partners considering ecosystem management contracting as an economic development strategy might track government employment to determine if the characteristics of those jobs and their impact on the local economy are changing over time. For example, you may want to know if high paying, durable government jobs are being replaced with less durable, lower wage jobs.

General Approach

When thinking about what to measure, you will want to consider whether the government is creating a quality job, how many jobs are being created, and who is getting those jobs.

You may be interested in focusing on a subset of government employees such as those hired for a particular program, such as the National Fire Plan or you may want to focus on one agency such as the Forest Service or BLM.

Suggested Measures

Outcome #1: Quality employment opportunities

No.	Measure	Purpose
1.A	Number of people hired by agency, compared to total government employment and total employment	Determine the importance of the jobs to the local economy
1.B	Percent of people hired who are paid at or above the county average wage	Determine if the jobs provide better economic opportunities than already exists in the community
1.C	Percent of hires who are seasonal, temporary, and/or permanent workers	Determine the durability of the jobs
1.D	Percent of people hired locally	Determine how many people are hired from local community
1.E	Percent of people hired from HUB Zones	Determine how many people coming from economically distressed communities
1.F	Percent of women hired	Determine if hiring traditionally under represented people
1.G	Percent of minorities hired compared to percent of minorities in local population	Determine if hiring traditionally under represented people

Likely Data Sources

Most of the data required to monitor hiring by government agencies will likely come from the internal human resources or personnel department. In most cases, the human resources

department will have the information you need, but it may not be collected in any systematic way at the Forest or BLM district level. Consequently, you will have to work with your agency counterparts to develop a tracking system. This may be difficult at first because human-resource departments have not been frequently involved in many collaborative efforts and they manage sensitive personal information. As with all monitoring, the team should develop the monitoring program collaboratively and work to build relationships with agency staff. *A hint:* make clear from the outset that you are not interested in any personal information—no names, no social security numbers.

Depending on the exact approach, for each person hired, your database might include:

- Grade of hire (also known as General Services (GS) level)
- Zip code of employee at time of hire
- Whether they were hired permanently, seasonally, part-time
- Gender (female, male)
- Racial or ethnic background

Specifically ask them **not** to give you the names of the employees.

Monitoring Details

Note: When a data source is not specified, ask the agency's human-resources department for the information.

1.A. Number of new people hired by the agency, compared to total government employment and total employment

Why monitor Determine the importance of these hires relative to overall government and local-area employment.

What you need Definition of local (see Appendix 1)
Number of new people hired by government agencies to work in the local area
Number of total government employees in local area
Number of total employed people in local area

Where to get it Covered Payroll and Employment contains data on government employment and total county employment at the county and state level. For Oregon, go to <http://olmis.emp.state.or.us/olmisj/CEP>. Information on new hires could be obtained from the agency.

How to calculate Sum up the number of people hired and compare to federal and total employment

1.B. Percent of people hired who are paid at or above the county average wage

Why monitor To determine if, on average, the jobs provide better economic opportunities than already exist in the community.

<u>What you need</u>	Grade of each hire County average wage Wage rate for each GS level for your area
<u>Where to get it</u>	Average county wage can be found in the Covered Employment and Payroll data available from your state employment department. In Oregon, this data can be found on the OLMIS site at http://olmis.emp.state.or.us/olmisj/CEP . To convert GS grades into annual wages, examine the wage table at the U.S. Office of Personnel Management http://www.opm.gov/oca/02tables/indexGS.htm where the wage tables are located.
<u>How to calculate</u>	Convert GS to dollars for each hire. Compare each wage rate to county average. Count number of hires with above average county wage, divide by total hires, multiply by 100.

1.C. Percent of hires who are seasonal, temporary, or permanent workers

<u>Why monitor</u>	To determine the durability of jobs
<u>What you need</u>	Hiring status for each employee
<u>Where to get it</u>	Human resources office of your local land management agency
<u>How to calculate</u>	Sum the number of temporary hires, divide by total number of hires, multiply by 100. Repeat for part-time and full-time workers.

1.D. Percent of people hired locally

<u>Why monitor</u>	To determine how many people were hired from local community vs. people who relocated for the job
<u>What you need</u>	A definition of local (see Appendix 1) Zip code of employee at time of hiring. To match zip codes and locations, you can use the Postal Service town-zip code site at http://www.usps.com/ncsc/lookups/lookup_ctystzip.html
<u>How to calculate</u>	Determine which zip codes are in your local area. Compare to zip codes of hires. Divide total number of hires with local zip codes by total hires, multiply by 100.

1.E. Percent of people hired from HUB zones

<u>Why monitor</u>	Determine how many hires come from economically distressed communities
<u>What you need</u>	Zip code of each employee at the time of hiring. HUB zone locator map
<u>Where to get it</u>	http://www.usps.com/ncsc/lookups/lookup_ctystzip.html

<http://map.sba.gov/hubzone/init.asp#address>

How to calculate Conduct a zip code search on the HUB zone web page to determine if addresses are located in a HUB zone. Divide the number of people located in HUB zones by the total number of hired, multiply by 100.

1.F. Percent of women hired

Why monitor To determine if the agencies are hiring traditionally under-represented people

What you need Gender of people hired

Where to get it Agency's human resource department

How to calculate Divide number of women hired by the total number hired.

1.G. Percent of minorities hired compared to percent of minorities in local population

Why monitor Determine if the agency is hiring traditionally under-represented people

What you need Race and/or ethnicity of people hired
Percent of each race or ethnicity in the local population.
Note: the ethnic groups you focus on will depend which are the key groups in your area

Where to get it Percent of minorities in the population (at the county level) can be obtained from the Census Bureau Quick Facts page:
<http://quickfacts.census.gov/qfd/>

How to calculate Divide number of each group hired by the total number hired.
Compare to percent of each ethnic group in local population.