

Workforce Planning and Implementation Workshop

Baltimore, September 10, 2004

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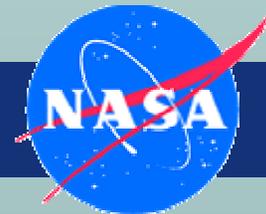
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Office of Human Capital Management



NASA has taken a multi-pronged approach to workforce planning

Today we'll talk about:

- I. Workforce Analysis and Forecasting Tools on the Web
- II. NASA Competency Management System (CMS)
- III. Tactical Workforce Planning for Line Organizations
- IV. Long-Term, Strategic Workforce Planning



Workforce Analysis and Forecasting Tools

- Comprehensive workforce information for managers and HR & budget staffs about NASA past, present and future demographics, occupations, competencies, diversity, etc.
- Guidance on the planning process.
- Analysis tool provides integrated view of hires, losses, employee strength and calculates attrition for all segments of the workforce.
- Forecasting tool predicts retirements and other losses over 5 years by location, occupation, competency, etc.
- <http://nasapeople.nasa.gov/workforce>



Analysis tool: Cubes on the web track hires and attrition by critical dimensions, e.g., occupation

	S & E	Professional Admin	Clerical	Technician	All Occupation
Avg Attrition Last 3 Yr	3.3%	4.5%	4.4%	3.6%	3.7%
Attrition Rate FY 03	3.0%	4.0%	3.9%	4.5%	3.4%
Attrition Rate FY 02	3.0%	4.7%	5.4%	2.3%	3.5%
Attrition Rate FY 01	3.9%	4.8%	3.8%	4.1%	4.1%
Start FY 04 CS Heads	10,600	4,715	1,153	1,560	18,072
Start FY 03 CS Heads	10,651	4,534	1,231	1,663	18,130
Start FY 02 CS Heads	10,637	4,304	1,317	1,819	18,135
Hires 03-04	258	170	38	11	477
Hires FY 03	250	269	55	5	579
Hires FY 02	311	241	60	8	621
Losses 03-04	225	212	51	91	580
Buyout 03-04	17	26	8	52	103
Losses FY 03	314	189	45	70	623
Buyouts FY 03	0	0	0	23	24
Losses FY 02	315	204	71	42	633
Buyouts FY 02	0	0	0	0	0



Analysis cubes enable managers and HR staff to drill down and uncover significant differences

	Human Resources Management Group	General Administration, Clerical and Office Services Group	Accounting and Budget Group	Business and Industry Group	Investigation Group	All Professional Admin
Avg Attrition Last 3 Yr	6.2%	4.4%	3.6%	4.7%	11.3%	4.5%
Attrition Rate FY 03	7.5%	4.2%	2.6%	4.1%	5.7%	4.0%
Attrition Rate FY 02	4.6%	4.4%	5.0%	5.0%	14.5%	4.7%
Attrition Rate FY 01	6.6%	4.7%	3.3%	5.1%	13.7%	4.8%
Start FY 04 CS Heads	307	1,941	581	831	53	4,715
Start FY 03 CS Heads	300	1,864	554	825	50	4,534
Start FY 02 CS Heads	285	2,008	544	775	55	4,304



Above Average



Below Average



Way Above Average



Average



Analysts need to look at the attrition among many population dimensions

	All Full-time Permanent Employees	Voluntary Retirement Eligible	Early Out Eligible	Not Retirement Eligible
Avg Attrition Last 3 Yr	3.7%	14.9%	0.8%	2.3%
Attrition Rate FY 03	3.4%	14.2%	1.0%	1.9%
Attrition Rate FY 02	3.5%	15.0%	0.6%	2.1%
Attrition Rate FY 01	4.1%	15.5%	0.8%	2.8%
Start FY 04 CS Heads	18,072	2,501	3,510	12,061
Start FY 03 CS Heads	18,130	2,421	3,388	12,321
Start FY 02 CS Heads	18,135	2,306	3,340	12,489


**Low
Turnover**


**Very Low
Turnover**

Key dimensions include: Location, Organization, Service Time, Occupation, Appointment Type, Age, Gender, RNO



Retirement forecasting is done by applying past turnover rates to future retirement eligibles

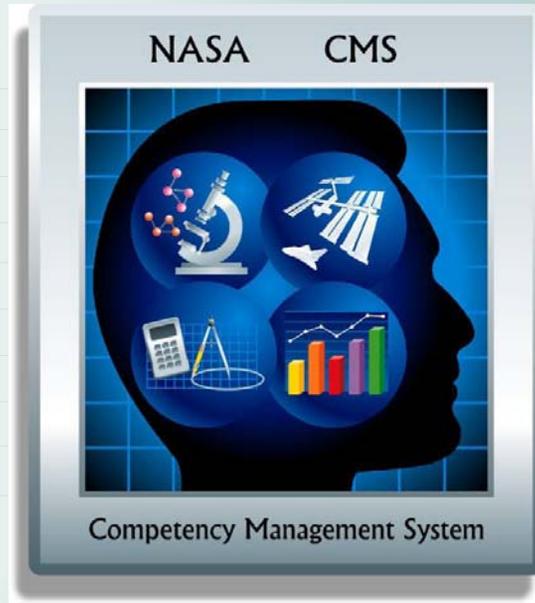
	S & E	Professional Admin	Clerical	Technician	All Occupations
Projected FY 04 Retirements	213	130	28	47	410
FY 04 Actual Retirements (1st 3 Qtrs)	174	123	24	73	395
Projected FY 05 Retirements	209	138	29	48	416
Projected FY 06 Retirements	209	146	31	52	430
Projected FY 07 Retirements	213	155	32	53	445
Projected FY 08 Retirements	221	164	34	58	469
Projected FY 09 Retirements	225	173	36	63	489
FY 04 thru FY 09 Retirements	1,289	905	191	321	2,660
Start FY 04 CS Heads	10,749	4,795	1,181	1,576	18,345
FY 04 Eligibles	1,711	785	205	321	3,031
FY 05 Eligibles	179	178	41	55	456
FY 06 Eligibles	210	190	43	73	518
FY 07 Eligibles	244	196	41	63	544
FY 08 Eligibles	273	210	46	86	619
FY 09 Eligibles	255	222	45	94	620
Avg 4-Yr Retirement Rate	12.4%	16.5%	13.4%	14.6%	13.5%
Retirement Rate FY 03	12.1%	15.4%	8.1%	12.8%	12.7%
Retirement Rate FY 02	11.3%	16.3%	16.1%	10.3%	12.5%
Retirement Rate FY 01	12.4%	16.7%	13.3%	20.5%	14.1%
Retirement Rate FY 00	14.0%	17.6%	16.2%	14.7%	14.8%
Avg Post-Eligible Yrs	6.1	3.2	2.5	4.8	5.1

Major differences in how long people stay



These analysis and forecasting tools are sophisticated, but cost-effective

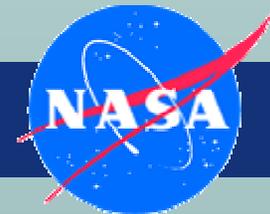
- NASA HR has used multidimensional cubes since 1994 for workforce reporting
- NASA workforce data cubes on the web use the same technology as OPM's FEDSCOPE
- With bi-weekly updates -- production and maintenance takes less than 0.5 FTE
- Two-hour user training provided staff in the field
- Security only applied to cubes that are very complex and easily misinterpreted by non-practitioners



Competency Management System



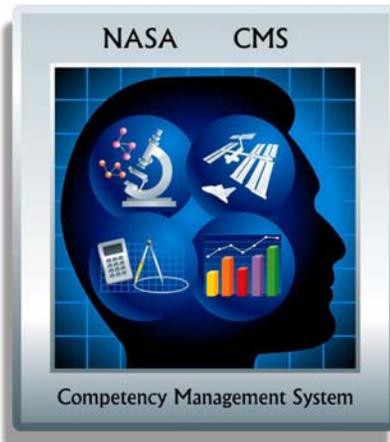
September 10, 2004





What is the NASA Competency Management System?

A comprehensive system of methodologies and tools to enable the collection, validation, interpretation, and dissemination of workforce capabilities.



Elements of the “System”

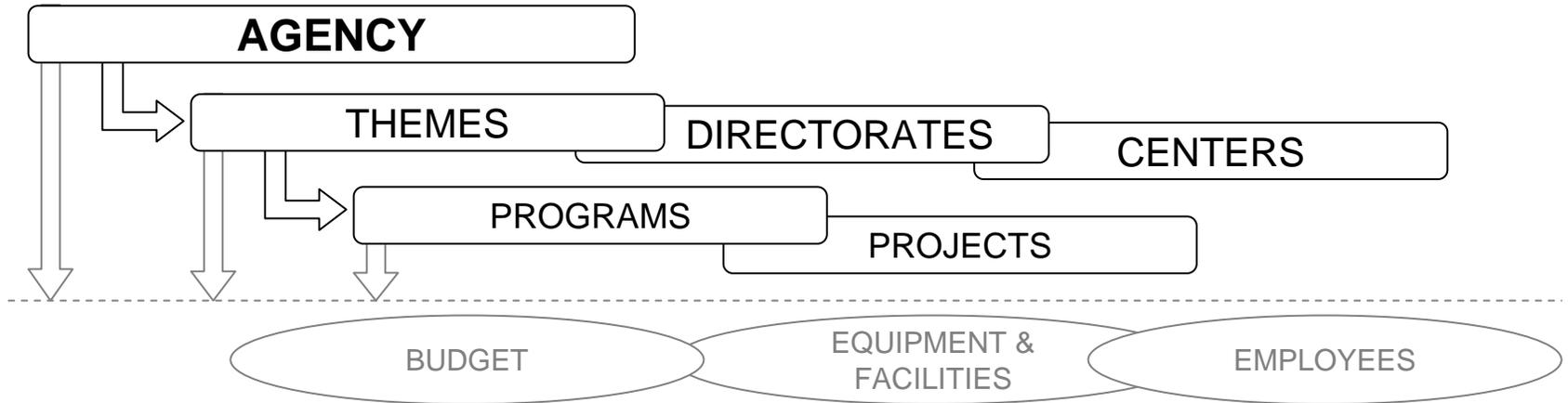
- ▶ **DICTIONARY:** the complete collection of competencies for the Agency
- ▶ **DATA MODEL:** describes the data structure and use of a competency
- ▶ **INVENTORY:** competency information about people, positions, and projects
- ▶ **DATA ANALYSIS :** business logic that calculates various gaps
- ▶ **WEB BASED APPLICATION:** a tool to manage the information
- ▶ **BUSINESS PROCESSES:** describes how and when to use CMS

“...NASA will implement an integrated Agencywide approach to human capital management. This approach will attract and maintain a workforce that is representative of the Nation’s diversity and includes the competencies NASA needs to deliver the sustained levels of high performance that the Agency’s challenging mission requires”

-- NASA Strategic Plan 2003



Competency Mgmt is part of managing the mission.



Financial Capital

Budget POP Process

Budget Line Items

Capital Reinvestment

Quarterly Reviews



Infrastructure Capital

Facility Planning

Property Mgmt

Facility Maintenance

Equipment Monitoring



Human Capital

Workforce Planning

Competency Mgmt

Training & Development

Employee Performance

* Process examples

PLANNING

INVENTORY

SUSTAINING

PERFORMANCE



Project Background

➤ Drivers

- NASA Strategic Plan (Implementing strategy 1)
- NASA's Strategic Human Capital Plan / Implementation Plan
- President's Management Agenda
- OneNASA & CAIB recommendations

➤ Milestones

- May 01 - Aug 01 : Developed Competency Model
- Aug 01 - Jun 02 : Pilot system at the Kennedy Space Center
- May 02 : Started agency implementation
- May 02 - Jul 02 : Developed Agency-wide Competency Dictionary
- Jul 02 - Sep 02 : Completed initial competency inventory of job positions
- Mar 03 - Jun 03 : Supported budget exercise to evaluate competency needs
- Sep 03 : 1st gap analysis & identification of critical competencies
- Oct 03 : Completed revision 4 of the Competency Dictionary
- Mar 04 : Obtained Green rating from OMB/OPM on the PMA for HC
- Feb 04 - Jun 04 : Conducted competency assessment for budget planning
- Oct 04 : Will complete revision 5 of the Competency Dictionary



What is a “competency”?

COMPETENCY

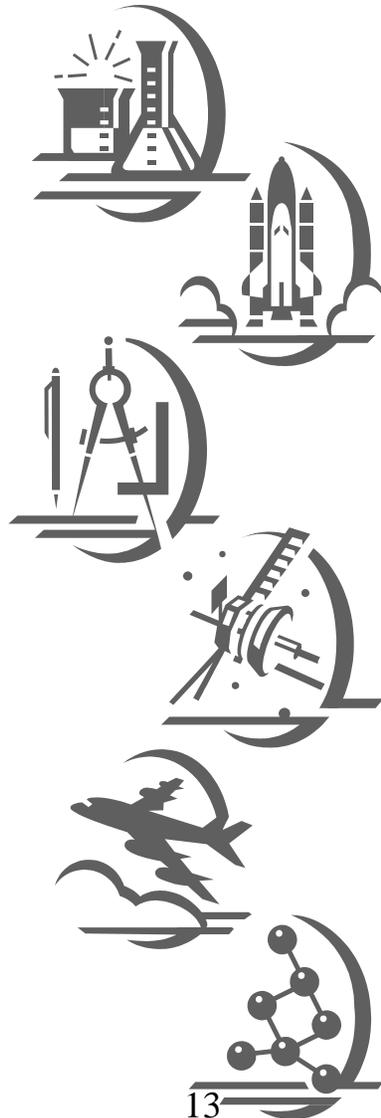
A “competency” is a base-level of knowledge that is relevant to the Agency’s mission. It is NOT a role or function.

WORKFORCE COMPETENCY DICTIONARY

The Dictionary is the total collection of competencies. It categorizes the breadth of NASA’s Corporate Knowledge

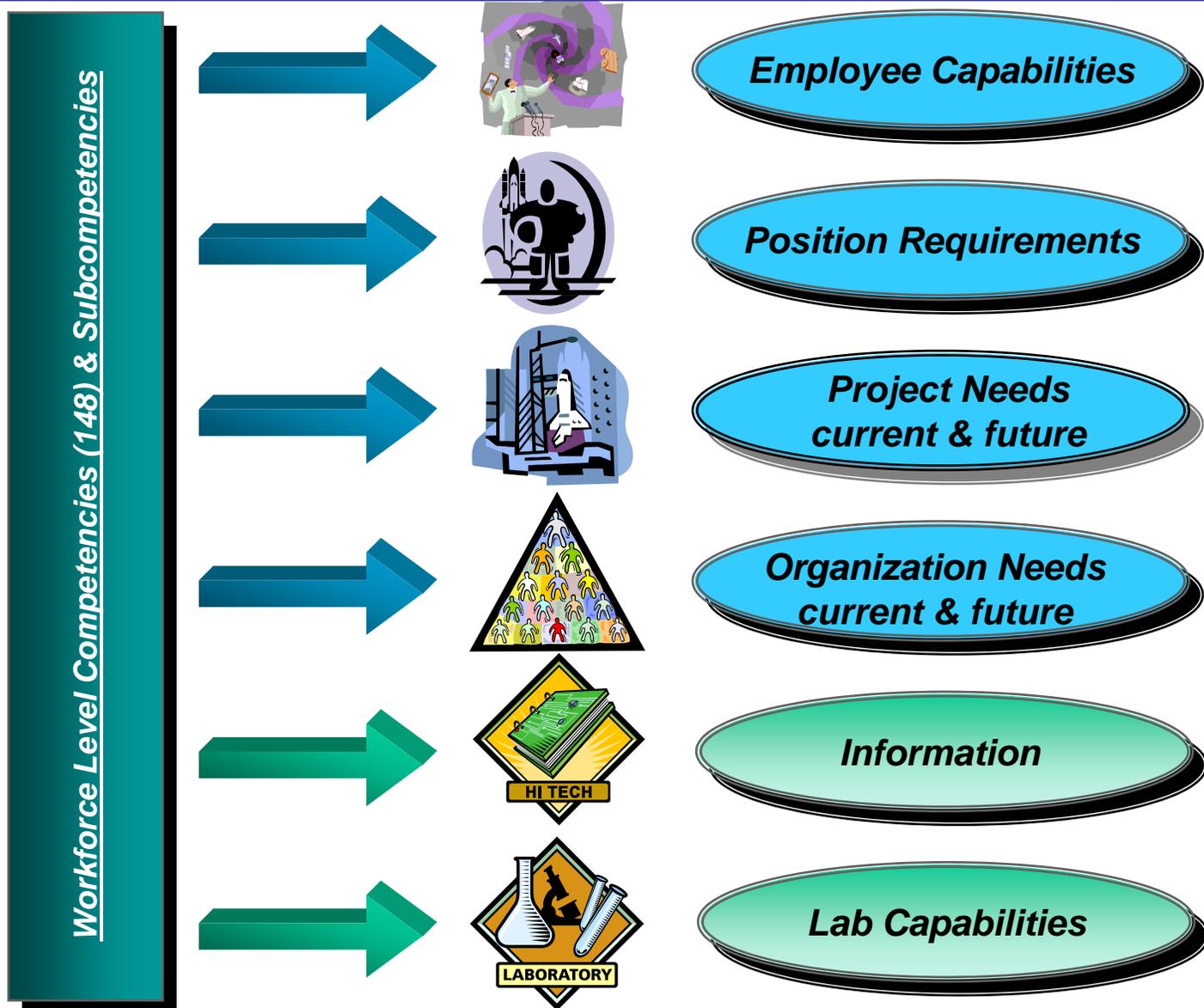
LEVEL OF PROFICIENCY

A 4 tier model that distinguishes between demonstrated levels of capability utilizing the associated body of knowledge. It categorizes the depth of knowledge within a single competency.





How are competencies applied?





Employee Capabilities

Each employee has a Portfolio

The screenshot shows the NASA Competency Management System interface in Microsoft Internet Explorer. The browser title is "NASA Competency Management System - Microsoft Internet Explorer". The page header includes "NASA Competency Management System" and the date "Monday, April 19, 2004". Navigation tabs include "HOME", "My Portfolio", "Feedback", and "Search". A user menu shows "Logoff System" and "HELP Competencies | Skills | Experience | Training | Position History | Download Dictionary | CHRISTOPHER J. CARLSON".

The main content area displays the user's name "CARLSON, CHRISTOPHER" and ID "01565 : PROGRAM ANALYST". Below this is a table of competencies:

Remove	Pos?*1	Competency show details	Tier Level *2	Find Others	Learn More
<input type="checkbox"/>		(001) Mission Analysis and Planning	0	MAP	insideNASA
<input type="checkbox"/>	rqd	(013) Electrical and Electronic Systems	1	ELSYS	IEEE
<input type="checkbox"/>	rqd	(020) Sensors & Data Acquisition - Aeronautics	2	AEROSEN	insideNASA
<input type="checkbox"/>	pr i	(128) Human Resources	1	HUMRES	NASA People
<input type="checkbox"/>		(131) Business IT Systems	0	BUSITSYS	insideNASA
<input type="checkbox"/>		(135) Public Communications & Outreach	0	PUBLICOMM	insideNASA

Below are competencies that are required for your position, but not listed in your personal portfolio.

<input type="checkbox"/>	rqd	(113) Business Management	n/a	BUSMMT	insideNASA
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Buttons:

[Click here to ADD competencies to your portfolio](#)



Position Capabilities

A manager's view of CMS

List of Positions in the Organization.

NASA Competency Management System - Microsoft Internet Explorer

File Edit View Favorites Tools Help

NASA Competency Management System Wednesday, August 11, 2004

HOME Employees **Positions** Projects Search Reports Feedback

Logoff System HELP Group Edit by OrgCode | Single Edit by Position | CHRISTOPHER J CARLSON

Filter: All Orgs Change List positions: M4809 :AEROSPACE ENGINEERING TEC (Jetson, George ASTRO1)

M4809 :AEROSPACE ENGINEERING TECHNICIAN

(5440000000 / George Jetson)

Pri	Competency	Position Level	Rem
<input checked="" type="radio"/>	(008) Design and Development Engineering	0	<input type="checkbox"/>
<input type="radio"/>	(009) Integration Engineering	0	<input type="checkbox"/>
<input type="radio"/>	(010) Test Engineering	0	<input type="checkbox"/>
<input type="radio"/>	(011) Engineering and Science Support	0	<input type="checkbox"/>
<input type="radio"/>	(024) Manufacturing Engineering	0	<input type="checkbox"/>

Adjust Position Rqmts Delete

[Click here to ADD competencies \(not shown on the list above\) to the position's portfolio](#)

Position List (Expanded):

- M4809 :AEROSPACE ENGINEERING TEC
- E6809 :LEAD HUMAN RESOURCES SPEC
- 210246:AST, TECHNICAL MANAGEMENT.
- 31402 :AST, ELECTRONIC INSTRMNTT
- 030289:AST, TRACKING AND TELEMET
- X7106 :AST, ELECT INSTRUM SYSTEM
- 030287:AST, ELECTROMAGNETIC ENGI
- Y7100 :INSTRUMENT PROGRAMS RESOU
- 03C01 :AST, FLIGHT STRUCTURES
- J4522 :LEAD AEROSPACE ENGINEERIN
- 020019:AST, DATA SYSTEMS.

Manager designates one of the required competencies as PRIMARY.



Project Needs

An assessment of competencies needed for each organization, project, and planning year

The screenshot shows the NASA Competency Management System interface. It includes a navigation menu with 'Projects' selected, a search bar, and a user profile for Christopher J. Carlson. The interface displays a list of projects and a table of competency requirements. Red arrows point from callout boxes to specific elements: 'List of Projects that are worked in the Organization' points to the project list; 'List of Fiscal Years for the Planned Budget' points to the budget year dropdown; 'List of Competencies Used in the Organization' points to the competency list; 'Available Full Time Equivalent (FTE) per Competency' points to the 'Competency Total for EC' column; and 'Number of FTE assigned to the project.' points to the grid of FTE values.

Project List:

- 103:CORPORATE G&A 1
- 104:CORPORATE G&A 2
- 130:SSE R&A
- 191:Technical Integration
- 200:ISSRC Fundamental Space Biology
- 258:Technology Infusion
- 263:Sofia Development
- 302:CICT
- 303:Eng for Complex Syst
- 344:Res&Analysis (R&A)

Competency List:

- ADMSUP
- BUSMMT
- DESDEV
- EAS
- ECLSS
- ENGSCISUP
- INTEGENG
- MMA
- PWRSYS
- TESTENG
- THMSYS

Table Data:

Competency	Competency Total for EC	Competency Total All Projects	090	103	111	131	295	300
ADMSUP	4	4.1	1.00					
BUSMMT	1	0.9	0.30					
DESDEV	8	10.9						
EAS	26	20.9	0.80	0.10		3.10	0.30	
ECLSS	22	20.5	3.20	0.10	0.10	6.20		0.10
ENGSCISUP	2	2	0.40					
INTEGENG	1	1	0.60					
MMA	3	13.7	2.00			3.20		
PWRSYS	0	1	0.70					
TESTENG	11	8.9	4.50					
THMSYS	10	1						

Table Legend:

- UPN -->
- Total FTE per Project -->

Callout Boxes:

- List of Projects that are worked in the Organization
- List of Fiscal Years for the Planned Budget
- List of Competencies Used in the Organization
- Available Full Time Equivalent (FTE) per Competency
- Number of FTE assigned to the project.

Watermark: SAMPLE DATA



Lab Capabilities

Knowledge Management can be enhanced with CMS

NASA Competency Management System - Microsoft Internet Explorer

File Edit View Favorites Tools Help

NASA Competency Management System Monday, April 19, 2004

HOME Employees Positions Projects Search **Reports** Feedback

Logoff System ? HELP | Agency Profile | Center Profile | Project Profile | Budget Profile | Lab Profile | Download | CHRISTOPHER J CARLS

List All

- SF :SPACE FLIGHT
 - ==== by Center ====
 - MSFC:Marshall Space Flig
 - SSC:Stennis Space Cente
 - JSC:Johnson Space Cent
 - KSC:Kennedy Space Cen
 - ==== by Capability ====
 - Business Operations:Bus
 - Institutional Support:Inst
 - Systems Engineering:Sys
 - Aeronautics:Aeronautics
 - [FLTDYN\(1\)](#)
 - [AR DTHM\(1\)](#)
 - [ACOUSTICS\(3\)](#)
 - [SIMFLSYS\(1\)](#)
 - Human and Biological:Hu
 - Chemical:Chemical
 - Computer Sci & Info Ted
 - Electrical & Electronic:Ele
 - Power & Propulsion:Pow
 - Sensor Systems:Sensor
 - Structures, Materials & M

Report on Agency Laboratories



SES
Description:Provides on-orbit Shuttle/ISS simulation used for engineering analysis & crew training particularly in the areas of rendezvous, proximity operations, manipulators, & dynamic interactions between systems. Ascent Entry simulator (shared with EG) used for engineering analysis of shuttle entry upgrades.

Contact: RUTH GARDNER
321-867-6626

Lab Address:

Lab Capabilities

- Mission Analysis and Planning
- Advanced Technical Training Design
- Robotics
- Flight Dynamics
- Simulation/Flight Research Systems



How does NASA use CMS? - Expertise Locator

Search Form:

- User selects
- Competency
- Tier Level
- Validation Method
- Validation Date
- Organization
- Keyword

Search by competency.

1 Select a competency: Acoustics (ACOUSTICS)

2 Select a tier level: Any Tier

3 Select a validation method: Any Validation Method

4 Validation must have occurred on or after this date (mm/dd/yy): all dates

5 Select a center: All Centers

6 Enter a keyword(s) to search in experience or skills or training:

GO Locate Employees

Any Tier

- Any Tier
- Tier 1
- Tier 2
- Tier 3
- Tier 4

Any Validation Method

- Any Validation Method
- CMS Team Datacall
- Manager Assigned
- Emp Self Validated
- Manager Validated
- Peer Validated
- Functional Office
- Board Certified

Acoustics (ACOUSTICS)

- Acquisition and Contract Management (CONMMT)
- Administrative Support (ADMSUP)
- Advanced Analysis and Design Method Development (AADMD)
- Advanced Experimentation and Testing Technologies (AETT)
- Advanced In-Space Propulsion (ADVPRO)
- Advanced Materials and Processing Science (ADVMATSCI)
- Advanced Measurement, Diagnostics, and Instrumentation (ADVMDI)
- Advanced Mission Analysis (ADVMIS)
- Advanced Technical Training Design (ADVTEC)
- Aerodynamics (AERODYN)

Search Results : The system returns a list of names and contact information that matches the search criteria.

Center	MailCode	Employees	Tier Level	Validation Method	Validation Date
HQS	FMA00	Fred Flinstone title:PROGRAM ANALYST org:MANAGEMENT SYSTEMS DIVISION phone: 202-358-2001 email: fredflinstone@nasa.gov	4	Manager Assigned	12/04/2003
ARC	APS	Betty Rubble title:AST, FLUID MECHANICS org:SYSTEMS ANALYSIS BRANCH phone: 656-544-1776 email: bettyrubble@nasa.gov	4	CMS Team Datacall	11/19/2002
ARC	IC	George Jets on title:AST, FLUID MECHANICS org:COMPUTATIONAL SCIENCES DIVISION phone: 656-544-1812 email: georgejetson@nasa.gov	3	CMS Team Datacall	11/19/2002



How does NASA use CMS? - Employee Development

COMPETENCY DICTIONARY

Business Management

Aerodynamics

Astronomy & Astrophysics

DEFINITION *Knowledge of the Universe.*

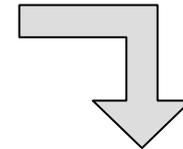
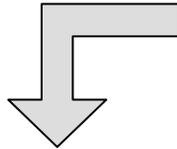
LEVEL 4 Knows the molecular composition of the galaxy

LEVEL 3 Knows the zip codes for all of the planets

LEVEL 2 Can name a constellation

LEVEL 1 Can find the moon

LEVEL 0 Can distinguish day from night



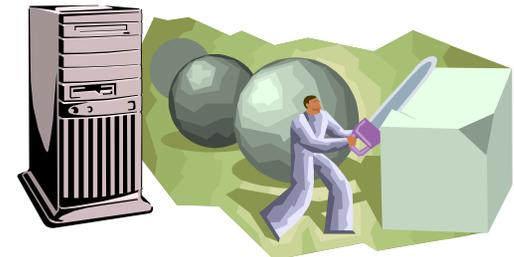
COMPETENCY MANAGEMENT SYSTEM

Project Workforce Assessment
Competency Inventory Reports
Employee's Maintain Portfolio
Manager's Identify Position Rqmts
Workforce Gap Analysis

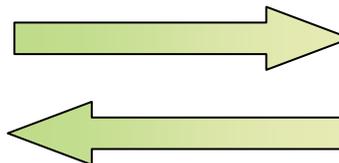


LEARNING MANAGEMENT SYSTEM

Course Content
Training Request Processing
Individual Development Plans
Annual Training Survey
Training Metric Reports



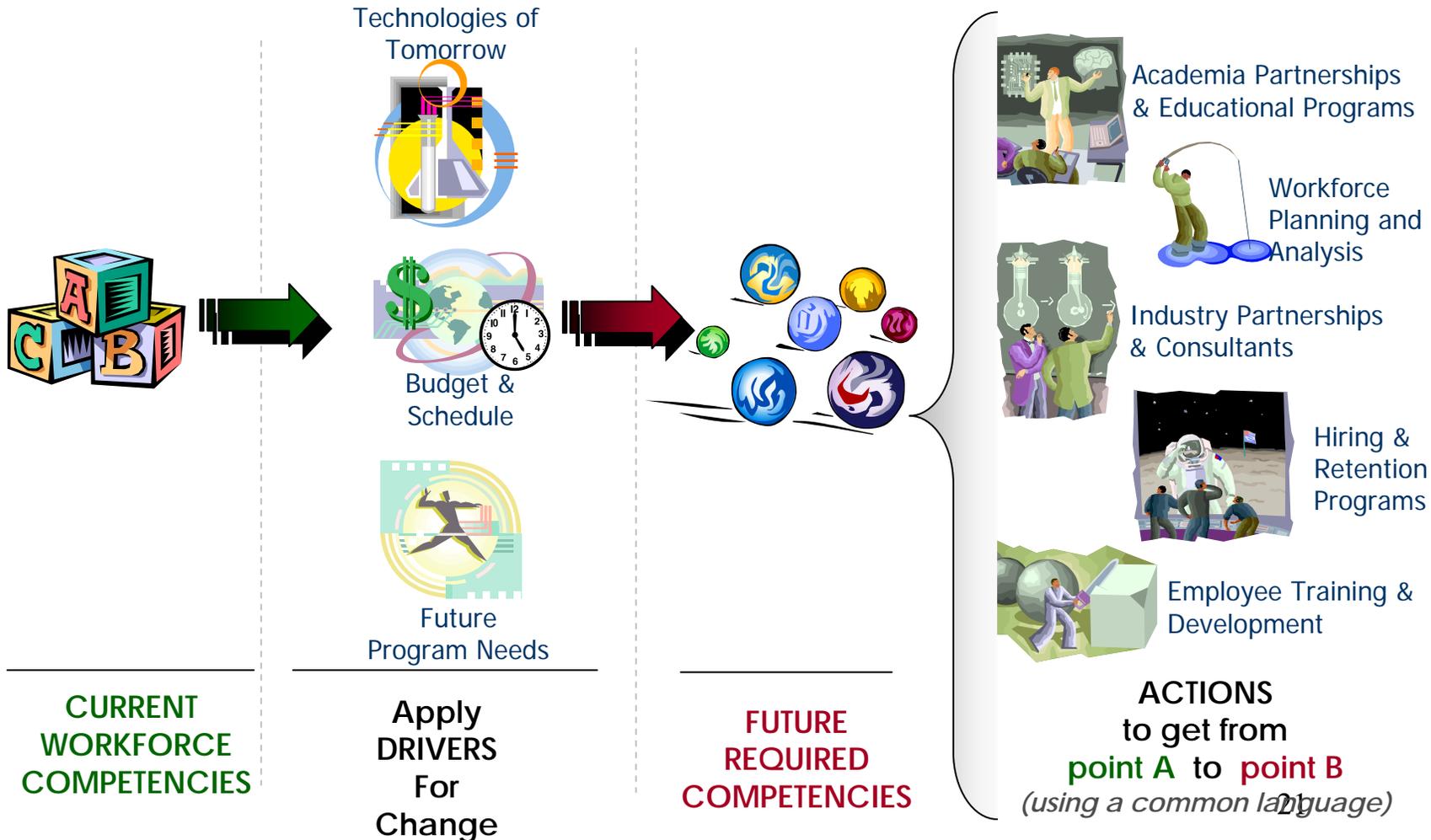
Exchange Data





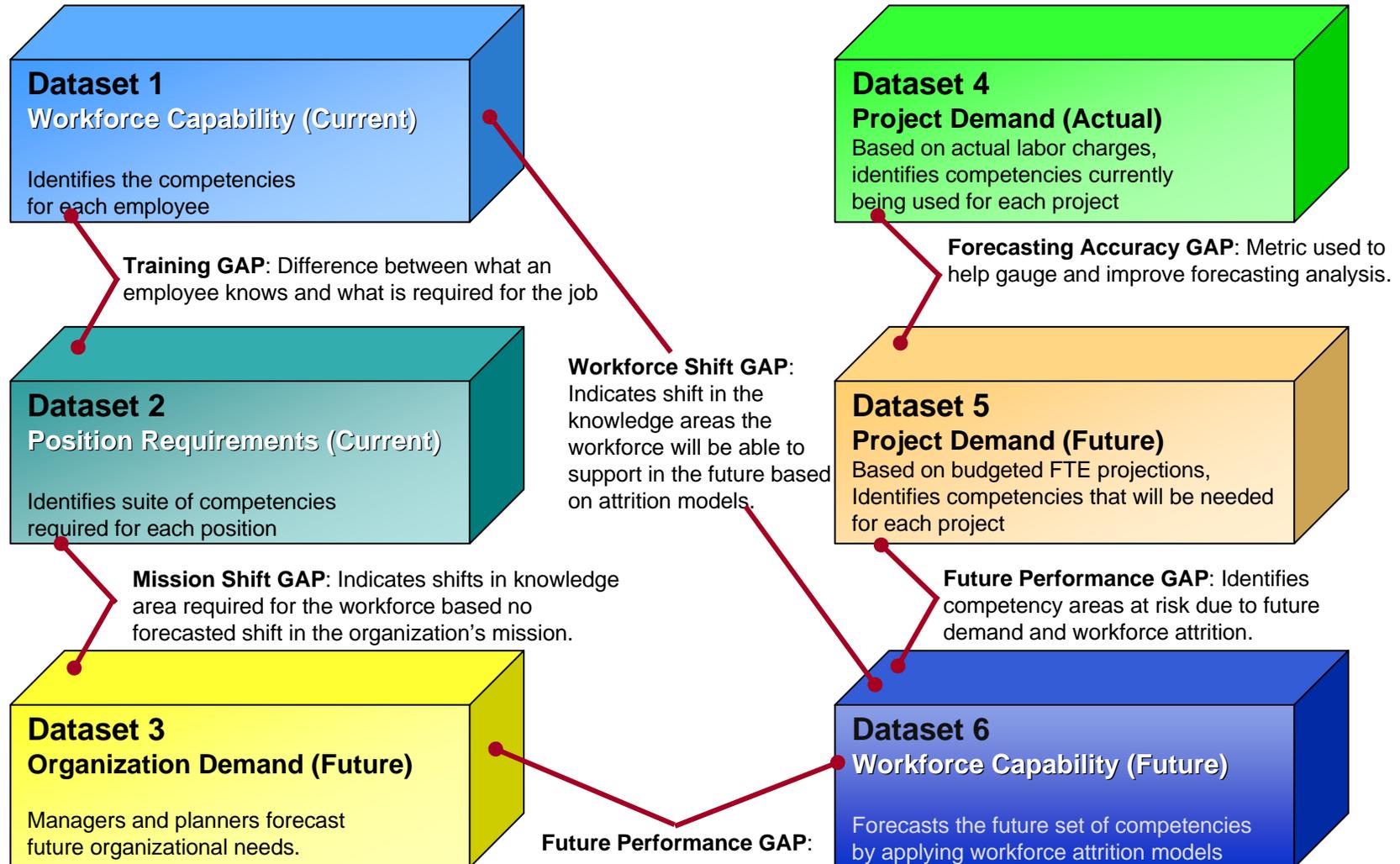
How does NASA use CMS? - Workforce Planning

Competency management allows you to systematically measure and monitor the knowledge base of the workforce, which thereby enables you to make adjustments strategically to meet future program needs and to more effectively align the workforce with the continual evolution of future technologies.





GAP Analysis





Gap Analysis

NASA Competency Management System - Microsoft Internet Explorer

Friday, August 13, 2004

HOME Employees Positions Projects Search Reports Feedback

Logoff System HELP Agency Profile Center Profile Project Profile Budget Profile Lab Profile Download

Budget Report | All Enterprises | GRC | FTE per Competencies | Show

Ent/Center	Competency	CY:2004	EY:2005	BY0:2006	BY1:2007	BY2:2008	BY3:2009	BY4:2010
GRC	AADMD	0.0	0.4	0.4	0.4	0.4	0.4	0.4
GRC	ACMSTR	0.0	9.9	7.7	7.3	8.2	8.5	8.7
GRC	ACOUSTICS	0.0	10.3	10.5	10.5	10.5	10.5	10.5
GRC	ADMSUP	0.0	76.5	77.4	77.3	78.8	79.8	80.8
GRC	ADVMATSCI	0.0	59.6	48.0	46.9	47.5	46.8	48.3
GRC	ADVMDI	0.0	23.0	24.0	23.1	21.9	19.8	20.3
GRC	ADMIS	0.0	3.2	5.2	5.2	5.0	5.0	5.0
GRC	ADVPRO	0.0	23.8	27.4	27.4	25.7	25.0	25.2

Microsoft Internet Explorer

Friday, August 13, 2004

Home Search Reports Feedback

Agency Profile Project Profile Budget Profile Lab Profile Download CHRIS

	GRC	LaRC	DRFC	GSFC	MSFC	SSC	JSC	KSC
	113	1	9	1	82	1	19	0
	6	0	0	0	103	61	0	0
	12	0	1	0	0	0	0	0
	74	0	0	10	12	0	16	7
	1	20	4	0	1	0	0	0
	9	0	0	0	16	0	0	0
	2	0	1	3	1	0	11	0
	2	0	0	0	0	0	1	1

Forecasted Demand

Current Capability

GAP

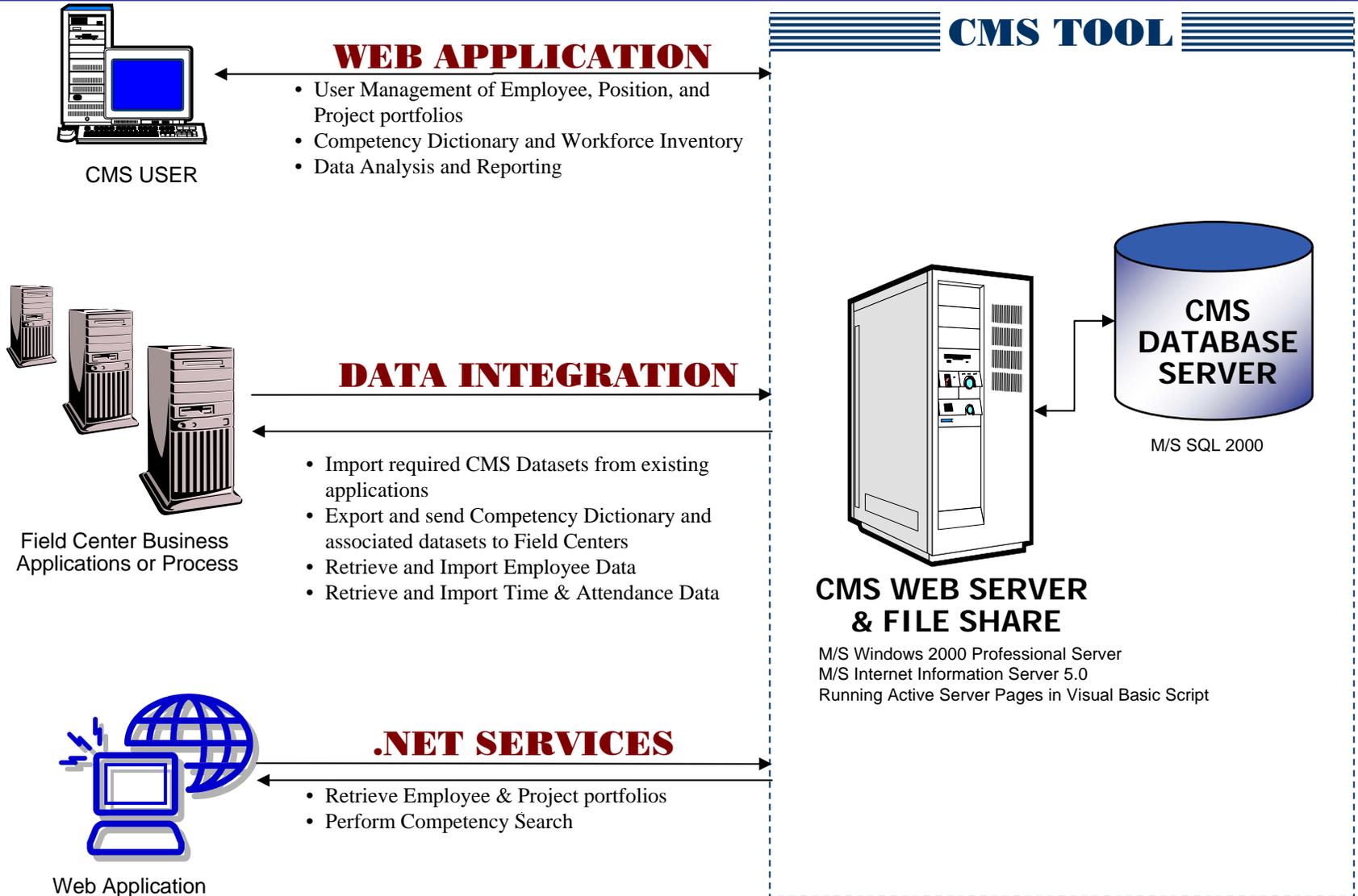
Logoff System HELP Agency Profile Center Profile Project Profile Budget Profile Lab Profile Download CHRIS

Budget Report | All Enterprises | All Centers | GAP per Center | Show Report

Center/Org	Competency	Org Total	Comp Total	GAP:2006	GAP:2007	GAP:2008	GAP:2009	GAP:2010
GRC/all	ACMSTR	1,929.0	0.0	+7.7	+7.3	+8.2	+8.5	+8.7
GRC/all	ADVMDI	1,929.0	16.0	+8.0	+7.1	+5.9	+3.8	+4.3
GRC/all	ADMIS	1,929.0	0.0	+5.2	+5.2	+5.0	+5.0	+5.0
GRC/all	ADVPRO	1,929.0	9.0	+18.4	+18.4	+16.7	+16.0	+16.2
GRC/all	AEROTHM	1,929.0	20.0	-13.7	-13.9	-14.5	-14.5	-14.5
GRC/all	AETT	1,929.0	49.0	-21.9	-21.7	-26.0	-25.1	-25.1



CMS Tool Overview





Conclusion

NASA uses CMS to understand its workforce and capabilities

- ❑ **The CMS dictionary categorizes the Agency's corporate knowledge in the form of "competencies"**

Competency management allows you to systematically measure and monitor the Agency's corporate knowledge base.

- ❑ **Competencies are used to measure and understand the capability of the workforce**

The CMS provides employees, organizations, and functional communities with the capability to find employees, positions, or projects that utilize competencies. It also helps to show the relationship between what employee's know, versus what is required to perform a particular job, versus what the workforce requirements are to accomplish the mission.

- ❑ **Forecasted demand compared with current workforce capabilities enable Senior Executive Leadership to strategically manage projected gaps**

Competency management allows you to make adjustments strategically to meet future program needs. It provides the decision makers with additional information that can be used to set the priorities on various human capital programs, which will result in shifting the knowledge base of the organization to meet the future workforce demands of the agency.

- ❑ **Integration with employee development programs helps to align training needs with the agency's workforce plans**

Competency Management will help to integrate the business process and information between workforce planning and employee development. This will enable the agency to more effectively provide training content and employee development activities that are in alignment with both the future strategic direction of the agency, as well as supporting it's current mission

- ❑ **CMS can help connect the right information to the right employees**

Competency information can help link together people with the same or similar competencies into communities of practice, which can then be connected to information that is relevant to that community. Other resources in the Agency, (such as lab facilities, technology reports, lessons learned, etc..) are able to utilize the competency dictionary as a taxonomy to relate and deliver the right information to the right employees.



Workforce Integrated Management System

Tactical Workforce Planning

...For Down in the Line Organizations





Full Cost Management requirements have changed workforce planning in line organizations

- NASA is essentially a project management organization
- Civil service labor used to be “free” to the project managers; they paid for their contractors and hardware
- In the last 2 years, NASA planning and budgeting activities began applying the full cost of doing business to each program and project.
- New need to assess Human Capital (the civil service workforce) by Program/Project by Organization by WF Competency
- New need for a set of documentation that links Program/Project requirements to WF allocations
- New need to capture “Transition FTE” by name and WF Competencies for current year and execution year and by WF Competencies in the out years
- Need to show WF plans vs actuals by name, FTE, and WF Competencies
- Need to document WF allocations at a level that is appropriate and consistent with “good” planning practices for integration of Program/Project plans with Budget Formulation



WIMS was developed to provide line managers with a tool set and methodology

- Single source for all WF planning, management and analysis data for each NASA Center. Provides essential WF data to make better management decisions.
- WIMS has multiple component modules:
 - ✓ Complement Allocation Planning System (CAPS)
 - Multiyear; single & two digit org level with FTP and OTFTP guidelines
 - ✓ Program/Project Requirements Library System (PRLS)
 - Single location and universal format for technical, budget and schedule requirements for all work to be performed at Center
 - ✓ Workforce Planning System (WPS)
 - Coupled with PRLS and CMS to plan and allocate WF based on requirements and workforce competencies
 - WF planned in detail (by name); WF Competency; and FTE level for current and execution years. WF planned at WF Competency FTE level for out years
 - ✓ Automated Workforce Actuals Reporting System (AWARE)
 - WF actuals reporting tool utilizing raw data from the T&A and Labor Distribution Systems
 - Reports combine WF Competencies and actuals

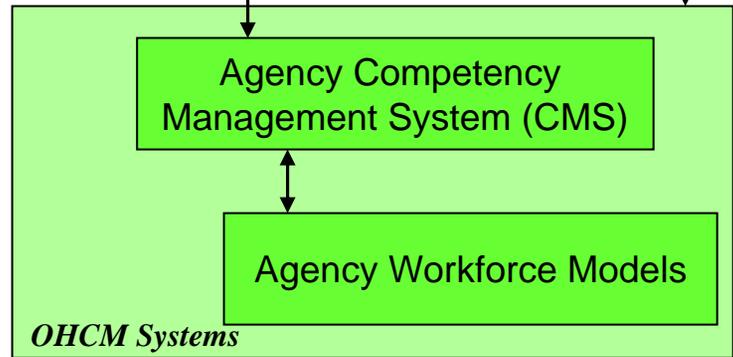
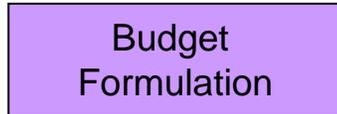
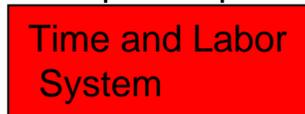
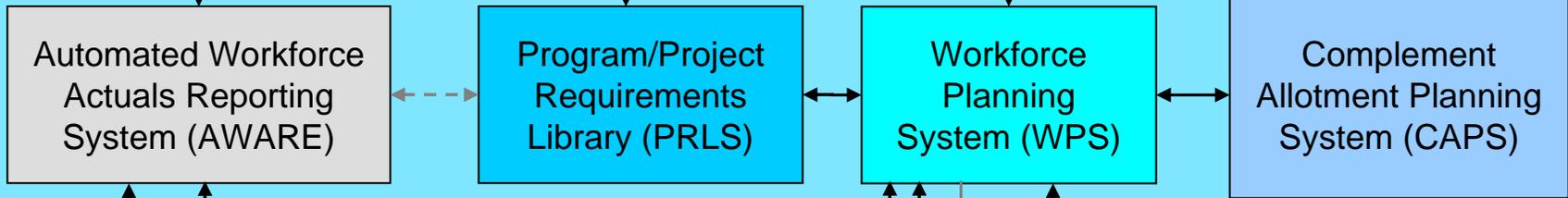
Workforce Integrated Management System (WIMS)

- Reports and Gap Analyses *FY04*

WIMS Query I/F

WIMS Modules

Other Agency Systems





WIMS has additional functionality to make for easy use

- ✓ Ability to plan at any necessary WBS level (3, 5 or 7 digit work breakdown structure)
- ✓ Ability to maintain a record of prior planning through “sessions”
- ✓ Ability to automatically roll to new planning year (process is documented)
- ✓ Ability to refresh Employee and WF Competency data and have plans automatically adjusted for changes
- ✓ Screens and reports are downloadable to Excel
- ✓ Automated feed to Agency CMS (dataset 5)
- ✓ Feeds data to the Finance and Budget Systems
- ✓ Sign-on authentication via the Time and Attendance System



WIMS successes are leading to better utilization of people

- **PRLS**

- Single format for project requirements combines information requested in multiple previous data calls
- Single location for implementing organizations and sponsoring organizations to view all requirements
- Available from WPS

- **WPS**

- Allocates entire WF (CS and “Onsite” other)
- Facilitates rapid decision making by providing data to support complement adjustments to organizations to match demand
- Illustrates the WF Competencies that are in demand or not in demand; useful for designing the future WF
- Good results using WPS data for “Transition FTE” redeployment exercise and to highlight WF Competencies available to support new programs

- **AWARE**

- Accepted source internal to Center for WF charging reports; all managers can view all charges; FTE calculation made as consistent as possible with IFMP CF/BW. (Differences document)
- More insight into project labor charges is starting to improve charging accuracy

Strategic Workforce Planning at NASA

Taking the long view of workforce requirements and seeing what should be done in the near term





Expanded thinking about Strategic Workforce Planning led to a new management directive

- Workforce planning is a way to ensure the workforce is optimally suited to fulfill mission requirements in a changing mission environment, within budget parameters
- NASA Directive establishes policy and process to integrate total workforce planning with the Strategic Plan and budget formulation cycle, and link:
 - Workforce planning
 - Competency management
 - Recruitment planning
 - Redeployment
 - Training and development
 - All workforce components
 - Education program pipeline



NASA has identified Strategic Workforce Planning goals that consider both short and long term impacts

Agency Strategic Workforce Planning Goals

0-5 Year Timeframe

5-10 Year Timeframe

Long-Term Strategic Workforce Planning

Identify the Civil Service workforce (both number and type) required to accomplish work in budget horizon

Identify the Civil Service workforce (both number and type) required to support Agency and Center strategies and future organizational capabilities

Address anticipated gaps/surpluses in Civil Service workforce using the full range of human capital programs and tools available to NASA

Workforce Transition

Develop practices to redeploy and transition employees in response to unanticipated program changes, considering impact of short term decisions (0 – 5 years) on long term outcomes (5 – 10 years)

Workforce Renewal

Hire and develop new talent in the Civil Service workforce to ensure NASA sustains current and develops anticipated capabilities for the future. Consider impact of short term decisions (0 – 5 years) on long term outcomes (5 – 10 years)

Total Workforce Balance

Attain appropriate mix of Civil Service and non-Civil Service workforce



Strategic Workforce Planning is a new area of focus for the Agency

- In the past, the Agency's workforce planning has been focused on the near term; analyses are tactical in nature, with an emphasis is on budget planning
- Strategic workforce planning is differentiated from this type of planning

	Strategic Workforce Planning	Budget Planning & Ongoing Tactical Workforce Planning
Goal	Shape the workforce to align with projected future demand	Conduct planning exercises for budgeting and deployment
Purpose	Identify trends, risk areas and near-term actions required to shape workforce in long-term	Create detailed plans (budget submissions, plans for deployment of workforce against projects in budget horizon, etc.)
Planning horizon	Varies based on business line; extends beyond two year focus	0-2 year focus within a 6 year budget horizon
Level of fidelity	Trends and patterns identified at an aggregate level based on planning against more than one possible scenario for future work	Specific FTE allocations and assignments to an established baseline of work outlined in budget, often at the individual level
Key stakeholders	Center & Agency management	All levels of management



Strategic Workforce Planning connects long term workforce requirements to short term actions...

- Longer-term workforce requirements inform short-term workforce planning and priority actions
- Short-term workforce actions have implications for workforce available to the Agency in the long-term

0

5

10 Years

Examples....

How does the Agency plan to deploy civil service workforce to accomplish work in the near term and ensure maximum utilization?

Given civil service hiring constraints, what actions should be taken to address short term needs?

What impact will these near term actions have on the Agency's ability to grow/maintain the required core civil service workforce, given certain assumptions about future work?

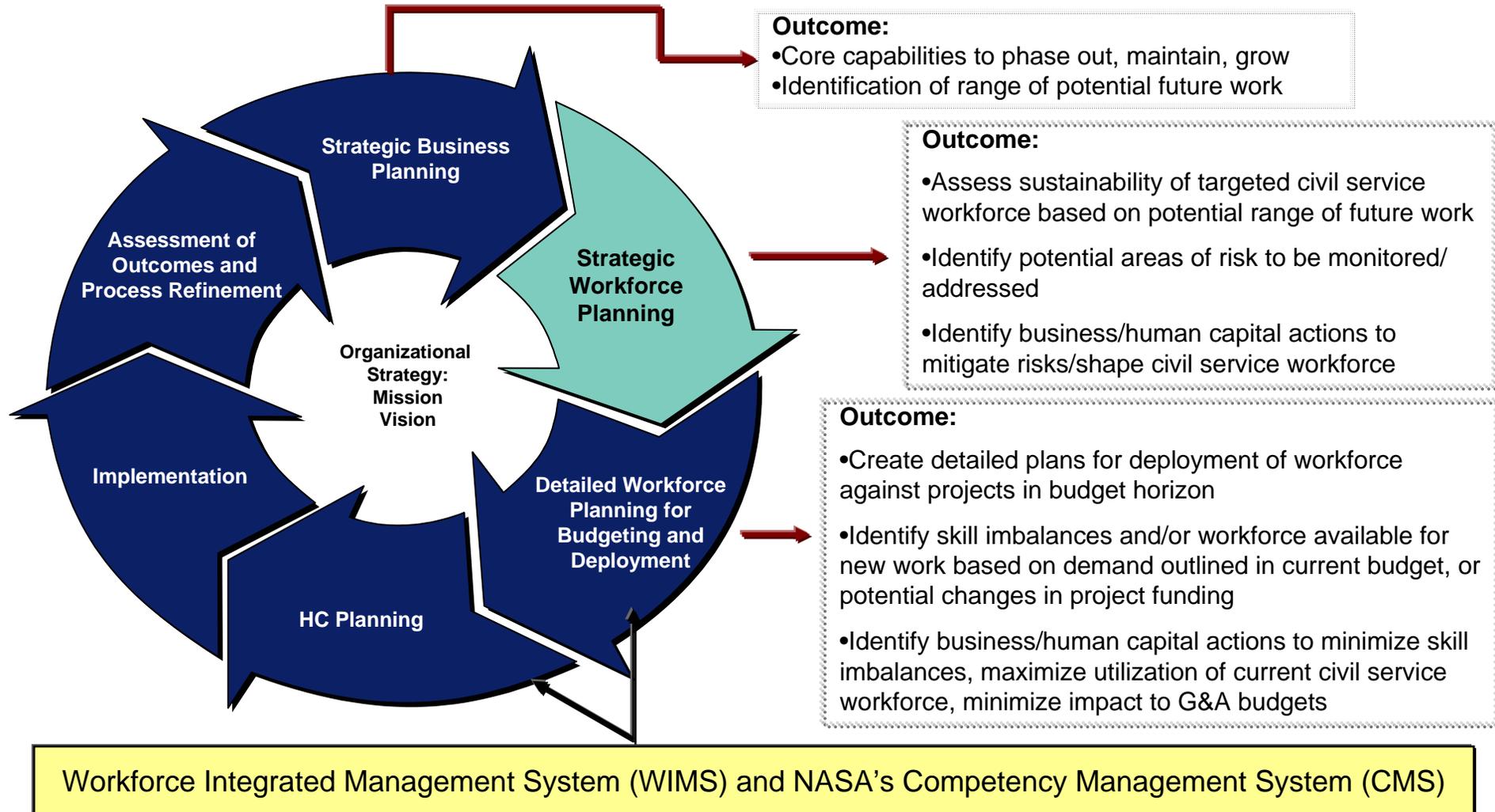
What is the mix (both # and type) of skilled workforce the Agency will need, given certain assumptions about future work?

Which requirements should be filled by full time permanent civil service vs. other than full time permanent vs. non civil service workforce?

What actions need to be taken in the short term to grow/maintain the required core civil service workforce, given certain assumptions about future work?



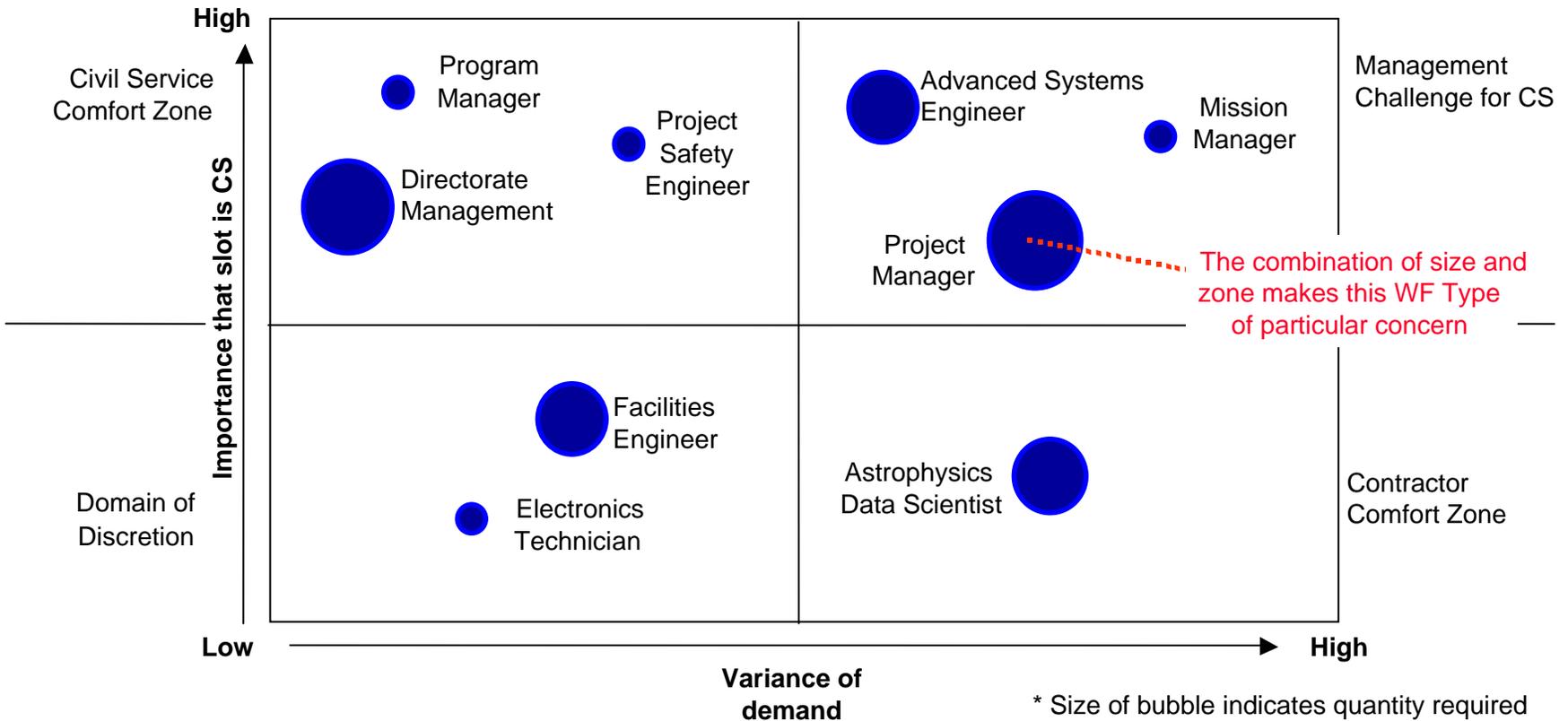
...and integrates with strategic, business, and human capital planning efforts





A sample of the type of summary analysis the Agency is targeting: technical workforce

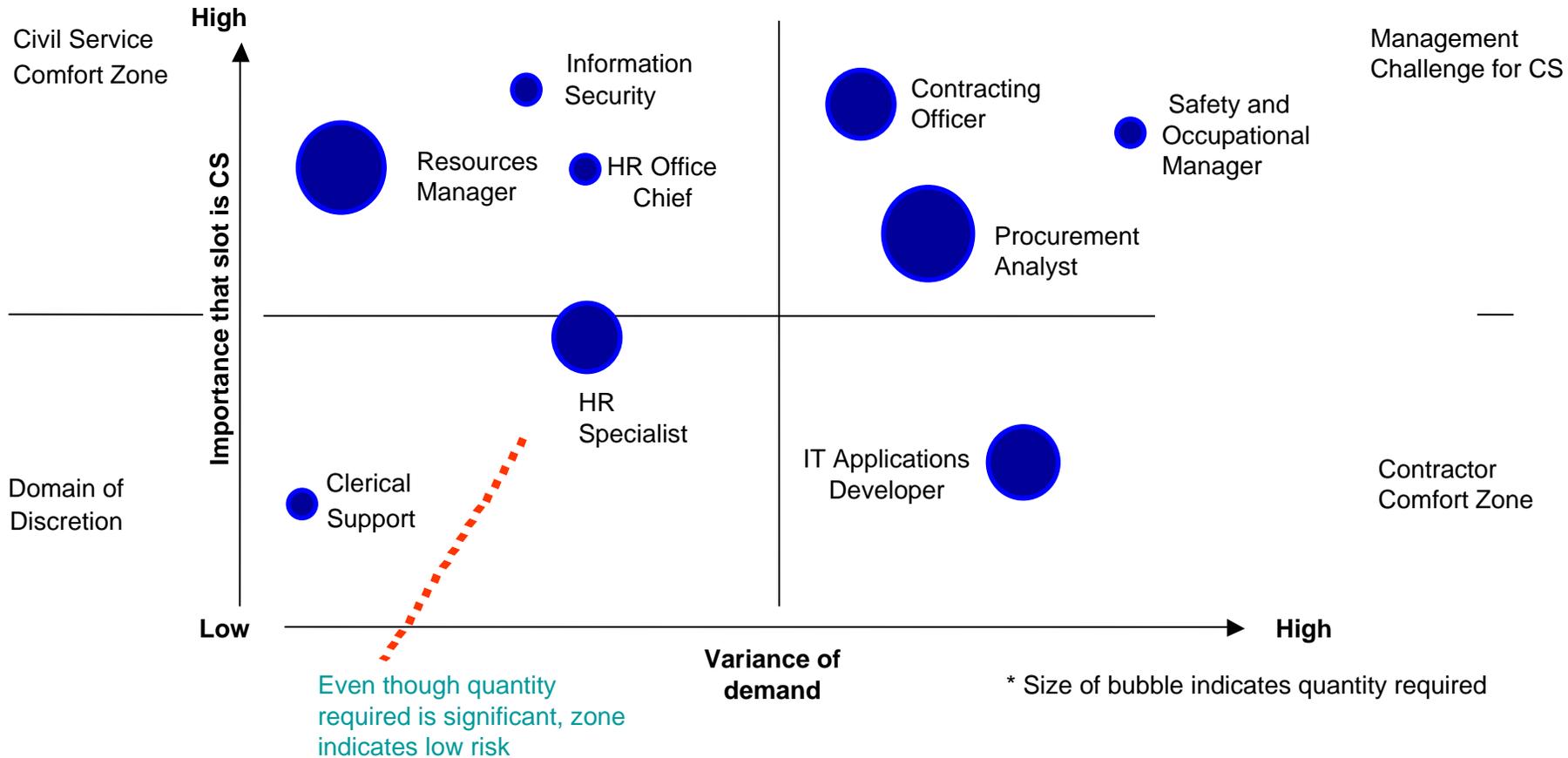
Notional Output





A sample of the type of summary analysis the Agency is targeting: administrative workforce

Notional Output



WIMS Backup Material

Demo / Screen Captures



Workforce Integrated Management System (WIMS) Main Menu



Workforce Integrated Management System (WIMS)

News

WIMS implementation Kickoff meetings took place at GRC and MSFC 4/20 - 4/23. Much was accomplished and LaRC thanks GRC and MSFC for their support!

Langley Research Center (04/27/04):

[Main Menu](#) | [Change Password](#) | [System Feedback](#) | [WIMS Help](#) | [Logout](#)

Main Menu

[Complement Allocation Planning System \(CAPS\)](#)

[Program/Projects Requirements Library \(PRLS\)](#)

 [Workforce Planning System \(WPS\)](#)

[Automated Workforce Actuals Reporting System \(AWARE\)](#)

[Reports](#)

CMS (coming soon)

[System Admin](#)

User: Venus, Hope

Center: Langley Research Center

Privilege

NASA L
Responsible NASA
Page Curator: [Coburn](#)

L

- Execution Year planning by name, by workforce competency, by project
- Out Year planning by workforce competency, by project
- Reports show:
 - Demand by year, by project, by workforce competency
 - Demand vs. complement by org, by year
 - Gaps by workforce competency, by year (does not include attrition forecast)
 - etc.

Workforce Planning System (WPS) Main Menu



Workforce Integrated Management System (WIMS)

News

WIMS implementation Kickoff meetings

[Main Menu](#) | [WPS Menu](#) | [Change Password](#) | [System Feedback](#) | [WIMS Help](#) | [Logout](#)

OPEN

POP 06, FY: 2004, Session 4 (POP 06 Round 2 Planning)

WPS Main Menu

[CY Planning \(04\)](#)

[Organizational Execution Year Planning \(05\)](#)

[POP Planning \(05 thru 10\)](#)

[Service Activity Planning \(04 thru 10\)](#)

[Reports](#)

Org	Name	WF Competency	WBS
Org		WF Competency	WBS

EY Rolls into POPEY (by WF Comp. As "Starting Point")

Return to Main Menu

User: Venus, Hope

Center: Langley Research Center

Privilege: Admin | CAPS Control



WPS Execution Year Planning (04) Driver Screen

Download to Excel		Go to POP Planning (04 thru 09)			
Employee	Project WBS (3, 5 and 7 digit)				
Add New Employee	030-01 ✘ W TSA (Wind Tunnel Service Activity)	030-15 ✘ S&E - AAAC Other Indirect	259-40 ✘ CALIPSO	745-30 ✘ HYPER-X (43A)	Employee TOTAL:
Bauer, Patrick	0.60			0.40	1.00
Hyle, Jeffrey	0.40			0.60	1.00
Johnson, Vicki	1.00				1.00
Kepics, Nicholas	1.00				1.00
Kite, Marlen	0.60			0.40	1.00
Koeppel, Gary	0.25			0.75	1.00
Stergin, Gary		1.00			1.00
Taylor, Raymond	0.80			0.20	1.00
<input checked="" type="checkbox"/> <input type="checkbox"/> New Employee (1) - Analysis and Design Hire	0.10		0.90		1.00
Civil Servant Total:	4.75	1.00	0.90	2.35	9.00
Total Employees: 9					
Onsite Others					
Army			1.00		1.00
Onsite Contractor			2.00		2.00
Onsite Other Total:	0.00	0.00	3.00	0.00	3.00
TOTAL WORKFORCE:					
	4.75	1.00	3.90	2.35	12.00
Download to Excel		Go to POP Planning (04 thru 09)			



WPS

Execution Year Planning (04)

OPEN

FY: 2003, Session 3

Organizational Execution Year Planning (04)

Agency CMS WF
Competency Dictionary

User: Hope Venus
 Planning Organization: RBN
 Employee Name: **Hyle, Jeffrey**

[Project WBS Lookup](#)

Project WBS: Add Project WBS

Download to Excel		Go to POP Planning (04 thru 09)		Re-calculate/Save Totals		Save
				Cancel		
Employee	WF Comp./WF Comp. Number		Project WBS (3, 5 and 7 digit)	FTE (FY)		
Hyle, Jeffrey				2004		
	Advanced Experimentation and Testing Technologies (109)	✘	030-01 WTSA (Wind Tunnel Service Activity)	.4		
	Advanced Experimentation and Testing Technologies (109)	✘	030-15 S&E - AAAC Other Indirect	0		
	Advanced Experimentation and Testing Technologies (109)	✘	259-40 CALIPSO	0		
	Advanced Experimentation and Testing Technologies (109)	✘	745-30 HYPER-X (43A)	.6		
	Advanced Experimentation and Testing Technologies (109)		Total:	1.00		
	Engineering and Science Support (11)				Re-calculate/Save Totals	
	Facilities Planning and Operations (132)				Save	
	Advanced Analysis and Design Method Development (91)				Cancel	

WF Competency Selection:
Imported from Agency CMS



WPS Execution Year Planning (04)

By Program/Project



[Employee Lookup](#)

Email Address: @larc.nasa.gov

Add New Employee:

[Download to Excel](#)

UPN	Employee	WF Competency	FTE (FY)
030-06 S&E - ASCAC Research Management			2004
	<input checked="" type="checkbox"/> Evans, Gloria	Administrative Support (115)	<input type="text" value="1"/>
	<input checked="" type="checkbox"/> Fitzgerald, Michael	Financial Management (118)	<input type="text" value="1"/>
	<input checked="" type="checkbox"/> Gilbert, William	Business Management (113)	<input type="text" value="0"/>
	<input checked="" type="checkbox"/> Lee, Cynthia	Business Management (113)	<input type="text" value="1"/>
	<input checked="" type="checkbox"/> Ricketts, Rodney	Aerospace Systems Concept Development & Technology Assessment (90)	<input type="text" value="0"/>
	<input checked="" type="checkbox"/> Ricks, Wendell	Aerospace Systems Concept Development & Technology Assessment (90)	<input type="text" value="0"/>
	<input checked="" type="checkbox"/> West, Patricia	Administrative Support (115)	<input type="text" value="1"/>
	<input checked="" type="checkbox"/> New Employee (1)	Business Management (113)	<input type="text" value="1"/>
	<input checked="" type="checkbox"/> New Employee (2)	Financial Management (118)	<input type="text" value="1"/>
		Civil Servants Total:	8.00
	Onsite Others		
	Army		<input type="text" value="0"/>
	Onsite Contractor		<input type="text" value="0"/>
		Onsite Other Total:	0.00
		TOTAL WORKFORCE:	8.00



WPS POP Planning (04-09) Driver Screen

Download to Excel		Go to Execution Year Planning (04)			
Show FTE for FY: 2004	Project WBS (3, 5 or 7-digit)				
<u>WF Comp./WF Comp. Number</u>	030-01 ✖ WTSA (Wind Tunnel Service Activity)	030-15 ✖ S&E - AAAC Other Indirect	259-40 ✖ CALIPSO	745-30 ✖ HYPER-X (43A)	TOTAL:
Administrative Support (115)	1.00				1.00
Advanced Analysis and Design Method Development (91)	0.10		0.90		1.00
Advanced Experimentation and Testing Technologies (109)	1.65			2.35	4.00
Advanced Measurement, Diagnostics, and Instrumentation (111)					0.00
Business Management (113)					0.00
Design and Development Engineering (8)	0.60				0.60
Engineering and Science Support (11)					0.00
Facilities Planning and Operations (132)	0.40	1.00			1.40
Risk Management (123)					0.00
Safety Engineering and Assurance (27)	1.00				1.00
WF Competency Total:	4.75	1.00	0.90	2.35	9.00
Total WF Competencies: 10					
Onsite Others					
Army			1.00		1.00
Onsite Contractor			2.00		2.00
Onsite Other Total:	0.00	0.00	3.00	0.00	3.00
TOTAL ORG:	4.75	1.00	3.90	2.35	12.00
Download to Excel		Go to Execution Year Planning (04)			



WPS POP Planning (04-09)

By Workforce Competency

OPEN-RESTRICTED FY: 2003, Session 10 (10)

POP Planning (04 - 09)

User: Hope Venus
Planning Organization: RBN
WF Competency: **Advanced Analysis and Design Method Development (91)**

[Project WBS Lookup](#)

Project WBS:

Project WBS's in year(s) with NO Guideline

[Download to Excel](#)

WF Competency	Project WBS	FTE (FY)					
		2004	2005	2006	2007	2008	2009
Advanced Analysis and Design Method Development (91)	<input checked="" type="checkbox"/> 010-07 Center G&A - Future Opportunities	0	<input type="text" value="0"/>				
	<input checked="" type="checkbox"/> 030-01 WTSA (Wind Tunnel Service Activity)	0	<input type="text" value="0"/>				
	<input checked="" type="checkbox"/> 302-05-40 BIO-NANO	0	<input type="text" value="0"/>				
Total:		0.00	0.00	0.00	0.00	0.00	0.00

[Download to Excel](#)

User: Venus, Hope Privilege: Admin

Workforce can not be planned on years without Guidelines



WPS POP Planning (04-09)

By Program/Project

POP Planning (04 - 09)

User: Hope Venus
Planning Organization: RE
UPN: 030-11 S&E - ATSC Research Management

Add WF Competency: Add WF Competency

Organization: RE

[Download to Excel](#) Re-calculate/Save Totals Save Cancel

UPN	WF Competency	FTE (FY)					
		2004	2005	2006	2007	2008	2009
030-11 S&E - ATSC Research Management							
	<input checked="" type="checkbox"/> Administrative Support (115)	3	<input type="text" value="3"/>				
	<input checked="" type="checkbox"/> Atmospheric Science (44)	3	<input type="text" value="3"/>				
	<input checked="" type="checkbox"/> Budgeting Management (119)	1	<input type="text" value="1"/>				
	<input checked="" type="checkbox"/> Business Management (113)	0	<input type="text" value="0"/>				
	<input checked="" type="checkbox"/> Financial Management (118)	0	<input type="text" value="0"/>				
	<input checked="" type="checkbox"/> Public Communications & Outreach (135)	.5	<input type="text" value=".5"/>				
	<input checked="" type="checkbox"/> Remote Sensing Technologies (95)	0	<input type="text" value="0"/>				
	WF Competency Total:	7.50	7.50	7.50	7.50	7.50	7.50
	Onsite Others						
	Army	0	<input type="text" value="0"/>				
	Onsite Contractor	1	<input type="text" value="1"/>				
	Onsite Other Total:	1.00	1.00	1.00	1.00	1.00	1.00
	UPN Total:	8.50	8.50	8.50	8.50	8.50	8.50

[Download to Excel](#) Re-calculate/Save Totals Save Cancel



WPS Service Activity Planning (04-09) Driver Screen

FY=2003, Session=3

Service Activity Planning (04 - 09)

User: Hope Venus

Planning Service Activity: SASA (Simulators and Aircraft Service Activity)

By Program/Project

By Employee Type

[UPN Lookup](#)

UPN: - -

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UPN (3, 5 or 7-digit)												TOTAL:	Service Activity Indirect:
030-02 SASA (Simulators and Aircraft Service Activity)	727-01 ADV AIR TRANSP TECH (AATT)	727-DA ✕ DEMAND ADAPTIVE ATM	728-02 ✕ A/C & Propulsion Systems Self-Diagnosis & Self-Reliance	728-03 ✕ Human Error Avoidance & Mitigation	728-04 ✕ Environmental Hazards Awareness & Mitigation	728-40 ✕ WEATHER ACCIDENT PREVENT	728-60 ✕ SYNTHETIC VISION	762-20-VC ✕ Blended Wing Body (BWB)	781-20 ✕ COMMUNITY NOISE IMPACT	786 ✕ SATS	794-51 ✕ FUTURE HYPERSONIC FLIGHT DEMO		
Civil Servants	101.80											0.00	101.80
Onsite Others													
Army	2.70											0.00	2.70
Onsite Contractor	85.10											0.00	85.10
Onsite Other Total:	87.80	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	87.80
TOTAL WORKFORCE:	189.60	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	189.60

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WPS Reports

NASA Workforce Integrated Management System (WIMS)

[Main Menu](#) | [WPS Menu](#) | [Change Password](#) | [System Feedback](#) | [WIMS Help](#) | [Logout](#)

FY=2003, Session=3

Reports Main Menu

Sponsoring/Performing Organization Reports

- 1 - [Planned FTE for Selected Org\(s\) - Single FY Detail](#)
(Planned FTE by Org vs UPN for Single FY)
- 2 - [Planned FTE for Selected Org\(s\) - All FY](#)
(Planned FTE by FY vs UPN for Single Implementing Org)
- 3 - [Planned FTE for Selected UPN\(s\) - All FY](#)
(Planned FTE by FY vs Org for Single UPN)
- 4 - [By Name Workforce - Execution Year](#)
(Planned FTE by UPN vs Employee and WF Competency for Execution Year)
- 5 - [Planned Workforce Competencies - Single FY Detail](#)
(Planned FTE by WF Competency vs UPN for Single FY)
- 6 - [Planned Workforce Competencies - All FY](#)
(Planned FTE by FY vs WF Comp for Single UPN or Org)

Summary/Status Reports

- 7 - [Planned FTE by Organizational Unit - Single Year Summary](#)
(Planned FTE for all OU's vs UPN for Single FY)
- 8 - [Workforce Planning Status - All Orgs](#)
(Complement vs Planned for all FY's)
- 9 - [Planned FTE for Selected Org\(s\) or Service Activity - All FY](#)
(Planned FTE by FY vs UPN for Single Implementing Org)

Flexible

All of the fields highlighted in blue and prefixed with (R) are required.

Selection Criteria	Sort Options
(Use * for pattern matching)	Sort 1: <input type="text" value="UPN"/>
Session: <input type="text" value="2003 - 3"/>	Sort 2: <input type="text" value="UPN Title"/>
(R) FY: <input type="text" value="2004"/>	Sort 3: <input type="text" value="Sponsor Org"/>
Implementing Org: <input type="text"/>	<input type="text" value="Sponsor Org"/> <input type="text" value="UPN"/> <input type="text" value="UPN Title"/>





WPS Report

Workforce Competency Report 4

4. By Name Workforce - Execution Year

Report ran on 10/09/2003 at 09:35PM

Download to Excel

Return to Reports Main Menu

For any WBS....

Session = 2003 - 3 Q, EY = 2004, Implementing Org = *, Project WBS = 704-03, Last Name = *, First Name = *

WF Competency (WF Competency Number)	Employee	Implementing Org	FTE Planned by Project WBS		
			704-03 HIGH CONFIDENCE SOFTWARE	Emp/WF Comp/Implementing Org Total	WF Competency Total
Avionics (21)	Butler, Ricky	RDG	0.2	0.20	
Avionics (21)	Di Vito, Benedetto	RDG	0.3	0.30	
Avionics (21)	Hayhurst, Kelly	RDG	0.5	0.50	
Avionics (21)	Miner, Paul	RDG	0.1	0.10	
Avionics (21)	New Employee 1 Q	RDG	0.2	0.20	1.30
Budgeting Management (119)	Lowe, Melissa	SAD	0.1	0.10	0.10
Total:			1.40	1.4	1.4

Total Records Found: 6

Download to Excel

Return to Reports Main Menu

Sorted by WF Competency

1.30 FTE for WF Competency Avionics Allocated to this Project

.10 FTE for WF Competency Budgeting Management Allocated to this Project



WPS Report Workforce Planning Status Report 9

9. Workforce Planning Status

Report ran on 11/13/2003 at 04:22PM

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[Return to Reports Main Menu](#)

Session = 2003 - 10 (10), Implementing Org = S*	FTE Planned for FY											
	2004		2005		2006		2007		2008		2009	
Implementing Org	Complement	Planned	Complement	Planned	Complement	Planned	Complement	Planned	Complement	Planned	Complement	Planned
SA	72.00	80.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00	72.00
SB	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00	14.00
SC	26.00	28.95	26.00	27.00	26.00	27.10	26.00	27.10	26.00	27.10	26.00	27.10
SD	72.00	72.00	72.00	72.10	72.00	72.10	72.00	72.10	72.00	72.10	72.00	72.10
SE	37.00	45.00	37.00	38.00	37.00	38.00	37.00	38.00	37.00	38.00	37.00	38.00
SF	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00	7.00
SG	18.00	17.70	18.00	17.70	18.00	17.70	18.00	17.70	18.00	17.70	18.00	17.70
SH	13.00	16.50	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00	13.00
SI	16.00	15.00	16.00	15.00	16.00	15.00	16.00	15.00	16.00	15.00	16.00	15.00
SK	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00	9.00
SL	77.00	81.26	77.00	77.60	77.00	72.60	77.00	70.60	77.00	70.60	77.00	70.60
SM	18.00	19.00	18.00	19.00	18.00	19.00	18.00	19.00	18.00	19.00	18.00	19.00
Total:	379.00	405.41	379.00	381.40	379.00	376.50	379.00	374.50	379.00	374.50	379.00	374.50

Total Records Found: 12

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[Return to Reports Main Menu](#)

Workforce Integrated Management System (WIMS) Main Menu

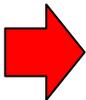


[Main Menu](#) | [Change Password](#) | [System Feedback](#) | [WIMS Help](#) | [Logout](#)

Main Menu

[Program/Projects Requirements Library \(PRLS\)](#)

[Workforce Planning System \(WPS\)](#)

 [Automated Workforce Actuals Reporting System \(AWARE\)](#)

Complement Allocation Planning System (CAPs – coming soon)

Reports (coming soon)

CMS (coming soon)

[System Admin](#)



AWARE Main Menu

Automated Workforce Actuals Reporting (AWARE) - Netscape

File Edit View Go Communicator Help

Back Forward Reload Home Search Netscape Print Security Shop Stop

Bookmarks Netsite: http://isbsat/isbsat/wims/aware_ifm/index.cfm What's Related

Automated Workforce Actuals Reporting System

[Main Menu](#) | [AWARE Menu](#) | [Change Password](#) | [System Feedback](#) | [AWARE Help](#) | [Logout](#)

AWARE Main Menu

[Project/IFMP WBS Reports](#) ← **For WBS grouping in Reports**

[Archive AWARE Data \(Pre-IFM\)](#) **HYPER-X** [Add IFMP WBS](#)

[23-706-51-71](#)
[23-745-30-10](#)

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NASA Langley Research Center
Responsible NASA Official: [John A. Costulis](#)
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[System Feedback](#)
Last Updated: 11/13/2003

Document: Done

Start Eudora WIM... WIM... Aut... @La... 4:04 PM

- Actual labor charges imported from WebTADS
- Labor distribution imported from Center system

- Reports show:
 - Cumulative labor charges by project, in hours or FTE
 - Labor charges by employee
 - Labor charges by Wf Competency, by project
 - etc.



AWARE Reports Menu

Automated Workforce Actuals REporting (AWARE) - Netscape

File Edit View Go Communicator Help

Back Forward Reload Home Search Netscape Print Security Shop Stop

Bookmarks Netsite: http://isbsat/isbsat/wims/aware_ifm/report_menu.cfm

 Automated Workforce Actuals REporting System

[Main Menu](#) | [AWARE Menu](#) | [Change Password](#) | [System Feedback](#) | [AWARE Help](#) | [Logout](#)

AWARE Reports Main Menu

Raw T&A Reports

1. [Cumulative Direct Labor Hours \(Raw T&A\)](#) [\(Description\)](#)
2. [By Pay Period - Direct Labor Hours \(Raw T&A\)](#) [\(Description\)](#)
3. [Monthly FTE Adjusted T&A Data Per Pay Period \(Raw T&A\)](#) [\(Description\)](#)
4. [Workforce FTE Report \(Cumulative Raw T&A\)](#) [\(Description\)](#)
5. [Workforce FTE Total Report \(Cumulative Raw T&A\)](#) [\(Description\)](#)

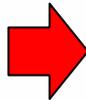
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NASA Langley Research Center

Document: Done

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AWARE Report 3

For October Only (can be run for entire FY with or without PP or Employee details)

Total number of record(s): 5

PERF ORG	EMPLOYEE NAME	M A	PROJE CT	IFMP VBS	IFMP VBS Title	TYPE OF HOURS WORKED	PP 1 (10/04/2004)	PP 2 (10/18/2004)	OCT (TOTAL)	GRAND TOTAL
SLB	VENUS, HOPE R.	'00		23-090-20-01	OFFICE OF DIRECTOR	Regular	0	8	8	8
						OT/Comp/Credit	0	0	0	0
						Total	0	8	8	8
						FTE Equiv	0	0.129	0.0645	0.043
SLB	VENUS, HOPE R.	'00		23-090-20-BZ	CTR IMPROVEMENT INITIATIVE	Regular	8.4	40	48.4	120.4
						OT/Comp/Credit	0	0	0	8
						Total	8.4	40	48.4	128.4
						FTE Equiv	0.5385	0.6452	0.5919	0.7279
SLB	VENUS, HOPE R.	'00		23-090-40-10	LARC INFORMATION TECHNOLOGY POOL	Regular	0	14	14	22
						OT/Comp/Credit	0	4.5	4.5	7
						Total	0	18.5	18.5	29
						FTE Equiv	0	0.2984	0.1492	0.1432
SLB	VENUS, HOPE R.	'00		23-090-40-30	LARC IT POOL - AIRSC	Regular	7.2	0	7.2	7.2
						OT/Comp/Credit	0	0	0	0
						Total	7.2	0	7.2	7.2
						FTE Equiv	0.4615	0	0.2308	0.1538
SLB	VENUS, HOPE R.			23-090-20-17		Regular	0	0	0	0
						OT/Comp/Credit	0	-4.5	-4.5	-15
						Total	0	-4.5	-4.5	-15
						FTE Equiv	0	-0.0726	-0.0363	-0.068
VENUS, HOPE R. TOTAL						Regular	15.6	62	77.6	157.6
						OT/Comp/Credit	0	0	0	0
						Total	15.6	62	77.6	157.6
						FTE Equiv	1	1	1	1
GRAND TOTAL						Regular	15.6	62	77.6	157.6
						OT/Comp/Credit	0	0	0	0
						Total	15.6	62	77.6	157.6
						FTE Equiv	1	1	1	1



**FTE calculation consistent with BW
(where possible, with documented differences)**



AWARE (Org and/or Project Report with WF Competency)

PERF ORG	EMPLOYEE NAME	Workforce Competency	WBS									
			23-090-20-02 OFFICE OF THE CHIEF FINANCIAL OFFICER	23- 090- 20-17	23-090- 20-21 RESEARCH MGMT (R9999)	23- 090- 20-24	23- 090- 20-BE	23- 090- 20-BF	23-090-20- CT IFM CORE FINANCIAL TRAINING	23- 090- 80-10	23- 706- 31-31	23- 745- 30-10 HYPER- X
RBN	JOHNSON, VICKI A. SECRETARY (OFFICE AUTOMATION)	Administrative Support	-0.002		.5675	.01	.001	.001		.0026		
	BAUER, PATRICK T., MECHANICAL ENGINEERING TECHNICIAN	Advanced Experimentation and Testing Technologies	-0.0195	-0.001		.0722		.0113			.3996	.0681
	HYLE, JEFFREY C., ELECTRICAL ENGINEERING TECH	Advanced Experimentation and Testing Technologies	-0.0046	-0.0003				.0015			.4608	.0753
	KITE, MARLEN T. AEROSPACE ENGINEERING TECHNICIAN	Advanced Experimentation and Testing Technologies	-0.0077					.1122			.4522	
	KOEPEL, GARY E., ELECTRONICS TECHNICIAN	Advanced Experimentation and Testing Technologies						.001			.1414	.0861
	STERGIN, GARY P., AERODYNAMICS RESEARCH SUPPORT MANAGER	Advanced Experimentation and Testing Technologies	-0.022	-0.0056	.5459	.0005						
	TAYLOR, RAYMOND M., ENGINEERING TECHNICIAN	Advanced Experimentation and Testing Technologies	.0169	-0.0012				.002			.5356	

WF Competencies with Actuals

Note: Data is truncated. Each Full Time employee should total to
Approx. 1 FTE

WIMS Backup Material

Workforce Planning
Business Rules



Workforce Planning System (WPS) Main Menu



Workforce Integrated Management System (WIMS)

News

WIMS implementation Kickoff meetings

[Main Menu](#) | [WPS Menu](#) | [Change Password](#) | [System Feedback](#) | [WIMS Help](#) | [Logout](#)

OPEN

POP 06, FY: 2004, Session 4 (POP 06 Round 2 Planning)

WPS Main Menu

[CY Planning \(04\)](#)

[Organizational Execution Year Planning \(05\)](#)

[POP Planning \(05 thru 10\)](#)

[Service Activity Planning \(04 thru 10\)](#)

[Reports](#)

Org	Name	WF Competency	WBS
Org		WF Competency	WBS

EY Rolls into POPEY (by WF Comp. As "Starting Point")

Return to Main Menu

User: Venus, Hope

Center: Langley Research Center

Privilege: Admin | CAPS Control



Workforce Planning Business Rules

Program/Project Requirements Document (PRD)

- All programs/projects including General&Administrative (G&A) projects, Service Activities, and G&A sponsored initiatives requesting Center workforce must fill out a PRD
- PRDs are used to document the process of developing program/project requirements:
 - POP Session 1 documents Sponsoring Org's initial request, Subsequent POP Sessions document intermediate negotiations and final agreements (milestones, workforce, and facility needs)
 - Sponsoring Organizations are responsible for ensuring PRDs are kept current during the process and loaded into system
 - Performing Organizations are responsible for negotiating necessary changes with Sponsoring Organizations
- Develop PRDs using new Excel format (1/29/04) as per instructions contained in format (format and instructions posted on WIMS)



Workforce Planning Business Rules

Workforce Planning

General Business Rules:

- All orgs must use WPS to plan workforce for budget call (includes CY-04 changes, EY-05 and POP-06 to 10.
- Workforce may be allocated to G&A, Program/ project, Service Activities, or Service Pools
- Plan only your organization
- Plan by name, by workforce competency in CY and EY and by workforce competency in out years
- Plan everybody in your org for EY. If an employee has moved from your org but is still showing up in your roster, plan that employee utilizing a WBS provided by their new organization
- Use your org complement in the out years as a planning guide
- Add New Employees to your org only for approved and funded positions (indicate the position title in the New Employee notes field)
- Plan every CS up to 1 FTE. If employee is Part-time perm, plan that employee up to the agreed upon level of support. If an employee is planning to separate during the year, plan him/her for the portion of the FTE that employee will utilize
- Org. Managers are responsible for ensuring all subordinate organizations have fully planned their staff



Workforce Planning Business Rules

Workforce Planning

General Business Rules (Con't)

- Term employees are planned just like permanent CS employees
- Org managers plan all required onsite contractors and onsite Army to the program/project they will be supporting
- You may only plan workforce to the WBS / activity / Cost center codes provided. (See document entitled "Planning Code Definitions" for further detail)

Specific Business Rules:

- Plan FTE doing work that is directly associated with the accomplishment of program/project milestones against the associated WBS
- Business Management orgs plan to the respective G&A cost center
- Employees that are on detail to other Centers are planned to either the approving Center project supporting the detail or to that employees orgs Indirect Account. The Center detailing that employee out will plan these employees.
- S&E SA FTE that are maintaining a capability (Facility Safety Heads/Coordinators, Admin/Business Operations functions, etc.) for their respective Org are planned to the respective Orgs S&E Indirect (Pool) WBS



Workforce Planning Business Rules

Workforce Planning

Specific Business Rules (Cont'd):

- Org. Managers are planned to the respective S&E Indirect (Pool) WBS
- CS employees on developmental assignments (SESCDP, graduate study, etc) should be planned to the appropriate G&A cost center
- Co-op and student trainees are not planned by the orgs in which they reside. They will be planned by OHR
- Plan FTE supporting Service Activities directly to the appropriate Service Activity WBS. Do not plan them to a specific project WBS. The FTE planned to the Service Activity will be planned directly to the program/project WBS by the Service Activity manager based on requirements/consumption
- Plan FTE that will be writing proposals/advocacy packages to the Bid and Proposal (B&P) G&A cost center
- Plan an anticipated winning percentage of proposed FTEs that are on submitted proposals to the “Code Y or S Anticipated Proposal Based” WBS. It is unrealistic to expect to win 100 % of the FTE proposed. You should forecast what you expect to win and plan them to the appropriate account



Workforce Planning Business Rules

Workforce Planning

Specific Business Rules (Cont'd):

- FTE that are not allocated to either a Program/project WBS, SA WBS, Corporate G&A WBS, Service pool WBS or G&A Cost Center are planned to a Center Transition or Future Opportunities account. Examples:
 - Center Transition FTE
 - Future Opportunities: Code T (account for WF that is available for Code T work)
 - Future Opportunities: Code Y (account for WF that is available for Code Y work)

WF Competency Assignment Business Rules:

- For each CS employee in Execution Year, select the primary workforce competency required to accomplish the work associated with the corresponding WBS or Cost center code to which the employee is planned.
 - Each position's WF competencies have been assigned based on the latest revision in WPS from the CMS database
 - You must select one and only one workforce competency per employee per WBS. You may choose any workforce competency in that employee's portfolio
 - New employees are planned the same way
 - Workforce competencies are not assigned to On-site Contractors or Army employees



Workforce Planning Business Rules

Project / Cost Center WF Planning Codes

- All codes should be prefixed with the NASA Center designator, e.g., '23' for Langley Research Ctr., etc.
- G&A Cost center codes used to plan G&A WF: 23-GAXXXXXXXXX (FY 05 -10)
 - 23-GA010XXX - Cost Centers for G&A WF
 - 23-GA020XXX - Cost Centers for Co-ops and Graduate Study and fellowships
 - 23-GA0304XX - Center Transition / Future Opportunities accounts
 - 23-GA050XXX - Cost Center G&A IFMP
- S&E Service Pools and Service Activities: 23-090XXX (FY 05 - 10).
- 23-100-01 or 02 - Code Y and S proposal based FTE's - only for the anticipated WF planned to supported **submitted** proposals that are awaiting selection.
- 23-103-XX and 23-104-XX are Corporate G&A accounts for WF planned to support Corporate G&A activities
- 23-XXX-XX for all other program / project codes