

Workforce Planning Elements of End-to-End Hiring Roadmap

ELEMENTS AND TASKS

Set Strategic Direction (6 months prior to beginning of fiscal year (FY), 4-6 weeks duration) - Align the workforce planning process with the agency's strategic plan, annual performance and business plans and work activities.

Ownership: Executive and mid-level management, Human Resources Office

- Obtain leadership commitment to include champion at executive level
- Set mission, vision and objectives with emphasis on integrating agency and component level organization perspectives
- Identify organizational direction and ensure that all supporting plans and documentation link to workforce planning efforts:
 - Agency Strategic Plan
 - Human Capital Plan
 - Recruitment Plan (agency branding efforts, staffing plan, Career Patterns analysis, hiring flexibilities, incentives)
 - Succession Plan (mission critical occupations, key leader)
 - Career Pattern analytical tool
- Identify roles and responsibilities:
 - Define and integrate Human Resources as a strategic partner
 - Have a process for soliciting and receiving input from line managers, team leaders and key workforce planning staff
 - Identify current processes and conduct risk assessment to include barrier analysis.
- Develop Workforce Planning System and Processes:
 - Workforce Plan should be completed 90 days prior to fiscal year.
 - Workforce plan is integrated with the budget cycle (year of execution and at least one budget year).

- Ensure workforce requirements are appropriately prioritized and all necessary funding and resources are in place to execute the plan and document unfunded requirements and impacts.
- Identify desired results of workforce planning system:
 - Make the business case for workforce planning.
- Set measures for organizational performance.

Best Practice: Create a Strategic Workforce Planning Team made up of key personnel from different organizational levels.

Analyze Workforce Data and Identify Skill Gaps (6 months prior to beginning of FY) - Analyze the current workforce and then compare needs against available skills.

Ownership: Managers, Human Resources Office

- Analyze current state of workforce to answer two basic questions, “Who works for the organization today?” and “What skills, and at what strength and proficiency levels, exist in the organization’s current workforce?”
- Conduct baseline assessment:
 - Population: total workforce, organizational composition, series, grade/band, etc.
 - Workforce projections: accessions/separations, transfers, retirement, turnover/attrition, termination, retention.
 - Consider the many variables regarding workforce demographics.
- Analyze future state of the workforce:
 - Develop workforce requirements (this becomes the foundation for developing the position descriptions).
 - Future considerations, such as labor trends, market shifts, economic factors, educational trends, technology changes, competitive sourcing, hard to fill jobs, bench strength of workforce and reorganizations.

- Develop forecast models of both best case scenarios and worst case scenarios.
- Identify mission critical occupations such as; IT, Human Resources Management and Acquisition.
- Complete the Career Patterns checklist to ensure agency talent needs are identified.
- Conduct workforce competency assessment (the identified competencies are derived from job analysis):
 - Review mission, strategy and trend data to develop competency models for mission critical occupations.
 - Work with senior agency and program leadership to refine and select strategic competencies.
 - Review positions to identify where those competencies are required.
 - Assess current workforce against required competencies, including desired proficiency levels for each position.
 - Use competency assessment results to analyze the gaps between current workforce and identified needs.
 - Use “future state” analysis to consider evolution of current workforce into the future, including changes in demand and supply.
 - The results of this phase will help develop strategies to manage the future workforce to meet mission requirements.
 - Validate and utilize assumptions for scenario building.
 - Forecast hiring needs by number and occupation (skill) and develop strategies for a proactive approach to meeting projected vacancies.
 - At this point, agencies may:
 - Get pre-approval from upper management for proactive recruitment to required/approved levels of hiring.
 - Develop a system for tracking hiring against vacancies as per the approved hiring plan.
- Complete job analysis (performed in the Workforce Planning process by the Human Resources Office).
 - Create position description.
- Assess risk level and sensitivity level for the position.

Develop Competency Action Plan (6 months prior to beginning of FY) - Identify strategies to close gaps, plans to implement the strategies and measures to assess strategic progress

Ownership: Manager, Human Resource Office

- Develop plan to close competency gaps:
 - Create strategies, implementation actions and timelines to close the gaps.
 - Identify plan stakeholders and responsibilities (who does what and when).

- Identify critical success factors, measures and risks.
 - Identify strategies to close competency gaps including recruitment, training, redeployment, mentoring and other initiatives.
 - Set milestones against which to periodically assess the plan to ensure objectives are being achieved.
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- Develop Human Resources infrastructure and program support to implement the actions.
 - Recruitment Plan: agency branding efforts, staffing plan, identify Career Patterns, identify hiring flexibilities, incentives.

- Develop communications strategy.

Tip: The workforce plan will include a number of strategies for addressing talent management issues. For instance agencies may choose to close competency gaps through recruitment, training and development, business process reengineering, etc, all of which may require a separate action plan that includes associated resourcing issues.

Implement (beginning of FY) - Ensure human and fiscal resources are in place, roles are understood and the necessary communication and coordination occur to execute the plan and achieve strategic objectives.

Ownership: Managers, Human Resources Office

- Develop an implementation strategy for the workforce plan:
 - Ensure that all roles are clarified
 - Establish timelines and milestones
 - Provide for accountability as appropriate
- Communicate the workforce plan (continuous—not a one-time effort).
- Obtain organizational buy-in:
 - Executive level buy-in
 - Consider using pilot initiatives to test innovative methods and approaches as well as manage change
 - Establish reconciliation mechanism to compare the plan against actual results during implementation
 - Revise based on feedback from managers, workforce and other stakeholders

Monitor (during workforce plan implementation) - Observe, review and monitor program activities and internal and external developments that may affect the action plan

Ownership: Managers, Human Resources Office

- Monitor progress against milestones and measures
- Adjust plan as needed to address new workforce issues resulting from changes in mission priorities or resourcing posture
- Assess for continuous improvement purposes