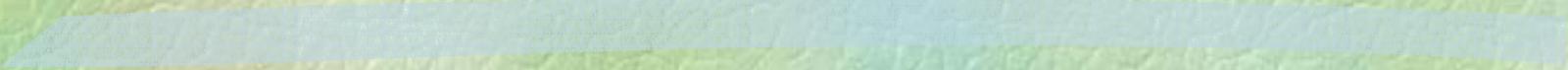


**U.S. OFFICE OF PERSONNEL MANAGEMENT  
FEDERAL WORKFORCE CONFERENCE  
September 8-10, 2004**

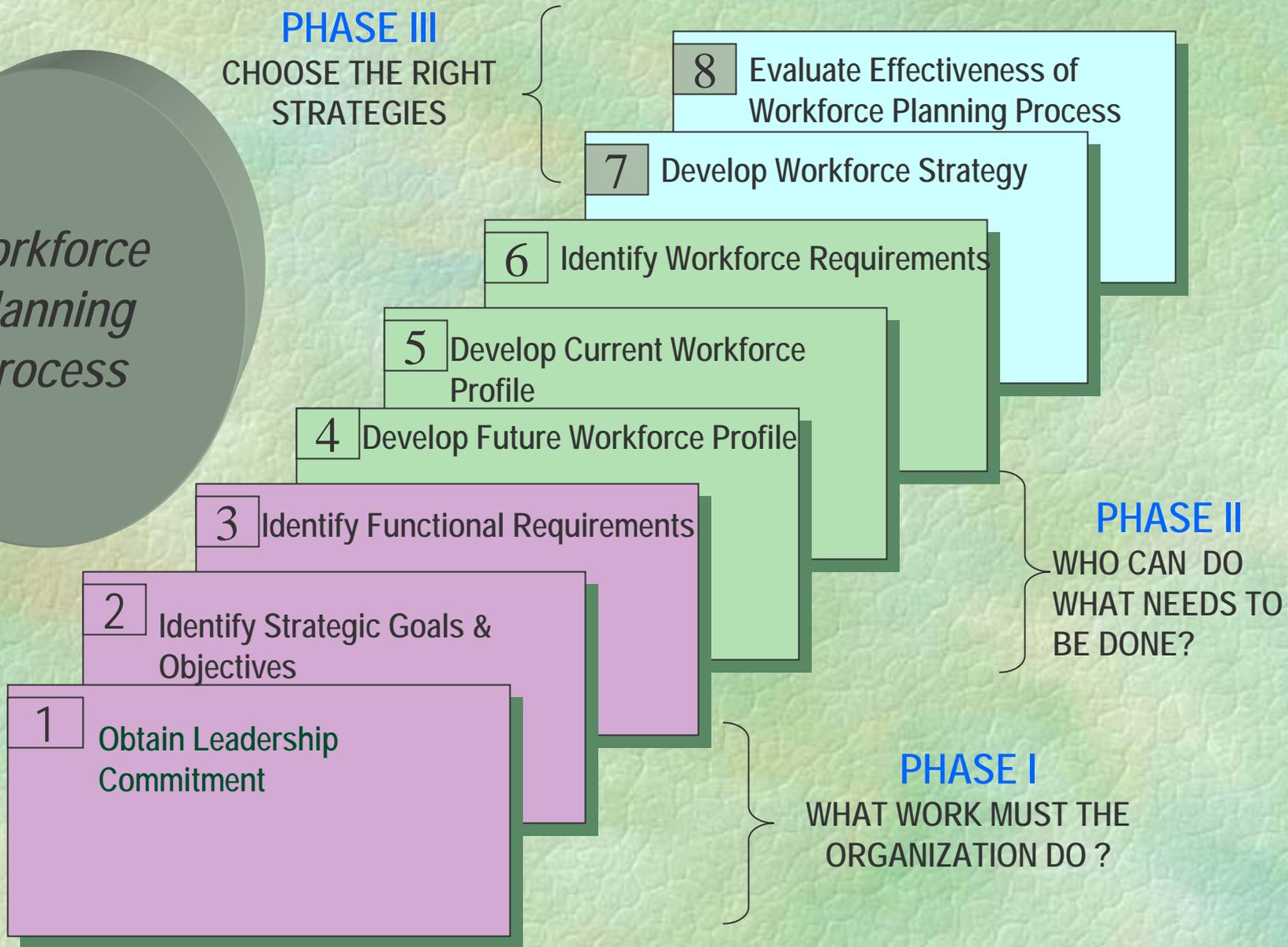
**SUPER SESSION ON WORKFORCE PLANNING**



**Presented by:  
Randy Bergquist**

**U.S. DEPARTMENT OF HOMELAND SECURITY  
CHIEF HUMAN CAPITAL OFFICE**

# Workforce Planning Process



# CRITICAL SUCCESS FACTORS

- Establish a Workforce Planning Council
- Decision-makers have access to human resource information system (e.g., data warehouse)
- Leaders are committed to invest in necessary resources
- Strategies drive improvement in workforce recruitment, development and employee retention

# MAIN AREAS OF WORKFORCE ANALYSIS

- Illustrate Overall Demographics (Departmental View)
  - Overall profiles (e.g., on-board strength; average age and grade; diversity )
  - Overall attrition
- Identify Mission Critical Occupations
- Focus on Cross-cutting Occupations
  - Overall profiles and attrition
- Highlight Leadership and Succession Planning
- Resolve skill gap and under-representation areas (e.g., three to five years out)

# WORKFORCE PLANNING LINKAGES

- Strategic Planning
  - Linking occupations/competencies to organizational goals and objectives
- Human Capital Planning
- Competitive Sourcing
- Organization's Budget and Performance Plans Process
- Diversity Plans
- Recruitment Plans

# LESSONS LEARNED

- Establish effective means to collect and analyze data
- Allow ample time to assess workforce competencies
- If contractor support is needed, clearly define workforce planning process and desired results

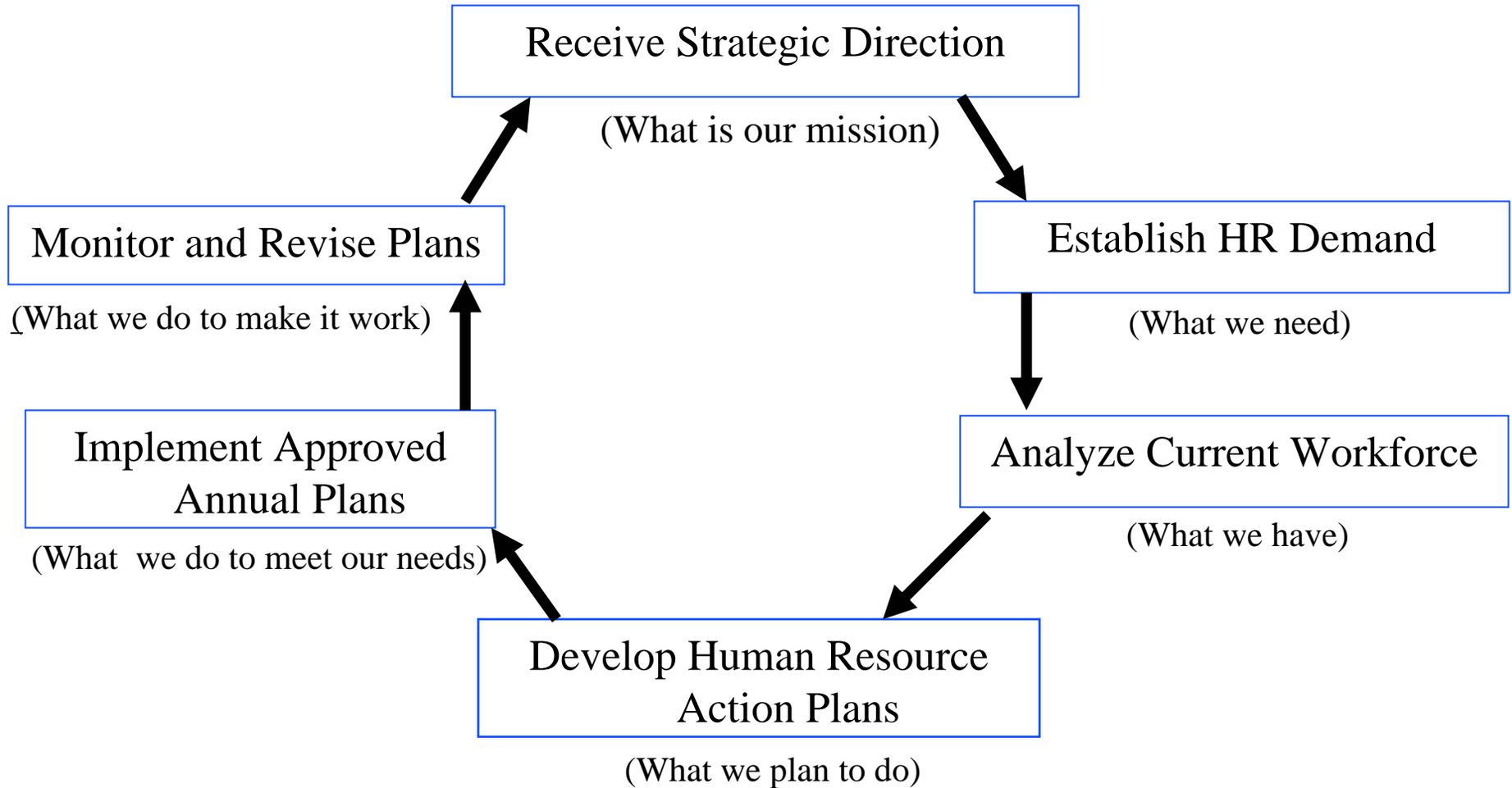


# Workforce Planning at the State Department

2004 OPM Federal Workforce Conference  
September, 2004



# Workforce Planning Process



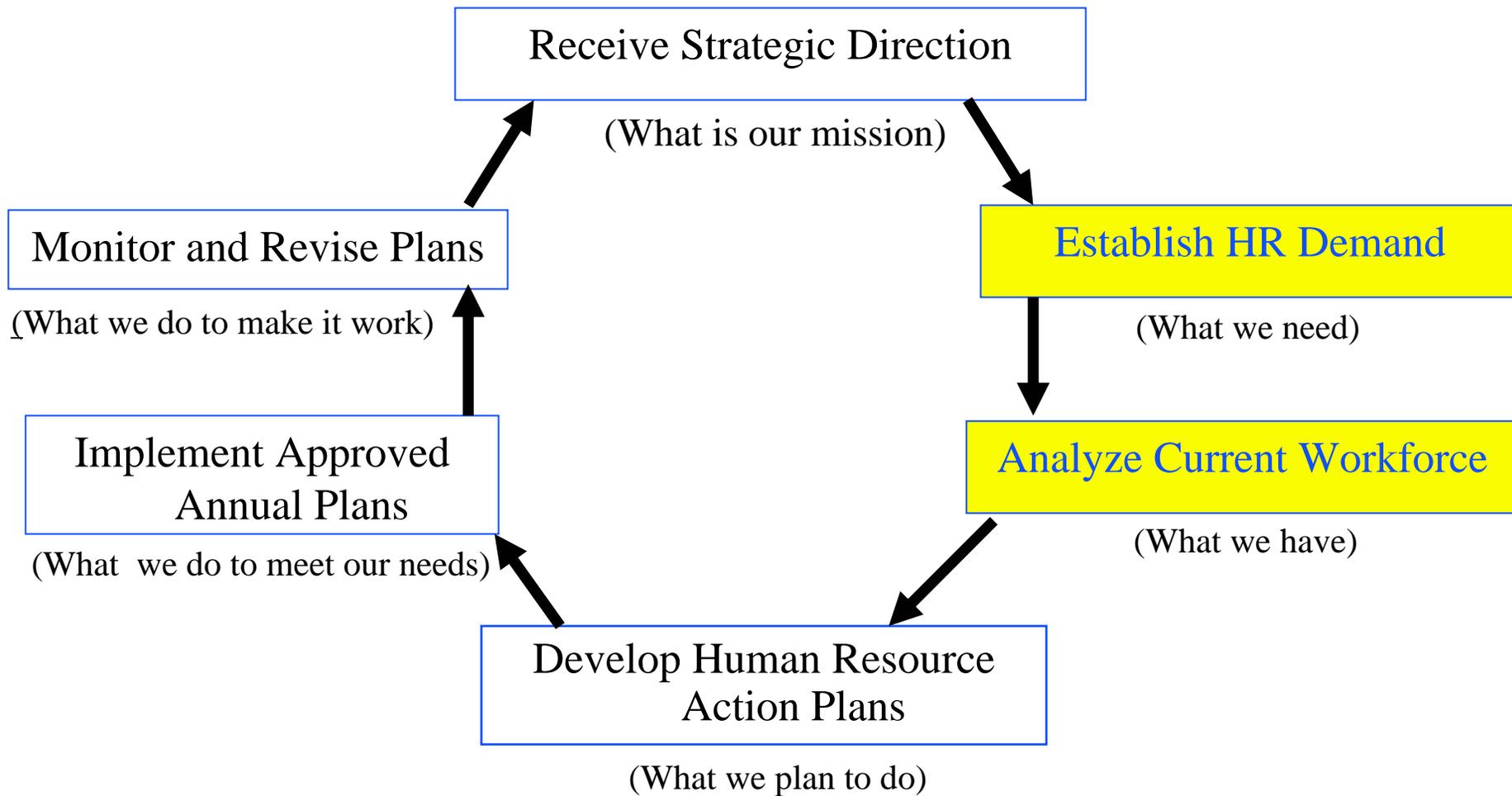


# Challenges for State Workforce Planning

- Three Personnel Systems
  - ◆ Foreign Service: planning to account for growing challenges of dual-career couples (e.g. spousal employment opportunities; tandem couple assignments)
  - ◆ Civil Service: coming baby boom retirements; need for reform to hiring processes
  - ◆ Foreign Service Nationals: managed in decentralized process by managers at Posts where they take into account available local talent pool, cost, and need for training opportunities for Junior Officers
- Need to respond to crises and changing priorities
  - ◆ Have capacity for flexibility and restructuring
  - ◆ Recruit workforce with flexible skills
  - ◆ Ongoing review of needs generates changes in assignment process
- Increased Security Requirements Impact on:
  - ◆ new staffing requirements for security positions
  - ◆ post staffing levels
  - ◆ ability to use FSNs



# Workforce Planning Process





# Establish HR Demand (Determine Baseline Staffing Needs)

## ■ Overseas Staffing Model (OSM)

- ◆ Already Developed; recently re-tooled
- ◆ Covers Foreign Service employees overseas
- ◆ Projects staffing requirements for all posts
- ◆ Seven components project needs for Core Programs:  
Diplomacy, Consular, Admin, Security, Medical, Public  
Diplomacy and Information Management
- ◆ Links human resources decisions to strategic priorities
- ◆ Provides basis for staffing decisions



# Establish HR Demand (Determine Baseline Staffing Needs)

## ■ Domestic Staffing Model (DSM)

- ◆ In development; Phase II completion September 2004
- ◆ Includes Civil Service, Foreign Service, and contractors
- ◆ Will project staffing requirements for domestic organizations
- ◆ Analysis of FTP, non-FTP and contractor workforce
- ◆ 37 components cover all bureaus
- ◆ Will link human resources decisions to strategic priorities
- ◆ Will provide basis for senior policy decisions on outsourcing, delayering and reorganizations



# Analyze Current Workforce

## (What we have)

### ■ Foreign Service Flowthrough Model:

- ◆ Updated in 2000
- ◆ Promotion planning
- ◆ Analysis of the effect of current or alternative hiring policies
- ◆ Analysis of workforce movement, e.g., attrition, skill group conversions, etc.
- ◆ Skills analysis, e.g., surplus/deficit
- ◆ Policy analysis, e.g., time-in class regulations, promotion waiting periods, etc.



# Analyze Current Workforce

## (What we have)

### ■ Civil Service Workforce Planning System

- ◆ In development; State contracted with Department of Army in late 2002 to adapt for State use; prototype for OPM pilot
- ◆ Two sub-components: Analysis and Forecasting
- ◆ Examines the relationships and patterns within the data
- ◆ Used for statistical analysis
- ◆ Predicts attrition, hiring requirements, and flowthrough
- ◆ Projects effects of force changes - e.g., down sizing, increased needs for certain skills

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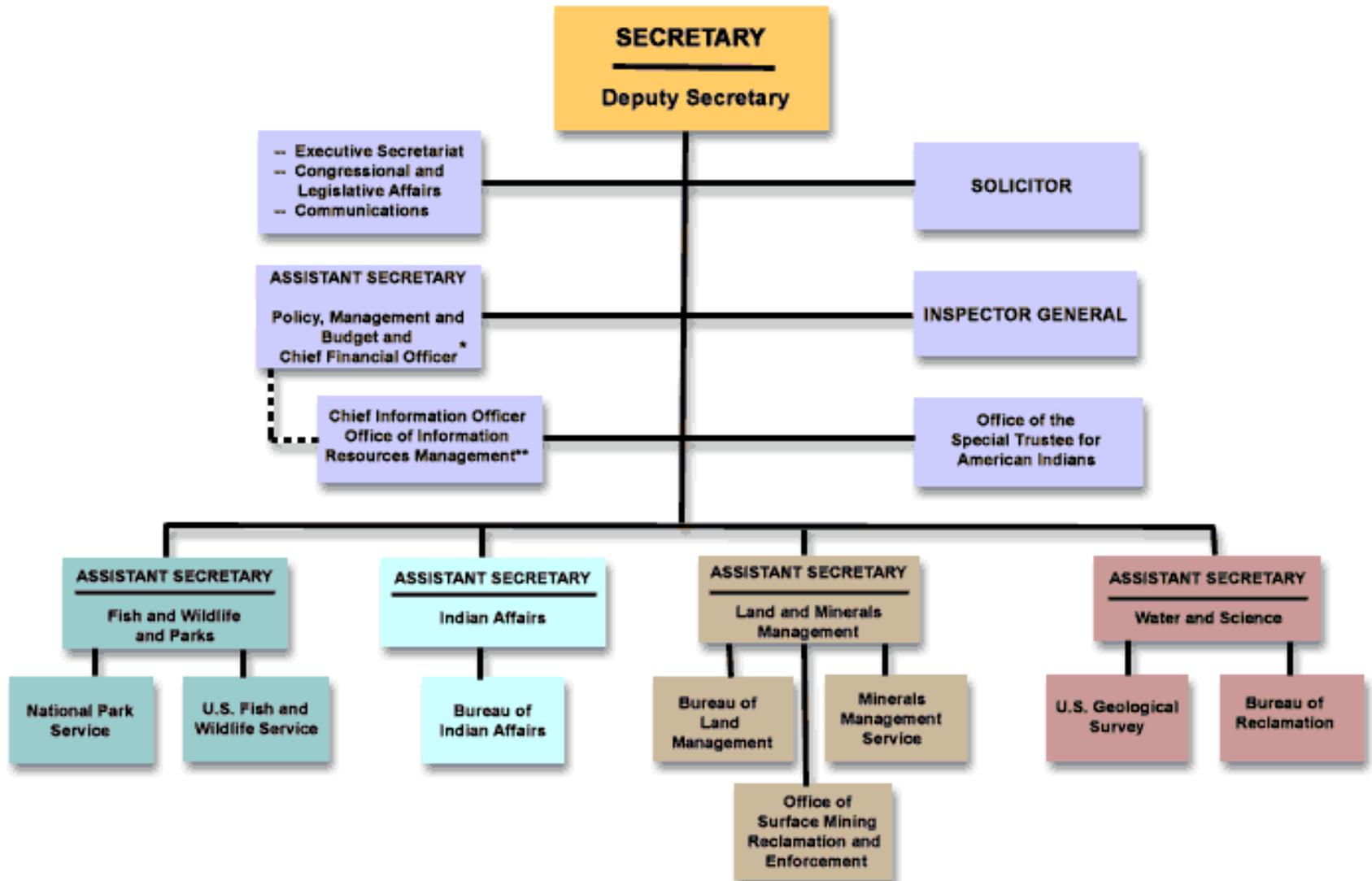
**Presented by:**

**Kathleen J. H. Wheeler**

**Deputy Chief Human Capital Officer**

**Department of the Interior**

# Department of the Interior



# Strategic Human Capital Plan Implementation

- Strategic Human Capital Plan called for three key elements:
  - Greater integration of the Department's programs and its workforce
  - Improved management skills based on the President's Management Agenda
  - Advancing partnership and collaboration to meet stewardship responsibilities across the Nation
- Required Bureau workforce plans to be completed by September 30, 2003

# **Bureau Workforce Plans Completed in September 2003**

- Applied the Strategic Human Capital Plan to specific bureau missions
- Developed common framework to guide the effort
- Engaged OPM, Partnership for Public Service, contractors
- Senior Management Initiatives Team (Deputy Assistant Secretaries, Deputy Bureau Directors) engaged throughout effort

# Workforce Planning Framework

<b>Workforce Plan Major Categories</b>						
	<i>Strategic Direction</i>	<i>Supply Analysis</i>	<i>Demand Analysis</i>	<i>Gap Analysis</i>	<i>Solutions &amp; Implementation</i>	<i>Evaluation</i>
<b><i>Purpose</i></b>	To set and document assumptions, vision, values, objectives, and organizational design	To describe the current workforce profile and trend, and assess workload	To define the future work of the organization, and to profile the skills and knowledge needed to fulfill them	To determine the workforce gaps or differences of the current workforce projections and the one needed to meet the future mission	To select the options and alternatives for closing gaps and addressing differences	To continually monitor and assess the effectiveness of the workforce strategy, and to redirect efforts/resources as required
<b><i>Outputs</i></b>	Assumptions, guidelines, goals, and drivers for established for the planning effort	Profile/description of the current workforce and its projection into the future	Summary of expected mission/function/work changes  Profile/description of future workforce attributes and needed capabilities	Description and documentation of gaps between the projected and future workforces  Impact/urgency of specific gaps or workforce issues	Recommended actions, tools, and interventions for addressing gaps	Measurement of the success toward meeting work and workforce requirements Updated workforce strategic direction  Link to Strategic Human Capital Management Plan implementation
<b><i>Data Examples</i></b>	-Authorizing Legislation -Executive Orders -Strategic Plan -Citizen-Centered Governance -Business Model	-Structure -Demographics -Attrition -Significant Workload -RNO and Gender	-Workload changes- -Needed workforce attributes -Vital skills and knowledge	-Replenishment options and requirements -Impact/urgency of specific gaps -Significant workforce issues -Organizational effectiveness	-Replenishment approach and numbers -Alternative solutions	-Measurement standard -Evaluation methods

# **Five Crosscutting Workforce Plans Initiated**

- Strategic Human Capital Plan identified several crosscutting program areas affecting multiple bureaus
  - Financial Management
  - Wildland Fire Management
  - Law Enforcement and Security
  - Information Technology
  - Facilities Management
- Workforce plans are underway for each of these areas and will be integrated into the bureau workforce plans

# Engaging Senior Management

- Continual oversight role of the Management Initiatives Team (MIT)
- Presentations by Bureau Deputy Directors to MIT
  - Reinforced management buy-in
  - Addressed big picture critical questions
  - Conveyed insights across bureaus
- Presentations by Bureau Directors to Secretary's Management Excellence Council (includes Secretary, Deputy Secretary, IG, Solicitor, Assistant Secretaries, Bureau Directors) further reinforced management buy-in

# **Big Picture Critical Questions for Bureau Directors**

- What one or two key workforce issues keep you up at night?
- What was your biggest revelation or take-away from the workforce planning process?
- What innovative solutions are you most proud of?

# What One or Two Key Issues Keep You Up at Night?

- Indian Affairs Reorganization
- Scientific and technical skill gaps
- Potential retirements in key leadership positions
- Need for new or changing skill sets across all bureaus
- Ability to meet the Secretary's fiduciary responsibilities

# Lessons Learned

- Engage senior management from the outset – *do not make it an HR-only exercise.*
- Start with the strategic questions and issues – *not processes and templates.*
- Use data to answer questions and surface additional concerns.
- Create a compelling story – *not a pile of data.*

## Next Steps

- Interior Competency Management Council is addressing key competencies identified in workforce plans to ensure critical skill issues are addressed in a consistent manner.
- Bureaus are identifying new workforce planning challenges that have arisen since the five-year plans were published in September 2003.
- Elements of the Strategic Diversity Plan are being incorporated into bureau workforce plans.
- Senior leadership engagement and involvement is continuing.

