



# 5. Workforce — Equipping Employees, Building Capacity

*Adaptive and agile workforce management*

This effort is a continuation of our Transformation Tools found at: [OPM.gov/Reshaping](https://www.opm.gov/Reshaping)



## Workforce

### Equipping employees to use new technologies with the skills they need. Building capacity.

As work processes change and/or technology is adopted, an employee’s duties and tasks may change, and he or she may require new skills that can be gained through reskilling and/or upskilling.

The Career Transition Services Model shows the cycle of preparing workers for reskilling and redeploying to new career options along with the specific services and support efforts required to develop employees for new competencies and, if needed, new career possibilities. This cycle includes assessing an employee’s untapped potential to meet emerging needs/skills, offering training and development, redeploying workers and transitioning workers to maximize an agency’s ability to meet their mission needs with existing staff.

Skills Match	Training & Development	Transition Assistance	Redeploy Workers
<ul style="list-style-type: none"> <li>• Offer Aptitude and Competency Assessments</li> <li>• Explore Job Market</li> <li>• Provide Career Coaching &amp; Planning Support</li> </ul>	<ul style="list-style-type: none"> <li>• Offer Reskilling/ Upskilling Opportunities</li> <li>• Provide Education/ Training</li> <li>• Navigate Transition Resources</li> </ul>	<ul style="list-style-type: none"> <li>• Provide Coaching/Training for Job Skills and Performance</li> <li>• Provide Support for Transitioning and Remaining Employees</li> </ul>	<ul style="list-style-type: none"> <li>• Manage Priority Placement (RPL, CTAP, ICTAP)</li> <li>• Provide Guidance on Job Search, Resume Development and Networking</li> </ul>

## Reskilling and Upskilling the Workforce

### What is Reskilling?

Reskilling is training individuals who have shown they have the aptitude to learn in a completely new occupation.

# What is Upskilling?

Upskilling is training individuals in the same occupation but in a new way (i.e., if automation overtakes certain job duties, training that individual in new work).

## How to Get Employees Needed New Skills:

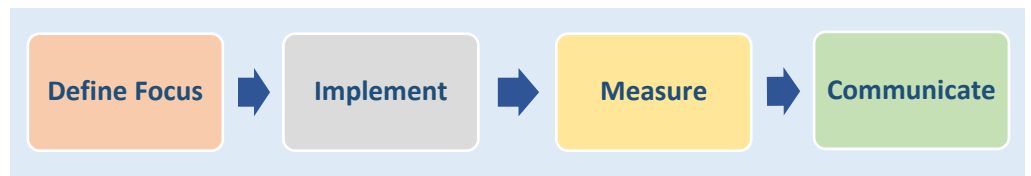
### Define Focus

Confirm goals, strategies, and policies.

- Identify the occupations with skills gaps
- Identify the occupations requiring reskilling or upskilling
- Identify the approach to reskilling or upskilling and closing skills gaps
- Create an action plan

### Implement

Implement reskilling or upskilling strategies and policies in the agency using an action plan with a measurable timeline.



### Measure

Measure and monitor agency’s reskilling efforts using a timeline that shows progress against milestones; evaluate and revise for continuous improvement; and make adjustments as necessary to address issues or corrections to change reskilling approach.

### Communicate

Communication is key to success! Communicate clear goals, progress, and strategies; engage with agency departments to ensure continuous and ongoing improvement on reskilling the workforce; and develop a common change language to describe and discuss the program.

## Example Reskilling and Upskilling Approaches

Approach	Description
<b>Blended Training</b>	Training that requires two or more methods of delivery, which must be completed in order to satisfy the educational requirements.
<b>Career Path</b>	A progression of positions in one or more occupational series.
<b>Coaching</b>	Partnering with individuals in a thought-provoking and creative process that inspires them to maximize their personal and professional potential.
<b>Detail</b>	A temporary assignment of an employee to a different position for a specified period, with the employee returning to his or her regular duties at the end of the assignment. A detail assignment implies that there is a vacant position available for the candidate to occupy which requires a Standard Form 52 preparation and submittal through proper channels.

Approach	Description
<b>Mentoring</b>	A process that focuses specifically on providing guidance, direction, and career advice. It is usually a formal or informal relationship between two people – a senior mentor (usually outside the protégé’s chain of supervision) and a junior protégé.
<b>On the Job Training</b>	Formal methods/activities planned and structured to promote learning by doing, e.g., detail assignments/programs.
<b>Rotational Assignment</b>	Developmental assignment away from an employee’s current position. During these assignments, individuals learn to adapt and successfully lead in a new position.
<b>Shadowing Assignment</b>	Observing a Federal leader in daily activities for a defined period of time. By watching leaders in action, the program participant gains exposure to leadership duties, responsibilities and approaches, and observes how concepts learned are applied in real-world situations.

## Federal Resources:

- [Reskilling Toolkit](#)
- [Workforce Reshaping Operations Handbook](#)
- [Reductions in Force](#)
- [Reassignment](#)
- [Voluntary Early Retirement Authority](#)
- [Coaching](#)
- [Voluntary Separation Incentive Payments](#)
- [5 CFR part 410 –Training](#)
- [Employee’s Guide to Career Transition](#)
- [Assessment Decision Guide](#)