U.S. Office of Personnel Management

Workforce Planning Guide

November 2022

Workforce Planning Guide

Introduction

The Workforce Planning (WFP) Guide 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. This big-picture tour of OPM's Workforce Planning Model includes an appendix providing step-by-step guidance for identifying mission-critical occupations.

Workforce Planning is a systematic and continuous process for identifying the size and composition of a workforce needed to achieve an organization's goals and objectives—a process requiring all levels of leadership and management, working in coordination with their Chief Human Capital Officers, (CHCOs), Chief Financial Officers (CFOs), and other stakeholders.

Workforce Planning

- 1.1 What Drives Workforce Planning?

- 1.2 What is Workforce Planning?

- 1.3 Why Workforce Planning?

- 1.4 How to Set the Stage for a Culture of Collaboration?

- 1.5 What is the OPM Workforce Planning Model?

- 1.6 How Does Workforce Planning Link with Strategic Human Capital Management?

OPM Workforce Planning Model

- 2.1 Set Strategic Direction

- 2.2 Conduct Workforce Analysis

- 2.3 Develop Workforce Action Plan

- 2.4 Implement and Monitor Workforce Action Plan

- 2.5 Evaluate and Revise Workforce Action Plan

Go to the Appendices for sample documents, checklists, and resources.

This information is a compilation of the U.S. Office of Personnel Management's (OPM) guidance and tools, in collaboration with agency partners, such as the Department of Defense, Department of Education, Department of Homeland Security, Department of Interior, Department of Transportation, Department of Treasury, Department of Veterans Affairs, National Institute of Health, National Science Foundation, and the Securities and Exchange Commission.

Workforce Planning

1.1 What Drives Workforce Planning?

The U.S. Office of Personnel Management (OPM) provides leadership and guidance on Federal strategic human capital management. 5 C.F.R. 250, subpart B defines a set of systems, including standards and metrics, for assessing the management of human capital by Federal agencies. Human capital management is a complex set of interrelated strategies and practices that are aligned with an organization's mission and guide the processes for selecting, developing, training, and managing a high-quality productive workforce. The Human Capital Framework (HCF) defines the strategic human capital management systems, standards, and focus areas that inform those interrelated strategies and practices. The four systems of the HCF are Strategic Planning and Alignment (plan), Talent Management (implement), Performance Culture (implement), and Evaluation (evaluate).

Workforce Planning is a focus area under Talent Management and the topic of this guide. The guide will help agencies steer towards comprehensive workforce planning and analysis, as referenced in 5 C.F.R. 250.204 (a)(2) under Agency roles and responsibilities.

By actively managing the workforce and developing agile operations, agencies better position themselves for effective and efficient achievement of their mission and goals. Political, economic, social, technological, legal, and environmental factors will drive change in current and future workforce roles.

HCF System Focus Areas

Talent Management

- Workforce Planning
- Recruitment and Outreach
- Employee Development
- Leadership Development
- Retention
- Knowledge Management

Strategic Planning and Alignment

- Agency Strategic Planning
- Strategic Human Capital Planning
- HR as a Strategic Partner
- Annual Performance Planning
- HC Best Practices and Knowledge Sharing
- Organizational Development
- Change Management

Performance Culture

- Continuous Learning
- Performance Management

- Diversity, Equity, Inclusion, and Accessibility
- Engaged Employees
- Collaboration
- Labor/Management Partnership
- Work-Life Balance

Evaluate

- Business Analytics
- Data-Driven Decision Making

1.2 What is Workforce Planning?

Workforce Planning serves as the foundation for managing an organization's human capital. It enables organizations to strategically meet current and future workforce needs and prevents unnecessary disruptions in maintaining a steady-state and agile workforce.

Workforce Planning is essential in ensuring the right person with the right skills, is in the right position at the right time. It also means there are the right number of people to accomplish the mission.

Workforce Planning assists organizations by providing critical data analytics and tools to inform leadership decisions on the workforce and to enable them to meet current and future organizational goals and objectives.

Workforce Planning is the systematic process of analyzing and assessing to set targets to mitigate the gaps between the workforce of today and the mission and human capital needs of tomorrow. Effective workforce planning enables an organization to:

- **Align human capital needs** directly to the agency's strategic plan, annual budget and performance plans, human capital strategy, and operating plans.
- **Develop a comprehensive picture** of staffing level gaps, current competency gaps, and future competency gaps.
- **Identify and implement** strategies to close workforce gaps (e.g., restructure, resize, re-skill, recruit, hire).
- **Use data** to make workforce decisions and recommendations.
- **Identify actions** to overcome internal and external barriers to accomplishing strategic human capital and agency business goals.

Ensure Alignment and Goal Clarity (Critical Component)

The most critical step in strategic workforce planning is alignment — alignment of business strategy, organization structure, people and results. Ensure clarity around strategic objectives, then ensure you have a holistic organization design and talent plan to help get the right people in the right roles at the right time to deliver results. Sounds easy but takes discipline! - Elisa Gilmartin, Fuze

Understand Where the Organization is Headed (Critical Component)

Strategic workforce planning is a key component of the overall talent strategy. It starts with understanding where the organization [company] is headed and future organizational capabilities. This helps the organization identify new skills and competencies needed to inform learning and development opportunities and its talent acquisition strategy. - Sarika Lamont E3/Sentinel

1.3 Why Workforce Planning?

The need for effective workforce planning is established in OMB Circular A-11, section 85.1. The Circular provides linkage to workforce planning and budgets. This section requires agency budget submissions to address strategic human capital management and justify associated resources to support agency accomplishment of programmatic goals. This guidance also directs agencies to link the success of their missions, due in large part to the workforce, to their budget submissions.

Why Should an Organization Conduct Workforce Planning?

Agencies conducting effective workforce planning are prepared to face the difficult challenges of attracting, developing, and retaining a workforce that is competent and capable of addressing new objectives, new technologies, and new mission requirements. Workforce planning is a sound business practice that supports and documents accountability. Agencies should conduct workforce planning for the following three reasons:

Planning a Strategic Approach

To understand current and future needs of an agency workforce to accomplish the strategic mission.

Implementing Reshaping Options

To assist in the development of a set of human resource management (HRM) policies/initiatives that are vertically and horizontally aligned by providing critical data analysis. Vertical alignment means the HRM policies are in complete alignment with the agency mission and are thus supporting the accomplishment of the mission. Horizontal alignment means the different HRM policies, practices, and initiatives work in concert with each other.

Supporting the Workforce

To develop a realistic and convincing business case for obtaining resources (regulatory and monetary) for leadership decisions or to implement HRM practices and initiatives, which will support accomplishment of the agency mission. Also, to provide key data to senior leaders in the justification of associated resources.

1.4 How to Set the Stage for Collaboration

Workforce Planning has significant impact on an agency's mission performance; therefore, agency leaders are ultimately accountable. Embedding workforce planning into the agency culture requires strong leadership commitment and a process engaging collaborative partners drawn from human resources, program management, budget, acquisition, technology, and other areas, building a cross-disciplinary implementation team.

Support of Agency Leadership

Successful workforce planning requires the commitment and active engagement of agency senior leadership. Top agency officials, including the leaders of major program areas, often set the tone for change by outlining the goals and defining the operational needs to maintain program operations and provide services to customers. The agency's strategic plan also provides direction. Senior leaders can serve as champions for workforce planning efforts by providing the direction, resources, and ensuring achievement of the agency's goals by linking workforce planning to other related organizational initiatives.

Collaborative Partnerships with Key Partners

Workforce planning is a shared responsibility, most successful with strong leadership commitment to a culture of collaboration and integration among cross-functional partners. Prior to launching workforce planning efforts, it is helpful to conduct a stakeholder analysis to identify all key partners.

Example of a Workforce Planning Team with Roles and Responsibilities

C-Suite Leaders

Support functions including the Chief Human Capital Officer, Chief Performance Improvement Officer, Chief Information Officer and Chief Financial Officer; provide critical feedback to operationalize the strategic vision for change and effect the desired transformation.

Workforce Planning Subject Matter Experts (SMEs)

Serve as subject matter experts and project managers for workforce planning efforts. Work in close collaboration with program officials and partners to ensure completion of each stage of the workforce planning model.

Managers, Supervisors, Team Leads

Implement the strategies; acquire and manage the resources required to achieve the agency's mission; and, collect and provide performance data for accurate evaluation of progress towards goals. Foster positive working relationships with employees to achieve the agency's mission.

Program Officials

Lead and implement workforce planning efforts for their respective organizations with project management and workforce planning technical support from the component workforce planning SMEs and team. Provide subject matter expertise on work to be performed and identify program office workforce needs.

Human Resource Partners (e.g., Learning and Development, Staffing, Recruitment, Labor Relations)

Provide consultation to assist with the development of workforce planning strategies and the creation and implementation of the action plan. Use technical expertise to ensure agency activities are in accordance with federal law and guidance, in consultation with agency counsel, as needed.

Equal Employment Opportunity (EEO) and Diversity Partner

Provide guidance concerning personnel diversity and merit systems principles, for example, through review of strategies to build and maintain a diverse workforce.

Budget and Fiscal Management Partners

Provide advice and guidance related to budget planning, federal employee costs, tools, and resources available to assist with costing analysis.

Procurement/Acquisition Planning Partners

Provide advice, guidance, and recommendations as to acquisition requirements for government contracting.

General Counsel Partners

Provide advice, guidance, and recommendations on all topics above, foster compliance with applicable law, and assist with risk management.

1.5 What is the OPM Workforce Planning Model?

OPM's Workforce Planning Model is comprised of five distinct elements to be used continually as a roadmap for spiraling success. Each element builds upon the previous one until strategy and action plan(s) emerge to meet workforce planning objectives. The rest of this guide walks you through the implementation of this model.

1. Set Strategic Direction

- Link Mission, Vision, Strategic Plans, Budgets, Resource Allocation
- Conduct Environmental Scanning

2. Conduct Workforce Analysis

Analyze/Forecast Demand

- Future Structure, Processes, Tasks, Functions, and Roles
- Workforce Competencies and Staffing Requirements/ Composition/Workforce Modeling
- Conduct Benchmark Analysis

Analyze Supply

- Current Structure
- Workforce Competencies
- Staffing Levels/Composition
- Agency Performance
- Demographics
- Benchmark Analysis

3. Develop Workforce Action Plan

- Create Workforce and Strategy Plan
- Career Paths
- Contracting Out
- Job/Organizational Design
- Restructuring Organizations
- Learning and Development
- Technological Enhancements
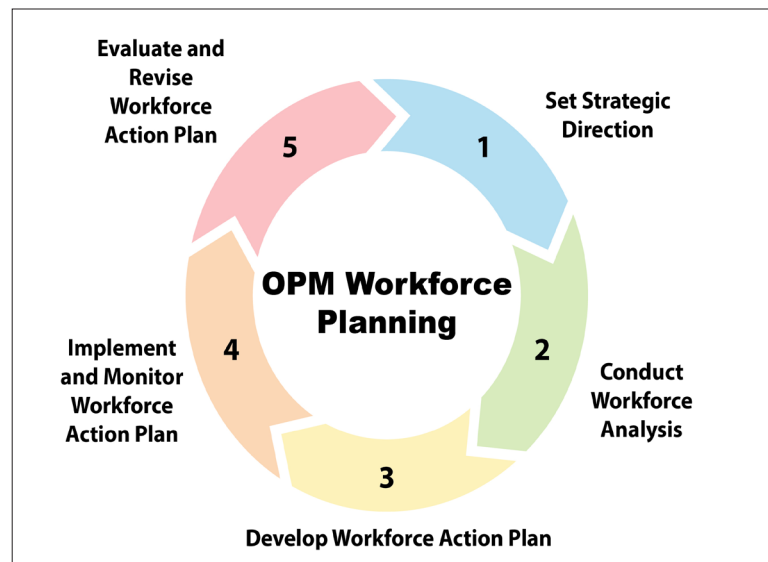
1. Set Strategic Direction

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3. Develop Workforce Action Plan

4. Implement and Monitor Workforce Action Plan

5. Evaluate and Revise Workforce Action Plan

- Training/Retraining

- Recruitment and Retention

- Retirement

- Scenario Planning, Root-Cause Analysis, and Foresight

- Succession Planning

4. Implement and Monitor Workforce Action Plan

- Assess Impact of Workforce Strategies

- Review Workforce Planning Strategies and Metrics and Work with Strategic Human Capital Planners to Refine

5. Evaluate and Revise Workforce Action Plan

- Seek Out Feedback from Stakeholders

- Conduct Benchmark Analysis

- Collaborate with Leadership on Next Steps

Metrics, Benchmarks, and Targets

Workforce planning serves as the foundation for managing an organization's human capital. Metrics, benchmarks, and targets are critical to determine if an organization is strategically meeting both current and future workforce mission needs.

Why Measure?

- Activities and milestones detail "how" a strategic objective/goal will be accomplished.

- Setting benchmarks and targets allows agencies to monitor progress through HRStat or other internal review processes.

- Quantifiable data is needed to measure whether goals and objectives are being adequately achieved.

- Metrics allow agencies to engage in timely interventions, as needed, to improve performance and overall efficiency of service.

1.6 Workforce Planning Links to Strategic Human Capital

Figure 1 - This graph shows how the practices and strategies utilized in human capital management support the steps in the OPM Workforce Planning Model. This includes Align Human Capital (HC) strategies with agency mission goals, Develop Human Capital Operating Plans (HCOP), Identify HC Performance Goals and Measures, Monitor Goals and Metrics using HRStat, Inform Leadership Decision Making, Conduct HC Reviews, Conduct Independent Audit Programs, Initiate Course Corrections to Refine Strategies, Goals, and Measures.

The practices and strategies utilized in human capital management support the steps of the OPM Workforce Planning Model.

Figure 1

The steps in the OPM Workforce Planning Model are as follows: Step 1 - Set Strategic Direction, Step 2- Conduct Workforce Analysis, Step -3 Develop Workforce Action Plan, Step 4- Implement and Monitor Workforce Action Plan, Step 5- Evaluate and Revise Workforce Action Plan.

Step 1- Setting the Strategic Direction involves understanding the agency's strategic documents (such as the agency's strategic plan, annual performance/business plans) and aligning the workforce planning process to meet the agency's objectives, goals, and mission.
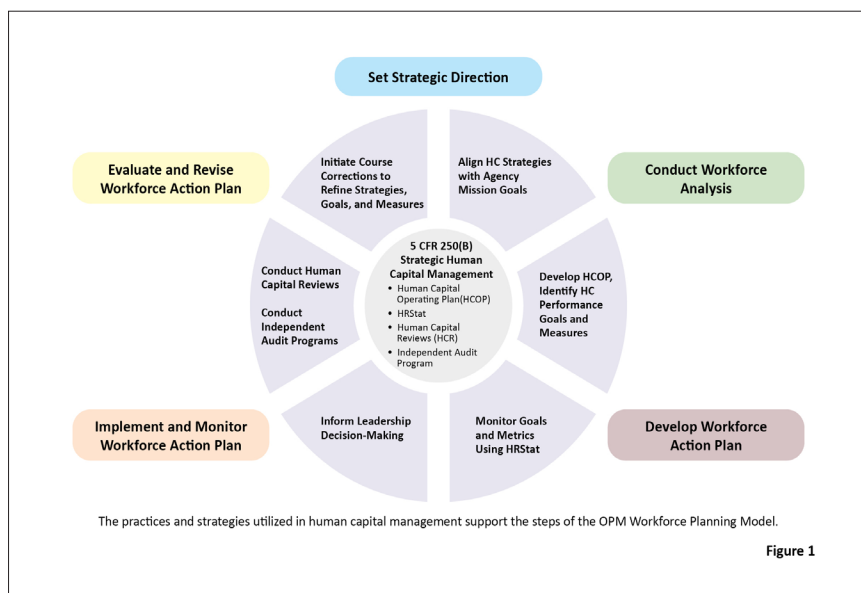
Step 2- Conducting Workforce Analysis involves workforce analysis methodology for demand, supply, gap, and risk.

Step 3- Developing the Workforce Action Plan involves the identification of strategies to close gaps, plans to implement strategies, and measures for assessing progress.

Step 4-Implementing and Monitoring Workforce Action Plan involves ensuring human and fiscal resources are in place, roles are understood, and the necessary communication, education, change management, and coordination are occurring to execute the plan and achieve the strategic objectives. It also involves monitoring progress against milestones.

Step 5- Evaluating and Revising Workforce Action Plan involves assessing for continuous improvement purposes, looking for unintended consequences, and adjusting the plan to make course corrections and to address new workforce issues.

Strategic Human Capital Management is discussed in 5 CFR 250(B) and covers HCOP, HRStat, Human Capital Reviews, and Independent Audit Program. These practices and strategies utilized in human capital management support the steps in the OPM Workforce Planning Model. For example, aligning HC strategies with agency mission supports step 1 of the OPM Workforce Planning Model, Set Strategic Direction. Developing the HCOP, and identifying HC performance goals and measures can support both step 2, Conduct Workforce Analysis, and step 3, Develop Workforce Action Plan. Monitor goals and metrics using HRStat can support Step 3, Develop Workforce Action Plan and Step 4, Implement and Monitor Workforce Action Plan. Inform leadership decision making supports Step 4, Implement and Monitor Workforce Action Plan. Conduct HC Reviews and Independent Audit Programs supports both Step 4, Implement and Monitor Workforce Action Plan and Step 5, Evaluate and Revise Workforce Action Plan. Initiate course correction to refine strategies, goals, and measures supports Step 5, Evaluate and Revise Workforce Action Plan.

OPM Workforce Planning Model
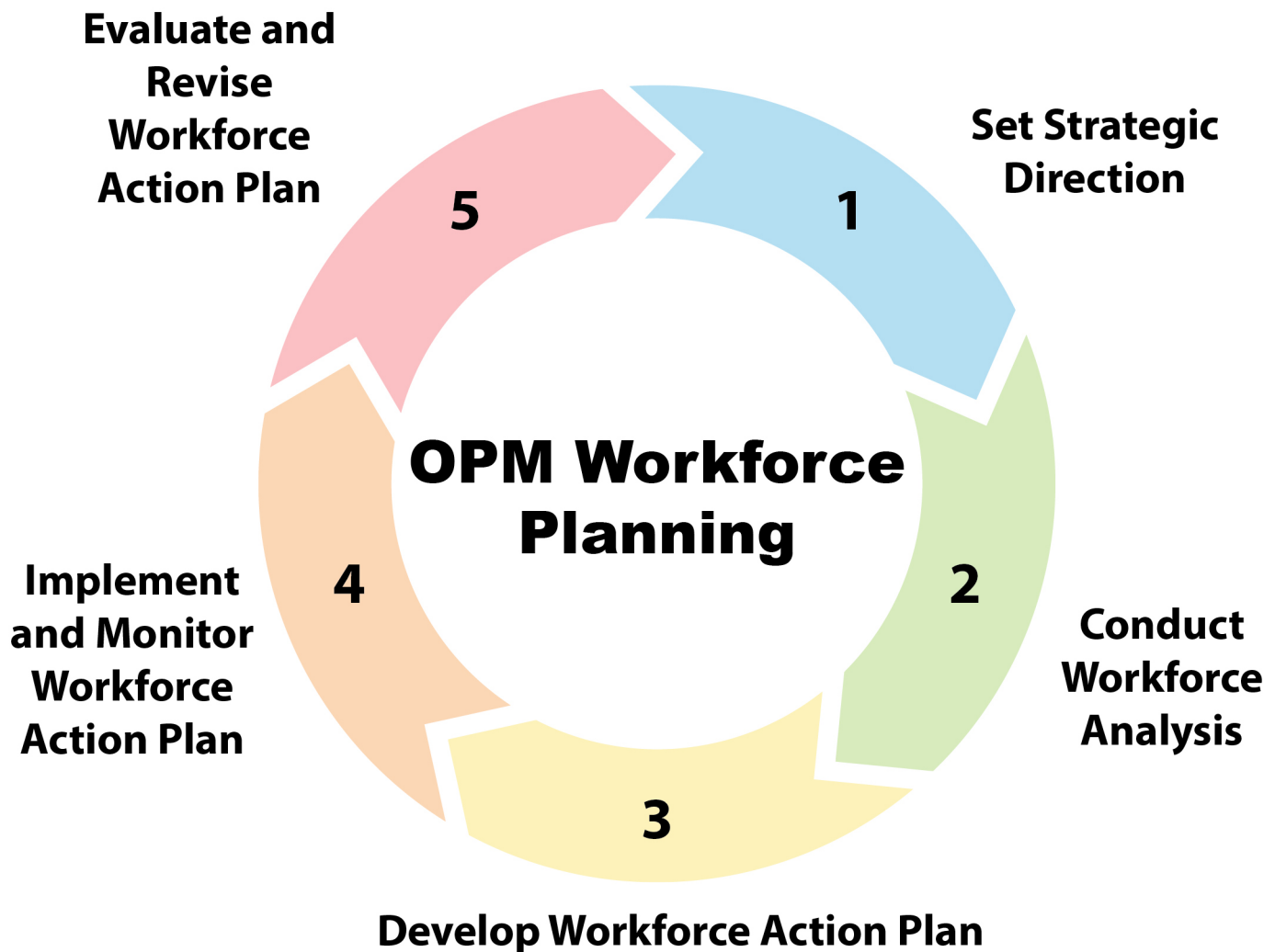
Evaluate and Revise Workforce Action Plan

5

Set Strategic Direction

1

OPM Workforce Planning

2

Conduct Workforce Analysis

Implement and Monitor Workforce Action Plan

4

3

Develop Workforce Action Plan

1. Set Strategic Direction

2. Conduct Workforce Analysis

3. Develop Workforce Action Plan

4. Implement and Monitor Workforce Action Plan

5. Evaluate and Revise Workforce Action Plan

OPM's Workforce Planning Model is a continuous process and is comprised of five different elements that present a roadmap for success. Each element builds upon the previous one until you have laid out a strategy and action plan(s) to meet your workforce planning objectives. This guide will walk you through the implementation of the model.

OPM Workforce Planning
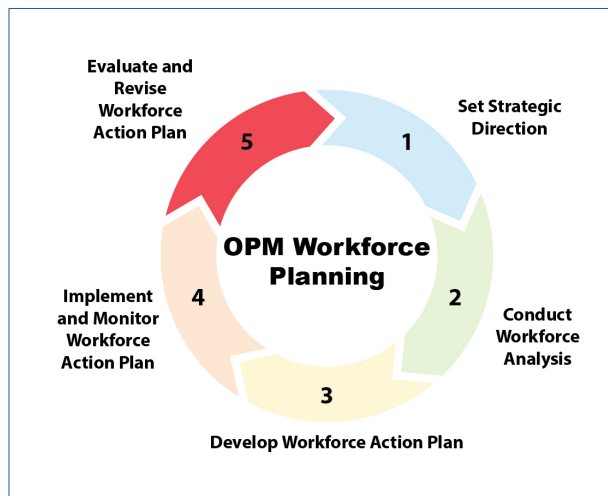
2.1 OPM Workforce Planning Model

1. Set Strategic Direction

2. Conduct Workforce Analysis

3. Develop Workforce Action Plan

4. Implement and Monitor Workforce Action Plan

5. Evaluate and Revise Workforce Action Plan

Step 1 - Set Strategic Direction

Setting the Strategic Direction involves understanding the agency's strategic documents (such as the agency's strategic plan, annual performance/business plans) and aligning the workforce planning process to meet the agency's objectives, goals, and mission.

Take a closer look at the Agency Senior Leadership Strategic View Questions in Appendix A for the deep dive questions.

Workforce plans must be based on the agency's strategic goals and overall mission. Steering in alignment with the agency's set strategic direction requires the application of many techniques such as:

- Understanding the Agency Strategic Plan, Annual Performance Plan, Human Capital Goals and Priorities

- Employing Strategic Foresight

- Conducting Role Segmentation (identify occupations and how they directly relate to the strategic goal(s))

- Identifying Mission Critical Occupations to help ensure that the agency has the resources and talent it needs to function successfully in the 21st century's dynamic environment.

- Performing an Environmental Scan to look internally and externally at the organization and help determine its future direction

Understanding Step 1 (Set Strategic Direction) yields information about occupations (or other workforce segments), how they relate to the agency's mission, and highlights current and future trends, as well as potential environmental issues or influences.

2.2 Conduct Workforce Analysis
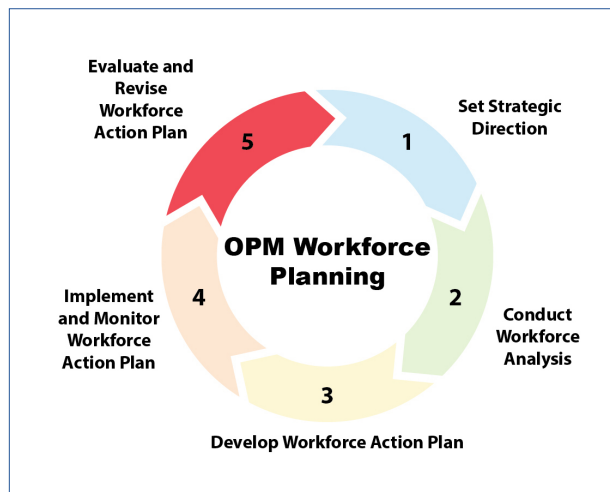
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Step 2 - Conduct Workforce Analysis

Conduct Workforce Analysis (Demand)

Conducting Workforce Analysis involves workforce analysis methodology for demand, supply, gap, and risk. Workforce Analysis Methodology: The primary elements of the workforce analysis methodology for demand involves a review of the following:

Analyze Demand (Forecast)

- Future Structure, Processes, Tasks, Functions, and Roles
- Workforce Competencies and Staffing Requirements/Composition/Workforce Modeling
- Conduct Benchmark Analysis

Agencies should look at the difference between the number of employees remaining in the current workforce after retirements and separations and the number of employees needed in the future based on business needs. Agencies should forecast the optimal capacity and capability – including staffing level skills and competencies needed to meet future organizational demands.

Questions to consider:

- What drivers affect the organization's workload?
- How is workload measured from service to service?
- How many staff and what skills and competencies are needed to deliver each service?
- What percentage of an FTE's time is required to deliver a service/product?
- Are there anticipated changes in technology, policies, regulations, or customer base that would affect workload demand?
- How would workload in each service line be impacted by those changes?
- How would changes in FTEs affect workload in the organization?

Conduct Workforce Analysis (Supply)

Workforce Analysis Methodology: The primary elements of the workforce analysis methodology for supply involve a review of the following:

- Current Structure

- Workforce Competencies

- Staffing Levels/Composition

- Agency Performance

- Demographics

- Benchmark Analysis

Agencies should evaluate the current capacity and capability – including the current staffing levels, skills, and competencies of the workforce, the anticipated recruitments, attrition, retirements, separations, demographic, and employee engagement analyses.

Questions to Consider:

- How well does the current workforce align/support your strategy?

- What is the composition of the workforce at each organizational level and/or location?

- What impact will turnover of key staff have on your organization's ability to deliver services?

- Where are the positions difficult to fill with qualified applicants?

- What is the current distribution of employee years of service?

- What is the current distribution of retirement eligibility?

Conduct Workforce Analysis (Gap and Risk)

Workforce Analysis Methodology: The primary elements of the workforce analysis methodology for gap and risk involve a review of the following:

Gap Analysis

Evaluate the gap between current supply and projected demand.

Risk Analysis

Analyze the risks facing the workforce today and in the future (e.g., and Strengths, Weaknesses, Opportunities, and Threats Analysis)

Risks should be considered within the context of 'risk impact' and 'risk likelihood' to determine the level of risk that could impact your plans.		
The **risk impact** describes the severity of the risk and corresponds to the following categories:	The **risk likelihood** corresponds to the following chances of the risk occurring:	**Outcome:** Probability x Severity
1. Very Low	1. Very Low	1. Very Low
2. Low	2. Low	2. Low
3. Medium	3. Medium	3. Medium
4. High	4. High	4. High
5. Very High	5. Very High	5. Very High

Conduct Workforce Analysis (Data Sources)

Workforce data analysis is the foundation of a good workforce plan. It involves understanding the current workforce and how it is projected to change over time due to accessions, attrition, and trends. It also involves understanding and measuring talent demands, workforce gaps and risks, and talent supply. Below are some key data sources, quantitative and qualitative, that can be used to assist in analyzing the supply, demand, and gaps.

OPM Data Sources

- FedScope
    - Demographics
    - Retirement Eligibility, Attrition
- USAJOBS data
- Competency Analysis (Competency Exploration for Development and Readiness)
- Time to Hire Data
- MCO Resource Charts
- Federal Employee Viewpoint Survey
- Manager/Applicant Satisfaction Survey
- Multi-factor Model Analysis

Agency Data Sources

- Agency Strategic Plan
- Human Capital Operating Plan (HCOP)
- Workload Ratio Analysis
- Competency Assessment

- Training Data

- SWOT Analysis

- Environmental Scans (PESTEL)

- Risk Analysis

- Job Analysis Report

- Subject Matter Expert Interviews

- Agency Workforce Dashboards

- Internal Agency Audits

- Exit Survey/Stay Survey

External Data Sources

- [GAO Reports](#)

- [Data.gov](#)

- Labor Market Analysis

  - [O*Net (Department of Labor)](#)

  - [Bureau of Labor Statistics](#)

  - [National Science Foundation](#)

Conduct Workforce Analysis

Workforce analysis includes identifying current and future skills gaps. A [Skill Gap](#) is a variance between the current and projected workforce size and skills needed to ensure an agency has a cadre of talent available to meet its mission and make progress towards achieving its goals and objectives—now and into the future.

Skills gaps come in several different forms including staffing shortages, skills shortages, and competency shortages. According to the [GAO-15-223,](#) Federal Workforce: OPM and Agencies Need to Strengthen Efforts to Identify and Close Mission-Critical Skills Gaps.

A skill gap can be a (1) "staffing gap," in which an agency has an insufficient number of individuals to complete its work, such as a lack of contracting officers within its workforce; and/or a (2) "competency gap," in which an agency has individuals without the appropriate skills, abilities, or behaviors to successfully perform the work, such as an information technology workforce without up-to-date cybersecurity skills.

Workforce Planning

- Project and Analyze Gaps

- Position Management

Recruitment and Selection

- Job Analysis

- Realistic Job Previews

- Selection Items

- Skills and Competency Based Assessments

Development and Retention

- IDPs
- Leadership Development
- Career Paths

Performance Management

- Goal Setting
- Performance Assessment

Competencies

Workforce Planning, Recruitment and Selection, Development and Retention, and Performance Management have varying tools to provide skills gaps information. Competency-based assessment tools are also key in understanding critical competency gaps and inform the agency of a roadmap for identifying training and other developmental opportunity.

2.3 Develop Workforce Action Plan
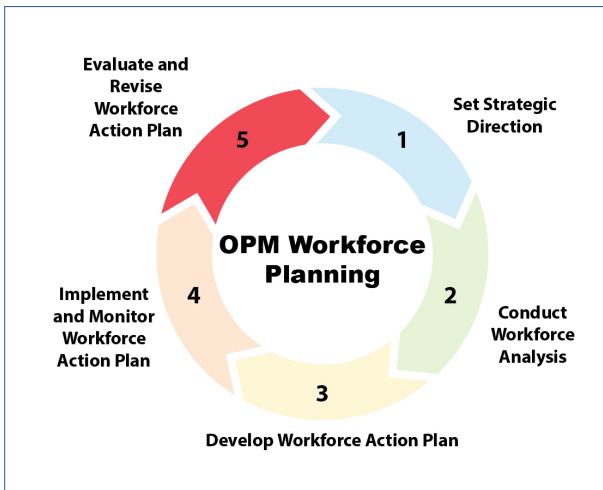
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Step 3 - Develop Workforce Action Plan

Developing the Workforce Action Plan involves the identification of strategies to close gaps, plans to implement strategies, and measures for assessing progress.

The workforce plan is generally long term (2-3 years) in focus, contains the workforce analysis, and describes gaps between current and future states of the workforce.

The workforce action plan captures intended actions for areas such as position classification, position management, workforce design, recruiting, and hiring. It is a critical component of the Human Capital (HC) planning process, which captures intended actions for policy, IT operations, and other HR processes. **The workforce plan** and **workforce action plan(s)** should be in direct alignment with the Human Capital Operating Plan (HCOP).

Strategic Human Capital Strategies should be based on HC policies, processes, programs, and workforce analysis.

Workforce Planning Action Plan Template				
Workforce Planning Initiative:		Date / Period of Time Covered:		
Describe the driver(s) for workforce planning. (Mandate, major change in workforce agency, employee need/desire, automation, etc.) What is the problem being addressed?				
Describe the objectives and goals.				
Describe the barriers to workforce planning and the cause of them.				
Describe what is causing the barrier/problem (i.e., What is the root cause?).				
Define success or the desired outcome upon completion of the workforce plan.				
Primary Action Planning Team Lead: Members:				
Action Steps				
Actions to be Taken	Key Deliverables / Output	Start Date/ End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed

2.4 Implement and Monitor Workforce Action Plan

1. Set Strategic Direction

2. Conduct Workforce Analysis

3. Develop Workforce Action Plan

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5. Evaluate and Revise Workforce Action Plan

Step 4 - Implement and Monitor Workforce Action Plan

Implementing and Monitoring Workforce Action Plan involves ensuring human and fiscal resources are in place, roles are understood, and the necessary communication, education, change management, and coordination are occurring to execute the plan and achieve the strategic objectives. It also involves monitoring progress against milestones.

Implement the Plan

Think through how to complete and implement the plan. The key to any successful plan is communication. It is imperative that the action plan be communicated to the agency's leadership and monitored through quarterly HRStat Reviews or agency dashboards. Determine where the plan will be housed and how the plan will be maintained.

Roles and Responsibilities

Leadership and stakeholders define roles, responsibilities, expectations, and ensure resources are made available. Monitoring the workforce action plan may include:

- Assessing the progress of the plans.
- Reviewing the action plan(s) at an HRStat quarterly review.
- Reviewing agency dashboards and tracking milestones, metrics, and targets.
- Conducting independent audits and interviews of executive leadership, selecting officials, program managers, employees, etc., for a deeper dive into trends driving the metrics in the right or wrong direction.
- Considering adjustments to strategies and implementation of action items. For example, adjusting strategies based on effectiveness of metrics and future trends.
- Communicating information generated from the agency's evaluation system that can be shared with senior leadership and managers. For example, how will results from HCRs or the impact of HC strategies being implemented be shared with executive leadership and operational managers throughout the agency?

2.5 Evaluate and Revise Workforce Action Plan
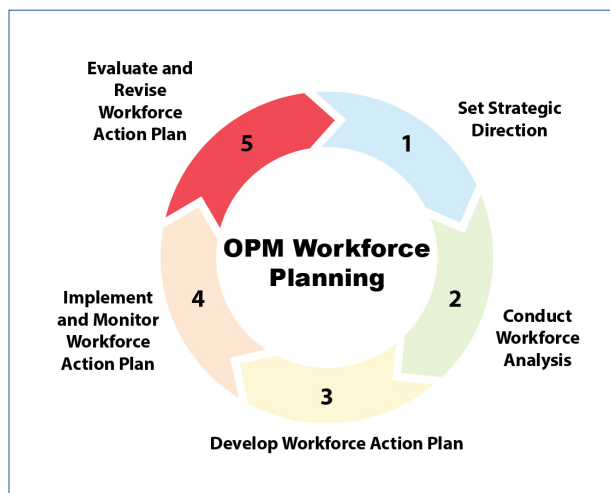
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Step 5 - Evaluate and Revise Workforce Action Plan

Evaluating and Revising Workforce Action Plan involves assessing for continuous improvement purposes, looking for unintended consequences, and adjusting the plan to make course corrections and to address new workforce issues.

Evaluate

- Seek feedback from stakeholders.

- Evaluate the workforce action plan and strategies.

- Determine if other areas need to be included in the plan.

- Examine progress made against targets, baselines, outcomes, and performance measures (e.g., the evaluation may reveal that baseline measures do not exhibit advancement towards targets).

Revise

- Collaborate with leadership on next steps.

- Record actions taken and review lessons learned.

- Consider unintended consequences and impacts.

- Update or adjust metrics and targets if necessary.

- Determine if interventions are successful and identify barriers for success.

Resources and References

- OMB Circular A-11
- 5 CFR 250, subpart B
- Human Capital Framework Strategic Planning and Alignment
- Human Capital Operating Plan
- Strategic Foresight
- FedScope
- Scenario Planning
- Diversity and Inclusion
- Federal Employment Statistics
- End to End Hiring Process
- Areas of Focus/Human Resources
- Multi-Factor Model
- Federal Employee Viewpoint Survey
- Federal Workforce Priorities Report
- Root Cause Analysis for Closing Skills Gaps
- Training Needs Assessment
- Department of Transportation WorkforceAnalysis Guide
- OPM's Principles of Assessments
- Workforce Reshaping Guidance
- HRS – Communication Strategies
- HRStat
- Human Capital Reviews
- Human Capital Framework (HCF) Diagnostic Tool

Appendices

In the following appendices, you will find sample documents and checklists. These resources are for managers, supervisors, and practitioners involved in analyzing the workforce, identifying gaps, as well as planning and implementing workforce planning efforts.

The information contained herein is a compilation of the U. S. Office of Personnel Management's (OPM) guidance and tools, in collaboration with agency partners, such as the Department of Education, Department of Homeland Security, Department of Interior, Department of Treasury, Department of Veterans Affairs, National Institute of Health, National Science Foundation, and the Securities and Exchange Commission.

Appendix A – Tools and Resources:

Sample Checklists

- [Workforce Planning Checklist Step 1](#)
- [Workforce Planning Checklist Step 2](#)
- [Workforce Planning Checklist Step 3](#)
- [Workforce Planning Checklist Step 4](#)
- [Workforce Planning Checklist Step 5](#)

OPM Workforce Planning Model Resources

Step 1 – Set Strategic Direction

- OPM Resources
- Strategic Questions: Leaders, HR Professionals, Employees

Step 2 – Conduct Workforce Analysis Resources

- Data Resources
- Mission Critical Occupation Staffing Resource Chart
- Multi-Factor Model
- Example of a Closing Staffing Gaps Tool

Step 3 – Develop Workforce Action

- Action Plan Template

Step 5 – Evaluate and Revise Workforce Action Plan Resources

- Action Plan Evaluation Resources
- The Human Capital Framework Diagnostic Tool

Additional Tools and Agency Examples

- Tools/Agency Examples
- OPM Accelerated Tools

Sample Checklist

The purpose of the sample checklists is to assist an agency with tracking workforce planning activities. These lists are not intended to be all-inclusive, and agencies should consider other activities appropriate to their respective workforce planning processes.

Checklists are an excellent tool to reduce errors and ensure consistent quality, especially for repetitive tasks. Below are five reasons to use this powerful tool:

- **Productivity**: Checklists are proven to reduce errors, especially to complete repetitive tasks more efficiently.

- **Delegation**: Checklists can inspire confidence in delegating by breaking down major tasks into manageable and specific tasks, in turn, empowering team members.

- **Organization**: Checklists ensure that no critical steps in the process are inadvertently skipped.

- **Creativity**: Checklists reduce stress, which frees up mental energy for creativity and innovation.

- **Motivation**: Positive results from using Checklists creates a motivating feedback loop for ongoing timely completion of tasks.

Purpose: The purpose of this checklist is to assist an agency with tracking workforce planning activities relevant to setting strategic direction to execute the agency's mission.

Step 1: Set Strategic Direction			
Strategic Alignment	Yes	No	N/A
Agency leadership identifies Presidential and legislative priorities that will determine agency program and priorities.			
The agency plans for the unexpected. The agency anticipates a new strategic goal that will require an influx of resources and capabilities.			
Scenario Planning	Yes	No	N/A
The agency identifies its strategic direction for the short-term (1-3 years).			
The agency identifies its strategic direction for the long-term (4-5 years).			
The agency identifies the drivers of change to programs and the changes to occur over the next 5 years.			
Environmental Scan	Yes	No	N/A
The agency identifies environmental factors (i.e. political, economic, social, technological, environmental and legislative) that will impact the workforce and may require reshaping of the workforce.			
The agency identifies its top strengths, weaknesses, opportunities and threats.			
Stakeholder Roles/Responsibilities	Yes	No	N/A
The agency has an established governance process that includes all key stakeholders and identifies roles and responsibilities for workforce planning.			
Funding	Yes	No	N/A
The agency identifies anticipated sources of program funding for the next 1-3 years.			
Performance Plans	Yes	No	N/A
The agency aligns performance plans with the agency mission and strategic direction.			
Measures	Yes	No	N/A
The agency establishes metrics to assess whether the agency is meeting or not meeting its workforce objectives.			
Agility	Yes	No	N/A
The agency is well-positioned to survive change (e.g., increase/loss of partners, budget, programs, etc.)			

Purpose: The purpose of this checklist is to assist an agency with tracking workforce planning activities relevant to workforce analysis.

Step 2: Conduct Workforce Analysis			
Decision Options:	Yes	No	N/A
The agency identifies the appropriate data for analyzing current workforce and identifying gaps.			
The agency identifies and reviews its mission-critical occupations and competencies.			
The agency scans the environment to understand how external factors will affect its labor supply and workforce.			
The agency conducts a forecasting process to project its workforce supply and demands in the immediate future (e.g., 1-2 years) and in the long term (e.g., 3 or more years), which includes calculation of risks to the agency's strategy.			
The agency develops and implements a talent management plan to close staffing and competency gaps, manage staffing surpluses, maintain the strengths of the existing workforce, and mitigate risks.			
The agency thinks broadly about techniques it can use to close staffing and competency gaps, such as job redesign, organizational restructuring, cross-training, job sharing, details, or use of technology.			

Purpose: The purpose of this checklist is to assist an agency with tracking workforce planning activities relevant to drafting its workforce action plan.

Step 3: Develop Workforce Action Plan			
Decision Options:	Yes	No	N/A
The agency workforce action plan links directly to its strategic and annual performance plans.			
The agency workforce action plan identifies current and future human capital needs, skills, and competencies needed for the agency to pursue its vision and accomplish its mission.			
The agency workforce action plan contains metrics to evaluate success and achievement of desired results.			
The agency workforce action plan addresses strategic focus, includes strategies, and can be an annual plan.			
The agency workforce action plan clearly outlines key deliverables, timelines, responsibilities and needed resources.			
The agency workforce action plan defines what success looks like or the desired outcome after completion of the plan.			

Purpose: The purpose of this checklist is to assist an agency with tracking its implementation and monitoring of the workforce action plan.

Step 4: Implement and Monitor Workforce Action Plan			
Decision Options:	Yes	No	N/A
Human and fiscal resources are in place for plan execution.			
There is a communication strategy in place to market the plan and explain how the strategic objectives will be achieved.			
The agency monitors progress against milestones and assesses for continuous improvement opportunities.			

Purpose: The purpose of this checklist is to assist an agency with tracking evaluations and revisions to its workforce action plan.

Step 5: Evaluate and Revise Workforce Action Plan			
Decision Options:	**Yes**	**No**	**N/A**
The agency has an evaluation system to assess the effectiveness and efficiency of the workforce plan initiatives and makes adjustments, as needed.			
The agency provides adequate and appropriate resources to track and evaluate workforce plan initiatives.			
The agency uses the Independent Audit Program strategically to conduct root cause analysis of why strategic objectives are or are not being achieved. This could include interviewing new hires, reviewing exit interview results, interviewing selecting officials and HR Specialists working recruitment actions.			
The agency adjusts the plan to make course corrections and to address new workforce issues.			
The agency assesses the effectiveness of human capital strategies and workforce plans on addressing gaps and surpluses and uses the assessments to adjust strategies and plans.			

OPM Workforce Model Resources

OPM Resources

Below is a list of OPM resources designed to assist human resources professionals with setting strategic direction.

Human Capital Framework (HCF) Strategic Planning and Alignment -Strategic Alignment is a process that senior leaders should implement and monitor throughout the planning life-cycle to link key operational systems and processes to the organization's mission and mission objectives. By providing top-level direction and guidance for the agency, senior leaders can communicate the organization's goals and strategic direction to operational leaders (e.g., supervisors and managers) and employees who then can identify and close gaps during the strategic workforce planning process.

Human Capital Operating Plan (HCOP), an agency's human capital implementation document, describes how an agency will execute the human capital elements stated within the Agency Strategic Plan and Annual Performance Plan (APP). Program specific workforce investments and strategies (e.g., hiring, closing skill gaps, etc.) should be incorporated into the APPs as appropriate. The HCOP should clearly execute each of the four systems of the HCF. In addition, the HCOP should align with the Government Performance and Results Act Modernization Act (GPRAMA) of 2010, annual performance plans, and timelines.

Strategic Foresight - Strategic Foresight is about being prepared for different futures that are all possible, plausible, and preferred. Strategic Foresight seeks to look beyond the horizon and provide organizations and their leadership different views of the future world, ones they may not have thought of or be comfortable with, but views that are plausible, challenging, and impactful. Simply put, "foresight is the multi-disciplinary study of change and its implications in the context of the future. It synthesizes insights from a wide variety of fields including economics, engineering, sociology, politics, systems theory, creativity, community building and so on. Foresight is not about predicting THE future but rather about uncovering a range of plausible alternative futures, and then identifying the indicators that suggest which way the future is unfolding." For example, one set of principles* that can apply to workforce planning that has been published consists of the following:

- **Framing** – identify the issue for which Strategic Foresight is needed.
- **Scanning** – look internally and externally to identify what is on the horizon, which may impact the organization relative to the issues you previously framed.
- **Futuring** – create alternative futures…pictures of what the future may hold.
- **Visioning** – decide on the preferred future for the organization; what is the best for the organization.
- **Designing** – develop prototypes, offerings, or artifacts to achieve the vision and goals.
- **Adapting** – generate options to alternative futures and adapt to the changing environment.

Human Capital Framework - Talent Management exists to ensure that organizations get the right people with the right skills into the right position at the right time so an agency can accomplish its mission. Locating, recruiting, hiring, and developing the best talent is crucial, not just to support agency strategic planning, but to contribute to a thriving, sustained Performance Culture in the Federal workforce. A system that promotes a high-performing workforce identifies and closes skills gaps and implements and maintains programs to attract, acquire, develop, promote, and retain quality and diverse talent.

The standards for the Talent Management System require an agency to:

- Plan for and manage current and future workforce needs;
- Design, develop, and implement proven strategies and techniques and practices to attract, hire, develop, and retain talent; and
- Make progress toward closing any knowledge, skill, and competency gaps throughout the agency.
  *See: Houston Foresight Framework

Strategic Questions:

Agency senior leaders use a strategic view for actions and decisions. The Human Capital Framework provides agency senior leaders with questions to give a strategic look at the workforce.

- Is my workforce performing optimally? Are we achieving goals and objectives? If not, why? Can we attribute organizational performance to attrition and/or retirements? Does my agency have an overarching workforce strategy?

- Are we continuously keeping abreast of current workforce talent management strategies that we can integrate into our business processes considering fiscal restraints (e.g., crowd sourcing, hiring recent graduates or current students through one of the Pathways Programs, or individuals with certain disabilities using the Schedule A hiring authority, using the military hiring authority, and one of the special hiring authorities for veterans)?

- How can I support talent mobility, the ability to move employees within an organization across functions and roles, across lines of business?

- Are we continuously monitoring employee development and progress to address future changes?

- What do the retirement and turnover trends reveal? How can we leverage this information to build a comprehensive process to transfer knowledge from experts to entry and mid-career professionals?

- How is employee morale overall at the agency and within my organization? Can we sustain and enhance it through the demands of the next 24 months? How can I mitigate any negative impact?

- What are the results from my organization's Federal Employee Viewpoint Survey (FEVS)? Are we addressing challenges/issues identified by employees? Are we communicating actions taken to employees?

- How can I utilize the talent I have to gain efficiencies of operation?

Program and HR professionals use an operational view for actions and decisions. The Human Capital Framework provides HR Professionals with questions to give an operational look at the workforce.

- Is my organization keeping abreast of future trends and environmental factors? What will have a significant impact on my organization and workforce?

- What other resources are available to me to achieve program and policy-related goals and objectives? This includes information about hiring authorities, workforce programs and resources, such as Employee Assistance Program (EAP) and the Department of Labor Workforce Recruitment Program (WRP).

- Do we have current procedures and practices required for achieving program and policy- related goals and objectives?

- Are we developing and implementing talent management strategies that will enable the organization to address foreseeable and unforeseeable workforce challenges?

- Do I have the talent and capacity to accomplish specific program and policy-related goals and objectives?

- Am I aware of, and do I have access to, appropriate data and information about my workforce and occupational specialty? This includes data about workforce trends and employee perspectives.

- Do I have appropriate tools and technology required for capturing, measuring, and reporting program and policy goals and objectives?

- Does my organization have an up-to-date strategic workforce and recruitment plan? Are they comprehensive in that they include strategies for recruiting hard-to-fill and mission-critical occupations, in addition to veterans, students, people with disabilities, and those from underrepresented groups?

Employees view actions and decisions from an employee viewpoint. The Human Capital Framework provides employee Questions.

- What can I do to enhance my knowledge, skills, and abilities required to be a successful contributor?

- How can I assist leadership with the decision-making process and stay engaged in the mission of the agency?

- What is my role in the success of my organization?

- What resources are available to create and foster positive working relationships with my managers, supervisors, and coworkers?

Data Resources

To find data that may be useful in workforce planning, in addition to agency-maintained data, be sure to look at these other OPM websites and agency examples:

- [OPM Workforce Model Resources](#)

- [Federal Employment Statistics](#)

- [End to End Hiring Process](#)

- [Areas of Focus/Human Resources](#)

- [Multi-Factor Model](#)

- [Federal Employee Viewpoint Survey](#)

- [Federal Workforce Priorities Report](#)

- [Root Cause Analysis for Closing Skills Gaps](#)

- [Assessment Information](#)

- [Training Needs Assessment](#)

- [Department of Transportation Workforce Analysis Guide](#)

MCO Staffing Resource Chart

The Mission Critical Occupation (MCO) Resource Chart is an effective tool to determine staffing shortages, retirement impacts, and projected attrition. This type of tool gives agencies the ability to plan for recruitment and allocate resources. A blank MCO Resource Chart is available via OMB Max.

Multi-Factor Model

Figure 2 - The Multi-Factor Model is used to identify agency-specific and Government-wide high risk mission critical occupations.

The updated multi-factor model is comprised of six distinct factors, each having multiple dimensions that include government-wide comparable data, as well as occupation-specific data. The model is not intended to validate or determine agency specific MCOs. The model analyzes existing MCOs to identify those that have a greater risk for incurring skills gaps.

The multi-factor model is a standardized, data-driven approach that provides a consistent agency-level assessment for government-level synthesis.

The multi-factor model provides insight into root-cause analysis, identifies where to focus attention, validates why to focus on a specific area using pertinent benchmarks, provides intermediate outcome measures for monitoring progress, is data driven, consistent, objective and provides a repeatable and standard method to be used by all agencies. A copy of the multi-factor model is available on OPM's website.

Agency Name										
MCO Name										
High Risk Y/N										
Agency										
			Rating Level							
Performance Element	Occupation Risk Result	Points	Weight Assigned	Points x Weight Assigned	Summary	GW (occupation) Result	GW Overall Result	Agency Occ Result	% difference	
Two year retention rate vs GW	► Minimal ► Low ► Moderate ► Medium ► High	#DIV/0!	9%	#DIV/0!	451-500 High Risk	■			#DIV/0!	
Two year retention rate vs GW Occ	► Minimal ► Low ► Moderate ► Medium ► High	#DIV/0!	9%	#DIV/0!	351-450 High Risk		■		#DIV/0!	
Separation Rate vs GW	► Minimal ► Low ► Moderate ► Medium ► High	#DIV/0!	9%	#DIV/0!	251-350 Moderate Risk	■			#DIV/0!	
Separation Rate vs GW Occ	► Minimal ► Low ► Moderate ► Medium ► High	#DIV/0!	9%	#DIV/0!	151-250 Low Risk		■		#DIV/0!	
Retirement Eligibility vs GW	► Minimal ► Low ► Moderate ► Medium ► High	#DIV/0!	9%	#DIV/0!	0-150 Minimal Risk	■			#DIV/0!	
Retirement Eligibility vs GW Occ	► Minimal ► Low ► Moderate ► Medium ► High	#DIV/0!	9%	#DIV/0!			■		#DIV/0!	
Time-to-Hire vs GW	► Minimal ► Low ► Moderate ► Medium ► High	#DIV/0!	9%	#DIV/0!		■			#DIV/0!	
Time-to-Hire vs Agency Total	► Minimal ► Low ► Moderate ► Medium ► High	#DIV/0!	9%	#DIV/0!			■		#DIV/0!	
Staffing Gaps reported in MCO Resource Chart	► Minimal ► Low ► Moderate ► Medium ► High	#DIV/0!	10%	#DIV/0!		H: Target I: Actual	■		#DIV/0!	
EVS Engagement Index vs GW	► Minimal ► Low ► Moderate ► Medium ► High	#DIV/0!	9%	#DIV/0!		■			#DIV/0!	
EVS Engagement Index vs GW Occ	► Minimal ► Low ► Moderate ► Medium ► High	#DIV/0!	9%	#DIV/0!			■		#DIV/0!	
Total			100%							

Figure 2

Multi-Factor Model Elements

Factor 1 – Two-Year Retention Rate: Retention rates can be calculated many ways. For our model, we are using analysis that is retrospective (as opposed to a prospective analysis). For each fiscal year that we are analyzing, the cohort is setup two years prior to the measurement date. An FY20 cohort (accessions/transfers-in) is, in fact, for those who were hired any time in FY18 and the reporting period, which is FY20, uses separation information from FY18 and FY19. When calculating FY20 two-year retention, we would identify all full-time permanent, non-seasonal, non-student new hires/transfers-in during FY18. This total, call it Yi, would be the denominator of the two-year retention rate for each agency. Using this population (Yi) for each agency, we would identify the number that were still at the agency or sub-agency, in the same occupation, more than 730 days after the hire/transfer date. These would be the retained population, call it Xi, and would be the two-year retention rate numerator. The agency-level two-year retention rate = Xi / Yi. For our analysis, we consider NOAC=721 as a separation action if it results in an employee changing an occupation and/or sub-agency.

Factor 2 – Separation Rate: Separation rates are calculated by comparing the year-end on-board Non-Seasonal Full-Time Permanent (NSFTP) number of employees with the number of all separation during the same time period. Separation is defined as a personnel action resulting in the loss of an employee from an agency's staff. Separations include transfer outs, quits, retirements, Reduction-in-Force (RIF), termination or removal for either discipline or performance, death and other separations not classified in one of the categories above. Separation excludes furloughs, suspensions, leave without pay, and placement in non-pay status for seasonal employees. On board numbers for agencies exclude Foreign Nationals Overseas, Public Health Service's Commissioned Officer Corps and non-appropriated fund employees.

Factor 3 – Retirement Eligibility: Retirement eligibility rates are calculated by comparing the year-end employment number with the number of all employees who are eligible to retire in one year during the same time period. Retirement projections include only active Non-Seasonal Full-Time Permanent (NSFTP) employees in the Executive Branch. Retirement eligibility data includes only employees who are eligible to retire with a full annuity and excludes employees that are not in a Federal retirement system. On board numbers for agencies exclude Foreign Nationals Overseas, Public Health Service's Commissioned Officer Corps and non-appropriated fund employees. The projection numbers include employees who may retire due to disability, take an early retirement, or who retire with a reduced annuity, not only those who can retire with a full annuity.

Factor 4 – Time-to-Hire: Time-to-hire is measured, using the End-to-End Hiring Roadmap's 80-Day Hiring Model, which begins with the Hiring Need Validated Date, the date the need is validated by the hiring manager and generally when a request is submitted to human resources to the time of Entrance on Duty (EOD). These numbers are entered by the agencies in the Time-to-Hire chart that agencies submit to OPM annually.

Factor 5 – MCO Staffing Gaps: The staffing gaps are calculated using the data that agencies enter as their Actual Number of Employees on Board on September 30, 2020, minus the Target for Number of Employees to Reach by End of FY20 (Sept 30, 2020). These numbers are entered by the agencies in the Mission Critical Occupation (MCO) Resource Chart that agencies submit to OPM annually.

Factor 6 – FEVS Engagement Index: The OPM FEVS Employee Engagement Index (EEI) developed in 2010, uses questions from the survey to measure conditions that can lead to engagement. To assess the multiple aspects of engaging workplace environments, the EEI is comprised of three sub-indices: Leaders Lead, Supervisors, and Intrinsic Work Experience. Each subindex reflects a different aspect of an engaging work environment, and each is assessed through questions on the OPM FEVS.

Multi-Factor Model Thresholds

Figure 3 - The multi-factor model uses a five-tiered scale to determine the severity of risk likelihood for each factor. Each factor has a different scale used to assess risk likelihood, which is determined based on the input of the data from each of the data sources. The risk determinations for each element will be inputted into a calculation worksheet under the "Occupation Risk Result" and "Rating Level – Points" columns. Once all the factors have been inputted, an overall risk score will be automatically calculated in the worksheet. The model is weighted where each element represents 9% of the overall score. The only exception is the staffing gaps factor, which represents 10% of the overall score. The higher the overall score, the greater the likelihood of risk. Below is a sample of a completed model with random points assigned.

Performance Element	Occupation Risk Result	Rating Level		Points x Weight Assigned	Summary
		Points	Weight Assigned		
Two year retention rate vs GW	▶ Minimal ▶ Low ▶ Moderate ▶ Medium ▶ High	2	9%	0.18	451 - 500 High Risk
Two year retention rate vs GW Occ	▶ Minimal ▶ Low ▶ Moderate ▶ Medium ▶ High	2	9%	0.18	351 - 450 Medium Risk
Separation Rate vs GW	▶ Minimal ▶ Low ▶ Moderate ▶ Medium ▶ High	2	9%	0.18	251 - 350 Moderate Risk
Separation Rate vs GW Occ	▶ Minimal ▶ Low ▶ Moderate ▶ Medium ▶ High	4	9%	0.36	151- 200 Low Risk
Retirement Eligibility vs GW	▶ Minimal ▶ Low ▶ Moderate ▶ Medium ▶ High	3	9%	0.27	0 - 150 Minimal Risk
Retirement Eligibility vs GW Occ	▶ Minimal ▶ Low ▶ Moderate ▶ Medium ▶ High	2	9%	0.18	
Time-to-Hire vs GW	▶ Minimal ▶ Low ▶ Moderate ▶ Medium ▶ High	4	9%	0.36	
Time-to-Hire vs Agency Total	▶ Minimal ▶ Low ▶ Moderate ▶ Medium ▶ High	5	9%	0.45	
Staffing Gaps reported in MCO Resource Chart	▶ Minimal ▶ Low ▶ Moderate ▶ Medium ▶ High	3	10%	0.3	
EVS Engagement Index vs GW	▶ Minimal ▶ Low ▶ Moderate ▶ Medium ▶ High	3	9%	0.27	
EVS Engagement Index vs GW	▶ Minimal ▶ Low ▶ Moderate ▶ Medium ▶ High	2	9%	0.18	
Total			100%	2.91	291

Figure 3

Closing Staffing Gap Tool Example

DHS Workforce Planning Guide

Appendix J - Capability Gap Analysis Form

Capability Gap Analysis Form

Part: A Capability Gap Analysis Table

Introductory Information

Component:

POC:

Occupation or Workforce Segment:

Planning Period

Current = Start of planning period (e.g., start of FY 2013):

Future = End of planning period (e.g., end of FY 2013, end of FY 2015, etc.)

Competency	Definition	Current Attained Proficiency Level (A)	Current Desired Proficiency Level (B)	Future Desired Proficiency Level (C)	Current Gap (A-B)	Future Gap (A-C)

Part B: Capability Gap Analysis Prioritization Table

Using the table on the previous page, place the competencies with gaps in priority order

Current Competency Gap		
Competency	**Priority Order**	**Comments**

Projected Future Competency Gap		
Competency	**Priority Order**	**Comments**

Action Plan Template

Workforce Planning Action Plan Template	
Workforce Planning Initiative:	**Date / Period of Time Covered:**

Describe the driver for workforce planning. (Mandate, major change in the workforce agency, employee need / desire, automation, etc.) What is the problem being addressed?
Describe the objectives and goals.
Describe the barriers to workforce planning and the cause of them.
Describe what is causing the barrier/problem (i.e., what is the root cause?).
Define success or the desired outcome upon completion of the workforce plan.
Primary Action Planning Team Lead: Members:

Action Steps				
Actions to be Taken	Key Deliverables/Output	Start Date / End Date	Responsible Party (Parties)	Budget, Resources, and Approvals Needed

Action Plan Evaluation Resources

HRStat is a strategic human capital performance evaluation process that identifies, measures, and analyzes human capital data to inform the impact of an agency's human capital management on organizational results with the intent to improve human capital outcomes. HRStat, which is a quarterly review process, is a component of an agency's strategic planning and alignment and evaluation systems that are part of the Human Capital Framework.

Independent Audit Program is a component of an agency's evaluation system designed to review all human capital management systems and select human resources transactions to foster efficiency, effectiveness, and legal and regulatory compliance. (5 C.F.R. 250.202).

Human Capital Reviews (HCR) are OPM's annual, evidence-based reviews of an agency's design and implementation of its HCOP, independent audit, and HRStat programs to support mission accomplishment and human capital outcomes.

The Human Capital Framework (HCF) Diagnostic Tool is an assessment designed to help you determine your agency's relative strengths and weaknesses in strategic human capital management. The tool is organized around HCF focus areas. Focus areas are key elements to consider when designing and implementing the four HCF systems (Strategic Planning Alignment, Performance Culture, Management, and Evaluation).

HCF Diagnostic Tool

The Human Capital Framework (HCF) Diagnostic Tool is an assessment designed to help you determine your agency's relative strengths and weaknesses in strategic human capital management. The tool is organized around HCF focus areas. Focus areas are key elements to consider when designing and implementing the four HCF systems (Strategic Planning and Alignment, Performance Culture, Talent Management, and Evaluation). Each focus area has a set of questions that represent key aspects of effective human capital management for the particular focus area. Refer to page 3 of The Workforce Planning Guide for more information on the Human Capital Framework Systems.

Workforce Planning: The agency leadership identifies the human capital required to meet organizational goals, conducts analyses to identify competency and skills gaps, develops strategies to address human capital needs and close competency and skills gaps, and determines whether the organization is structured effectively.

- The agency has a workforce plan that links directly to its strategic and annual performance plans. The workforce plan identifies current and future human capital needs, and identifies skills and competencies needed for the agency to pursue its vision and achieve its mission.

- The agency's Human Capital Operating Plan (HCOP) addresses agency-specific skill and competency gaps that must be closed to achieve its goals.

- The agency identifies and regularly reviews its mission-critical occupations and competencies.

- The agency regularly scans the environment to understand how external factors will affect its labor supply and workforce.

- The agency regularly conducts a forecasting process to project its workforce supply and demands in the immediate future (e.g., 1-2 years) and in the long term (e.g., 3 or more years), which includes calculation of risks to the agency's strategy.

- The agency develops and implements a talent management plan to close staffing and competency gaps, manage staffing surpluses, maintain the strengths of the existing workforce, and mitigate risks.

- The agency thinks broadly about techniques it can use to close staffing and competency gaps, such as job redesign, organizational restructuring, cross-training, job sharing, details, or use of technology.
- The agency regularly assesses the effectiveness of human capital strategies and workforce plans on addressing gaps and surpluses and uses the assessments to adjust strategies and plans via quarterly HRStat reviews, etc.

Additional Tools and Examples

Tools

- Foresight Maturity Model

A set of best practices that will ensure your organization develops a robust, useful, and comprehensive approach to take charge of your future.

- GAO IT Workforce Planning Steps and Activities

To evaluate agencies' IT workforce planning efforts, GAO identified eight key workforce planning steps and activities based on relevant laws and guidance.

- Human Capital Framework Glossary
- Scenario-based Workforce Planning
- WFP questions from HCF diagnostic tool

 Instructions to get to the questions:

- Click on "Assessment" in the top right corner
- Under "Talent Management", click on "Workforce Planning"
- Circular A-11

Preparation, Submission, and Execution of the Budget

Agency Examples

- Department of Defense Strategic Workforce Plan Report 2014-2019
- Department of Transportation Workforce Planning Guide
- Department of Transportation Workforce Analysis Handbook
- NIH Workforce Planning
- NIH Workforce Planning Toolkit Action Planning Guide

OPM Accelerated Tools

[Executive Playbook for Workforce Reshaping (PDF file)](#)

- Supports senior leaders with informed, strategic decision making based on data.

[Re-skilling Toolkit (PDF file)](#)

- Assists HR professionals, managers, and employees as they design re-skilling and up-skilling opportunities based on employee strengths and mission needs.

[Guidance for Change Management in the Federal Workforce (PDF file)](#)

- Provides practical advice for leaders and managers as they plan for changes that align agency culture, values, people, and behaviors to encourage the desired results.

Appendix B - Mission Critical Occupation

Mission Critical Occupation (MCO) Identification Guide

Key Steps for Identifying Agency-Specific MCOs

Mission Critical Occupations (MCO) Identification Guide

Definition of MCO

Five Key Steps in the Critical Occupation Identification Process:

- Step 1: Review current and future strategy

- Step 2: Identify the positions and/or occupations

- Step 3: Assess the impact of understaffed positions and/or occupations

- Step 4: Generate criteria

- Step 5: Evaluate positions and/or occupations against criteria
    - Sample questions to evaluate criteria
    - Impact and Criticality Sample Visualization

Additional Resources

A Mission Critical Occupation (MCO) is an occupation an agency considers core to carrying out its mission. Such an occupation usually reflects the primary mission of the organization without which mission-critical work cannot be completed.

A vacant or understaffed MCO will impair or have a critically negative effect on an agency's mission delivery capabilities.

Strategic Human Capital Management (SHCM) focuses on the alignment of human capital activities with an agency's mission and strategic goals, optimizing the agency's ability to leverage its workforce to achieve results. An essential tool in agency strategic workforce planning is the identification and management of MCOs. Identifying the occupations critical to the mission of the agency helps ensure that the agency has the resources and talent it needs in order to function successfully in the dynamic environment of the 21st century.

Reasons for Identifying Mission Critical Occupations:

- Monitor and address skill gaps within Governmentwide and agency-specific MCOs

- Prioritize the scope of the workforce (e.g., strategic, core, supporting)

- Determine the workforce balance (i.e., federal, contractor, non-FTE)

- Justify hiring needs

- Prioritize areas for succession planning

- Identify emerging or critical skill gaps

- Request for learning and development in critical areas

See Appendix C: Regulatory Requirements

- 5 CFR § 250.203 – Strategic human capital management systems and standards
- 5 CFR § 250.204 – Agency roles and responsibilities
- 5 CFR § 410.201 – Responsibilities of the head of an agency

Five Key Steps for Identifying Agency-Specific MCOs
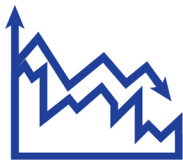
Step 1: Review current and future strategies.

Step 2: Identify positions and/or occupations.

Step 3: Assess impact of understaffed positions and/or occupations.

Step 4: Generate criteria.

Step 5: Evaluate positions and/or occupations against the criteria.

Step 1: Review Current and Future Strategies

Consider these questions:

- What are the key workforce implications of the drivers of change? For example:
    - Are there changes in the work, services, or products?
    - Are the skills changing?
    - Are there new ways of engaging with the customers?
- What specific occupations or positions may be affected?
- What changes do you foresee in the skill sets or competencies required to perform the mission and strategies of the agency? For example:
    - Automation
    - Cybersecurity
    - Data science
- What internal and external drivers exist that may affect your mission, strategic goals/objectives, strategies or structure over the next two or five years and beyond?
    - See the next steps for a systematic analysis of internal and external drivers of change.

Identify the Drivers of Change

Internal drivers refer to conditions, factors, events, people, systems, and structures within the organization.

For example:

- Agency Strategic Plan and Annual Performance Plan
- Budget and Finance
- Acquisition plans
- Change in leadership
- Organizational culture (e.g., retention programs, career development programs)
- Employee behaviors and attitudes (e.g., employee engagement, attrition patterns)

External drivers refer to factors outside of the organization.

Scan the Environment

Conduct an environmental scan to help you:

- Systematically explore the environment.
- Better understand the nature and pace of change in that environment.
- Identify potential opportunities, challenges, and likely developments relevant to an organization now and in the future.
- Get a more comprehensive picture of how the workforce will be affected.

The Workforce Shaping Logic Model

Figure 4 - The Workforce Shaping Logic Model provides a high level overview and starting point for exploring reshaping efforts. Planners should examine and manage their effects across the various changes to translate workforce attributes into agency goal achievement. Workforce Management and Change Management are needed to maintain employee effectiveness while limiting any negative outcomes, when responding to drivers of change. The drivers of change which effect Workforce Management are:

- Budget Changes
- Evolving Labor Force Dynamics
- Personnel Management Directives

The drivers of change which effect Change Management are:

- Evolving Customer Needs
- Trends Affecting Product or Service Perceptions
- New, Modified or Unmet Goals

The drivers of change which effect both Workforce Management and Change Management are:

- Advances in How Work is Accomplished
- Mandated Organizational Changes
- Trends Affecting Product or Service Delivery

Workforce Reshaping Logic Model links people and skills (as the input in the logic model) and assignments and motivation as connectors to work (or the activity in the logic model). Accountability and collaboration with stakeholders and executive players both are needed to help workforce reshaping efforts reach desired products and services as the output for the logic model. Continuity and representation with the products and services will help the workforce reshaping efforts to reach the needed outcomes in the targeted goals and objectives. Workforce Management maximizes employee effectiveness and Change Management minimizes negative outcomes.
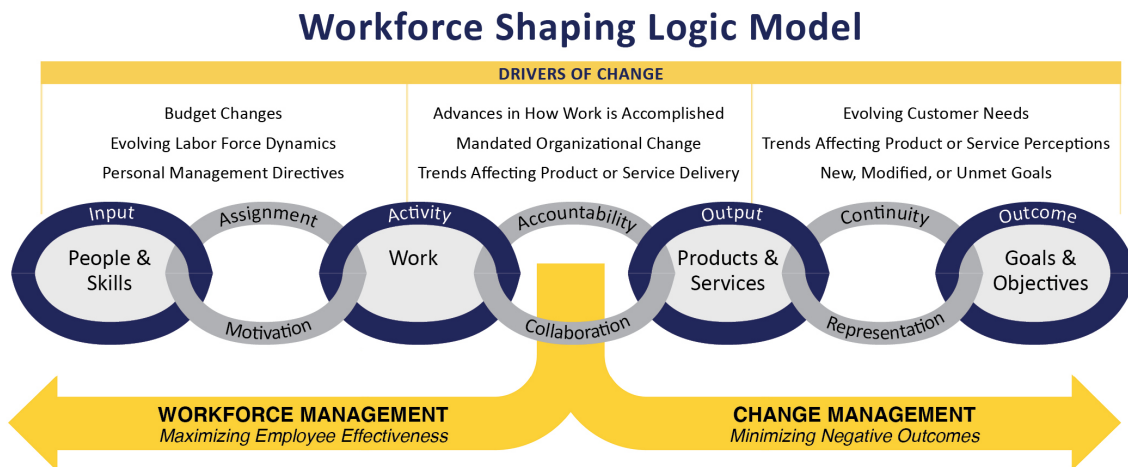

Figure 4

Tip: Use the Workforce Shaping Logic Model for a thorough analysis and understanding of the drivers of change that may affect the mission. It provides a high-level overview and starting point for exploring planning and reshaping efforts. It is also a visual diagram that illustrates how your program will work and can be used in program planning, implementation, evaluation, or communication.

Leverage Strategic Foresight for a detailed and systematic analysis of driving forces and trends of change.

Consider factors, conditions, as well as risks that can potentially impact the organization and the workforce. Use techniques such as:

- Root Cause Analysis

- Scenario Planning

- S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats) analysis

- PESTEL Framework Analysis (see template/table below)

PESTEL Framework	Examples of Conditions and Factors	Positions, Occupations, Skills, and Competencies Impacted or Needed
Political	Elections, administration changes, presidential priorities, policies	*Fill out the third column to help identify the workforce and mission implications, occupations impacted, skills and competencies needed to meet mission requirements.*
Economic	Global and local economy, employment rates, consumer behavior	
Socio-Cultural	Demographic influences, lifestyle, cultural trends, graduation trends	
Technological	Automation, robotics, artificial intelligence, digital technology, social media, cybersecurity	
Environmental	Climate change, environmental regulations and restrictions, natural calamities	
Legal	Employment laws and regulations, consumer protection laws, tax policies, health and safety regulations	

Review Human Capital Strategies

| Agency Mission / Strategy | Agency Goals and Objectives | Work Needed to Achieve Goals | MCOs Needed to Perform Work |

In order to ensure alignment between the identification process of mission critical occupations with the agency strategic goals and objectives, review the agency's strategic documents' short-term and long-term goals to identify the impact drivers and underlying organizational and workforce requirements needed to drive success. Review what's in the Agency's Human Capital Operating Plan (HCOP).

The Human Capital Operating Plan is an agency's human capital implementation document, which describes how an agency will execute the human capital elements stated within Agency Strategic Plan and Annual Performance Plan (APP). Program specific workforce investments and strategies (e.g., hiring, closing skill gaps, etc.) should be incorporated into the APPs as appropriate. The HCOP should clearly execute each of the four systems of the Human Capital Framework (HCF). In addition, the HCOP should align with the Government Performance and Results Act (GPRA) Modernization Act of 2010, annual performance plans and timelines.

According to 5 CFR § 250.205, the HCOP must:

- Be established by the CHCO, in collaboration with the agency's senior management team;

- Be used to support the execution of an agency's strategic plan, as an agency's human capital can affect whether or not a strategy or strategic goal is achieved;

- Explicitly describe the agency-specific skill and competency gaps that must be closed through the use of agency selected human capital strategies;

- Include annual human capital performance goals and measures that will support the evaluation of the agency's human capital strategies, through HRStat quarterly reviews, and that are aligned to support mission accomplishments;

- Reflect the systems and standards defined in § 250.203, consistent with their agency strategic plan and annual performance plan, to address strategic human capital priorities and goals; and

- Address the Governmentwide priorities identified in the Federal Workforce Strategic Priorities Report.

Step 2: Identify the Positions and/or Occupations

Reviewing the strategic plan, the drivers of change, and the environmental scan should help inform the next step of identifying the positions and/or occupations needed to execute the strategies and accomplish the mission. Use the Segmented Prioritization Approach below as a guide to help identify, categorize, and prioritize the positions and occupations.

Segment	Definition	Guided Inquiry Questions
Strategic	Occupations that set direction or have direct impact on the performance or delivery of mission specific functions or services.	• What capabilities are necessary to support strategic and core agency-specific functions? • Are the capabilities directly related to meeting the operational requirements of agency-specific performance objectives? • What capabilities may be impacted by shifts in agency-specific strategic performance objectives?
Core	Occupations that execute agency mission functions or services to ensure operational performance.	• What capabilities have the greatest impact on the successful performance or delivery of priority agency specific functions or services? • What are the critical capabilities needed to achieve future (over the next 3-5 years) agency-specific performance objectives? • What are the potential barriers to obtaining the capabilities needed to meet future agency-specific performance objectives?
Supporting	Occupations that are necessary to maintaining internal processes underlying strategic and core agency-specific functions.	• Are the capabilities directly related to ongoing agency-specific performance objectives? • Are the capabilities broad in knowledge, skills and abilities needed to maintain current agency-specific performance objectives? • What capabilities are required to maintain and execute agency-specific operations?

Step 3: Assess the Impact of Understaffed Positions and/or Occupations

Once occupations or positions are identified, the third step is to assess the impact to the organization if those positions within the organization are left vacant, understaffed, or underskilled. This step acknowledges that while all positions are important, some may be more critical to accomplishing the agency's mission and strategies at any given time.

To help quantify and assess the impact if the position is left vacant, understaffed, or underskilled, use the impact assessment template provided below.

- Complete the table provided below for each critical occupation identified.
- Rate each of the statements on a scale of 1 to 10, with 1 as having a minimal impact and 10 as having a serious impact.
- Average the ratings for each statement. This number will serve as the impact score.
- Use the impact score to determine and prioritize the agency MCOs. The higher the score, the more serious the impact is to the organization and the mission if understaffed.

The Impact of Understaffing	
Position:	Impact
Assessment Scenario	**Low** **Medium** **High** 1 2 3 4 5 6 7 8 9 10
If this position and/or occupation were understaffed, it would cause serious difficulties in delivering agency mission commitments and priorities.	*Rate each statement on a scale of 1 - 10*
If this position and/or occupation were understaffed, it would cause serious difficulties in achieving operational and agency strategic goals.	*Rate each statement on a scale of 1 - 10*
If this position and/or occupation were understaffed, it would cause serious difficulties in meeting legislative or regulatory requirements.	*Rate each statement on a scale of 1 - 10*
If this position and/or occupation were understaffed, it would be detrimental to the health, safety, or security of the public and stakeholders the agency serves.	*Rate each statement on a scale of 1 - 10*
Vacancy Impact Score:	Average: *Calculate the average of the scores above*

Step 4: Generate Criteria

In addition to assessing the impact, consider assessing the occupation's criticality. In this step, the agency identifies a set of criteria that must be met to illustrate the occupation or position is indeed mission-critical. Check with agency subject matter experts such as hiring managers, workforce planners, and HR professionals to help determine the criteria.

In this step, generate a list of criteria for each position that makes it critical to the mission of the agency. Consider identifying criteria based on a variety of factors that are specific to the mission, the strategic goals, and the workforce.

Here are some examples of criteria for agencies to consider:

- **Meeting Strategic Priorities:** Upon review of the strategic plan, the occupation and/or position is critical to accomplishing one or more of the agency's strategic priorities.

- **Specialized Knowledge and Expertise:** Incumbent has specialized knowledge and/or experience that is only acquired over time or through specialized education and training.

- **Hard to fill:** Position or occupation for which the organization has difficulty finding qualified candidates despite recruitment efforts and may cause the organization to not meet its strategic goals and mission.

- **Attrition/Retirement:** The position has a history of relatively high attrition rates and retirement projections.

- **Geography:** The position is a rarity in a particular location and it would be difficult for a similar position in another location to carry out its functions.

Tip: Cross-reference human capital metrics such as these below to help determine and validate the criticality of the position:

- Time-to-Hire
- FedScope:
  - Retirement Eligibility
  - Attrition Rates
  - Geographical Location
- Federal Employee Viewpoint Survey
- Manager/Applicant Survey
- Competency Assessments (CEDAR)
- Interview of Subject Matter Experts

Step 5: Evaluate the Positions and/or Occupations

Once the criteria are generated, the next step is to evaluate how critical each position and/or occupation is against the criteria. Using the criteria as a reference point, evaluate each position and/or occupation to determine whether its profile contains the talent requirements necessary. On a scale of 1-10, with 1 as low in criticality and 10 as high, determine the level of criticality of each of the criteria that you generated in Step 4. A sample Criticality Assessment Table is provided on the next page.

Example: The Case for Cybersecurity Positions

For example: Agency X recently conducted a review of their agency strategic plan as well as an environmental scan. Based on their review, the agency anticipates an increase in their reliance on digital and AI platforms and has identified cybersecurity position as critical. Agency X has determined that leaving cybersecurity positions understaffed can cause the organization to miss one or more of the following associated set of requirements:

- Decreased cyber incidents

- Improved responsiveness to cyber incidents

- Increased organization's digital/cyber/tech capacity

In this example, positions that involve cybersecurity work would be evaluated to determine whether its profile has the talent capabilities to achieve the mission objectives.

Once identified as critical, these positions should be continuously monitored and evaluated using data whether the positions' criticality, as well as the workforce planning strategy, continue to be timely, relevant, or requires updating due to the changing mission and workforce characteristics.

Sample Questions to Evaluate Criticality of Position

1. Meeting Strategic Priorities:

- What are the duties that need to be fulfilled in order to meet the agency mission and strategic goals?

- Will the staffing levels be sufficient to accomplish the mission now and in the next five years?

- Sample data to query: job posting data, competency assessment data, interview subject matter experts

2. Specialized Knowledge and Expertise:

- Does the organization have the capacity to provide the required training or development to grow the specialized knowledge?

- Is there limited bench strength of individuals that can perform the function(s) that have this expertise?

- Sample data to query: competency assessment data, training data

3. Hard to fill:

- Has it historically been difficult to attract qualified applicants?

- Sample data to query: Agency HR database, job posting data, Manager /Applicant Survey, Bureau of Labor Statistics (BLS)

4. Attrition/Retirement Rates:

- Will there be a significant number of employees eligible to retire within the next five years?

- Does the position have a relatively high attrition rate?

- Sample data to query: Agency HR database, retirement projections

5. Geography:

- Are the skill sets difficult to find in a particular location?

- Would it be difficult for a similar position in another location to carry out its functions? Can the work be performed remotely?

- Sample data to query: FedScope, job posting data, agency HR database, BLS

Position:	Criticality Score									
Sample Criteria	Low				Medium				High	
	1	2	3	4	5	6	7	8	9	10
Meeting Strategic Priorities	*Rate each criterion on a scale of 1 - 10*									
Specialized knowledge and expertise	*Rate each criterion on a scale of 1 - 10*									
Hard to fill	*Rate each criterion on a scale of 1 - 10*									
Retirement within 5 years	*Rate each criterion on a scale of 1 - 10*									
Geography	*Rate each criterion on a scale of 1 - 10*									
Other criteria relevant to the agency	*Rate each criterion on a scale of 1 - 10*									
Criticality Score	**Average the scores above**									

Impact and Criticality Sample Visualization

Figure 5 - This image is a quadrant that represents the level of impact on the x-axis with scores going from 1 to 10, 1 as low and 10 as high. On the y-axis is the level of criticality scored from 1 to 10, with one as low and 10 as high. The bubbles represent the datapoints for the occupation. When the quantified datasets from the criticality score and the impact score become available, consider plotting the scores on an x-y axis coordinate plane. Doing so will help you visualize the data as you explore and confirm how critical the identified positions and/or occupations are.

In this example, the occupations 110, 201, and cyber are illustrated. The datapoints plotted in the quadrant are not actual data but are for illustration purposes only.
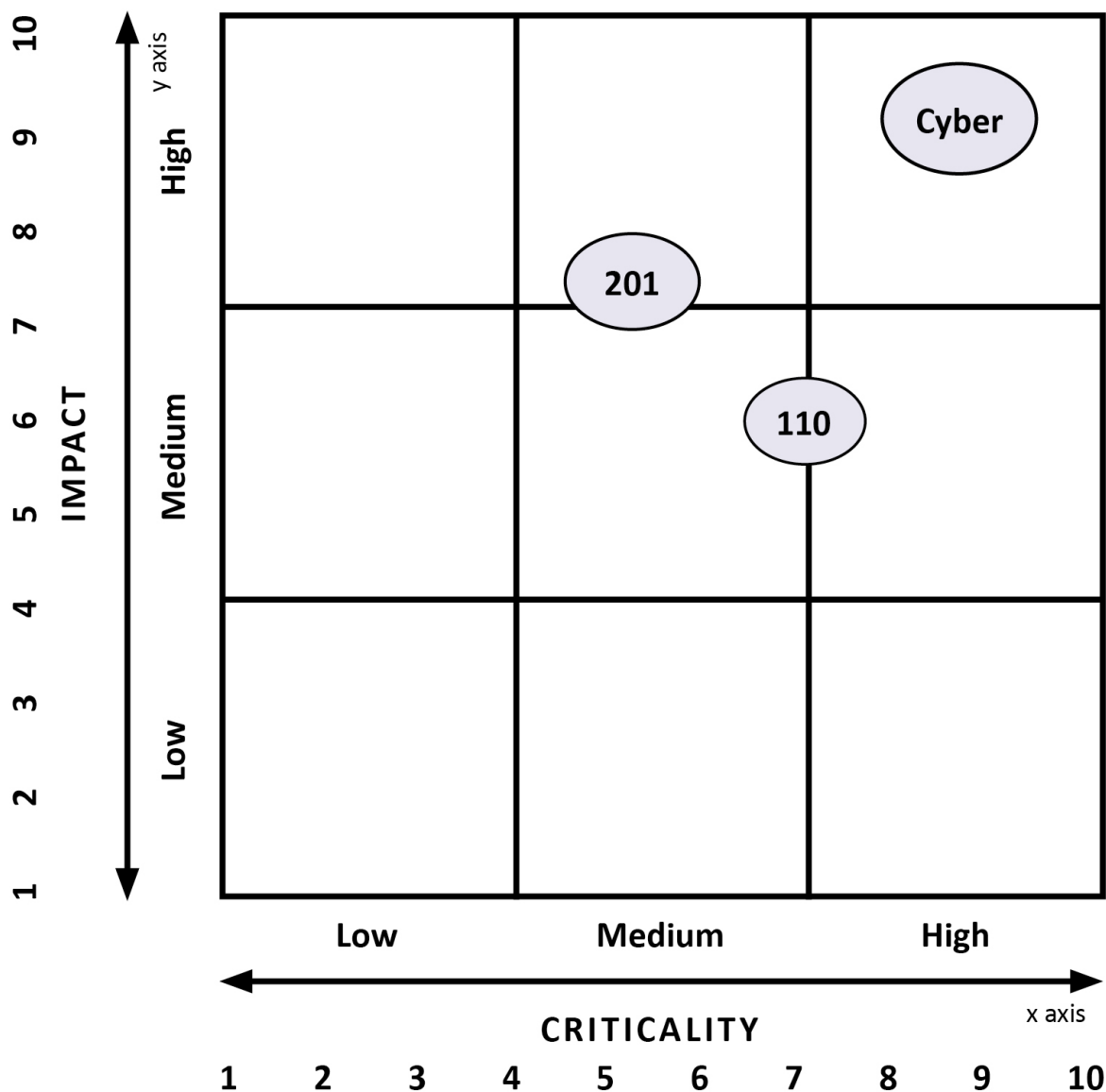

Figure 5

Additional Resources

Consider the following sources of data when identifying the critical occupations:

OPM Data Sources

- Federal Workforce Priorities Report
- Federal Employee Viewpoint Survey
- FedScope
    - Demographics
    - Attrition
    - Geography
    - Retirement Eligibility
- USAJOBS data
- Competency Analysis (CEDAR)
- Time-to-Hire
- MCO Resource Charts
- Manager/ Applicant Satisfaction Survey

Agency Data Sources

- Agency Strategic Plan
- Workload Ratio Analysis
- Prioritization Matrix
- Training Data
- SWOT Analysis
- Risk Analysis
- Job Analysis Report
- Subject Matter Expert Interviews
- Individual Development Plans
- Internal Agency Audits
- Exit Survey/ Stay Survey (interviews)

External Data Sources

- GAO Reports
- Data.gov
- Labor Market Analysis
    - O*Net (Department of Labor)
    - Bureau of Labor Statistics
    - National Science Foundation

Consider the following resources to help further guide you in having a robust and mission-ready workforce.

- Strategic Human Capital Collaboration Max Site

- Human Capital Framework Diagnostic Tool

- Human Capital Operating Plan (HCOP)

- Multi-factor Model

- HRStat

- Acceleration Tools

- GAO Center for Strategic Foresight

Appendix C - Code of Federal Regulations

5 CFR § 250 -- Strategic Human Capital Management and 5 CFR § 410.201 Responsibilities of the Head of an agency

5 CFR § 250 -- Strategic Human Capital Management

§ 250.203 Strategic Human Capital Management Systems and Standards.

Strategic human capital management systems, standards, and focus areas are defined within the Human Capital Framework (HCF). The four systems described below provide definitions and standards for human capital planning, implementation, and evaluation. The HCF systems and standards are:

(a) Strategic planning and alignment. A system that ensures agency human capital programs are aligned with agency mission, goals, and objectives through analysis, planning, investment, and measurement. The standards for the strategic planning and alignment system require an agency to ensure their human capital management strategies, plans, and practices—

  (1) Integrate strategic plans, annual performance plans and goals, and other relevant budget, finance, and acquisition plans;

  (2) Contain measurable and observable performance targets; and

  (3) Communicate in an open and transparent manner to facilitate cross-agency collaboration to achieve mission objectives.

(b) Talent management. A system that promotes a high-performing workforce, identifies and closes skill gaps, and implements and maintains programs to attract, acquire, develop, promote, and retain quality and diverse talent. The standards for the talent management system require an agency to—

  (1) Plan for and manage current and future workforce needs;

  (2) Design, develop, and implement proven strategies and techniques and practices to attract, hire, develop, and retain talent; and

  (3) Make progress toward closing any knowledge, skill, and competency gaps throughout the agency.

(c) Performance culture. A system that engages, develops, and inspires a diverse, high-performing workforce by creating, implementing, and maintaining effective performance management strategies, practices, and activities that support mission objectives. The standards for the performance culture system require an agency to have—

  (1) Strategies and processes to foster a culture of engagement and collaboration.

(2) A diverse, results-oriented, high performing workforce; and

(3) A performance management system that differentiates levels of performance of staff, provides regular feedback, and links individual performance to organizational goals.

(d) Evaluation. A system that contributes to agency performance by monitoring and evaluating outcomes of its human capital management strategies, policies, programs, and activities by meeting the following standards—

(1) Ensuring compliance with merit system principles; and

(2) Identifying, implementing, and monitoring process improvements.

§ 250.204 Agency roles and responsibilities

(a) An agency must use the systems and standards established in this part, and any metrics that OPM subsequently provides in guidance, to plan, implement, evaluate and improve human capital policies and programs. These policies and programs must -

(1) Align with Executive branch policies and priorities, as well as with individual agency missions, goals, and strategic objectives. Agencies must align their human capital management strategies to support the Federal Workforce Priorities Report, agency strategic plan, agency performance plan, and agency budget;

(2) Be based on comprehensive workforce planning and analysis;

(3) Monitor and address skill gaps within governmentwide and agency-specific mission-critical occupations by using comprehensive data analytic methods and gap closure strategies;

(4) Recruit, hire, develop, and retain an effective workforce, especially in the agency's mission-critical occupations;

(5) Ensure leadership continuity by implementing and evaluating recruitment, development, and succession plans for leadership positions;

(6) Implement a knowledge management process to ensure continuity in knowledge sharing among employees at all levels within the organization;

(7) Sustain an agency culture that engages employees by defining, valuing, eliciting, and rewarding high performance; and

(8) Hold the agency head, executives, managers, human capital officers, and human capital staff accountable for efficient and effective strategic human capital management, in accordance with merit system principles.

(b) Each agency must meet the statutory requirements of the Government Performance and Results Act (GPRA) Modernization Act of 2010, by including within the Annual Performance Plan (APP) human capital practices that are aligned to the agency strategic plan. The human capital portion of the APP must include performance goals and indicators.

(c) An agency's Deputy Secretary, equivalent, or designee is responsible for ensuring that the agency's strategic plan includes a description of the operational processes, skills and technology, and human capital information required to achieve the agency's goals and objectives. Specifically, the Deputy Secretary, equivalent, or designee will—

(1) Allocate resources;

(2) Ensure the agency incorporates applicable priorities identified within the Federal Workforce Strategic Priorities Report and is working to close governmentwide and agency-specific skill gaps; and

(3) Remain informed about the progress of their agency's quarterly HRStat reviews, which are led by the CHCO, in collaboration with the PIO.

(d) The Chief Human Capital Officer must design, implement and monitor agency human capital policies and programs that—

(1) Ensure human capital activities support merit system principles;

(2) Use the OPM designated method to identify governmentwide and agency-specific skill gaps;

(3) Demonstrate how the agency is using the principles within the HCF to address strategic human capital priorities and goals;

(4) Establish and maintain an Evaluation System to evaluate human capital outcomes that is—
(i) Formal and documented; and (ii) Approved by OPM;

(5) Maintain an independent audit program, subject to full OPM participation and evaluation, to review periodically all human capital management systems and the agency's human resources transactions to ensure legal and regulatory compliance. An agency must—

(i) Take corrective action to eliminate deficiencies identified by OPM, or through the independent audit, and to improve its human capital management programs and its human resources processes and practices; and

(ii) Based on OPM or independent audit findings, issue a report to its leadership and OPM containing the analysis, results, and corrective actions taken; and

(6) Improve strategic human capital management by adjusting strategies and practices, as appropriate, after assessing the results of performance goals, indicators, and business analytics.

(7) The agency's human capital policies and programs must support the implementation and monitoring of the Federal Workforce Priorities Report, which is published by OPM every four years, and—

(i) Improve strategic human capital management by using performance goals, indicators, and business analytics to assess results of the human capital management strategies planned and implemented;

(ii) Ensure human capital activities support merit system principles;

(iii) Adjust human capital management strategies and practices in response to outcomes identified during HRStat quarterly data-driven reviews of human capital performance to improve organizational processes; and

(iv) Use the governmentwide and agency-specific human capital strategies to inform resource requests (e.g., staff full-time equivalents, training, analytical software, etc.) into the agency's annual budget process.

§ 410.201 Responsibilities of the head of an agency

Agency employee development plans and programs should be designed to build or support an agency workforce capable of achieving agency mission and performance goals and facilitating continuous improvement of employee and organizational performance. In developing strategies to train employees, heads of agencies or their designee(s), under section 4103 of title 5, United States Code, and Executive Order 11348, are required to:

(a) Establish, budget for, operate, maintain, and evaluate plans and programs for training agency employees by, in, and through Government or non-Government facilities, as appropriate;

(b) Establish policies governing employee training, including a statement of the alignment of employee training and development with agency strategic plans, the assignment of responsibility to ensure the training goals are achieved, and the delegation of training approval authority to the lowest appropriate level;

(c) Establish priorities for training employees and allocate resources according to those priorities; and

(d) Develop and maintain plans and programs that:

    (1) Identify mission-critical occupations and competencies;

    (2) Identify workforce competency gaps;

    (3) Include strategies for closing competency gaps; and

    (4) Assess periodically, but not less often than annually, the overall agency talent management program to identify training needs within the agency as required by section 303 of Executive Order 11348.

Acknowledgment

This information is a compilation of the Office of Personnel Management's (OPM) guidance and tools, in collaboration with agency partners, such as the Department of Defense, Department of Education, Department of Homeland Security, Department of Interior, Department of Transportation, Department of Treasury, Department of Veterans Affairs, National Institute of Health, National Science Foundation, and the Securities and Exchange Commission.