



UNITED STATES OFFICE OF PERSONNEL MANAGEMENT

Washington, DC 20415

The Director

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MEMORANDUM FOR: CHIEF HUMAN CAPITAL OFFICERS

From: KIRAN A. AHUJA, DIRECTOR

Subject: Workforce Planning Guide

As the human resources (HR) leader for the Federal government, the U.S. Office of Personnel Management (OPM) knows that work must be done across the Federal government so that we have a workforce ready to meet the current moment. OPM has developed, in collaboration with agency stakeholders, the *Workforce Planning Guide*. The *Workforce Planning Guide* is a new guide for the Federal human resources community intended to help enhance HR professionals' abilities to evaluate, plan, and prepare its workforce for the future to achieve their agency's mission.

The *Workforce Planning Guide* presents a high-level view of workforce planning and is a resource for agency leaders, managers, supervisors, HR Specialists, and employees who are involved in analyzing the workforce, identifying gaps, as well as planning and implementing workforce action planning efforts. It includes an updated OPM Workforce Planning Model and linkage to Strategic Human Capital Management. The Guide consolidates the revised OPM Workforce Planning Model and updates the 2011 Workforce Planning Best Practices Guide into one document. OPM's workforce planning model is comprised of five distinct elements to engage continually as a roadmap for success. Each element builds upon the previous one until strategy and action plan(s) are continually refined to meet workforce planning objectives.

The *Appendices* illustrate concepts in the updated Guide with practical checklists and tools. Appendix B is the new *Mission Critical Occupations (MCOs) Identification Guide: Key Steps for Identifying Agency-Specific MCOs*. This *MCO Guide* breaks down the process for identifying critical occupations into readily understandable terms and covers the Multi-Factor Model and MCO segmentation prioritization approach.

The *Workforce Planning Guide* is intended to support HR professionals and managers in strategic decisions, design and implementation of human capital strategy. The 508-conformant Guide is attached below. For more information about the *Workforce Planning Guide* and technical assistance, please contact Berwyn.Gonzalvo@opm.gov and Angela.Graham@opm.gov.