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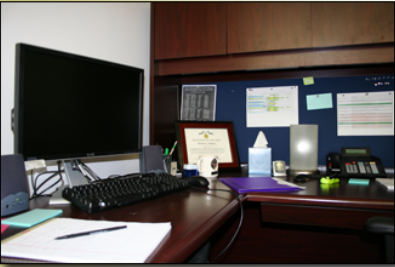


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Module 1: Workforce Management

Lesson 1: Workforce Management



Lesson Welcome

Welcome to the lesson on workforce planning. As a leader, it is critically important to sustain the workforce and plan for the future. The purpose of this lesson is to provide you with an overview of the important elements of effective workforce planning.

Lesson Learning Outcomes

After completing this lesson, you will be able to:

- Describe workforce planning and why it's important
- List the steps in effective workforce planning
- Identify critical focus areas in developing workforce plans

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Supervisor Scenario



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Workforce Planning

"The federal government is in a period of profound transition and faces an array of challenges and opportunities... effective management of the government's most valued resource—its people—is at the heart of this transition."

*Government Accountability Office (GAO) Report
"HUMAN CAPITAL: Key Principles for Effective
Strategic Workforce Planning"
December 2003*

Workforce planning should not be left up to senior leadership, but to each supervisor who wants to build knowledge sharing and transfer, work direction and a pool of leadership talent as they move forward in accomplishing the mission of the organization. Effective leaders will gain those skills necessary to plan the work to be done today, tomorrow, and in the near future as well as the skills to develop those individuals they

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Human capital is defined as the set of skills which an employee acquires on the job, through training and experience, and which increase that employee's value [to the organization].

Overall, human capital is the accumulated stock of skills, experience, and knowledge that resides in an organization's workforce and drives productive labor.

Human capital management is different than workforce planning in that it encompasses a greater number of factors and a significantly larger span of control dealing not just with people, but also work processes, managerial structure, information and knowledge, decision-making and rewards.

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Workforce Planning Defined



In its simplest terms workforce planning is getting the right number of people with the right skills, experiences, and competencies in the right jobs at the right time.

This simple definition covers a comprehensive process that provides managers with a framework for making staffing decisions based on an organization's mission, strategic plan, budgetary resources, and a set of desired workforce competencies.

Workforce planning is a systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow.

Click the image for more information.

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What the Experts Say

Workforce planning is widely used throughout the business world. One of the key reasons that visionary organizations enjoy long-term success is because of their strong focus on workforce planning and leadership development. These companies develop, promote, and carefully select managerial talent from inside the company to a much greater degree than comparison companies.

Only when the right employees are on board and are provided the training, tools, structures, incentives, and accountability to work effectively is organizational success possible.

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Workforce Planning : A Multi-Level Strategy

Effective workforce planning is conducted at ALL levels in an organization and above. Everyone has a part. Success hinges on the involvement of top management, employees, and other stakeholders in developing, communicating and implementing the plan.

To be useful, a workforce plan must reflect the management and environment of the organization for which it is developed.

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What Happens When Effective Workforce Planning Doesn't Occur?

In March 2000, the Comptroller General David Walker said that the government's human capital planning is ineffectual and could end up on the Government Accountability Office's compilation of the worst management problems in the federal government. That this has created a fundamental weakness in the federal government's ability to perform its missions. It was suggested that certain adverse impacts could have been avoided had they done more meaningful workforce planning.

If this is what happens at the highest levels of the government, what are the implications for you and your organization?

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<i>Fiscal Year</i>	<i># of Federal Employees Retiring</i>
2000	77,383
2001	77,330
2002	74,153
2003	81,128
2004	90,441
2005	94,977
2006	103,292
2007	92,349
2008	86,615
2009	87,907
2010	89,343

Retirement Trends

Currently there are over 2 million federal government workers, with over 750,000 in the Department of Defense. In the Department of Army, there are 288,098 (September 2010) employees and approximately 30,000 are currently eligible to retire. Statistics show that between 2006 and 2015, 40% of the federal workforce will retire.

Even though current economic factors have delayed the massive numbers of federal employees who have opted for retirement, there is still a growing percentage of workers who are eligible to retire.

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The Importance of Workforce Planning Today

Future Budget Constraints

Smaller Recruitment Pool

Workforce Planning

- From Reactive to Proactive
- Retention & Restructuring
- Doing things RIGHT

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To be useful as a management tool, a workforce plan must have legitimacy. It must be a plan developed by the organization with the participation of managers and staff.

Program managers must take responsibility for leading the workforce planning process in their program areas and offices. Program managers will gain the most immediate benefits of workforce planning because the competencies of their own staffs will become better aligned with strategic goals and directions.

By beginning the planning process with identified strategic objectives, managers and their organizations can develop workforce plans that will help them accomplish those objectives.

Additionally, supervisors should keep in mind the following:

Always be familiar with the Army's "way ahead"

Collaborate with Human Resources and your organization's strategic planners

When required, provide strategic planners with your organization's accurate workforce demographics .

Continuously develop your employees to meet the future needs of the Army

>> Module 1: Workforce Management Lesson 1: Workforce Management

The Supervisor's Role in Workforce Planning

As a supervisor developing an effective workforce plan you should:

- Help define the long-term direction for your work group
- Assess current and future workforce and identify skill gaps
- Develop a plan to help bridge gaps in future needs
- Work with supervisors and organizational leaders to develop long-term workforce plans at organizational level

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The OPM Model for Workforce Planning as a Practical Tool

Numerous tools are available for your use as you look towards workforce planning. The OPM Model for Workforce Planning can be a practical and powerful tool for you to use as you plan for the future of the workforce in your organization.



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The screenshot shows a web-based learning interface. At the top, a dark blue header bar contains the text 'Module 1: Workforce Management' on the left and 'Lesson 1: Workforce Management' on the right. Below the header, the main content area has a blue and green gradient background with a large, curved white line. The text 'Check on Learning 2' is centered in the upper part of this area. In the lower-left, there is a photograph of a woman with dark curly hair, wearing a patterned blazer over a white shirt, sitting at a desk and smiling while looking at a computer monitor. To the right of the photo, the text 'Click the Start button below to begin the Check on Learning.' is displayed. At the bottom left, there is a navigation bar with icons for 'TDC', a list icon, a question mark icon, and 'FAQ'. At the bottom right, there are two buttons: 'Previous' and 'Start'.

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Check on Learning 2

Click the Start button below to begin the Check on Learning.

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Select the best option of the choices below.

What is workforce planning?

- A systematic process of scheduling work to accomplish the mission.
- A systematic process of staffing positions in the organization to accomplish the mission.
- Defining the set of skills an employee acquires on the job and through training to bring value to the organization.
- Defining the framework for making staffing decisions based on desired workforce competencies.

Check on Learning Question 1 of 2

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Select the best option of the choices below.

Why is workforce planning important?

It matches the right person to the right job at the right time.

It matches salary requirements to the position.

It matches position descriptions to performance objectives.

It matches positions (spaces) to the personnel roster (faces).

Check on Learning Question 2 of 2

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Before You Begin...

Before you begin workforce planning:

- Identify:
 - Purpose
 - Resources
 - Tools
- Organize team
- Build buy-in



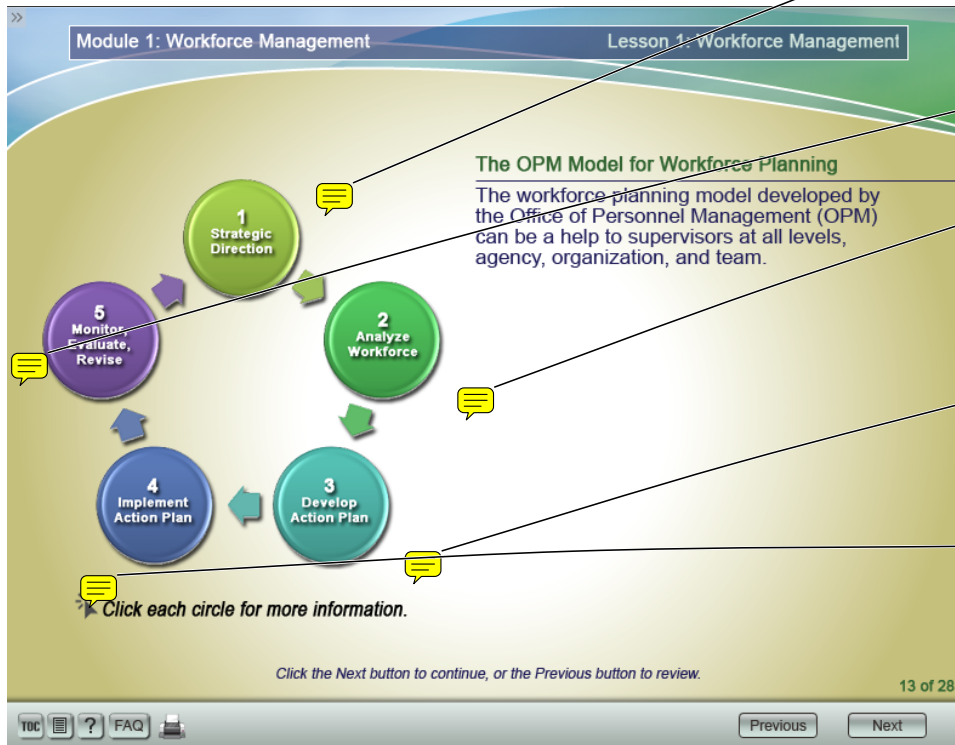
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Author: nayvette.fowlkes Subject: Sticky Note Date: 7/12/2011 3:03:02 PM
Step 1: This step involves linking the workforce planning process with the organization's strategic plan, annual performance/business plan, and work activities required to carry out the goals and objectives of the strategic plan (long term) and performance plan (short term). At the team level, this step involves ensuring that your workforce plan is linked to the future team goals and objectives as well as those of the organization.

Author: nayvette.fowlkes Subject: Sticky Note Date: 7/12/2011 3:04:07 PM
Step 5: This step involves monitoring progress against milestones/timelines, assessing and adjusting the plan to make corrections and to address any new workforce issues.

Author: nayvette.fowlkes Subject: Sticky Note Date: 7/12/2011 3:03:07 PM
Step 2: Determining what the current workforce looks like and how it might evolve over time through turnover, etc. Developing specifications for the kinds, numbers, and location of employees needed to accomplish the organization's mission now and in the future. Determining what gaps exist between the current and projected workforce needs.

Author: nayvette.fowlkes Subject: Sticky Note Date: 7/12/2011 3:03:41 PM
Step 3: This step involves the identification of strategies to close gaps, plans to implement these strategies, and ways to evaluate progress in closing these gaps. These strategies could include such things as recruiting, training/retraining, restructuring organizations, contracting out, succession planning, technological enhancements, etc.

Author: nayvette.fowlkes Subject: Sticky Note Date: 7/12/2011 3:03:54 PM
Step 4: This step involves ensuring human and fiscal resources are in place; roles are understood; and the necessary communication, marketing, and coordination are occurring to execute the plan and achieve the organization's mission, goals, and objectives.

Author: nayvette.fowlkes Subject: Sticky Note Date: 7/13/2011 10:52:28 AM
It is interesting to note that the workforce plan and the strategic plan go hand-in hand. The foundation of the workforce plan should be aligned with the strategic plan and future strategic planning should incorporate critical elements of the workforce plan.

In beginning the creation of a workforce plan, it is critical to identify the current and future mission, goals and objectives of the organization. This information should be contained in the strategic plan. A strategic plan should address these important tasks as well as identify how the organization is going to meet those that are identified as well as those that are unforeseen.

In setting the strategic direction of your team, you need to consider how critical funding resources are planned and programmed. Planning without resourcing future requirements can quickly render these efforts useless. What are the trends that impact your current workforce? These could include budget cuts, downsizing the number of civilian employees, the aging workforce, and the number of individuals who are retirement eligible.

As it's name implies, the focus of your workforce planning efforts should be on future long-term mission accomplishment. By addressing current needs and forecasting those required next year and beyond, your workforce plan should assist you as a supervisor as well as your successors.

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Strategic Direction

Step 1: Strategic Direction

When considering strategic direction:

- Link workforce planning to strategic plan
- Incorporate current and future budget plans
- Consider trends
- Focus on long-term mission accomplishment

Mouse over the bullet points for more info.

JOB AID
* Developing Effective Strategic Plans *

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Analyze Workforce

Step 2: Analyze Workforce

Step 2 in the process is essential for developing a functional workforce plan. Unfortunately, it is also the step that is the most time intensive and requires answers to questions you may not have.

- Understand composition of workforce
- Develop current and future workforce profile
- Conduct a gap analysis
- Identify focus areas

JOB
AID

[Link to "Sample Gap Analysis"](#)

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The following questions can help you identify key areas as you begin to forecast your current and future needs:

Who on my team may leave in the next 1-5 years

What skills do they possess?

How should I build these skills in other team members so I have back-ups in plan if and when the projected losses occur? What training and assignments should I give and when?


What can I do to keep projected losses longer, to keep people an extra year or two?

If losses occur and I move my back-up employees into primary roles, what recruiting will I still need to accomplish?


How will skill sets change in the future? How will this impact position descriptions? For example, will I need greater computer expertise, information services, database management, etc. for my workgroup?


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 **Step 2: Analyze Workforce, Continued**

By understanding the composition of the workforce and through effective data gathering, you should be able to begin developing a profile of what the current workforce looks like as well as predicting the needs for the future workforce.


Analyze Workforce

 **Click the icon to see questions you should ask yourself.**

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The Action Plan outlines how you, as a supervisor, might plan for bridging the gap between your current and future workforce needs. If there are specific skills that need to be developed, you can address how cross-training, shadowing, or partnering might be helpful in building these skills in the workforce.

When developing strategies, here are some examples of issues to consider:

The costs associated with the strategies for addressing competency or skill gaps
Ways to share and maintain historical knowledge
Training methods that don't require significant resources
Benefits of contracting, outsourcing or using volunteers

A plan for evaluating your progress and follow-up are critical elements of an effective action plan

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Step 3: Develop Action Plan

Step 3 involves developing strategies and action items as part of the plan for addressing the identified gaps. The action plan should also include how to measure progress in bridging these gaps.

- Identification of strategies to close gaps
- Implementation of strategies
- Plan for assessing progress

Mouse over the bullet points for more info.

JOB AID [Link to Sample Action Plan](#)

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Successful workforce planning requires commitment and leadership at all levels. Senior-level managers must lead the planning process, must assure that workforce plans are aligned with strategic direction, and must hold subordinate managers accountable for carrying out workforce planning and for using its products. Employees can significantly contribute to the process through their participation and communication throughout each of the steps.

Establishing clear timelines, and regularly reviewing the status of each of the action plan strategies, help to keep workforce planning in the forefront as well as serve as reminders of the work that has been accomplished as well as the work that still lies ahead.

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Implement Action Plan

Step 4: Implement Action Plan

Once the strategic direction has been established (Step 1 of the Workforce Planning Model), the workforce analyzed (Step 2), and the action plan developed (Step 3), the finalized plan can be implemented.

- Ensure multi-level buy-in
- Establish clear timelines
- Conduct regular status checks

Mouse over the bullet points for more info.

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The workforce plan, especially the strategies and action items, should serve as a roadmap for managers to ensure the right people are in the right place at the right time in order to achieve both short and long-term goals. The outcomes should be continuously evaluated to determine progress in addressing the gaps and, specifically, where adjustments to the strategies and action items are needed.

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Monitor, Evaluate, and Revise

Step 5: Monitor, Evaluate, and Revise

Step 5 involves monitoring progress against timelines and milestones, assessing for continuous improvement, and adjusting the plan to make course corrections and to address any new workforce issues.

- Regularly monitor progress
- Evaluate through assessment of individual goals
- Adjust plan accordingly

Mouse over the bullet points for more info.

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How can your progress be measured? Some examples of questions to ask in order to determine if the plan is effective include:

Were the actions and strategies completed and do they fulfill the goals?

Did the action plan accomplish what was needed?

If not, have strategies upon which the plan is based changed?

Were their other factors preventing the obtainment of the goal?

Is there a need to modify the action items?

Depending upon the answers to these questions, you may need to readjust your workforce plan. Remember, it should be a 'living' document so don't hesitate to make changes when it is warranted. Below are some examples of both small and significant changes that may need to be made.

Timeframe for implementation of action items may need to be changed

Content of action items may need to be adjusted

Deletion of action items because they may no longer be valid and/or feasible, e.g. budget, reorganization, etc.

Persons responsible for action item may need to be changed

Minimizing the importance of budgets and resource management is a common mistake supervisors make when developing a workforce plan. Without sufficient resources, your plan will likely never come to fruition. Work closely with your HR representative and your Resource Manager to avoid this pitfall.

Another common mistake is underestimating in this process is the amount of time and effort involved in gathering data and conducting solid research. This step generally takes longer than you expect and involves significant amount of time needed to sort through data and even more to the analysis of it. Plan extra time into this step in order to be thorough.

By ignoring or misunderstanding trends, your analysis of the workforce may be faulty. Be sure you have spoken with your HR advisor and done your research on both private and public sector trends that may impact how your organization fulfills its' mission. These trends can help you identify strategies that will help deal with workforce issues that you may be underestimating.

Because skill gap analysis is time consuming and can be difficult, there is a tendency to focus on those factors that are easier to capture when conducting workforce planning. For example, a simple report can help you identify how many positions you have in a specific job series and it is also relatively easy to identify how many of these positions you may need in the next 5 years, but evaluating the skills and competencies needed for future positions is much more difficult. Be aware of this tendency and make the effort to focus on skills over numbers.

Another workforce planning pitfall occurs when supervisors over-emphasize areas that are popular vs. identifying actual problem areas. For example, there seems to be a tendency for organizations to emphasize the number of eligible retirees in the workforce, which, if these individuals do retire, may cause significant loss of talent and job experience. However, if the attrition data also identify that a large percentage of trained individuals are leaving the organization for other reasons (job dissatisfaction, organizational culture, harassment, etc.) then this larger problem needs to be addressed.

Finally, by viewing workforce planning as a project, supervisors often end up with notebook on their bookshelf, filled with important information, but certainly not regularly updated, viewed, or valued. Acknowledging workforce planning as a continuous development process can help in ensuring that effective strategies and actions are taken

Module 1: Workforce Management Lesson 1: Workforce Management

Common Supervisor Mistakes in the Workforce Planning Process

Mistakes often made in the workforce planning process are:

- Minimizing importance of resource management on plan
- Not doing the research or haphazard data collection
- Inattention to trends
- Over emphasis on numbers over skills
- Over-emphasis on popular problem areas
- Workforce planning as a project vs. process

Mouse over the bullet points for more info.

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to move the organization forward, as well as providing the supervisor with critical information and plans for the workforce today and tomorrow.

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Lesson 1: Workforce Management

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Strategic
Direction

2
Analyze
Workforce

3
Develop
Action Plan


4
Implement
Action Plan

5
Monitor,
Evaluate,
Revise

Common Supervisor Mistakes in the Workforce Planning Process

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 *Mouse over the bullet points for more info.*

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Critical Focus Areas for Workforce Planning

There are several areas that are important to highlight as you develop your workforce plans. These areas include retirement trends, ideas for employee retention, and recruitment strategies. Each of these areas highlight what a supervisor can do in order to successfully get the right people in the right jobs with the right skills at the right time.

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Bullet 1

In general, employees want to be recognized for their talents, have an impact, feel empowered, receive support and have opportunities for growth. The work environment encompasses many of these factors that directly impact employee retention:

Teamwork, supervision and leadership
Mission and employees skills match
Employee development and support
Performance management, compensation, benefits, and work/life balance

Bullet 2

Development opportunities provide benefits to the organization as employees learn and master new skills and knowledge. There are numerous ways organizations can support this development. A few of these are:

Implementing and supporting a strong onboarding program to help new employees adjust (see lesson on effective onboarding)
Encouraging employee affinity groups to support and sustain workplace diversity
Emphasizing individual development plans to encourage and support employee growth
Offering specialized leadership training for selected individuals

Bullet 3

Effectively communicating with employees is a key strategy in retaining them. Employees look for direction from their leaders—for clarity in how their work contributes to accomplishing the organizational mission.


Some ideas for enhancing communication include:

Use informal surveying to gain insight into the way different employees feel about how things are functioning and leadership effectiveness.
Conduct "stay" interviews with employees and use the results. A "stay" interview is conducted to find out current employees' opinions about what they want out of their jobs and what is missing. It is important that these interviews are kept confidential and they result in action.
Use technology to encourage cross-team/organization networking and communication about mission-related projects.
Improve the performance management process by strengthening appraisals, recognizing accomplishments, and providing meaningful feedback

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Retaining Employees



We often spend much time, energy, and resources to hire and train employees, but often fail to address another crucial aspect of human capital: retaining those currently employed. Retaining employees can help you avoid the steep costs of replacing employees (some estimates range from 50% to 200% of each individual's salary). What can you do, as a team or organizational leader to help retain employees?

- Impact of work environment
- Focus on development
- Communication

Flexibility and support are also very important.

✦ Click the bullet points for more information.

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In May 2010, the president issued a call to overhaul federal hiring processes. Chief Performance Officer Jeff Zients said, "We need to streamline our hiring process to make it more competitive and candidate-friendly. Across twenty years in the private sector, I've seen that the best performing organizations focus on people as their most important tool for improving performance. It is time for the federal government to start doing the same."

These changes involve:

Dramatically reducing the time between when a job is announced and when it is filled.

Eliminates essays as an initial application requirement.

Uses shorter, plain-language job announcements.

Accepts resumes from applicants, instead of requiring them to submit complex applications through outdated systems.

Allows hiring managers to choose from among a group of best qualified candidates, rather than limiting their choice to just three names, through expanded use of "category ratings."

Notifies applicants in a timely manner (and at four points in the process) through USAJobs.gov - eliminating the "black hole" that applicants often feel they when they get no response to their application.

As a supervisor, you should be aware of how these reforms can help you recruit individuals to your organization. More information can be found at: <http://www.opm.gov/HiringReform/Index.aspx>

Bullet 2

Supervisors must identify that what attracted and kept them in the federal workforce may not hold the same attraction for future employees. Consider the traditional view of a Federal career - an entry-level employee joins an agency and spends the next 30-plus years coming to work five days a week, in an agency office, on a traditional schedule to provide valuable public service and meet that agency's mission. That view will continue to describe many positions. However, more and more of the needed and available talent will be interested in something other than this traditional arrangement. To compete successfully for those potential employees, we must adapt to their expectations and create an environment that will support their

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Recruiting Strategies

Recruitment strategies must include:

- Awareness of federal hiring reforms
- Focus on 21st Century workforce
- The recruiting-retaining link

✦ *Click the bullet points for more information.*

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success. The Federal Government must cultivate, accommodate and advertise the broad range of opportunities and arrangements that will characterize Federal careers in the future. In short, we must develop a new mindset. We are dealing with a 21st century challenge that requires a 21st century approach.


Bullet 3

Finally, many successful recruiting strategies can be found in sustainable efforts to retain employees. Supervisors who understand the importance of the work environment, who focus on employee development, open communication, flexible schedules and emphasizing a work/life balance discover that they have few positions to fill.

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Recruiting Strategies

Recruitment strategies must include:

- Awareness of federal hiring reforms
- Focus on 21st Century workforce
- The recruiting-retaining link

✦ *Click the bullet points for more information.*

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Check on Learning 2

Click the Start button below to begin the Check on Learning.

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Select the best option of the choices below.

What are the steps in workforce planning?

Strategic outlook, performance planning, skills assessment, develop action plan, implement action plan, and monitor, evaluate, revise

Strategic directions, analyze workforce, develop action plan, implement action plan, and monitor, evaluate, revise

Define the problem, gather information, develop alternatives, select alternative, implement and review.

Clarify the requirement, research, develop courses of action, pick course of action, implement and assess.

Check on Learning Question 1 of 3

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Select the best option of the choices below.

What are the critical focus areas in developing workforce plans?

Statistical trends, hiring practices and on-boarding strategies.

Performance trends, workload and strategic plans.

Retirement trends, retaining employees and recruitment strategies.

Hiring quotas, base relocation plan and budget reduction.

Check on Learning Question 2 of 3

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Select the best option of the choices below.

What are the elements of a successful recruiting strategy?

Awareness of federal hiring reforms, focus on a 21st century workforce, and the recruiting-retaining link.

Awareness of federal budget reductions, focus on future workforce needs and retention strategies.

Recruitment incentives, benefits and relocation bonuses.

Hiring bonuses, health benefits and relocation bonuses.

Check on Learning Question 3 of 3

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1 Reminder

Meet With Boss

Subject

Meet With Boss

Due in

15 Min.

Dismiss All

Open Item

Dismiss

Click Snooze to be reminded again in:

5 minutes

Snooze

Supervisor Scenario Revisited

Now that you have a better understanding of workforce planning, let's revisit the earlier scenario where you met with your leadership and realized that the enthusiasm you had for enhancing your workforce planning is not supported.

Look at your notes. Which supervisory response did you select as the best choice?

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Leadership Application

NOT A GOOD CHOICE: You tell your leadership that you agree, a separate plan is probably more work than anyone in the organization really has time to spend at this point. There are many good ideas that are shared at the AUSA conference, but oftentimes, higher headquarters doesn't have a good grasp of how things run at the 'grass roots level.

NOT THE BEST CHOICE: You set up a meeting with Bob and Kenya and review the current strategic plan. Focus your time and efforts on updating your section's goals and objectives for the future as that will give you what you need in order to meet the mission of the organization.

THE BEST CHOICE: You share the information you received from the conference session with your boss and reiterate the need for workforce planning at all levels. After listening to your rationale, your supervisor gives the go-ahead to build a plan for your department. You subsequently meet with Bob and Kenya and begin the process of setting a strategic direction, identifying resource demands and discrepancies (including human resources), and develop a plan with the group that can help move you forward.




You can access a complete audio transcript in the Reference section.

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Additional Considerations to Research

1. What is each supervisor's responsibility in workforce and succession planning?
2. What are the differences between workforce and succession planning?
3. How can a strategic plan help in conducting workforce planning?
4. What if my organization doesn't have a strategic plan?
5. What are the consequences of not developing a workforce and/or succession plan?
6. How frequently should you review and update your workforce and/or succession plan?


 [Click here](#) to open a PDF file of this list. You can then print it and add it to your Supervisor Development Folder.




Remember you can always click the FAQ button to help you find answers.


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Lesson Takeaways

You have completed the Workforce Planning lesson. As a supervisor, it's important that you:

- Workforce planning should occur at all levels of an organization

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Lesson Takeaways

You have completed the Workforce Planning lesson. As a supervisor, it's important that you:

- Workforce planning should occur at all levels of an organization

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CERTIFICATE OF
Completion
THIS AWARD IS GIVEN TO
You
IN RECOGNITION OF SKILLS GAINED BY
PARTICIPATION IN THE AWT MANAGEMENT
STAFF COLLEGE'S S.D.C. LESSON

Lesson Complete!

Congratulations, you have completed the Workforce Planning lesson. Exit this lesson to continue with the Supervisor Development Course. Remember, you can always come back to this lesson to review.

Congratulations!

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