

Workforce Planning for Human Resource Professionals

**Workforce Planning for
Human Resource
Professionals**

Presented to:
**Department of the Interior
Human Resource Specialists**

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**Workforce Planning for Human
Resource Professionals**

Learning Outcomes:

- Understand the latest concepts, methods and tools for conducting workforce planning.
- Understand and be able to apply a 5-step model for developing workforce plans. *Page 1*

**Workforce Planning for Human
Resource Professionals**

Learning Outcomes:

- Understand how to conduct a workload analysis.
- Understand how to identify core work and core skill and capability.
- Understand how to prepare today for the future loss of skill.

Workforce Planning for Human Resource Professionals

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Workforce Planning Defined:

The systematic assessment of future workforce needs and the determination of strategies and actions required to meet those needs.

*The Right People In the Right Jobs At the Right Time
Page 3*

Workforce Planning for Human Resource Professionals

For Managers it is:

- A format for ensuring you have the human resource, skill and talent you need to meet the future work demands of your organization.
- A method for prioritizing work and allocating limited resources.

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For Managers it is:

- A tool for determining where to focus development and how to leverage the knowledge of long-term employees.

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For Employees it is:

- An opportunity to understand work priorities and where their skill and contribution is most needed.
- An opportunity to consider future career opportunities.

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For Employees it is:

- An opportunity to contribute energy and ideas for improving the operation.

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For DOI it is:

- A way to manage the demographics by actively preparing for skill loss due to large retirement eligible populations.
- A method for understanding how to focus limited resources where they are most needed.

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For DOI it is:

- A way to ensure the continuity and long-term success of the Agency by actively engaging in managing skill replacement issues.

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Exercise:

- Fast forward out to the future 5 years. Think of the people you work for and with, as well as those who work for you.
- How many are likely to be gone by then?

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Exercise:

- Consider the work they do, the knowledge they have, and the contribution they make.
- In what ways will their departure likely impact your organization should they actually leave?

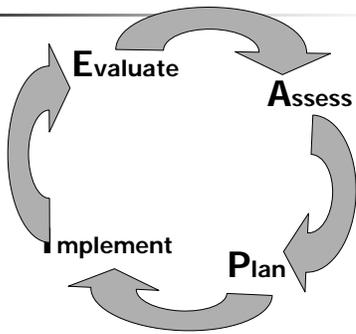
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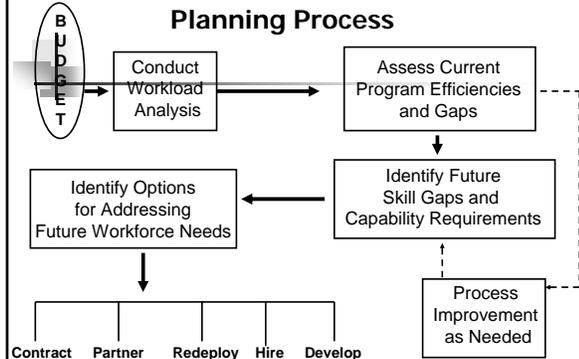
Exercise:

- Discuss as a group and list the knowledge and work gaps that are likely to result from their leaving. List the likely impacts and gaps and be prepared to report back to the class what key gaps you have identified.
- What are the key gaps?

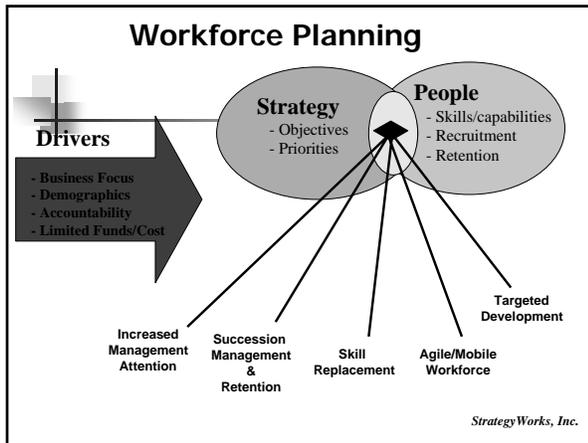
The Workforce Planning Process



The Workforce Planning Process



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| <u>Position Management</u> | <u>Capability Management</u> |
|----------------------------|--|
| Opening occurs | Understand core skill and capability requirements of the work. |
| Recruit | Anticipate and plan for changing work requirements. |
| Select | Intentional, on going development. |
| Fill position | Leverage skill and talent. |
| | Anticipate and plan for skill loss. |

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| <u>Position Management</u> | <u>Capability Management</u> |
|----------------------------|--|
| Assumptions | |
| Work is stable | Work is unstable |
| Skill needs are stable | Skills needs are evolving and changing |
| Funding is stable | Funding is limited and unstable |
| Workforce is rigid/fixed | Workforce is flexible |

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Workforce Planning Approaches

1. Positions open, are funded and filled.
2. Human Resources issues call letter to offices asking for identification of needs and potential openings and/or skill needs.

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Workforce Planning Approaches (contd)

3. Bottoms up analysis by office and through top management to complete:
 - Workload analysis.
 - Identification of future work and skill gaps.

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Workforce Planning Approaches (contd)

- Identification of potential retirements and losses in skill and capability.
- Development of options for getting the work done more efficiently and for filling work gaps.

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Workforce Planning Approaches (contd)

- Negotiation between offices and top management to determine priorities, funding changes, and contracting or other options for getting work done.

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Workforce Planning Approaches (contd)

4. Approach tailored to meet development needs.

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| <u>Approach</u> | <u>Pros</u> | <u>Cons</u> |
|---|---|--|
| Positions open, funded and filled. | Requires less time/attention Limited disruption of work flow | Transactional and short-term. No consideration of long term needs or how position will assist in meeting strategic goals. |
| Human Resources issues call asking for identification of needs, potential openings and/or training needs. | Efficient Little disruption of work flow | Assumes stability Fails to analyze current or future work needs. Lack of employee input/ involvement. |

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| <u>Approach</u> | <u>Pros</u> | <u>Cons</u> |
|---|--|---|
| Bottoms up analysis of work and skill needs | Focuses on needed competency for the future and changing skill | Takes more time |
| | Includes long-term view of organization's mission/direction | Requires real management commitment |
| | Creates forum for change and improvement | Creates visible need for explicit, intentional development. |

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Workforce Planning – The Basic Foundation

- Forecast future staffing requirements and competencies based on anticipated attrition, resource trends, diversity goals, and top management work goals and priorities as reflected in the strategic and annual performance plans.

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Workforce Planning – The Basic Foundation

- Determine the gap between the current workforce and future requirements.

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Workforce Planning – The Basic Foundation (Cont)

- Identify competency areas that are likely to be considered hard to fill, and provide advice on how to attract the necessary candidates for those positions.

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Workforce Planning – The Basic Foundation (Cont)

- Develop strategies and actions to implement a workforce planning model. Whatever model used should be useful at the local level and should be tailored to meet the specific needs of the lowest level of the organization.

Workforce Planning for Human Resource Professionals

Workforce Planning – the Steps

Step 1 – Conduct Workload Analysis

- Complete the workload analysis matrix detailing what work is currently being done, what level of FTE is being focused on which tasks, what work is not being done, not being done at the level it should be, and what manpower deficits exist. The output of this step is a completed matrix detailing the current workload.

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Workforce Planning – the Steps

Step 2 – Assess Current Program Efficiencies and Gaps

- This step is intended to provide the opportunity to use the data generated in Step 1 to identify options for improving work efficiencies.

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Workforce Planning – the Steps

Step 2 – Assess Current Program Efficiencies and Gaps

- The options identified can provide the basis for more efficiently utilizing the FTE's that now exist. Lastly, at this step, what is known about future work requirements is factored in.

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Workforce Planning – the Steps

Step 3 – Identify Future Skill Gaps and Capability Requirements

- This step is intended to take the information generated in Step 2 and identify what current skills need to be enhanced and what type of skill and capabilities will be needed for the future.

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Workforce Planning – the Steps
Step 4 – Identify Options for Addressing Workforce Needs

- This step is intended to identify what options exist for addressing manpower and work needs in the future. This step focuses also on identifying and planning for the long and short term development of people and skills necessary to complete the work.

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Workforce Planning – the Steps
Step 4 – Identify Options for Addressing Workforce Needs

- This is the action-planning step that considers the options of partner, subcontract, redeploy, develop, or hire to fill the identified gaps.

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Workforce Planning – the Steps
Step 5 – Document, Monitor, Evaluate, and Revise

- This step is intended to document the results of the workforce planning decisions and action steps identified throughout the process.

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Workforce Planning – the Steps

Step 5 – Document, Monitor, Evaluate, and Revise

- This step also encourages follow-up to ensure that the planning is meaningful and useful. Workforce planning should be an on-going, dynamic activity.

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Workforce Planning – the Steps

Step 5 – Document, Monitor, Evaluate, and Revise

- Plans, gap analyses and action steps should be revisited quarterly and updated annually to meet the changing needs of the business.

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Assumptions

- Understanding current workload is the baseline for use in getting started. The tool for analyzing workload is the Workload Analysis Matrix.

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Assumptions

- To the extent possible, ensure involvement of managers and key staff in the creation of the matrix. Participation ensures understanding and inclusion of all work and effort that is currently being done or not done.

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Assumptions

- This process assumes accomplishment of work from a "skills" or "capability" perspective versus a "position" perspective.

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Assumptions

- The output of the workload analysis exercise should form the basis for determining how to be most efficient, how vacancies are filled and what development is funded in the future.

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Assumptions

- The output of the exercise should also provide enough information to catalyze change, identification of potential efficiencies, and ideas for what work could be shifted to contracting or partnering.

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DOI Internal Process

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Workforce Planning—Critical Success Factors

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The Issue of Capability

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Workforce Planning Toolkit

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Reference & Web Pages

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For Additional Information, Support and/or Training:

Access workforce planning workbook at:

www.nps.gov/training/tel/participant_guides.htm

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For specific questions or to schedule on-site training contact:

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To Receive Credit for Attending this Course

Take the on-line evaluation at

www.nps.gov/training/tel

- Click on the DOI Learn tab
- Go to the link under Class Evaluations for Workforce Planning
