

WORKFORCE PLANNING IN NUMBERS

**A STATISTICAL PRESENTATION OF A.I.D.'s
WORKFORCE AND THE RESULTS OF THE
1991 WORKFORCE FIELD SURVEY**

Prepared by

**the Workforce Planning Staff
Human Resources Development
And Management Office
February 1992**

**Program
Effectiveness**

**Financial
Resources
Management**



**Human
Resources
Management**

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WORKFORCE PLANNING STAFF

Distribution of Foreign Service and Civil Service
Staff by Occupational Groups
as of October 31, 1991

Occupational Groups (backstop no.)	Foreign Service	Civil Service	TOTAL	Percent of Workforce
EXECUTIVE MANAGEMENT				
(01) Executive Mgt.	168	26	194	6%
PROGRAM MANAGEMENT				
(02) Prog. Analysis	181	188	369	
(11) Economics	60	30	90	
(12) Prog. Mgt (GDO)	123	-	123	
(94) Project Dev.	<u>161</u>	<u>7</u>	<u>168</u>	
Sub-Total	525	225	750	22%
SECTOR MANAGEMENT				
(10) Agriculture	166	23	189	
(14) Rural Dev.	15	-	15	
(15) Food for Peace	31	-	31	
(20) Housing, Urban and Community Dev.	31	4	35	
(21) Business, Pvt. Sec.	39	62	101	
(25) Engineering	33	4	37	
(30) Nat. Resources & Energy Mgt.	11	1	12	
(50) Health & Pop.	101	23	124	
(60) Human Resources, Educ. & Part. Trng.	39	51	90	
(72) Social Service	-	11	11	
(75) Phy. & Soc. Sci.	<u>4</u>	<u>33</u>	<u>37</u>	
Sub-Total	470	212	682	20%

SUPPORT MANAGEMENT		FS	CS	TOTAL	%
(03)	Admin. Mgt.	95	265	360	
(04)	Financial Mgt.	127	132	259	
(06)	General Serv.	5	19	24	
(08)	Audit and Insp.	140	33	173	
(85)	Legal	35	29	64	
(92)	Commodity Mgt.	19	11	30	
(93)	Contract Mgt.	<u>42</u>	<u>71</u>	<u>113</u>	
	Sub-Total	463	560	1023	30%
SECRETARIAL/ADMINISTRATIVE					
(05)	Secretarial and	43	361	404	
<u>TOTAL</u>		1741 (52%)	1634 (48%)	3375 (100%)	

Source: RAMPS Personnel Information system showing permanent USDH staff and persons with appointments of at least one year.

WORKFORCE PLANNING STAFF

FOREIGN SERVICE AND CIVIL SERVICE STAFF BY BACKSTOP CLUSTERS AND GRADES AS OF 10/31/91

GRADE*		EXECUTIVE MANAGEMENT		PROGRAM MANAGEMENT		SECTOR MANAGEMENT		SUPPORT MANAGEMENT		SECRETARIAL/ ADMINISTRATIVE		TOTAL
		ES	CS	ES	CS	ES	CS	ES	CS	ES	CS	
ES	CS											
CM	ES 01/02	15	2	3	1		1		1			23
MC	ES 03/04	40	5	25	2	4	2	5	7			90
OC	ES 05/06	<u>87</u>	<u>9</u>	<u>91</u>	<u>-</u>	<u>31</u>	<u>2</u>	<u>36</u>	<u>8</u>			<u>264</u>
		142	16	119	3	35	5	41	16			377
FS1	GS 15-18	22	6	168	40	124	48	123	53		4	588
FS2	GS 14	4	3	142	59	191	65	141	97		3	705
FS3	GS 13			76	60	104	50	106	94	1	3	494
FS4	GS 12			16	24	15	17	44	96	9	4	225
	GS 11				21		12		69		5	107
FS5	GS 10			4		1		7	3	16	18	49
FS6	GS 9				16		13		63	25	41	158
FS7	GS 8							1	3	6	80	90
FS8	GS 7		1		2				33	4	117	157
FS9	GS 6								<u>3</u>	<u>2</u>	<u>165</u>	<u>170</u>
		<u>26</u>	<u>10</u>	<u>406</u>	<u>222</u>	<u>435</u>	<u>205</u>	<u>422</u>	<u>514</u>	<u>63</u>	<u>440</u>	<u>2743</u>
	GS 5						1		23		87	111
	GS 4						1		7		52	60
	GS 3										17	17
	GS 2										5	5
	GS 1										<u>10</u>	<u>10</u>
							2		30		171	203
TOTAL		168	26	525	225	470	212	463	560	63	611	3323
												52**
CLUSTER TOTAL		<u>194</u>		<u>750</u>		<u>682</u>		<u>1023</u>		<u>674</u>	<u>52**</u>	<u>3375</u>
PERCENTAGE		<u>06%</u>		<u>23%</u>		<u>20%</u>		<u>32%</u>		<u>20%</u>	<u>1%</u>	<u>100%</u>

* FS and CS are grouped by comparable salary ranges. There are 2 GS-18 and 6 GS-16 in the GS 15-18 group.

** International Development Interns (IDI) in training.

Source: RAMPS A.I.D. Personnel Information System

EXHIBIT B

WORKFORCE PLANNING STAFF

MINORITY AND GENDER PROFILE OF A.I.D. EMPLOYEES
as of October 1991

Women:

43.9% of the total workforce
66.8% of the CS
22.6% of the FS
11.5% of the SES/SFS

African-Americans

26.3% of the total workforce
45.3% of the CS
8.7% of the FS
6.5% of the SES/SFS

Hispanic-Americans:

2.8% of the total workforce
1.8% of the CS
3.7% of the FS
2.8% of the SES/SFS

Asian-Americans:

2.9% of the total workforce
2.8% of the CS
3.1% of the FS
2.8% of the SES/SFS

Native-Americans:

0.3% of the total workforce
0.2% of the GS
0.4% of the GS
0.3% of the SES/SFS

Source: A.I.D./EOP

EXHIBIT D

WORKFORCE PLANNING STAFF

**Summary Supply and Demand Analysis
of U.S. Direct Hire Staff
Based on WFP Replacement Model**

<u>Occupational Groups</u>	<u>Future^{1/} Demand</u>		<u>Current Level 10/91</u>	<u>Projected Balance 9/94</u>	<u>Gain or Loss</u>	<u>Percent Change '91-'94</u>
<u>Executive Management</u>						
(01) Executive Mgt.	same	FS	168	153	-15	-9
		CS	26	16	-10	-38
<u>Prog. Management</u>						
(02) Prog. Analysis	up	FS	181	187	6	3
		CS	188	167	-21	-11
(11) Economics	up*	FS	60	51	-9	-15
		CS	30	25	-5	-17
(12) Prog. Mgt. (GDO)	up	FS	123	122	-1	-1
		CS	-	-	-	-
(94) Project Dev.	up	FS	161	136	-25	-16
		CS	- 1	5	-2	-29
Group Sub-Total		FS	525	496	-29	-6
		CS	225	197	-28	-12
<u>Sector Management</u>						
(10) Agriculture	down*	FS	166	138	-28	-17
		CS	23	20	-3	-13
(14) Rural Dev.	down*	FS	15	9	-6	-40
		CS	-	-	-	-
(15) Food for Peace	same	FS	31	28	-3	-10
		CS	-	-	-	-
(20) Housing, Urban and Community Dev.	up ^{2/}	FS	31	26	-5	-16
		CS	4	0	-4	-100
(21) Business, Pvt. Sec.	up*	FS	39	36	-3	-8
		CS	62	55	-7	-11
(25) Engineering	up* ^{3/}	FS	33	19	-14	-42
		CS	4	2	-2	-50

<u>Occupational Groups</u>	<u>Future¹/ Demand</u>		<u>Current Level 10/91</u>	<u>Projected Balance 9/94</u>	<u>Gain or Loss</u>	<u>Percent Change '91-'94</u>
(30) Nat. Resources & Energy Mgt	up*	FS	11	8	-3	-27
		CS	1	1	0	0
(50) Health & Pop.	same*	FS	101	94	-7	-7
		CS	23	20	-3	-13
(60) Human Resources, Educ. & Part. Trng.	same*	FS	39	41	2	5
		CS	51	42	-9	-18
(72) Social Service	NA	FS	-	-	-	-
		CS	11	13	2	18
(75) Phy. & Soc. Sci.	same	FS	4	5	1	25
		CS	33	23	-10	-30
Group Sub-Total		FS	470	404	-66	-14
		CS	212	176	-36	-17
<u>Support Management</u>						
(03) Admin. Mgt.	up	FS	95	84	-11	-12
		CS	265	229	-36	-14
(04) Financial Mgt.	up	FS	127	116	-11	-9
		CS	132	120	-12	-9
(06) General Serv.	same	FS	5	2	-3	-60
		CS	19	17	-2	-11
(08) Audit and Insp.	NA	FS	140	115	-25	-18
		CS	33	24	-9	-27
(85) Legal	same	FS	35	28	-7	-20
		CS	29	22	-7	-24
(92) Commodity Mgt.	same	FS	19	16	-3	-16
		CS	11	3	-8	-73
(93) Contract Mgt.	up	FS	42	34	-8	-19
		CS	71	64	-7	-10
Group Sub-Total		FS	463	395	-68	-15
		CS	560	479	-81	-15
<u>Secretarial/Administrative</u>						
(05) Secretarial and Gen. Clerical	down*	FS	43	15	-28	-65
		CS	361	154	-207	-57

Occupational Groups	Future ^{1/} Demand		Current	Projected	Gain	Percent
			Level	Balance	or Loss	Change
			<u>10/91</u>	<u>9/94</u>		<u>'91-'94</u>
(07) Admin. Support	NA	FS	20	1	-19	-95
		CS	245	180	-65	-27
(99) Printers/Drivers	NA	FS	-	-	-	-
		CS	5	0	-5	-100
Group Sub-Total		FS	63	16	-47	-75
		CS	611	334	-277	-45
(95) Int'l Dev. Intern ^{4/}	NA	FS	52	0	-52	-100
	TOTAL	CS	1741	1464	-277	-16
		FS	<u>1634</u>	<u>1202</u>	<u>-432</u>	<u>-26</u>
	GRAND TOTAL		3375	2666	-709	-21

The WFP Replacement Model summarized above draws on historical data from the A.I.D. RAMPS personnel data base and considers transfers in and out of each backstop, retirements and resignations which are projected to take place between October 1991 and September 1994. The model does not consider possible new hires that will enter any particular backstop and instead shows the consequences of not replacing any departing staff. The model is thus intended to show the backstops with the greatest deficits so that informed replacement policies may be developed. The model only considers the universe of permanent FS and CS staff and persons with an appointment of at least one year as of 10/31/91.

1. Future demand as determined by Senior Agency Managers in the workforce planning survey conducted July to August, 1991. Please keep in mind that not every manager commented on every backstop. The responses indicated are more in the nature of trends although often there was a bell like clarity in consensus of views; the asterisk "*" indicates a strong agreement on the direction and importance of the occupational group (backstop). "N/A" indicates the Senior Managers did not comment on this category.

2. Urban development up, but housing will remain the same or go down.

3. An increase in engineers assumes A.I.D. will have a capital development infrastructure fund.

4. The IDI Backstop (95) applies to new hire FS in training status and who will move into other backstops upon graduation. The managers believed the IDI program should be the primary avenue for recruiting new staff into the Agency.

Source: WFP Replacement Model and Senior Managers's Survey, 1991.

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WORKFORCE PLANNING STAFF

Current (10/31/91) and Projected (9/30/94) Staff Levels by Foreign and Civil Service Employees and Backstops showing effects of Transfers, Retirements and Resignations using WFP Replacement Model

<u>Backstop</u>		<u>Current Level 10/91</u>	<u>Net Trans.</u>	<u>Retirements</u>				<u>Resig.</u>	<u>Bal. 9/94</u>	<u>Change No. %</u>	
				<u>92</u>	<u>93</u>	<u>94</u>	<u>TOT</u>				
<u>Executive Management</u>											
01	FS	168	22	(-14	-10	-9)	-33	-4	153	-15	-9
	CS	26	2	(- 1	0	-2)	- 3	-9	16	-10	-38
<u>Program Management</u>											
02	FS	181	22	(-4	-3	-4)	-11	-5	187	6	3
	CS	188	4	(-4	-2	-2)	-8	-17	167	-21	-11
11	FS	60	-2	(-2	-1	-1)	-4	-3	51	-9	-15
	CS	30	-1	(0	0	0)	0	-4	25	-5	-17
12	FS	123	7	(-1	-2	-2)	-5	-3	122	-1	-1
	CS	-	-				-	-	-	-	-
94	FS	161	-6	(-3	-3	-4)	-10	-9	136	-25	-16
	CS	7	0	(0	-1	0)	-1	-1	5	-2	-29
<u>Sub-Total</u>											
	FS	525	21	(-10	-9	-11)	-30	-20	496	-29	-6
	CS	225	3	(-4	-3	-2)	-9	-22	197	-28	-12
<u>Sector Management</u>											
10	FS	166	-8	(-4	-3	-4)	-11	-9	138	-28	-17
	CS	23	0	(0	-1	0)	-1	-2	20	-3	-13
14	FS	15	-4	(-1	0	-1)	-2	0	9	-6	-40
	CS	-	-				-	-	-	-	-
15	FS	31	1	(-1	-1	-1)	-3	-1	28	-3	-10
	CS	-	-				-	-	-	-	-
20	FS	31	-3	(0	-1	0)	-1	-1	26	-5	-16
	CS	4	-1	(0	-1	0)	-1	-2	0	-4	-100
21	FS	39	5	(-1	-1	-1)	-3	-5	36	-3	-8
	CS	62	4	(-1	-1	0)	-2	-9	55	-7	-11
25	FS	33	-5	(-1	-2	-1)	-4	-5	19	-14	-42
	CS	4	0	(0	-1	0)	-1	-1	2	-2	-50

Backstop		Current	Net	Retirements				Resig.	Bal.	Change	
		Level		Trans.	92	93	94			TOT	9/94
30	FS	11	-2	(0	0	0)	0	-1	8	-3	-27
	CS	1	0	(0	0	0)	0	0	1	0	0
50	FS	101	2	(-2	-1	-1)	-4	-5	94	-7	-7
	CS	23	1	(0	0	0)	0	-4	20	-3	-13
60	FS	39	5	(0	-1	-1)	-2	-1	41	2	5
	CS	51	2	(-3	-2	-1)	-6	-5	42	-9	-18
72	FS	-	-				-	-	-	-	-
	CS	11	2	(0	0	0)	0	0	13	2	18
75	FS	4	1	(0	0	0)	0	0	5	1	25
	CS	33	-2	(0	0	-1)	-1	-7	23	-10	-30
<u>Sub-Total</u>											
	FS	470	-8	(-10	-10	-10)	-30	-28	404	-66	-14
	CS	212	6	(-4	-6	-2)	-12	-30	176	-36	-17
<u>Support Management</u>											
03	FS	95	13	(-9	-6	-4)	-19	-5	84	-11	-12
	CS	265	-10	(-3	-2	-1)	-6	-20	229	-36	-14
04	FS	127	13	(-9	-6	-5)	-20	-4	116	-11	-9
	CS	132	2	(-2	-1	-1)	-4	10	120	-12	-9
06	FS	5	-2	(0	0	0)	0	-1	2	-3	-60
	CS	19	-1	(0	0	-1)	-1	0	17	-2	-11
08	FS	140	-5	(-8	-4	-4)	-16	-4	115	-25	-18
	CS	33	0	(-1	0	-1)	-2	-7	24	-9	-27
85	FS	35	-1	(-2	-1	-1)	-4	-2	28	-7	-20
	CS	29	1	(-1	0	-1)	-2	-6	22	-7	-24
92	FS	19	1	(-1	-1	-1)	-3	-1	16	-3	-16
	CS	11	-2	(0	0	0)	0	-6	3	-8	-73
93	FS	42	-1	(-2	-2	-1)	-5	-2	34	-8	-19
	CS	71	0	(0	0	0)	0	-7	64	-7	-10
<u>Sub-Total</u>											
	FS	463	18	(-31	-20	-16)	-67	-19	395	-68	-15
	CS	560	-10	(-7	-3	5)	-15	-56	479	-81	-15

Backstop	Current Level	10/91	Net Trans.	Retirements				Resig.	Bal. 9/94	Change	
				92	93	94	TOT			No.	\$
<u>Secretarial/Administration</u>											
05	FS	43	0	(-4	-4	-2)	-10	-18	15	-28	-65
	CS	361	-6	(-5	-5	-4)	-14	-187	154	-207	-57
07	FS	20	-1	(-2	-1	-1)	-4	-14	1	-19	-95
	CS	245	6	(-4	-4	-3)	-11	-60	180	-65	-27
99	FS	-	-	(0	0	0)	0	-	-	-	-
	CS	5	4	(0	0	0)	0	-4	0	-5	-100
<u>Sub. Total</u>											
	FS	63	-1	(-6	-5	-3)	-14	-32	16	-47	-75
	CS	611	-1	(-9	-9	-7)	-25	-251	334	-277	-45
95	FS	52	0	(0	0	0)	0	0	0	-52	-100
TOTAL											
	FS	1741	0	(-71	-54	-49)	-174	-103	1464	-277	-16
	CS	1634	0	(-25	-21	-18)	-64	-368	1202	-432	-26
GRAND TOTAL											
		3375	0	(-96	-75	-67)	-238	-471	2666	-709	-21

The WFP Replacement Model summarized above draws on historical data from the A.I.D. RAMPS personnel data base and considers transfers in and out of each backstop, retirements and resignations which are projected to take place between October 1991 and September 1994. The model does not consider possible new hires that will enter any particular backstop and instead shows the consequences of not replacing any departing staff. The model is thus intended to show the backstops with the greatest deficits so that informed replacement policies may be developed. The model only considered the universe of permanent FS and CS staff and persons with an appointment of at least one year as of 10/31/91.

Source: RAMPS Personnel Information System

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WORKFORCE PLANNING STAFF

Foreign Service Staff Projections Showing Change
in Percentages by Occupational Groups between
10/31/91 and 9/30/94

<u>Backstop</u>	Current	Projected	Percent
	Number	Number	
	<u>10/91</u>	<u>9/94</u>	
(07) Admin. Support	20	1	-95
(05) Secretarial and General Clerical	43	15	-65
(25) Engineering	33	19	-42
(14) Rural Dev.	15	9	-40
(30) Nat. Resources & Energy Mgt.	11	8	-27
(85) Legal	35	28	-20
(93) Contract Mgt.	42	34	-19
(08) Audit and Insp.	140	115	-18
(10) Agriculture	166	138	-17
(94) Project Dev.	161	136	-16
(20) Housing, Urban and Community Dev.	31	26	-16
(92) Commodity Mgt.	19	16	-16
(11) Economics	60	51	-15
(03) Administrative Mgt.	95	84	-12
(15) Food for Peace	31	28	-10

Source: WFP Replacement Model, 1991.

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WORKFORCE PLANNING STAFF

Foreign Service Staff Projections Showing Change
in Numbers of Staff by Occupational Groups between
10/31/91 and 9/30/94

<u>Backstop</u>	<u>Current Number 10/91</u>	<u>Projected Number 9/94</u>	<u>Number Change</u>
(05) Secretarial and General Clerical	43	15	-28
(10) Agriculture	166	138	-28
(08) Audit and Insp.	140	115	-25
(94) Project Dev.	161	136	-25
(07) Admin. Support	20	1	-19
(01) Executive Mgt.	168	153	-15
(25) Engineering	33	19	-14
(03) Admin. Mgt.	95	84	-11
(04) Financial Mgt.	127	116	-11

Source: WFP Replacement Model, 1991.

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WORKFORCE PLANNING STAFF

Civil Service Staff Projections Showing Change
in Percentages by Occupational Group between
10/31/91 and 9/30/94

<u>Backstop</u>	<u>Current Number 10/91</u>	<u>Projected Number 9/94</u>	<u>Percent Change</u>
(92) Commodity Mgt.	11	3	-73
(05) Secretarial and General Clerical	361	154	-57
(01) Executive Mgt.	26	16	-38
(75) Phy. and Soc. Sci	33	23	-30
(08) Audit and Insp.	33	24	-27
(07) Admin. Support	245	180	-27
(85) Legal	29	22	-24
(60) Human Resoruces, Educ. and Part Trng.	51	42	-18
(11) Economics	30	25	-17
(03) Admin. Mgt.	265	229	-14
(50) Health and Pop.	23	20	-13
(10) Agriculture	23	20	-13
(02) Prog. Analysis	188	167	-11
(21) Business, Pvt. Sec.	62	55	-11
(06) General Services	19	17	-11

Source: WFP Replacement Model, 1991.

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EXHIBIT I

WORKFORCE PLANNING STAFF

**Civil Service Staff Projections Showing Change
in Numbers of Staff by Occupational Groups between
10/31/91 and 9/30/94**

<u>Backstop</u>	<u>Current Number 10/91</u>	<u>Projected Number 9/94</u>	<u>Number Change</u>
(05) Secretarial and General Clerical	361	154	-207
(07) Admin. Support	245	180	-65
(03) Admin. Mgt.	265	229	-36
(02) Program Analysis	188	167	-21
(04) Financial Mgt.	132	120	-12
(01) Executive Mgt.	26	16	-10
(75) Phy. and Soc. Sci.	33	23	-10

Source: WFP Replacement Model, 1991.

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EXHIBIT J

WORKFORCE PLANNING STAFF

Suggested Actions to be taken to
Correct Projected Staffing Deficits
Assuming the Occupational Group is in Demand

Magnitude of Projected
Deficit as of 9/94

<u>Actions</u>	<u>0-10%</u>	<u>11-20%</u>	<u>over 21%</u>
<u>Getting Reinforcements from within the ranks</u>			
1. Continue to use, train and promote FSNs working in the BS.	X	X	X
2. Continue to use retired former USDH staff for TDYs or full tours.		X	X
3. Continue to use qualified OE or program funded PSCs for major supporting tasks.		X	X
4. Provide incentives for staff to delay retirement.			X
5. Encourage transfers in from related BSs.			X
6. Encourage CS staff to convert to FS, if deficit is for overseas positions.			X
7. Recruit IDIs from PSCs experienced in the BS.	X	X	X
<u>Getting reinforcements from the outside</u>			
1. Recruit IDIs for entry-level staff.	X	X	X
2. Recruit mid-level new entrants.			X

WORKFORCE PLANNING STAFF

SELF-ASSESSMENT OF PERSONAL COMPETENCIES
BY SELECTED CATEGORIES OF STAFF

SKILL AREAS	NON		PSC (41)
	USDH (89)	USDH (105)	
01. Strategic Planning	19	14	9
02. Policy Formulation and Neg	24	8	5
03. Program Conceptualiz	31	14	15
04. Privatization	8	2	3
05. Macro-Economic Analysis	5	6	5
06. Nonproject Assistance	9	2	2
07. Multisector or Sector Mgmt	11	8	6
08. US Agency Coordination	7	8	5
09. Equal Employment Opportunity	8	2	1
10. Contract Management	17	11	7
11. Entrepreneurship	13	5	6
12. Supervisory Management	35	24	13
13. Computer Applications/MIS	5	7	1
14. Analytical Capability	40	29	15
15. Trade and Investment	8	6	9
16. Capital Markets	6	4	4
17. Loan Guarantee Programs	4	2	1
18. Agribusiness/Apriprocessin	10	7	3
19. Regional Markets Design	2	4	1
20. Natural Resources Mgmt.	9	5	2
21. Pollution Control and Abate	2	2	0
22. Chronic Disease Management	0	3	0
23. Health-care Financing	4	3	0
24. Housing Financing	3	2	2
25. Urban Planning	3	5	0
26. Telecommunications	0	2	0
27. Energy	2	4	2
28. Engineering (Infrastructure)	3	11	1
29. a Democratic Init.*	6	3	1
30. b Democratic Init.**	1	0	0
31. c Demoratic Init.***	3	1	1

* Legal and Judicial Systems

** Voting reform/Pluralism

*** Local Advocacy/Community Org.

Source: WFP Field Survey, 1991

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EXHIBIT M

WORKFORCE PLANNING STAFF
AVERAGE NUMBER OF PERSONAL COMPETENCIES
FOR SELECTED BACKSTOPS

Personal	Number Persons	Number	Competency per Person <u>Competencies</u>	Average <u>in Backstop</u>	<u>in Backstop</u> PROGRAM
MANAGEMENT					
02	Prog. Analysis		41	25	1.64
11	Economist		26	6	4.33
12	Prog. Mgt. (GDO)		33	13	2.54
94	Project Dev.				
SECTOR MANAGEMENT					
10	Agriculture		86	25	3.44
21	Business/Pvt. Sec.		89	19	4.68
25	Engineering		14	11	1.27
50	Health & Population		52	19	2.74
60	Education		21	13	1.61
SUPPORT MANAGEMENT					
03	Admin. Mgt.		17	9	1.89
04	Financial Mgt.		93	36	2.58
85	Legal		18	6	3.00
92	Commodity Management		1	5	.2
93	Contract Mgt.		7	7	1.00

Source: WFP Survey, 1991

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