



# Workforce Strategy Approaches



Strategic Human Capital Planning Branch

June 4, 2019



# Workforce Strategy Drivers

- Strategic workforce planning is grounded in 5 CFR 250
- President's Management Agenda: *Developing a Workforce for the 21st Century* to align the workforce to mission requirements and emerging needs
- Renewing NSF: Agency-wide effort to adapt the workforce to the work
- Oversight Entities
- Solid management practices



# We are Flexible in Our Approaches to Workforce Strategy

- Conducted workforce planning executive leadership interviews to define talent management requirements;
- Facilitated executive working sessions to define business needs and opportunities to aid in determining work demand as a step towards full-lifecycle strategic workforce planning;
- Scaled a workforce planning approach to meet specific oversight requirements; and,
- Developed and institutionalized more formalized methods for staffing planning, as a step towards strategic workforce planning.



# Workforce Planning Executive Leadership Interviews

## 1. What are the internal and external drivers impacting the work?

What drivers are expected to impact the <Position> work over the next two to three years? Example drivers include:	How will these drivers impact <Position> work and workload? How will the way the <Position> work is being done today need to change to meet changing demands?	How do these drivers impact the availability of <Position> talent in your Directorate?	What strategies do you have in place, or are considering, to address changes in anticipated work demands?
Shift in NSF Priorities, Programs, Policies			
Mission or Scientific Discipline Changes			
Technological Advancements			
New organizational initiatives that on the horizon or will become obsolete, that will require a shift in the scope of <Position> work			
Customer Demand			
Economic, Social, and / or Political Conditions (e.g., workforce reform, hiring freeze)			
Congressional Budget, Legislation (including pending legislation)			
Talent Availability			



# Workforce Planning Executive Leadership Interviews (Continued)

2. In what areas do you anticipate a need for new or additional competencies? Where are the competency gaps not only today, but anticipated over the next two to three years?
3. Describe how <Positions> can gain the required proficiency in these competencies, including specific training, education and assignments (e.g., mentoring programs, intra/inter-agency rotational opportunities, training opportunities)?
4. Describe succession planning efforts to ensure there is a qualified pool of talent to fill <Position> positions? How can we develop our people to be competitive in applying for those roles in the future?
5. Describe any issues or challenges that you anticipate with filling <Position> positions, and describe your key strategies for filling position openings.



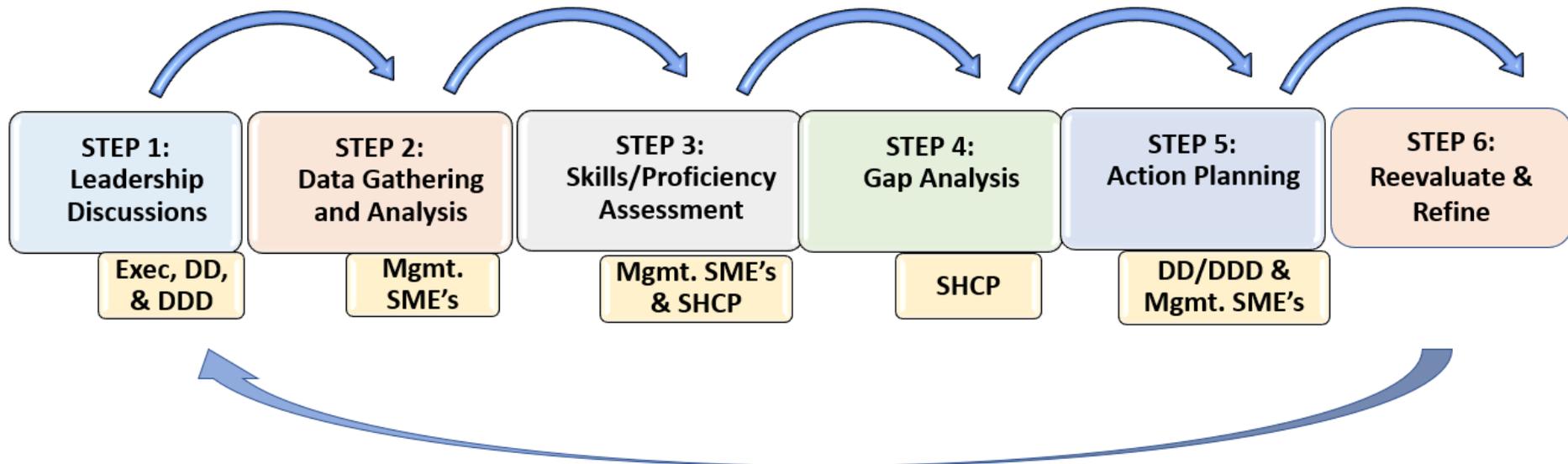
# Facilitated Executive Working Sessions - Objectives

- Day 1:
  - Define the strategic and operational anchors that will define workforce requirements for the next five years.
  - Identify the biggest emerging changes that can deliver greater efficiency and enhance Directorate / Office ABC or NSF business capabilities.
  - Identify the biggest workforce changes or vulnerabilities Directorate / Office ABC will confronts today or will face in the next few years.
- Day 2:
  - Develop an Action Plan



# Scaled a Workforce Planning Approach to Meet Specific Oversight Requirements

- This effort was in support of a GAO IT Workforce Planning CAP Response and to meet FITARA requirements.
- The process was modified to meet requirements and provide leadership with meaningful tools to enable human capital decisions over the next three years.



This annual process is refreshed at least once a year\*



# Staffing Planning, as a Step Towards Strategic Workforce Planning

- NSF developed an in-house tool to enable a consistent approach to track all positions within and across Directorates and Offices to project 0-2 years of FTE utilization to aid in planning workforce supply and demand
- The tool provides summary tables and is designed to promote partnerships and discussions between HRM and the Directorates and Offices

[Click Here to Update Positions and Summary Sheet](#)

Fiscal Year						
Current Fiscal Year		2019				
<b>Summary and Projections</b>						
FTE Ownership	Allocation			Utilization		
	FY 2019	FY 2020	FY 2021	FY 2019	FY 2020	FY 2021
FEDERAL	0.00	0.00	0.00	76.98	0.00	0.00
IPA	0.00	0.00	0.00	3.22	0.00	0.00
CENTRAL	0.00	0.00	0.00	0.74	0.00	0.00
<b>Summary and Projections</b>						
FTE Ownership	Allocation	FY 2019 Utilization	Difference	FY 2020 Allocation	FY 2020 Utilization	Difference
FEDERAL	0.00	76.98	76.98	0.00	0.00	0.00
IPA	0.00	3.22	3.22	0.00	0.00	0.00
<b>FY 2021</b>						
Division	Allocation	FEDERAL Utilization	Difference	Allocation	CENTRAL Utilization	Difference
ODI	0.00	0.00	0.00	0.00	0.00	0.00
OGC	0.00	0.00	0.00	0.00	0.00	0.00
OIA	0.00	0.00	0.00	0.00	0.00	0.00
OISE	0.00	0.00	0.00	0.00	0.00	0.00
OLPA	0.00	0.00	0.00	0.00	0.00	0.00
O/D	0.00	0.00	0.00	0.00	0.00	0.00
Grand Total	0.00	0.00	0.00	0.00	0.00	0.00
<b>FTE (FED) Utilization and Allocation by FTE Ownership across Divisions</b>						
Division	Allocation				Total Allocation	PERM
	PERM	TEMP	VSEE	Pathways		
ODI	0.00	0.00	0.00	0.00	0.00	5.22
OGC	0.00	0.00	0.00	0.00	0.00	12.69
OIA	0.00	0.00	0.00	0.00	0.00	14.70
OISE	0.00	0.00	0.00	0.00	0.00	11.00

Example Data  
— Not Real



# Staffing Planning, as a Step Towards Strategic Workforce Planning

With multiple preceding tabs of human capital data informing the current and future state of FTE supply and demand, Directorate / Office Leadership and HRM are primed for meaningful discussions for how work demands will be changing and how that will impact workforce capability and capacity. This page provides an opportunity to document actionable next steps to mitigate changes that will be needed to plan for the workforce needed over the next two years.

## WORKFORCE NEEDS

ANTICIPATED CHANGES IN WORK REQUIREMENTS (0-2 years out only - beyond that timeframe requires strategic workforce planning)											
Driver(s) Impacting the Work	Impact on Workforce Requirements	Position(s) Affected	Division Affected	Hard-to-Fill Position?	FTE Changes / Impact	Competency or Skill Impacted	Competency or Skill Emerging or Obsolete	Action(s) Required (Make, Borrow, Buy, Automate)	Action Owner	Timeline	Comments



# Committee Action/Feedback

- Describe practical approaches to influencing leaders to articulate beyond the operational 0-2-year, uncertain budget constraint approach to staffing to meet mission needs to more of an unconstrained, strategic 3-5-year outlook?
- Strategic workforce planning should not be focused on all positions in the Foundation, only those that are the most critical to the mission. How have other organizations been able to “segment” those positions without risking morale of employees in other positions?
- A goal is to develop an agency-wide workforce strategy to balance the use of Federal and Rotator workforce. What are the essential components to consider in determining the right mix of any type of multi-sector workforce (e.g., Feds, contractors, rotators, military, etc.)?