



Planning Effective Use of Your Workforce

Participant Guide





Welcome

Welcome to this TEL (Technology Enhanced Learning) training event. We are excited that you will be joining us today for *Planning Effective Use of Your Workforce*, and we look forward to helping you to get as much out of this time as possible. Your participation is an important part of this class. If you have a question, don't hesitate to ask. There are probably several others in the class who have the same question – you might as well be the one to ask. It is our goal that you leave class today with no unanswered questions.

How to Interact with the Instructor

We encourage you to ask questions and share your comments with the instructors throughout this TELNPS course. If you were physically in the classroom with the instructor, you would raise your hand to let her/him know you had a question or comment. Then you would wait for the instructor to recognize you and ask for your question. We are all familiar with that “protocol” for asking questions or making comments.

With TELNPS courses there is also a “protocol” to follow to ensure that you can easily ask questions and others can participate as well. It may seem a little strange at first asking a question of a TV monitor. Remember, it is the instructor you are interacting with and not the monitor. As you ask more questions and participate in more TELNPS courses, you will soon be focusing only on the content of your question and not the equipment you are using to ask it.

As part of the TEL station equipment at your location, there are several push-to-talk microphones. Depending on the number of students at your location, you may have one directly in front of you or you may be sharing one with other students at your table.

When you have a question, press and hold down the push-to-talk button, maintaining a distance of 12-18 inches, and say,

“Excuse me [instructor’s first name], this is [your first name] at [your location]. I have a question (or I have a comment).”

Then release the push-to-talk button. This is important! Until you release the button, you will not be able to hear the instructor. The instructor will acknowledge you and then ask for your question or comment. Stating your

name and location not only helps the instructor, but also helps other students who are participating at different locations to get to know their classmates.

Course Overview

The purpose of this course is to provide participants with skills and knowledge required to understand and effectively apply position management principles within their organization for effective use of their workforce. Sound position management is essential if Superintendents, Managers, and Supervisors are to meet the challenges of today's shortfall budgets, effectively align all positions within a unit to accomplish the mission of the organization, and plan for the workforce of the future.

Target Audience

Supervisors, managers, administrative officers, and human resource specialists who want to understand the key elements in planning for efficient use of their workforce to effectively meet critical mission needs and to determine how to best meet the needs of the future. This course has been approved to count towards the mandated NPS annual 40-hour supervisory training requirement. *Planning Effective Use of Your Workforce* is a 3-hour TELNPS course.

Learning Outcomes

After completing this course, you will be able to:

- Understand the difference among position management, operations evaluations, and core operations study
- Recognize elements of good workforce planning
- Identify benefits of position management
- Identify common organizational problems
- Given an org chart, identify potential strengths and weaknesses of the organization
- Identify the steps in the position management review process
- Develop a position management plan

Leadership Competencies

- Vision: Taking the long-term view
- Leading Change: External Awareness and Strategic Thinking
- Results Driven: Accountability, Problem Solving, and Technical Credibility

- Business Acumen: Human Resources Management

Workforce Planning Process

Exercise: Think about these questions, perhaps discuss with fellow classmates.

1. Do you respect upper management? coworkers? your subordinates? Why or why not?
2. Is integrity readily visible at your site?
3. Is there a good esprit de corps?

Discussion Exercise: Would You Want To Work at Your Park?

Think about your park [or site or office]. If you were considering employment at your location, what would attract you? Answer the questions below.

1. What about your park first attracted you? Does that situation still exist?

2. If you could change how things are done in your work section, what would you change? Why?

3. Do you want to stay in your park? Why or why not?

Creating Great Workplaces
by Marcus Buckman & Curt Coffman,
The Gallup Organization

1. Knowing what is expected

2. Having the materials and equipment needed to do work right

3. Having the opportunity to do what the employee does best

4. Receiving recognition or praise for doing good work

5. Having someone care about them as a person

6. Encouraging their development

7. Their opinions seem to count

8. Feeling their job is important and part of the mission/purpose of park

9. Knowing fellow employees are committed to doing quality work

10. Having a best friend at work

11. Having supervisor talk to them about their progress.

12. Having opportunities to learn and grow

Simplifying Effective Workforce Use or Sound Position Management

Position Management:

Central to getting a good score on your ops eval and your core ops is sound position management. It is simply using your resources wisely and planning how you will meet your future needs in terms of positions (duties necessary for the management of the park), skills and knowledge required, and effective combination of the duties for efficient use of resources.

Using resources wisely:

Planning how to meet future needs in terms of positions (duties necessary for the management of the park), skills and knowledge required

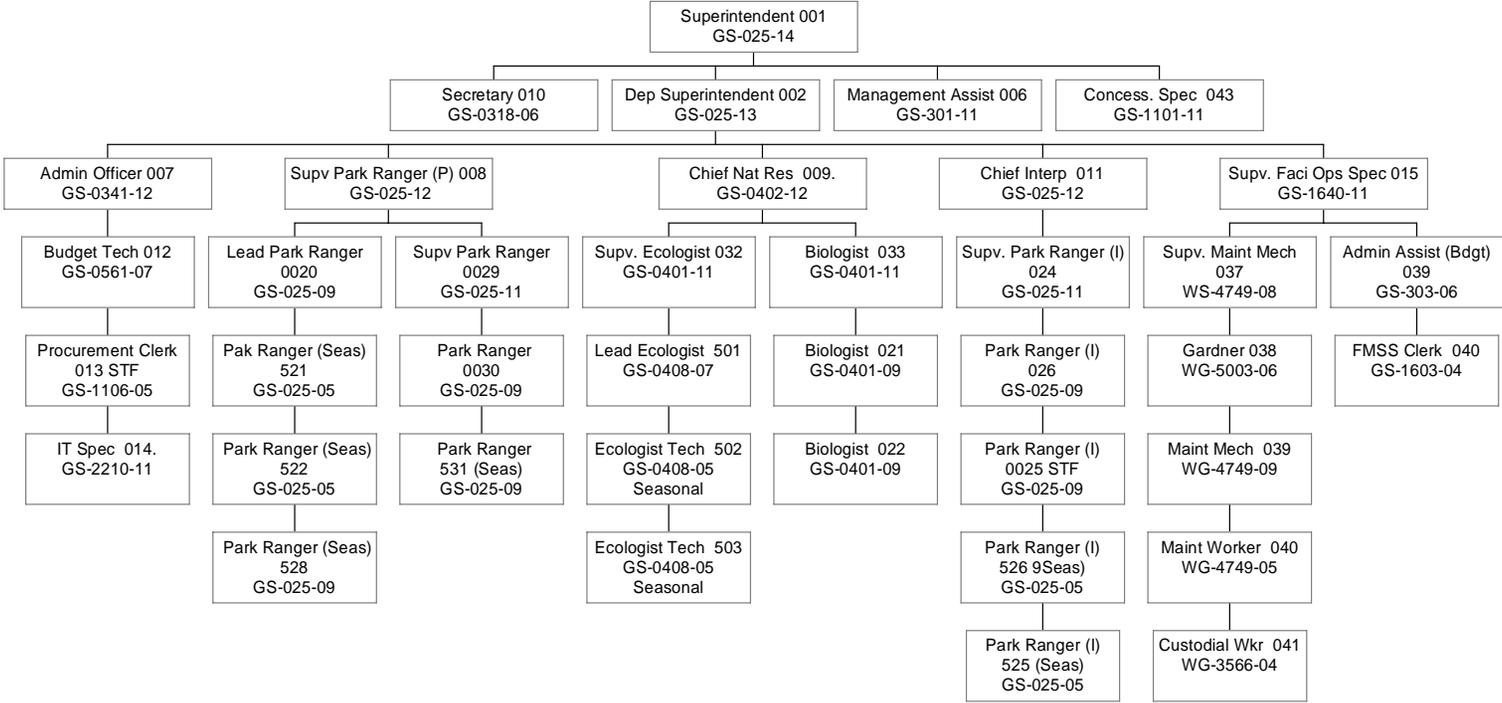
Effective and efficient combining of duties for optimum results

Attract and Retain a Quality Workforce

Motivate Employees to Meet the Mission

Provide Career Development Opportunities

Everyone's Park #9012



Exercise: Org Chart, Part 1 (Strengths and Weaknesses)

Take a moment to review the org chart. Based on what we've discussed, what *strengths* can you identify within this organization?

What organizational problems or *weaknesses* may exist?

A sound organization is one in which management effectively and efficiently uses its current workforce to meet mission needs while staying within its budget, determines where the organization needs to be and how it can get there. The plan must be flexible enough to accommodate change, as resources, priorities, and needs frequently fluctuate.

Some characteristics of a sound organization are:

1. Clear lines of authority running throughout the organization.
2. Responsibility coupled with corresponding authority.
3. Authority delegated as far down the line as is prudent.
4. No one in the organization reports to more than one line supervisor.
5. The number of authority levels is kept to a minimum.
6. Free flow of ideas and information.

Roles and Responsibilities for Position Management

Once you have identified strengths and weaknesses within your organization, your next step is to identify your responsibilities and resources. Sound **position management** is everyone's responsibility, especially managers, supervisors, and staff.

Managers anticipate workloads, plan efficient staff and position management remaining within personnel ceiling limitations, assures necessary jobs are established and filled, and controls the budget.

Supervisors are key players because they are most familiar with the individual positions, understand the workload, and budget limitations.

The **Training Specialist** helps people get needed training.

Equal Opportunity Specialists work with managers and supervisors to help ensure diversity of the workforce.

The **Classification Specialist** evaluates positions and makes recommendations on position design and organizational structure.

Be sure to include all of these individuals as you prepare to evaluate your organization.

Tools and Resources at our Disposal

- The mission statement based upon the legislation that established the park.
- Accurate PDs that clearly delineate duties and responsibilities of each position, yet work in tandem to accomplish the mission. (NOTE: this may require you to revise some or all of your PDs.)
- A good understanding of budget constraints.
- Organization and staffing charts.
- Workflow charts
- Thorough knowledge of employees' abilities

Effective Workforce Use Review (Position Management) Process

Step 1 - Analyze current workforce

Step 2 - Identify all skill gaps (vacant positions) and plan how to correct

Step 3 - Study the budget, workforce fluctuations, & current labor pool

Step 4 Implement

Options to Cut HR Costs

- Reduction through attrition
- Hiring Freeze
- Cut part-time/temporary employees
- Bring subcontracted work in-house; or perhaps outsource some jobs
- Cut overtime to minimum
- Reassign/retrain employee
- Furlough
- Use STEP/SCEP/TERM positions where feasible

Steps in Planning for Effective Workforce Use or Position Management

Step 1 – Develop a succession plan

- Identify and understand upcoming attrition trends
- Decide which positions to fill first
- Plan to work within your budget

Step 2 – Analyze your park’s mission and needs

- Know what positions you need, the skills and knowledge necessary to fill them, and your current workforce.
- Assess current personnel and their strengths/weaknesses. Look at available labor pool for shortages.

STEP 3 - Assess Strategic Growth

- Consider the organization’s strategic growth for the next 5 years.
 - a. Are you a new park just staffing up?
 - b. Where do you expect your greatest growth? Tourism? Natural Resources programs? Other areas?
 - c. If you are an established park, what projects are on your near horizon and where do you expect growth? Remember that having a project “slated” for funding doesn’t guarantee funding will be awarded during that year.

STEP 4 - Estimate Demand for Labor

Estimate the demand for labor – the number of people required and the skills needed, as well. Be sure to look at these needs in light of the available labor pool.

STEP 5 - Develop a written plan

Make a written operating procedure to outline how you will accomplish the previous 4 steps. Also, include review processes to ensure that your plan is current. A position management plan should be a living document.

To Receive Credit for *Planning Effective Use of Your Workforce*:

1. Sign the Class Attendance Roster at your TEL site.
2. Take the on-line evaluation at: www.nps.gov/training/tel

Click on the DOI Learn tab

Go to the link under Class Evaluation for *Planning Effective Use of Your Workforce*

3. Complete the evaluation within 2 weeks of the course, by April 9, 2007.

For More Information Contact:

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Appendix A

Effective use of the Workforce – Getting Started

I wonder how many of us think of an organization as a living entity that requires knowledge and attention to employ its ever-changing skills to meet its fluctuating needs. Most of us tend to think of organizations as either an abstract “thing” or a group of employees who come to work, do their jobs, and then go home at the end of the day.

What with all the budget cuts and dwindling workforce facing each of us today, we are finding it more and more difficult to meet mission needs, to provide the service we think our public deserves. We hear words like position management, operations evaluations (**ops eval**), and core operations (**core ops**), **BCP** (Budget Cost Projection). Let’s quickly define these terms before we move on and talk about managing our workforce – or as I call it using position management.

Ops Eval: This is a study of how efficiently and effectively a park (I will use the term park to describe centers, memorials, historic sites, etc for efficiency sake) uses its resources and how well it meets GPRA (Government Performance and Results Act) goals. These are the goals set for the park by the DOI.

Core Ops: This is a study to determine what is the basic core mission of the park, the personnel needed to meet that mission, and the cost to do so.

BCP (Budget Cost Projection) – what you have funds to pay for.

Position Management: Central to getting a good score on your ops eval and your core ops is sound position management. It is simply using your resources wisely and planning how you will meet your future needs in terms of positions (duties necessary for the management of the park), skills and knowledge required, and effective combination of the duties for efficient use of resources.

A lesser known term that is active in the NPS of today is “**Most Efficient Organization**” or **MEO**. A few parks may be applying this concept where the park employees put together a proposal to formally bid for jobs within the park. This is what happens when we fail to apply sound position and budget management.

Appendix B

Benefits of Sound Position Management

1. Improve productivity
2. Improve communication
3. Improve morale
4. Increase efficiency
5. Better utilize available resources
6. Address workload needs
7. Avoid bottlenecks
8. Reduce red tape
9. Reduce employee turnover
10. Improve recruitment
11. Reduce error rate
12. Reduce absenteeism

Resources

Classification: OPM Position Classification Standards at:
<http://www.opm.gov/fedclass>
Alaska website at:
<http://165.83.62.205/ahr/classification/classify2.htm>
Departmental M Manual: 370 DM 511
The Classifier's Handbook
Introduction to Position Classification Standards

Staffing: <http://www.opm.gov/ovrsight/proidx.asp>
Prohibited Personnel Practices

Servicing Personnel Office Staff at Your Local and Regional Offices, AND...

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