

# GUIDE TO WORKFORCE PLANNING



## OVERVIEW

The purpose of this guide is to outline a common business practice for Workforce Planning across the Department of Defense (DoD) to ensure that all organizations, commands and activities have the people they need to support the mission. This process should provide a clear picture of the current workforce, future requirements and a plan to fill gaps at the right time with well-qualified employees to meet workforce priorities.

Why must DoD perform Workforce Planning? The President's Management Agenda and FY 2006 Quadrennial Defense Review (QDR) established expectations for strategic human capital planning. Additionally, Section 1122 of Public Law (PL) 109-163, National Defense Authorization Act (NDAA) for FY 2006 and FY2007, requires a DoD strategic human capital plan. The requirement was further expanded in Section 1108, of PL 111-84, of the NDAA for FY2010, which directs the Secretary of Defense (SECDEF) to annually submit to Congress a Strategic Workforce Plan to shape and improve the DoD civilian employee workforce, which includes the acquisition community and senior management personnel (i.e., SES, ES).

Workforce Planning is not the sole responsibility of a sole individual. It falls on the shoulders of all of those at Strategic, Operational and Business levels, each with their own duties.

At the Strategic level, the Office of the Secretary of Defense (OSD)'s Civilian Personnel Policy (CPP):

- Report to Congress and other Stakeholders.
- Provide an enterprise view.
- Cross-feed information and strategies.
- Drive the Strategic Human Capital Planning Process.
- Share best practices.

At the Operational level, the OSD Functional Communities:

- Aggregate and analyze workforce data.
- Develop and implement integrated recruitment, compensation, development and retention strategies for the Community.
- Create a foundation for resource allocation and other decisions.

At the Business level, the Component Functional Communities and Integrators:

- Gather Community data for the Component.
- Provide Component analysis and recommendations.
- Develop, implement and refine strategies.
- Provide feedback on effectiveness for further refinement.
- Develop Component Strategic Human Capital Management (SHCM) reports.

The U.S. Office of Personnel Management's End-to-End Hiring Initiative defines Workforce Planning as:

*...the systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow. It is based upon a set of workforce analyses which provide insight into how agencies can align their workforce to meet human capital goals and objectives that link to the agency's mission and strategic objectives.*

Breaking the components of this definition down into smaller parts may help to understand it. What words in the definition stand out?

**Identifying gaps:** What skills and competencies do you lack in your workforce, or are you projecting that you'll lack in your workforce? Where and when will they be needed?

**Addressing gaps:** What proactive steps are you taking to overcome these gaps? What actions must you take to attract and retain the number and types of workers needed?

**Systematic process:** What predefined framework are you using for your analysis and planning efforts? Is the process integrated and ongoing?

**Human capital goals that link to strategic objectives:** Are your Workforce Planning efforts aligned in support of a formal Workforce Plan?

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## DESIRED RESULTS

### WHAT WILL WORKFORCE PLANNING DO FOR YOU?

Would you be successful at meeting your organization's mission if there were no operational goals and objectives set and you had no plan for how to achieve desired results? But you say you've gotten by so far without a Workforce Plan, right?

If your organization struggles to attract, hire and retain the number and type of talented employees you need within the timeframe you need them, then you should find it worthwhile to do some proactive Workforce Planning. The real question is: Can you afford not to engage in Workforce Planning?

- Can you afford continued delays in the hiring process? Executing a Workforce Plan will help reduce the time it takes to hire quality candidates.
- Can you afford critical skill gaps impacting productivity in your organization? A Workforce Plan will help you identify skill gaps and use targeted recruitment methods to fill the gaps.
- Can you afford to wait until your retirement-eligible employees leave to find that you don't have adequate mid-level employees ready to replace them? A Workforce Plan will help you assess your experience gap and upcoming retirement waves so you can identify actions to develop your internal talent and bring in the right talent outside your organization to maintain continuity of operations.

### OUTCOMES

This process is intended to result in planned, programmed actions to fill vacancies and shape the workforce with the right talent, at the right time to meet mission needs. The outputs that will guide your human resources management decisions should include two types of plans, aligned to workload and manpower requirements, budget cycles and funding streams:

- A long-range (3-7 year) Strategic Workforce Plan that identifies mission-driven workforce requirements for recruitment, workforce shaping, development, talent management and succession to meet future staffing needs.
- A short-term (1-2 year) Operational Staffing Plan that identifies specific recruitment and hiring, development and workforce shaping actions in the near term.

<b>THE BUSINESS CASE FOR WORKFORCE PLANNING</b> (MANAGER'S ROLE)	
<b>IF YOU DON'T...</b>	<b>YOU WILL GET...</b>
Perform workforce planning (align the top-level vision to what you need to see "on the ground").	Desperation hires; reactive approach to recruitment.
Have early collaboration with HR.	Tactical "one at a time" fills.
Recruit actively for hard-to-fill vacancies.	Not enough well-qualified candidates on certificates.
Encourage your employees to submit & update their resumes.	Potential internal candidates missing on certificate.
Market your vacancies.	Not enough well-qualified candidates on certificates; same names continue to appear on certificates; potential internal candidates missing on certificate.
Return selection certificates within established timeline.	No change or increased end-to-end recruitment time due to holding up the certificate.
Make initial contact (as allowed by your Component or Service, Agency) with selected candidates.	Lower acceptance rates.
Improve the onboarding experience.	Decreased retention and productivity.

# ROLES AND RESPONSIBILITIES

These are recommended roles and responsibilities, and may vary, depending on your organization or servicing model.

## SENIOR LEADERS

Support and guide the overall strategic direction of the organization. Appoint a Workforce Planning Team including organization resource sponsors with knowledge of mission, workforce and workload requirements. Review and certify the Workforce Plan and revise as needed.

## WORKFORCE PLANNING TEAM (WPT)

Depending on your Component or Agency servicing model and policies, the individuals making up the Workforce Planning Team may vary. In some instances, the roles of the Supervisor, Manager and/or Subject Matter Expert could be played by the same individual. These examples are potential/suggested key players.

The Workforce Planning team is appointed by senior leadership to develop the organization's Workforce Plans, including a long-range (3-7 years) Strategic Workforce Plan and a short-term (1-2 years) Operational Staffing Plan. Team members should include key functional managers who can shape the human capital strategy for the organization as follows:

**Senior Manager** — provides information on the goals, objectives and direction of the organization. This member should ensure that human capital plans and recruitment efforts meet the organization's strategic and mission needs.

**Functional Community Manager (FCM)** — leads Workforce Planning efforts in functional communities and mission-critical occupations. Functional Community Managers focus on forecasting long-range requirements, accession and retention goals; recruitment and retention strategies; and closing competency gaps across their functional community. FCMs may serve as resources or consultants to the organization's workforce planning team. The FCM role is linked to Strategic Workforce Planning at the DoD level.

**Budget Analyst** — estimates costs and advises on funding levels and alternatives to meet workforce requirements for labor costs and non-labor costs such as training and development, recruitment events and advertising, etc. This member should be able to identify budget allocations, procedures and timelines for budget submissions in support of workforce requirements. Should be able to provide data on workforce costs and assist with developing a business case if additional resources are needed to support human capital strategies.

**Manpower Analyst** — ensures workload, manpower requirements and skill gaps are accurately identified and reflected in the activity's Workforce Plan as well as in appropriate manpower systems and budget plans. Ensures that military and contractor requirements are also considered to arrive at the right total force mix.

**Administrative Officer (AO)** — facilitates the Workforce Planning Team effort. Consolidates input and reviews discussion notes with the team. Coordinates the development of draft and final Workforce Plans and presents them to the Workforce Planning Team (WPT) for approval. Disseminates current workforce data reports, communicates Workforce Plans to hiring supervisors and managers, and ensures updates to the plan are shared with hiring managers and HR service providers.

## **Human Resources (HR) Consultant and/or Service Provider, and Equal Employment Opportunity (EEO)**

**Advisor** — serve as business consultants, analyzing and advising on civilian workforce, HR policies and programs, and external labor force data and issues such as market conditions, skills, compensation, recruitment sources, hiring authorities, EEO considerations, workforce demographics, etc. Lead development and execution of strategic recruitment actions to build the candidate pool for targeted jobs. Execute hiring actions in the Operational Staffing Plan. Serve as advisors/consultants on operational recruitment efforts when a vacancy occurs and assist the hiring official in all aspects of the operational recruitment efforts.

**Managers, Supervisors and/or Subject Matter Experts (SMEs)** — Provide insight to the Workforce Planning Team (WPT) on customer requirements, mission needs, technology changes, workload changes, etc. Participate as subject matter experts (SMEs) in recruitment efforts such as job fairs, college recruiting, outreach to professional communities, associations, etc. Responsible for the development and/or delivery of the short-term Operational Staffing Plan with inputs from the Workforce Planning Team (WPT). Also responsible for the following OSD Hiring Reform Performance Objective: “Effectively attract/recruit a high-caliber workforce in accordance with hiring goals/plans; identify current/future position requirements to ensure recruiting is focused, timely and produces high-quality candidate pools; and acts responsibly and timely on hiring decisions.”

**Competency Management Subject Matter Experts (SMEs)** — Competency SMEs work with managers and supervisors to identify required technical and non-technical competencies and proficiency levels for employees and positions needed to meet current and emerging needs. On an as-needed basis, works with supervisors to assess workforce proficiency levels to determine competency gaps, identify strategies to close identified gaps and develop resulting career roadmaps.

# 6-STEP MATRIX

	KEY PLAYS	SENIOR LEADERS	WORKFORCE PLANNING TEAM MEMBERS	DELIVERABLES	MEASURES
<b>STEP 1</b> JAN	Assess the Current State of Workforce Planning.	Communicate organization mission, vision, goals and objectives with stakeholders. Appoint Workforce Planning Team.	Identify any existing planning efforts and review for alignment with Goals and Objectives and the common Workforce Planning Process.	Understanding of existing plans impacting workforce, if any.	Yes / No: Increase in hiring of first selectee (first pass yield).
<b>STEP 2</b> JAN - FEB	Analyze Current Workforce & Workload.	Understand the state of the current workforce and work requirements.	Identify mission changes, new workload, program funding levels workforce shaping issues.	Current Workforce Profile (Baseline Report).	Yes / No: Provides clear picture of existing Workforce.
<b>STEP 3</b> MAR - APR	Identify Future Workforce Requirements & Gaps.	Set the strategy and direction that will drive the organization's future workforce needs.	Identify future workforce structure, competency / skill requirements, skill gaps and funding issues.	Workload / Workforce data reports & analysis.	Yes / No: Analysis identified critical skill gaps, reasons for gaps, priorities to address gaps.
<b>STEP 4</b> MAY 30 JUN	Develop Workforce Plan & Staffing Plan.	Certify the plan.	Develop long-range and short-term staffing plan to include staffing needs, recruitment sources, compensation strategy, succession plans and funding authorization.	1) Long-range Strategic Workforce Plan. 2) Operational Short-term Staffing Plan.	Yes / No: Plan aligns with budget request. Plan provided to HR on time. RPAs align with Staffing Plan.
<b>STEP 5</b> ONGOING	Conduct Recruiting & Talent Outreach.	Support the recruitment strategy.	Functional Managers, Supervisors and Subject-Matter Experts collaborate with HR to plan and conduct recruiting initiatives, develop pipeline and research talent.	Recruitment initiatives underway.	Yes / No: Increase in applicant pool. Increase in candidates hired. Decrease recruitment cost per hire.
<b>STEP 6</b> QUARTERLY	Maintain, Monitor, Evaluate & Revise the Plan.	Approve / disapprove recommendations for revisions to plan.	Assess progress & adjust plan as needed; revise plan to address new issues as necessary.	Approve / disapprove recommendations for revisions to plan.	Yes / No: Quarterly review / updates done.

# STEP 1 - ASSESS THE CURRENT STATE OF WORKFORCE PLANNING

STEP 1 – ASSESS THE CURRENT STATE OF WORKFORCE PLANNING		
WHO	WHEN	WHAT
Senior Leader, WPT	January Annually	Assess the status of current Workforce Planning initiatives within each organization with the aim of creating one common Workforce Planning framework that establishes long-range and short-term workforce goals.

**1.1** Ensure clarity around current Workforce Planning-related activities with the aim of creating one common Workforce Planning framework for identifying and responding to strategic talent needs.

**Key Questions to Consider:**

- What Workforce Planning or staff planning processes exist across the organization (functions and business units)?
- To what extent are current staff or Workforce Planning processes across the organization aligned in terms of inputs, outputs, objectives or the Program Objectives Memorandum (or Budget Cycle)?
- Are current planning processes focused on identifying and responding to near-term staffing gaps or long-range strategic gaps linked to business objectives?

**1.2** Understand long-range strategic priorities across the organization with potential impact on staffing and workforce development needs.

**Key Question to Consider:**

- To what extent does HR have a forward-looking conversation with hiring managers regarding the direction of the business and talent implications either as part of current staffing planning conversations or separately?

**1.3** Ensure Workforce Plans are linked to the organization's strategic direction in order to achieve goals through Workforce Planning.

## STEP 2 - ANALYZE CURRENT WORKFORCE & WORKLOAD

STEP 2 – ANALYZE CURRENT WORKFORCE & WORKLOAD		
WHO	WHEN	WHAT
WPT, HR, AO	Jan-Feb Annually	Review the current state of the workforce including analysis of current organizational structure and demographic information such as occupations, grade levels, skills and experience, associated gaps, age, retirement eligibility, diversity, turnover rates, etc. Conduct competency assessments and compare workforce needs against available skills.

If you don't know what you already have or what your starting point is, you won't be able to determine where your skill gaps are, set goals or determine if you are making any progress toward those goals.

Commands and activities need to analyze current workforce statistics, forecast attrition rates and identify gaps in skills and recruitment needs to better match their human capital with the mission. While a Workforce Planning Team will focus 3-7 years out, hiring managers should be focusing on development of a Staffing Plan that looks 1-2 years out.

WORKFORCE DATA EXAMPLES	PURPOSE
<ul style="list-style-type: none"> <li>• Retirement eligibility, years of service, age, grade.</li> <li>• Turnover and retention rates.</li> <li>• Reasons for high/low turnover.</li> </ul>	<ul style="list-style-type: none"> <li>• To forecast numbers &amp; occupations of employees likely to leave through retirement and attrition.</li> <li>• Operational short term over the next 1-2 years.</li> <li>• Strategic long-range planning over the next 3-7 years.</li> <li>• Plan strategies to improve retention, onboarding.</li> </ul>
<ul style="list-style-type: none"> <li>• Education, skills and experience.</li> <li>• Occupations, grade levels, geographic locations.</li> <li>• Diversity composition and trends.</li> </ul>	<ul style="list-style-type: none"> <li>• To assess availability of skills to support current/ future work requirements.</li> </ul>
<ul style="list-style-type: none"> <li>• Performance appraisal data.</li> <li>• Employee survey data.</li> </ul>	<ul style="list-style-type: none"> <li>• To identify performance trends by functional area, competency; determine ways to improve engagement, risk taking, change management, etc.</li> </ul>

**2.1** Retrieve and analyze workforce data. The Workforce Planning Team (WPT) identifies current activity workforce and workload-related information, mission changes, funding sources and options, etc. In consultation with HR the WPT conducts and assesses the labor market.

**2.2** Diagnose the talent segments or workforce capabilities that are most critical to executing on future strategic priorities.

**Key Question to Consider:**

- What are the key programs, priorities and issues driving the current workforce structure?
- To what extent is your diagnosis of critical talent needs driven by current vacancies and not longer-term business needs?
- Are you responsive to changes in strategic priorities over time in terms of your understanding of what talent segments and workforce capabilities are most critical?

**Identify Current:**

- Work functions and workload requirements.
- Skills imbalances (overages/shortages).
- Attrition rates and reasons for high turnover areas.
- Hard-to-fill jobs (occupations, levels, locations).
- Funding and approval policy for recruitment, relocation, retention incentives.
- Compensation policies and strategies.
- Activity workforce profile (demographics, including diversity statistics).
- Marketplace issues (Base Realignment and Closure, Reduction-in-Force (RIF), downsizing or upsizing in local industry, etc.).
- Applicable Functional Community data analysis (i.e., the occupational communities such as Human Resources, Acquisition, Logistics, Legal, Information Technology, etc.).

**2.3** The Administrative Officer (AO) should gain consensus from the WPT regarding the current state prior to proceeding to Step 3.

# STEP 3 - IDENTIFY FUTURE WORKFORCE REQUIREMENTS & GAPS

STEP 3 – IDENTIFY FUTURE WORKFORCE REQUIREMENTS & GAPS		
WHO	WHEN	WHAT
WPT, HR, AO	Mar-Apr Annually	Identify future workload and workforce requirements, shortages, gaps or imbalances in skills and determine effective recruitment and workforce shaping strategies to address identified needs. The analysis conducted in Step 2 is imperative in identifying future workforce requirements and gaps.

## 3.1 Identify future workforce requirements.

### Identify:

- Changes to mission or strategic priorities.
- New types of work or programs impacting workload, job mix or skills needed.
- Workforce changes, such as: hiring surges, hiring freezes, insourcing/outsourcing, Base Realignment and Closure (BRAC) initiatives, Joint Basing, Transfer of Work (TOW), Transfer of Function (TOF), reductions in force (RIF), Voluntary Early Retirement Authority (VERA), Voluntary Separation Incentives (VSIP), Discontinued Service Retirement (DSR), etc.
- Technology changes impacting work processes and skills.
- Customer requirements (process changes, response/delivery/production times, etc.).
- Functional Community occupational data analysis and goals.
- Labor Relations (LR) and bargaining unit requirements.
- Funding sources and budgeting process requirements.
- Workforce trends and projections.

### Consider:

- Succession and talent management plans.
- Competency management.
- Equal Employment Opportunity (EEO) and diversity plans and objectives (Federal Equal Opportunity Recruitment Program (FEORP), Management Directive (MD)-715, disability hiring goals, veterans hiring goals, etc.).

### Compare:

- Current workforce information with future talent requirements.
- Prepare a gap analysis that includes the following:
  - Work year/Full-time equivalents (FTE) requirements.
  - Workforce mix (civilian, military, contractor).
  - Competency and skill requirements.
  - Training and development requirements.
  - Work to be outsourced/insourced or contracted out.

A gap analysis is the process of assessing the “competency gaps” between the current workforce (supply) and the future workforce (demand analysis) to identify the differences between what you currently have and what you will need in the future. The desired result is a foundation for your Operational Staffing Plan.

## STEP 3 - IDENTIFY FUTURE WORKFORCE REQUIREMENTS & GAPS (CONT.)

3.2 Forecast the need for critical talent and capabilities.

**Key Questions to Consider:**

- To what extent are critical talent groups/capabilities available internally (inside your work unit, agency/organization or Component), and externally (within DoD, the federal government or from private sector sources)?
- Have you considered or identified the reasons for the gaps, such as changes in mission, changes in organizational structure, skill shortages and/or new technology?

3.3 Diagnose the internal supply of critical skills to address potential gaps in talent.

**Key Questions to Consider:**

- To what extent are you developing and training talent and skills in critical areas?
- Are you collecting necessary data on development, training, retention, performance and mobility of critical talent segments?

3.4 Diagnose the external supply of critical skills to address potential gaps in talent.

**Key Question to Consider:**

- To what extent do you have a defined process for gathering labor market information in areas critical to your business?

3.5 Assess risk factors for meeting planned needs. Diagnose organizational gaps and shortcomings with potential negative impact on strategy execution.

**Key Question to Consider:**

- To what extent is your organization structured to ensure internal mobility to minimize critical talent gaps?

3.6 Administrative Officer (AO) should gain consensus from the WPT regarding the desired state prior to proceeding to Step 4.

## STEP 4 - DEVELOP WORKFORCE PLAN & STAFFING PLAN

STEP 4 – DEVELOP WORKFORCE PLAN & STAFFING PLAN		
WHO	WHEN	WHAT
WPT	NLT 30 Jun Annually	Develop an Operational Staffing Plan that identifies short-term needs, specific positions and targeted recruitment sources to meet immediate requirements. Positions identified in the Operational Staffing Plan should be approved for advance recruitment (if needed) and funded for staffing action within the next 1-2 years.
	30 Jun every 3-7 years depending on timeframe of plan	Develop a long-range Strategic Workforce Plan (every 3-7 years, with updates as needed) that represents a deliberate and programmed approach to workforce shaping and development to meet short-term and long-range staffing needs. It should support and align with organizational strategic and business plans; and consolidate information on projected attrition, recruitment and staffing actions, workforce shaping actions (i.e., realignment, transfer of work, reduction-in-force, etc.) and programmed labor funding. It also provides an assessment of workforce skills and prescribes methods to assist the organization in resolving future skills imbalances and enhancing productivity.

**4.1** Assess potential talent management and organizational solutions to talent gaps. Evaluate costs and benefits of traditional talent management solutions and organizational or job design solutions to fill strategic gaps.

**Key Question to Consider:**

- To what extent are your recruiting, development and training strategies aligned with the strategic gaps identified through the Workforce Plan?

**4.2** Assess potential talent management and organizational solutions to talent gaps. Evaluate costs and benefits of traditional talent management solutions and organizational or job design solutions to fill strategic gaps.

**Long-range Workforce Plan should include:**

- Future workforce structure (work years/full-time equivalents, total force mix of civilian/military/contractor personnel, required competencies/skills and projected outsourcing/insourcing, etc.).
- Number, type, pay plan and grade level/pay band of new hires (entry, journey or expert levels).
- Mission-critical and hard-to-fill positions.
- Succession planning strategies.
- Competency/skill development requirements.
- Career roadmaps.
- Compensation strategies (i.e., retention, recruitment or relocation incentives, etc.).
- Potential recruitment methods.
- Timelines.
- Funding sources and budget requirements.
- Prioritized action items; focus on the strategies most likely to be effective at closing strategic talent gaps.

## STEP 4 - DEVELOP WORKFORCE PLAN & STAFFING PLAN (CONT.)

**4.3** Develop Operational Staffing Plan. Focus on recruitment/workforce shaping over the next 1-2 years, and develop an Operational Staffing Plan foundation based on your gap analysis, including:

- Current Workforce demographics and competencies.
- Projected Workforce skills, staffing, program and workload needs for recruitment and staff development.

**Operational Staffing Plan should include:**

- Positions projected to be filled.
  - Specify occupational series/codes, grade levels/pay bands, competency requirements, training plans and level of hire (entry, journey, expert).
  - Planned recruiting and talent outreach sources and methods.
- Positions expected to be impacted by workforce shaping actions (i.e., realignments, transfer of function, reduction-in-force, etc.).
  - Specify occupational series/codes, grade levels/pay bands, organization function/codes impacted.
- Timeframes.
- Ensure funding for planned actions.
- Prioritize action items.

# STEP 4 - DEVELOP WORKFORCE PLAN & STAFFING PLAN

## SAMPLE OPERATIONAL STAFFING / PLANNING TOOL

### ORGANIZATION INFORMATION

Organization Name \_\_\_\_\_  
Location \_\_\_\_\_

### POSITION INFORMATION

Position Title \_\_\_\_\_  
Position Description \_\_\_\_\_  
\_\_\_\_\_

### FILL INFORMATION

Fill Priority  LOW  NORMAL  HIGH  
Timeframe to Fill  Q1  Q2  Q3  Q4 YEAR 20\_\_\_\_  
PP-SRS-GR Pay Plan, Series, Grade (ENTRY) \_\_\_\_\_ (TARGET) \_\_\_\_\_  
Estimated # of Vacancies \_\_\_\_\_  
Dept. or Org. Code \_\_\_\_\_

### RECRUITMENT SOURCE

#### INTERNAL:

- Merit Promotion Process (MPP)
- Reduction in Force (RIF)
- Priority Placement Program (PPP)
- Developmental Opportunity Program (DOP)
- Career Program
- Other \_\_\_\_\_

#### EXTERNAL:

- Delegated Examining (DE)
- Veterans Reemployment Act (VRA)
- Veterans Employment Opportunity Act (VEOA)
- People with Disabilities (PwD)
- Transfer
- Reinstatement
- Non-Appropriated Fund (NAF)
- Other \_\_\_\_\_

### RECRUITMENT EFFORTS

- Marketing
- College Fair
- Veterans' Affairs (VA)
- Department of Labor (DOL)
- Military Transition Assistance Program (TAP)
- Other \_\_\_\_\_

### COMPENSATION STRATEGY

- Permanent Change of Station (PCS)
- Relocation Incentive
- Recruitment Incentive
- Student Loan Repayment
- Advanced In-hire Rate
- Other \_\_\_\_\_

4.4 Administrative Officer (AO) should gain consensus from the WPT regarding the Workforce Plan and Operational Staffing Plan prior to proceeding to Step 5.

4.5 Communicate the plan. Ensure that leaders are aware of talent and capability risks and labor market and organizational gaps that might impact the organization's ability to execute on the strategy. Ensure all relevant stakeholders (HR consultants and/or service providers, manpower, budget, hiring managers and supervisors) are aware of their role and responsibilities in executing the plans.

#### Key Question to Consider:

- Have you clarified roles and expected outcomes for all relevant stakeholders critical to executing the staffing plan?

## STEP 5 – CONDUCT RECRUITING & TALENT OUTREACH

STEP 5 – CONDUCT RECRUITING & TALENT OUTREACH		
WHO	WHEN	WHAT
Managers, Supervisors, SMEs, Functional Community Mgrs, HR Consultants and/or Service Providers	Ongoing	Conduct outreach and publicize the organization as an employer of choice to attract top talent and build an effective applicant pool for projected hiring needs, particularly for mission-critical, hard-to-fill, highly specialized or high turnover positions. Conduct ongoing strategic recruitment efforts to provide a ready supply of qualified candidates so that job vacancies can be filled more quickly when openings occur.

**5.1 EXTERNAL RECRUITING:** Determine outreach and networking strategies to inform potential applicants about the organization (mission, location, federal benefits, etc.), publicize job opportunities and develop the applicant pool for mission-critical, hard-to-fill, highly specialized or high turnover positions.

**Consider:**

Available Hiring Options

- Acquisition Intern Program (AIP)
- Student Temporary Employment Program (STEP)
- Student Career Experience Program (SCEP)
- Re-employed Annuitants
- Short-term vs. long-term appointments (permanent/term/temporary)
- Veterans Employment Opportunity Act of 1998 (VEOA)
- Veterans Recruitment Appointment (VRA) and 30% or more Disabled Vets
- Schedule A Excepted Appointing Authority – People with Disabilities
- Direct Hire Authorities
- Expedited Hire Authorities

FOR MORE INFORMATION ON THIS TOPIC SEE

**HIRING OPTIONS GUIDE**



**HIRING OPTIONS  
& INCENTIVES MATRIX**



## STEP 5 – CONDUCT RECRUITING & TALENT OUTREACH (CONT.)

### 5.1 EXTERNAL RECRUITING (CONT.)

**Consider:**

Available Hiring Incentives

- Compensation Management
- Permanent Change of Station (PCS) Entitlements and Benefits
- Recruitment and Relocation Incentives
- Retention Allowances (Incentives)
- Superior Qualification Appointments (SQA)
- Student Loan Repayment Program (SLRP)
- Special Salary Rates (SSR)
- Granting credit for non-Federal and uniformed service in determining annual leave accrual rate (for newly appointed or reappointed employees at grades GS-15 or equivalent and below).

FOR MORE INFORMATION ON THIS TOPIC SEE

**HIRING INCENTIVES GUIDE**



**HIRING OPTIONS  
& INCENTIVES MATRIX**



Partnerships & Outreach

- Partnerships with local Schools/Colleges, Organizations and Communities to leverage their candidate pools.
- Job Fairs
- Social Networking Websites
- Department of Veterans Affairs and Division of Vocational Rehabilitation

Other Hiring Sources

- Wounded Warrior Program and websites especially for disabled veterans to help injured servicemembers return to productive employment (DOD VETS, Military.com National Career Fairs, etc.).
- Pipeline Reemployment Program, which enables employees with job-related injuries and illnesses to return to work.
- Nationwide recruitment announcements (Delegated Examining/Competitive Examining)

Categories of more readily appointable external candidates are:

- Reinstatement
- Transfer (civil servants employed in other Federal agencies)
- Veterans' Recruitment Appointment
- Employment of People with Disabilities
- Executive Order 12721 (certain former overseas employees)
- Military Spouse Noncompetitive Appointments
- Interchange agreements with other merit systems (e.g., Non-Appropriated Fund (NAF) employees)

## STEP 5 – CONDUCT RECRUITING & TALENT OUTREACH (CONT.)

**5.2 INTERNAL RECRUITING:** Develop in-house candidates through pipeline, formal and informal development, development work assignments, succession planning and talent management efforts.

**Consider:**

- Upward Mobility Program
- Apprentice Program
- Worker-Trainee Program
- Training and Professional Development Opportunities
- Developmental work assignments
- Details, reassignments, temporary promotions
- Individual Development Plans (IDPs)
- Career roadmaps
- Managers, Supervisors and Leaders
  - Formal Leadership Training Programs such as: National Leadership Development Program (NLDP), Defense Senior Leadership and Development Program (DSLDP), Executive Leadership Program (ELP)/Executive Leadership Development Program (ELDP), etc.)
  - Mentoring and coaching

**Key Questions to Consider:**

- Which mission-critical or high-turnover occupations and skill levels would benefit most from succession planning and talent management efforts?
- Does the organization have internal policies, procedures and funding for using hiring incentives?

FOR MORE INFORMATION ON THIS TOPIC SEE

HIRING INCENTIVES GUIDE



## STEP 5 – CONDUCT RECRUITING & TALENT OUTREACH (CONT.)

**5.3** Identify strategic recruiting sources appropriate for critical vacancies projected in the Workforce Plan and Operational Staffing Plan. Maintain a list of resources and make regular contact to share information on anticipated hiring and downsizing activities.

**Consider:**

- Working with the organization to develop recruitment policies.
  - Allocate funding, resources and assets.
  - Tailor strategies to meet specific required skills mix.
  
- Promoting DoD and your organization as the employer of choice.
  - Develop an outreach strategy to compete with private-sector companies.
  - Consider advertising in professional journals/publications.
  - Coordinate/collaborate with Public Affairs Offices (PAO) to publicize employment information in base and local newspapers, newsletters, social networking websites, official websites, etc.
  - Highlight Federal/organizational employment benefits and pension (total compensation).
  - Highlight your organization's benefits/culture, work environment (i.e. telework, alternate work schedules, fitness centers, child care facilities, transportation subsidy, etc.).

**5.4** Determine the effect of outside influences on your strategy.

**Consider:**

- Changing Mission Requirements.
- Equipment, tools and process/system changes requiring new or different skill sets.
- Application of new OPM Qualification Standards (for example, 1102 occupational series/code added positive education requirement).
- Placement opportunities for employees impacted by:
  - On-the-job injuries (when employees may be placed in light duty assignments under Federal Employee Compensation Act (FECA)).
  - Reasonable Accommodation requests.
  - Equal Employment Opportunity (EEO) and other case decisions or settlements.
- Outsourcing/Insourcing initiatives and workforce changes related to Base Realignment and Closure (BRAC), Joint Basing, Transfer of Work (TOW), Transfer of Function (TOF), etc. that involve use of reductions in force (RIF), Voluntary Early Retirement Authority (VERA), Voluntary Separation Incentives (VSIP), Discontinued Service Retirement (DSR), etc.
- Workload Surges and Interruptions.
- Military Deployments (civilian substitutes).
- Civilian Deployments (Expeditionary workforce assignments overseas).
- Military to Civilian Conversions.
- Realignments.

## STEP 6 - MAINTAIN, MONITOR, EVALUATE & REVISE THE PLAN

STEP 6 – MAINTAIN, MONITOR, EVALUATE & REVISE THE PLAN		
WHO	WHEN	WHAT
WPT, AO	Quarterly	Track and assess progress toward meeting recruitment objectives identified in the Workforce Plan and filling specific vacancies in the Operational Staffing Plan. Update the plans whenever changes in mission, funding or work priorities significantly change workforce needs.

**6.1** Administrative Officer (AO) will convene and facilitate quarterly reviews of the Workforce Plan and Operational Staffing Plan.

**6.2** Identify the metrics that will demonstrate progress toward closing strategic talent gaps.

**Measures:**

- Mission results supported by human capital goals and objectives.
- Elimination of skill gaps identified in the Workforce Plan.
- Increased retention rates.
- Increased diversity.
- Improved timeliness, quality of hires.
- Recruitment return on investment (cost per hire, turnover).
- Highly qualified workforce and high-performing workforce.
- Improved person-job match.
- Improved person-organization match.
- Organizational performance.

**Key Questions to Consider:**

- What are the metrics associated with the objectives of the Workforce Plan and Operational Staffing Plan?
- Do you have access to the data that will demonstrate progress against the goal?
- Do you conduct entrance and/or exit interviews to determine key factors in attracting and retaining employees?
- Have you reviewed existing survey data (e.g., OPM CHCO Surveys, Component/Agency climate surveys, etc.)?

## STEP 6 - MAINTAIN, MONITOR, EVALUATE & REVISE THE PLAN (CONT.)

**6.3** Track progress against workforce action planning objectives and address shortfalls.

**Key Questions to Consider:**

- Are you actively monitoring the effectiveness of the identified workforce action planning strategies in closing strategic talent competency gaps?
- Are you engaging with relevant stakeholders to address workforce action planning shortfalls?
- Did analysis in the Workforce Plan help with making the business case for increased funding of workforce initiatives (i.e., recruitment, civilian pay, training and development, etc.)?

**6.4** Evaluate and adjust plan as needed. Ensure that the workforce action plan is always aligned with strategic priorities and gaps.

**Adjust/Revise:**

- Address new workforce/organizational issues.
- Issues addressed on case-by-case basis (may/may not require revision to action plan).

**Key Questions to Consider:**

- Are you continually assessing the relevance of the Operational Staffing Plan to account for strategic shifts or changes in the external talent or business environment?
- Are you revisiting the effectiveness of strategies to close strategic talent competency gaps and making appropriate mid-course corrections?
- Were the strategies identified in the action plan effective?
- What adjustments to plan do you need to make?

## PLAN AND RESULTS COMMUNICATION

Share the results of the Workforce Planning Team's recurring analysis with senior leadership, managers, supervisors and the workforce on a regular and recurring basis, and make collective decisions on needed adjustments and specific steps to be taken if the plan does not achieve the desired results. Assess reasons for shortfalls. Identify changes in your internal or external environments creating a need for new or revised strategies. Identify and remedy barriers to implementation (managerial resistance, lack of knowledge of the plan or its strategies, insufficient resources, insufficient communication, etc.).

## NOTIONAL TIMELINE

Workforce Planning's multiple steps comprise a continuous process that must begin well before the new budget execution cycle. Although the model suggests a sequential execution, in reality the steps may overlap, and it may be necessary to begin some steps before completion of preceding steps. As a general rule of thumb, the following timeline denotes the occurrence of the various steps:

