Executive Playbook for Workforce Reshaping

Accelerating the Gears of Transformation

PRESIDENT'S
MANAGEMENT
A G E N D A

Table of Contents

In today's environment of accelerated change and innovation, the Federal Government must modernize and continually revisit its mission-delivery strategy for effectiveness and efficiency. Achieving this outcome will require more adaptive and agile workforce management.

This Playbook will guide executive leaders through a strategic decision-making process that includes Change Management, Workforce Shaping and Human Capital Strategies. This process will support Executives as they identify the workforce needed to improve services to the American people and fulfill the critical functions of government.

Potential for Automation based on Technology Available in 2016

5%	60%	45%
Percentage of occupations that could be automated entirely	Percentage of occupations that could have 30%+ of their activities automated	Percentage of total work activities that could be automated
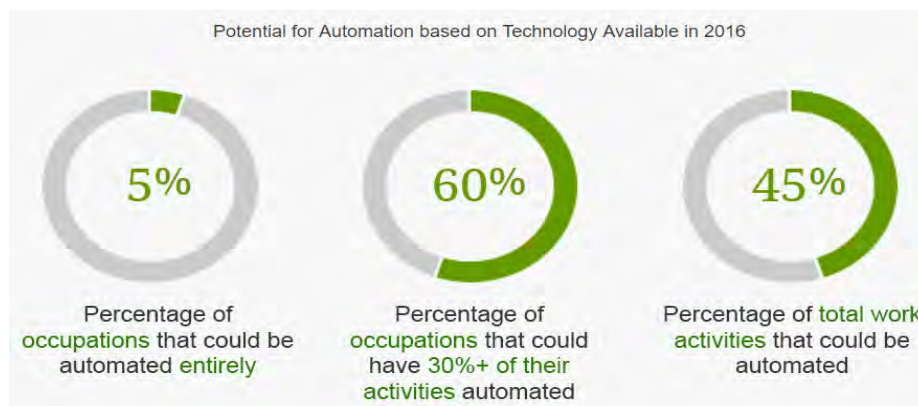
2018 Federal Workforce Priorities Report

Overview

Use this playbook for a better understanding of how to:

Develop the Workforce for Current and Future *Mission* Needs

Select Plays (Human Capital Strategies) to Shape the Workforce for better *Service*

Use Change Management to Engage the Workforce to act as good *Stewards*

Playbook Process

1) Start with the **Workforce Shaping Logic Model** with a key focus on Change Management.

2) Complete the **Worksheet**. Select Plays to modernize your workforce.

3) Read more about each **Play**.

4) Contact your **Chief Human Capital Officer** for guidance on how to implement the Plays.

Change Management

Change management helps agency leaders create and implement comprehensive plans for change that incorporate all key stakeholders and address all facets of change including both structural and cultural transformation.

Things to Consider

✓ Is there a **transformation team** in place to guide the agency towards change?

✓ Is there a communications strategy to update and coordinate with all stakeholders involved in the change?

✓ What initiatives have you put in place to support the workforce and sustain employee engagement during transition?

✓ What challenges and opportunities exist in the external and internal operating environment?

✓ As implementation plans progress, are the expected outcomes being achieved?

Transformation Team

Transformation Team: The success of any transformational project depends upon the close coordination of key contributors such as:

Agency 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.

CxO Council Members: These C-suite leaders of support functions including the Chief Human Capital Officer, Chief Information Officer and Chief Financial Officer provide critical feedback to operationalize the strategic vision for change and effect the desired transformation.

General Counsel: Consultation with agency counsel provides valuable advice to assist the agency in meeting its legal obligations while transforming the way missions are delivered.
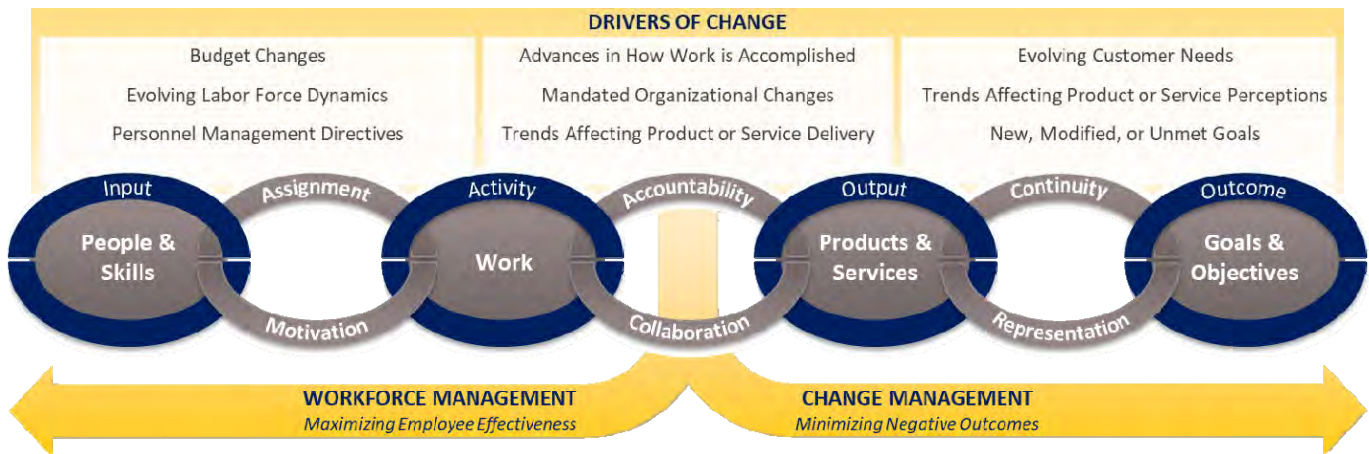
*During workforce transformations, the **Chief Human Capital Officer and human resources office** will be your key partner along with the **budget office** to provide the workforce and budget data and advice to drive decision making and recommend human capital solutions.*

Workforce Shaping Logic Model

Workforce Management and **Change Management** are two sides of the same coin. Both are needed to maintain employee effectiveness while limiting any negative outcomes, when responding to drivers of change. Regardless of where the immediate impacts of a particular change are felt, planners should examine and manage their effects across the various changes to translate workforce attributes into agency goal achievement.

The **Workforce Shaping Logic Model (Appendix 1)** provides a high level overview and starting point for exploring reshaping efforts. A logic model is a visual diagram that illustrates how your program will work and can be used in program planning, implementation, evaluation, or communication.

Workforce Shaping Logic Model

DRIVERS OF CHANGE

Budget Changes	Advances in How Work is Accomplished	Evolving Customer Needs
Evolving Labor Force Dynamics	Mandated Organizational Changes	Trends Affecting Product or Service Perceptions
Personnel Management Directives	Trends Affecting Product or Service Delivery	New, Modified, or Unmet Goals

Input — People & Skills — Assignment — Activity — Work — Accountability — Output — Products & Services — Continuity — Outcome — Goals & Objectives — Motivation — Collaboration — Representation

WORKFORCE MANAGEMENT *Maximizing Employee Effectiveness*

CHANGE MANAGEMENT *Minimizing Negative Outcomes*

Did You Know? *Data is key to workforce planning. Potential data sources include:*

✓ Agency Personnel Data
✓ Future Talent Needs
✓ Federal Employee Viewpoint Survey
✓ Competency Assessments
✓ Performance Reviews

Go to Appendix 1 for the entire Workforce Shaping Logic Model and additional data considerations.

Plays: Human Capital Strategies

The following four plays represent key Human Capital Strategies that agencies can use to shape and build a modern workforce of the 21st century. It is common to use a combination of plays to shape a workforce.

Each play page includes key terms, things to consider, and resources.

Restructure

Resize

Reskill

Recruit & Hire

Complete the Play Worksheet:

The play worksheet will give you insight into which play(s) will have the most impact for your organization. To complete the worksheet, go to page 12.

RESTRUCTURE

Select Restructure if:

- Your current structure does not support new agency mission/processes

- Your workforce analysis/workforce planning is pointing you in a new direction

- You are implementing a new structure (reform plan)

Key Terms:

Organization Design is the process of aligning the organizational and position structures with the strategic mission and objectives of the organization. An organization's structure should also reflect **Position Design** best practices, while taking into consideration human factors to maximize effectiveness.

Things to Consider

✓ Is the current structure the best structure to meet the needs of the organization?

✓ How does the organization need to respond to environmental demands to be successful?

✓ What type of leadership and culture are required to achieve the valued structure?

✓ Which organizational practices are required to reinforce the organization's purpose?

✓ How can a revamped structure optimize talent, functions, and real estate opportunities in field office locations?

Resources

- Career Transition
- Reshaping
- Reassignment
- Federal Workforce Priorities Report
- President's Management Agenda

Workforce Shaping Logic Model

RESIZE

Select this play if:

- Your agency's mission/work has changed

- Your current workforce/skills are not relevant to new work.

- You have more people than work (supply/demand)

Key Terms:

Voluntary Early Retirement Authority (VERA) and **Voluntary Separation Incentive Payments (VSIP)** authority encourage more voluntary separations and help the agency complete the needed organizational change with minimal disruption to the work force, which may alleviate the need for a **Reduction in Force (RIF).**

Things to Consider

- ✓ What are the agency's emerging priorities?

- ✓ Does your workforce have the skills required to meet those emerging priorities?

- ✓ What are the agency's short-term and long-term project budget considerations?

- ✓ Does your organization have a large population of retirement-eligible employees?

Resources

- Workforce Reshaping Operations Handbook
- Reductions in Force
- Voluntary Early Retirement Authority
- Voluntary Separation Incentive Payments
- Career Transition
- Reshaping
- Reassignment

Workforce Reshaping Logic Model

RESKILL

Select this play if:

- Your workforce has shown aptitude and interests in learning new occupations

- Your agency has resources to invest in training/certification programs

- Your seasoned employees can serve as mentors to employees undergoing development

Key Terms:

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

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).

Things to Consider

✓ What types of talent do you need to achieve your mission and goals?

✓ Can you design training programs for your organization's current employees to develop skills/competencies needed to meet emerging priorities?

✓ Do you know if your current workforce has the capability to develop new abilities?

✓ Could you minimize recruitment costs and enhance engagement through employee development and retention?

✓ Does your organization have the right information technology (IT) systems in place to ensure continuity of services?

Resources

- **Accelerating the Gears of Transformation: Reskilling Toolkit**

Workforce Shaping Logic Model

RECRUIT & HIRE

Select this play if:

- Your current workforce does not have the right skills, or skills are outdated

- Your organization does not have enough people (i.e., you need more talent)

- Your organization does not currently possess the right competencies to perform new missions and those competencies cannot readily be learned on the job

Key Terms:

Recruiting and Hiring new talent is an opportunity to immediately address competency requirements, as well as introduce new ideas/perspectives to an organization. Agencies may use the appointment authority that will best address its hiring needs.

Things to Consider

✓ What types of talent do you need to achieve your mission and goals?

✓ Does your organization have an established pipeline to recruit talent with the necessary skills?

✓ What hiring authorities and assessments are available to the agency and are best to recruit employees with the necessary skills?

Resources

- Federal Workforce Priorities Report
- Hiring Authorities

Workforce Shaping Logic Model

Worksheet – Discover the Plays!

Instructions:
1) Complete the worksheet.
2) If you select one or more statements for a play, then read more about those play(s) (pages 7 – 11).
3) Decide which play(s) are the best fit for your organization.
4) Contact your Chief Human Capital Officer for guidance on how to implement the plays.

	Select this Play if:	**Check all that apply**
Restructure	Your current structure does not support new agency mission/processes	
	Your workforce analysis/workforce planning is pointing you in a new direction	
	You are implementing a new structure (reform plan)	
Resize	Your agency's mission/work has changed	
	Your current workforce lacks some or all of the key competencies relevant to new work	
	You have more people than work (supply/demand)	
Reskill	Your workforce has shown aptitude and interests in learning new occupations	
	Your agency has resources to invest in training/certification programs	
	Your seasoned employees can serve as mentors to employees undergoing development	
Recruit & Hire	Your current workforce does not have the right skills, or skills are outdated	
	Your organization does not have enough people (i.e., you need more talent)	
	Your organization does not currently possess the right competencies to perform new missions and those competencies cannot readily be learned on the job	

Resources

Guidance

- ***Accelerating the Gears of Transformation: Operational Guidance for Change Management in the Federal Workforce***
- Career Transition
- Employee Relations
- Federal Workforce Priorities Report
- Government to Citizens Playbook
- Hiring Authorities
- Labor Management Relations
- President's Management Agenda
- Reassignment
- Reductions in Force
- Reshaping
- Voluntary Early Retirement Authority
- Voluntary Separation Incentive Payments
- Workforce Reshaping Operations Handbook

Tools

- ***Accelerating the Gears of Transformation: Reskilling Toolkit***
- Human Capital Framework (HCF) Diagnostic Tool
- Appendix 1: Workforce Shaping Logic Model

Data Sources

- Agency Personnel Data (Fedscope)
- Competency Assessments
- Federal Employee Viewpoint Survey
- Performance.gov

Promising Practices

Coming Soon!

Appendix 1: Workforce Shaping Logic Model

The **Workforce Shaping Logic Model (Appendix 1)** provides a high level overview and starting point for exploring reshaping efforts. A logic model is a visual diagram that illustrates how your program will work and can be used in program planning, implementation, evaluation, or communication.

Workforce Shaping Logic Model

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Budget Changes	Advances in How Work is Accomplished	Evolving Customer Needs
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Input — People & Skills — **Assignment** / **Motivation** — **Activity** — Work — **Accountability** / **Collaboration** — **Output** — Products & Services — **Continuity** / **Representation** — **Outcome** — Goals & Objectives

WORKFORCE MANAGEMENT
Maximizing Employee Effectiveness

CHANGE MANAGEMENT
Minimizing Negative Outcomes

Workforce Shaping Logic Model

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WORKFORCE MANAGEMENT
Maximizing Employee Effectiveness

- ☐ Identify the talent needed to achieve your goals, in light of anticipated changes.

- ☐ Compare your talent needs to your current workforce and prioritize your most critical gaps.

- ☐ Consider multiple strategies according to the root causes that are being addressed.

- ☐ Outline your implementation assumptions and anticipated challenges.

- ☐ Identify desired outcomes that can be used to monitor progress and measure success.

CHANGE MANAGEMENT
Minimizing Negative Outcomes

- ☐ Establish a transformation team.

- ☐ Outline the challenges and opportunities that exist in the external and internal environment.

- ☐ Create a communication strategy to update stakeholders.

- ☐ Put initiatives in place to support the workforce and sustain employee engagement during transition.

- ☐ Identify desired outcomes that can be used to monitor progress and measure success.

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WORKFORCE MANAGEMENT
Maximizing Employee Effectiveness

CHANGE MANAGEMENT
Minimizing Negative Outcomes

Do we have enough people with the right skills?

Federal Employee Viewpoint Survey (FEVS) Says…

☑ ☒ I have sufficient resources (for example, people, materials, budget) to get my job done. (FEVS Q.9)

☑ ☒ My work unit is able to recruit people with the right skills. (FEVS Q.21)

☑ ☒ The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals. (FEVS Q.29)

Data Considerations

- On-board, accession and separation trend analysis

- Agency time-to-hire trend analysis as compared to previous fiscal years and the Government-wide average

- Competency assessment gap analysis

Workforce Shaping Logic Model

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Accountability / Collaboration

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Continuity / Representation

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WORKFORCE MANAGEMENT
Maximizing Employee Effectiveness

CHANGE MANAGEMENT
Minimizing Negative Outcomes

Are people's strengths and interests properly aligned to their jobs?

Federal Employee Viewpoint Survey (FEVS) Says...

☑ ☒ I like the kind of work I do. (FEVS Q.5)

☑ ☒ My talents are used well in the workplace. (FEVS Q.11)

☑ ☒ Considering everything, how satisfied are you with your job? (FEVS Q.69)

Data Considerations

- 2-year retention analysis, quit rate and turnover rate

- MCO Resource Chart staffing gap trends

Workforce Shaping Logic Model

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Accountability / **Collaboration**

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Outcome — **Goals & Objectives**

WORKFORCE MANAGEMENT
Maximizing Employee Effectiveness

CHANGE MANAGEMENT
Minimizing Negative Outcomes

Are people inspired and motivated to do their best?

Federal Employee Viewpoint Survey (FEVS) Says…

- ☑ ☒ I am constantly looking for ways to do my job better. (FEVS Q.8)

- ☑ ☒ I recommend my organization as a good place to work. (FEVS Q.40)

- ☑ ☒ In my organization, senior leaders generate high levels of motivation and commitment in the workforce. (FEVS Q.53)

Data Considerations

- 2-year retention analysis, quit rate and turnover rate

- MCO Resource Chart staffing gap trends

Workforce Shaping Logic Model

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WORKFORCE MANAGEMENT
Maximizing Employee Effectiveness

CHANGE MANAGEMENT
Minimizing Negative Outcomes

Do people have what they need to accomplish what's being asked of them?

Federal Employee Viewpoint Survey (FEVS) Says...

☑ ☒ I have enough information to do my job well. (FEVS Q.2)

☑ ☒ My workload is reasonable. (FEVS Q.10)

☑ ☒ Physical conditions (noise level, temperature, lighting, cleanliness) allow employees to perform their jobs well. (FEVS Q.14)

Data Considerations

- Percent of employees attending training and percent of budget allocated for training

- Geographical location or individual offices with high turnover and low 2-year retention

- Overall quit rate analysis

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WORKFORCE MANAGEMENT
Maximizing Employee Effectiveness

CHANGE MANAGEMENT
Minimizing Negative Outcomes

Do people have a sense of ownership and personal responsibility in their work?

Federal Employee Viewpoint Survey (FEVS) Says...

☑ ☒ My work gives me a feeling of personal accomplishment. (FEVS Q.4)

☑ ☒ I am held accountable for achieving results. (FEVS Q.16)

☑ ☒ Employees have a feeling of personal empowerment with respect to work processes. (FEVS Q.30)

Data Considerations

- Percent of performance plans that have measurable goals
- Percent of employees who were given a mid-year review
- Percent of organizational goals that have measurable targets

Appendix 1: Workforce Shaping Logic Model

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Workforce Shaping Logic Model

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WORKFORCE MANAGEMENT
Maximizing Employee Effectiveness

CHANGE MANAGEMENT
Minimizing Negative Outcomes

Are people able to work well together within and across teams?

Data Considerations

- Percent of employees who participate in a mentoring program
- Agency-wide communication strategy is in place and employees participate in agency list serves and agency social media communications

Federal Employee Viewpoint Survey (FEVS) Says…

- ☑ ☒ The people I work with cooperate to get the job done. (FEVS Q.20)

- ☑ ☒ Employees in my work unit share job knowledge with each other. (FEVS Q.26)

- ☑ ☒ Managers promote communication among different work units (projects, goals, needed resources). (FEVS Q.58)

- ☑ ☒ Managers support collaboration across work units to accomplish work objectives. (FEVS Q.59)

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WORKFORCE MANAGEMENT
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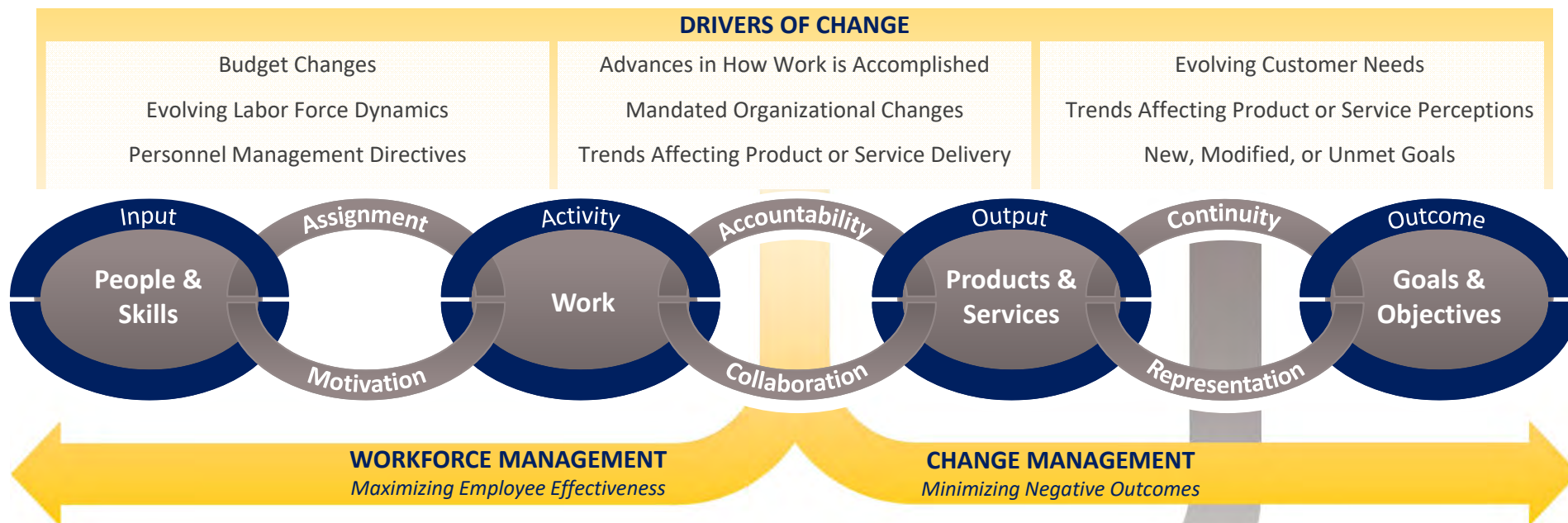### Do we reinforce excellence in products and services?

Federal Employee Viewpoint Survey (FEVS) Says...

☑ ☒ How would you rate the overall quality of work done by your work unit? (FEVS Q.28)

☑ ☒ Employees are recognized for providing high quality products and services. (FEVS Q.31)

☑ ☒ How satisfied are you with the recognition you receive for doing a good job? (FEVS Q.65)

Data Considerations

- Percent of employees that separated who received an award in the last fiscal year
- Percent of employees who received a performance award in the last fiscal year
- Agency has an employee recognition program in place

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Are people poised to take on new roles, as positions become available?

Federal Employee Viewpoint Survey (FEVS) Says…

☑ ☒ I am given a real opportunity to improve my skills in my organization. (FEVS Q.1)

☑ ☒ My supervisor provides me with opportunities to demonstrate my leadership skills. (FEVS Q.43)

☑ ☒ How satisfied are you with your opportunity to get a better job in your organization? (FEVS Q.67)

Data Considerations
- Percent of positions that are filled internally versus those filled from outside the organization
- Percent of openings filled in an agency leadership development program
- Percent of employees who have completed an Individual Development Plan (IDP)

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WORKFORCE MANAGEMENT
Maximizing Employee Effectiveness

CHANGE MANAGEMENT
Minimizing Negative Outcomes

Does the workforce reflect and understand the needs of the public being served?
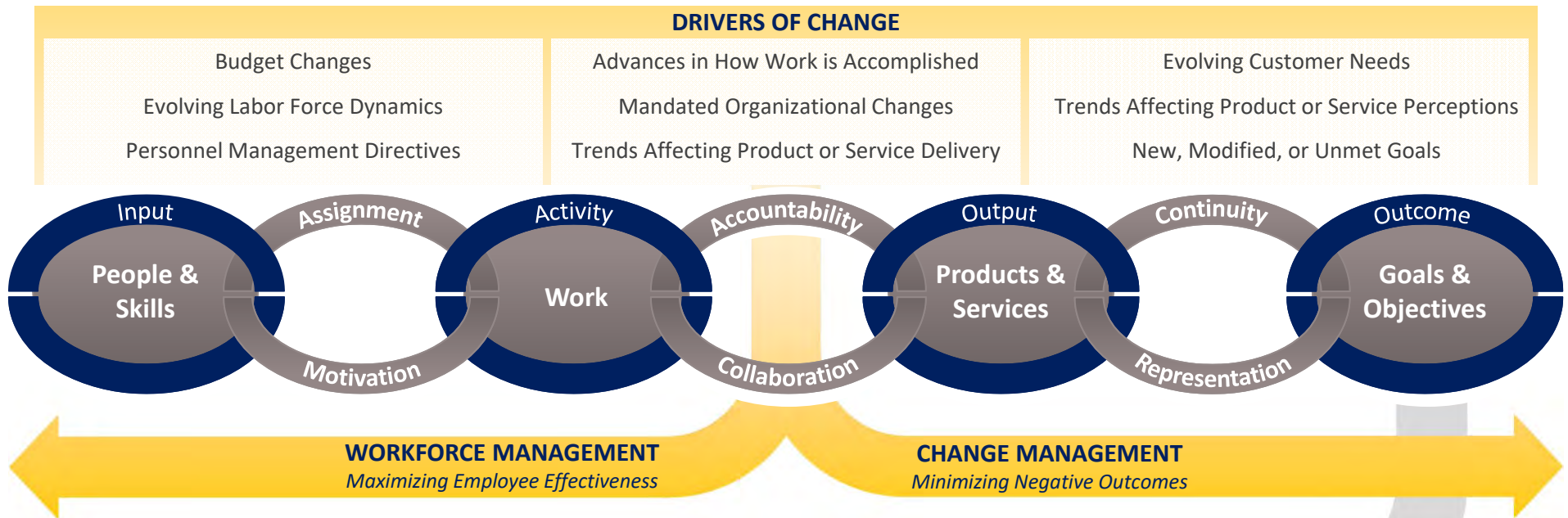
Federal Employee Viewpoint Survey (FEVS) Says...

☑ ☒ Policies and programs promote diversity in the workplace (for example, recruiting minorities and women, training in awareness of diversity issues, mentoring). (FEVS Q.34)

☑ ☒ My supervisor is committed to a workforce representative of all segments of society. (FEVS Q.45)

☑ ☒ Supervisors work well with employees of different backgrounds. (FEVS Q.55)

Data Considerations

- Percent of under-represented groups as compared to Government and the Relevant Civilian Labor Force (RCLF)

- Percent of veterans on-board, hired and separated trend analysis

Appendix 1: Workforce Shaping Logic Model

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WORKFORCE MANAGEMENT
Maximizing Employee Effectiveness

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Minimizing Negative Outcomes

Are goals effectively communicated throughout the organization?

Federal Employee Viewpoint Survey (FEVS) Says...

☑ ☒ I know how my work relates to the agency's goals and priorities. (FEVS Q.12)

☑ ☒ Managers communicate the goals and priorities of the organization. (FEVS Q.56)

☑ ☒ Managers review and evaluate the organization's progress toward meeting its goals and objectives. (FEVS Q.57)

Data Considerations:
- Percent of goals in the agency Human Capital Operating Plan (HCOP) that align to the agency strategic plan
- Percent of agency priority goals and cross agency goals that have quantifiable targets and measures
- Number of quarterly HRStat Reviews attended by the CHCO, CFO and CIO