



DEPARTMENT OF DEFENSE
DCPAS
Defense Civilian Personnel Advisory Service



Defense Civilian Personnel Advisory Service
STRATEGIC WORKFORCE PLANNING
GUIDE
November 2016

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Preface

The objective of civilian strategic workforce planning is to ensure the availability and readiness of personnel to carry out the current and future roles and missions of the Department of Defense (DoD). This guide is intended to serve as a resource for workforce planning teams (WPTs) that are tasked with the development of civilian strategic workforce plans (SWPs). The guide is not intended as a one-size-fits-all model, but rather it is a scalable approach for developing workforce plans ranging from a DoD enterprise-level SWP to workforce subpopulation plans (e.g., DoD Component, Functional Community, Functional Group). A SWP may serve multiple purposes beyond laying out strategies for workforce sizing and shaping, such as providing input to requirements determination and the PPBE process in the out years; informing leaders of DoD workforce priorities; and developing strategic staffing plans. Upon request, the Office of the Secretary of Defense (OSD) Strategic Human Capital Planning (SHCP) facilitators are available to assist WPTs in scaling SWP contents to their specific needs and scope.

The strategic workforce planning process presented in this guide reflects industry and public sector best practices. In addition, the Department incorporates three unique elements in its workforce plans. Strategic workforce plans covering DoD workforces should incorporate these three elements, all of which are referenced in this guide: 1) civilian workforce needs in the context of the total force, as determined in the force structure development process; 2) SWP alignment to budget; and 3) consideration of diversity, inclusion and workforce climate – including analyses of workforce demographic composition and workforce climate as identified in the New Inclusion Quotient (New IQ), Employee Engagement, and Employee Global Satisfaction indices included within the Federal Employee Viewpoint Survey (FEVS), or other locally-generated surveys.

Manpower and personnel terminology (e.g., manpower requirement, authorization, skills gap) varies between OSD, the Military Departments, and Defense Agencies. The terminology used in this guide is intended to support consistent use of terms when collaborating on enterprise-level plans, while recognizing that these terms are defined differently across DoD Components. Definitions for manpower and personnel terms used in the guide are provided in the glossary.

The Civilian Strategic Reporting and Planning (CSPR) Division will house numerous tools and resources on our milBook site (<https://www.milsuite.mil/books/groups/cspr>) to supplement this Strategic Workforce Planning Guide. These tools and resources will provide additional references to aid with the development of your SWP. Examples of these tools and resources include best practices based on CSPR's experience writing numerous SWPs, a style guide for consistency, various templates, and an inventory of SWP strategies linked back to gaps, etc.

DoD Strategic Workforce Plan Template**

This template can be used for the development of a workforce plan at the enterprise or operational levels of an organization. It provides core requirements (designated by an asterisk) and activities that are essential in workforce planning and in the development of a plan.

The Strategic Workforce Plan

Executive Summary

Introduction

- a. Purpose and audience
- b. *Previous strategy progress reporting
1. Strategic Planning Alignment
 - a. *Implications of defense and security strategies for DoD Component specific plans
 - b. *Impact of organizational future roles and missions on workforce
 - c. *Force Structure/Total Force Mix (winners and losers; alignment to budget)
 - d. * Workforce priorities critical to delivering capabilities for current and future roles and missions
2. Current Workforce Analysis (Supply)
 - a. *Workforce overview (organization structure, # Occupational Series, workforce size, etc.)
 - b. *Demographic analysis (e.g., race, gender, generation, education level, prior military, career level)
 - c. *Gain and loss trends
 - d. *Workforce proficiency (e.g., degree of competency or other measure of skill or expertise)
 - e. *External factors affecting workforce, labor market, technology, and economy
 - f. *Workforce climate (i.e., diversity and inclusion; employee satisfaction and engagement)
 - g. *Workforce challenges (e.g., policy, authorities, financial constraints, legislation/regulation)
 - h. Significant findings
 - i. Workforce analysis methodology
3. Future Workforce Analysis (Demand)
 - a. *Workforce capability needs
 - b. *Future structure / authorizations
 - c. *Workforce growth or reduction requirements
 - d. *Workforce proficiency requirements
 - e. *Loss forecasting / retention
 - f. External factors affecting future workforce, labor market, technology, and economy
 - g. Future workforce analysis methodology

DoD Strategic Workforce Plan Template (Continued)

4. Gap Analysis
 - a. *Skill gap surpluses and deficits
 - b. *Proficiency gaps (deficits)
 - c. *Root cause analysis outcomes
 - d. Root cause analysis methodology
5. Workforce Action Planning
 - a. *Gap closure goals
 - b. *Recruitment, retention, training, and workforce climate strategies
 - c. *Strategy metrics and accountability
 - d. *Strategy funding estimate
 - e. Workforce strategy planning methodology
6. Execution and Monitoring
 - a. *Metrics
 - b. *Milestones
 - c. *Spending
 - d. *Reporting mechanism

*Core Requirement

**Provided all required sections are included, the SWP Executive Owner has flexibility to sequence sections in any order following the Introduction

Executive Summary

This section contains a summation of the entire SWP to enable the reader to know what is included in the plan without having to read over the entire document. Examples of content to include would be the following: summary of strategies developed, unusual or important findings from current/future workforce analysis, new legislative changes that have a large impact on your workforce, etc.

Questions to Consider

EXECUTIVE SUMMARY

1. Are there new legislative changes that have a large impact on your workforce?
2. Did you discover any unusual or important findings from your current/future workforce analysis?
3. Summarize strategies developed.
- 4.

Introduction

Contents

This section includes two resources for WPTs:

1. Strategic Workforce Planning Process Steps
2. Writers' Guide for the SWP Introduction

Strategic Workforce Planning Process Steps

The high-level process map on Page 7 lists the actions involved in each of the major steps of developing the SWP. The major steps are:

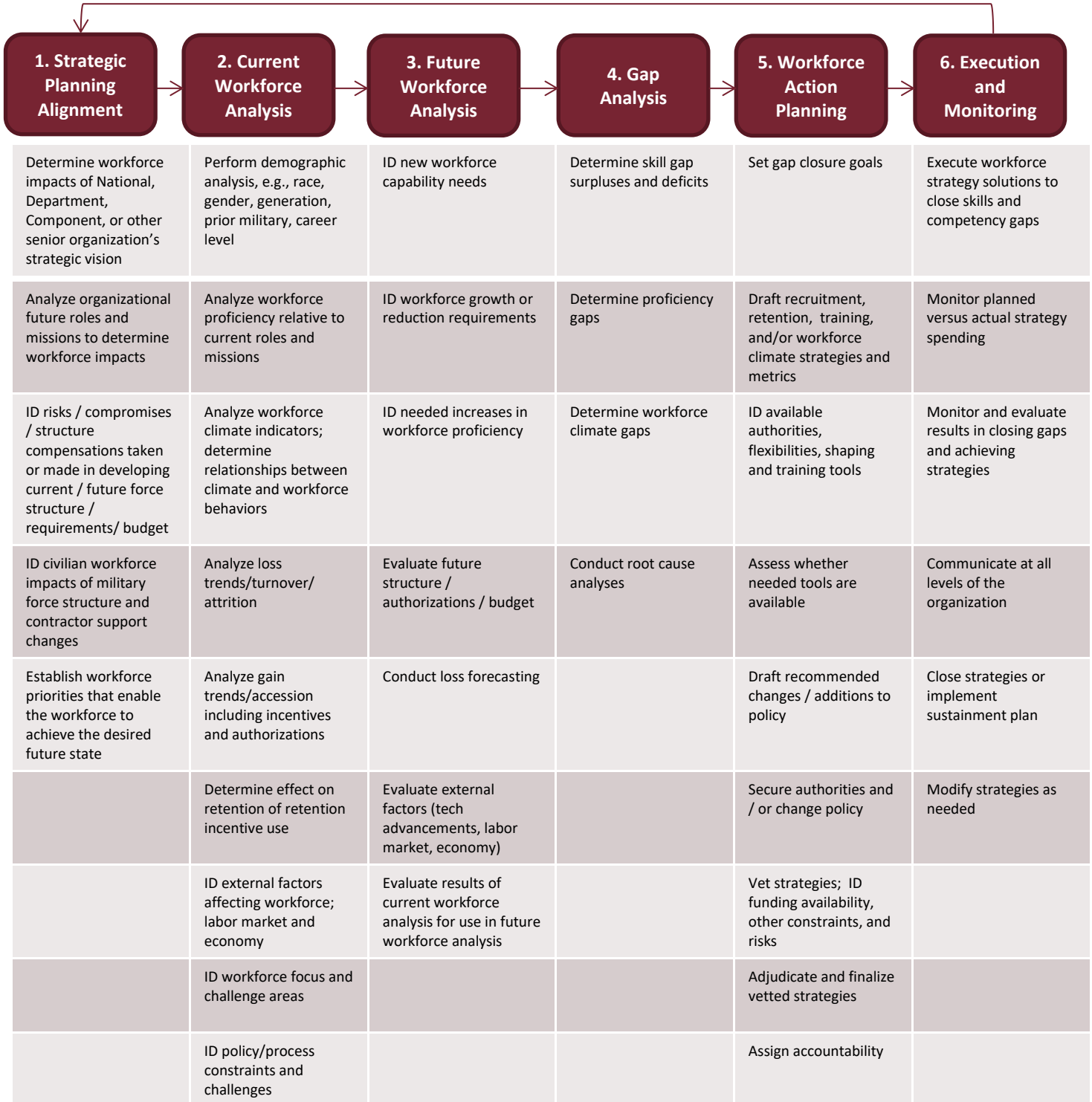
1. Strategic Planning Alignment
2. Current Workforce Analysis
3. Future Workforce Analysis
4. Gap Analysis
5. Workforce Action Planning
6. Execution and Monitoring

Information to help WPTs perform each of the major steps is included in subsequent sections.

Writers' Guide for the SWP Introduction

Included in this guide are questions to consider while drafting the SWP. These questions are based on the work completed in each of the major steps. While there is not a process step for writing the SWP Introduction, this section includes questions that writers may want to consider when drafting the Introduction section of the SWP.

Strategic Workforce Planning Process Steps



Writers' Guide

Questions to Consider

INTRODUCTION

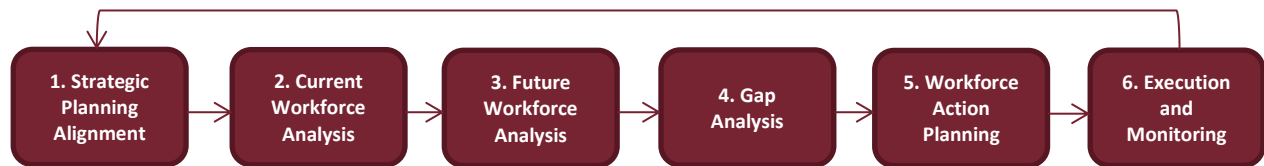
1. What is the purpose of this SWP?
2. Who is the intended audience, and how will the report be used by the audience?
3. What is the scope of the SWP?
 - a. DoD Enterprise?
 - b. Component?
 - c. Functional Group?
 - d. Functional Community?
4. What is the historical context of the SWP?
 - a. Is this the first SWP created for this workforce?
 - b. Were there previous SWPs developed for the workforce, and if so, when was the most recent version published?
5. If a previous plan was established, what progress has been achieved in meeting the goals for workforce strategies established in the previous workforce plan?
6. If a previous plan was established, what was the high-level methodology used to develop the SWP?
7. If a previous plan was established, what organizations were primarily involved in developing this SWP? Will this plan require the same participation?

Step 1: Strategic Planning Alignment

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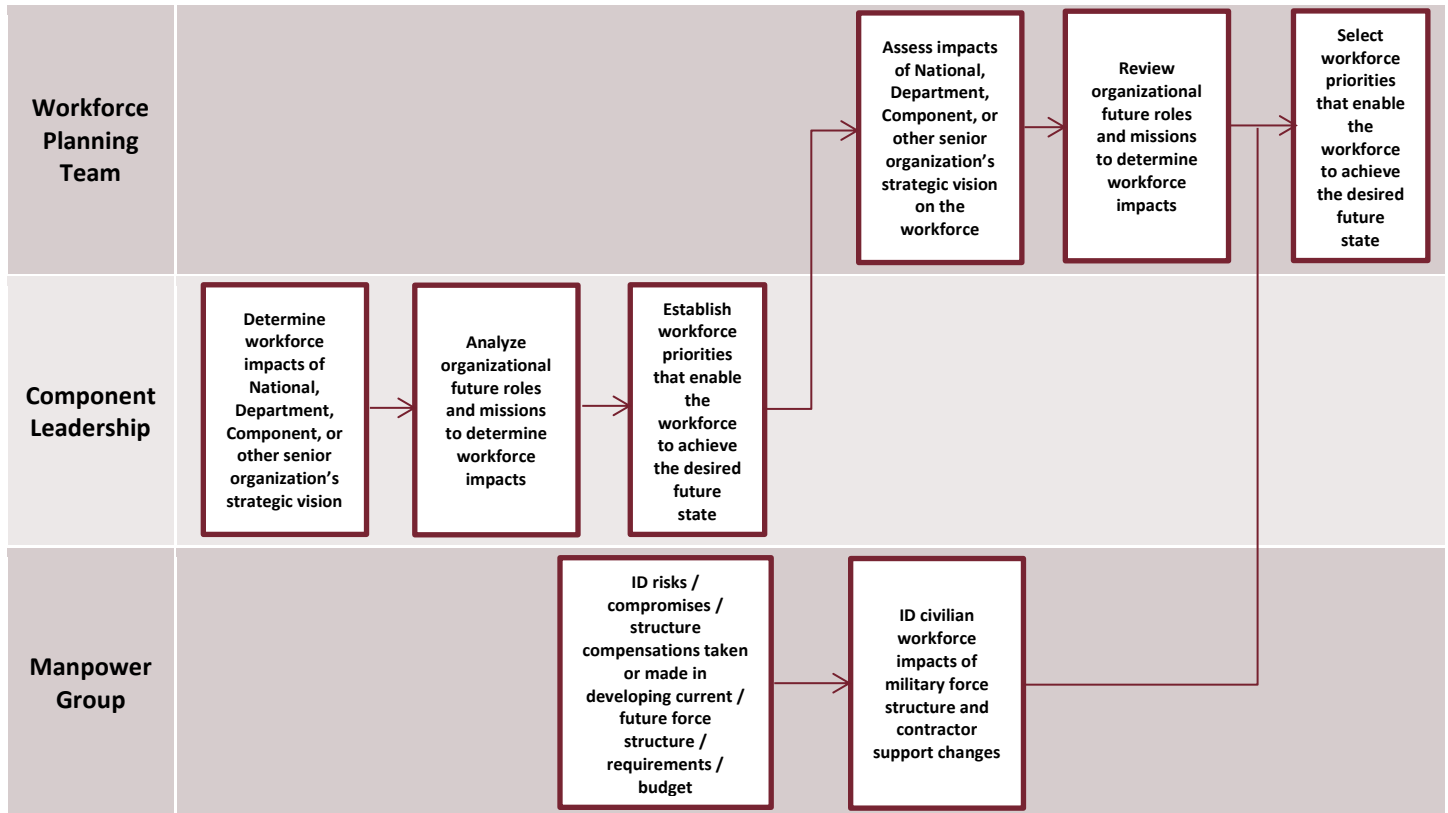
This section includes four resources for WPTs:

1. Actions to Complete Step 1: Strategic Planning Alignment
2. Cross Functional Process Map
3. Process Inputs and Outputs
4. Writers' Guide: Questions to Consider



Determine workforce impacts of National, Department, Component, or other senior organization's strategic vision					
Analyze organizational future roles and missions to determine workforce impacts					
ID risks / compromises / structure compensations taken or made in developing current / future force structure / requirements/ budget					
ID civilian workforce impacts of military force structure and contractor support changes					
Establish workforce priorities that enable the workforce to achieve the desired future state					

Step 1: Cross-Functional Process Map – Strategic Planning Alignment



Step 1: Inputs-Process-Outputs (Strategic Planning Alignment)

Inputs	Process	Outputs
<ul style="list-style-type: none"> National, Department, Component, and higher HQs' strategic roles and missions Specified and implied future roles and missions of the organization Risks, compromises, structure compensations taken or made from the development of the current and future force structure and budget Commanders' and Higher HQs' specified and implied workforce priorities Impacts of higher level and organizational specified and implied future roles and missions on the workforce 	<ul style="list-style-type: none"> Determine and assess impacts of National, Department, Component, or other senior organization's strategic vision on the workforce Analyze and review organizational future roles and missions to determine workforce impacts Analyze risks/compromises/structure compensations taken or made in developing current/future force structure/requirements/budget ID civilian workforce impacts of military force structure and contractor support changes Establish and select workforce priorities, consistent with budget, that enable the workforce to achieve the desired future state 	<ul style="list-style-type: none"> Impacts of higher level strategic roles and missions on the workforce Impacts of organizational specified and implied future roles and missions on the workforce Impacts and understanding of the risks, compromises, and structure compensations made in the force structure development and budget processes on the Strategic Workforce Planning Process and products Civilian workforce shifts in the context of the total force Workforce priorities, consistent with budget, that enable the workforce to achieve the desired future state

Writers' Guide

Step 1: Questions to Consider

STRATEGIC PLANNING ALIGNMENT

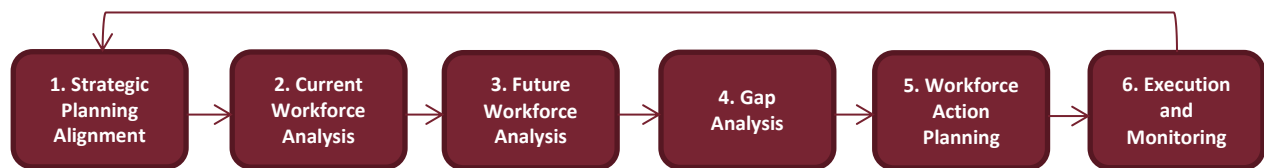
1. What are the relevant National, Department, Component, Higher HQs, and Organizational current and future roles and missions that must be considered for their impact on the workforce?
 - a. Specified?
 - b. Implied?
2. How will the above current and future roles and missions affect the workforce?
 - a. Specified or implied growth, reduction, or addition of workforce capabilities?
 - b. Specified or implied growth, reduction, or addition of workforce competencies?
 - c. Requirements to shape workforce?
 - i. Timeline?
 - ii. Constraints and limitations?
3. What are the relevant risks, compromises, and structure compensations taken or made in the process of developing current and future force structure and budget?
 - a. What are the effects on the civilian workforce and how have these been addressed in the strategic workforce planning process?
 - b. What segments of the workforce are over or under resourced? Why?
4. What are the Commanders' and Higher HQs' specified and implied workforce priorities?
 - a. How do these priorities translate to workforce shaping actions?

Step 2: Current Workforce Analysis

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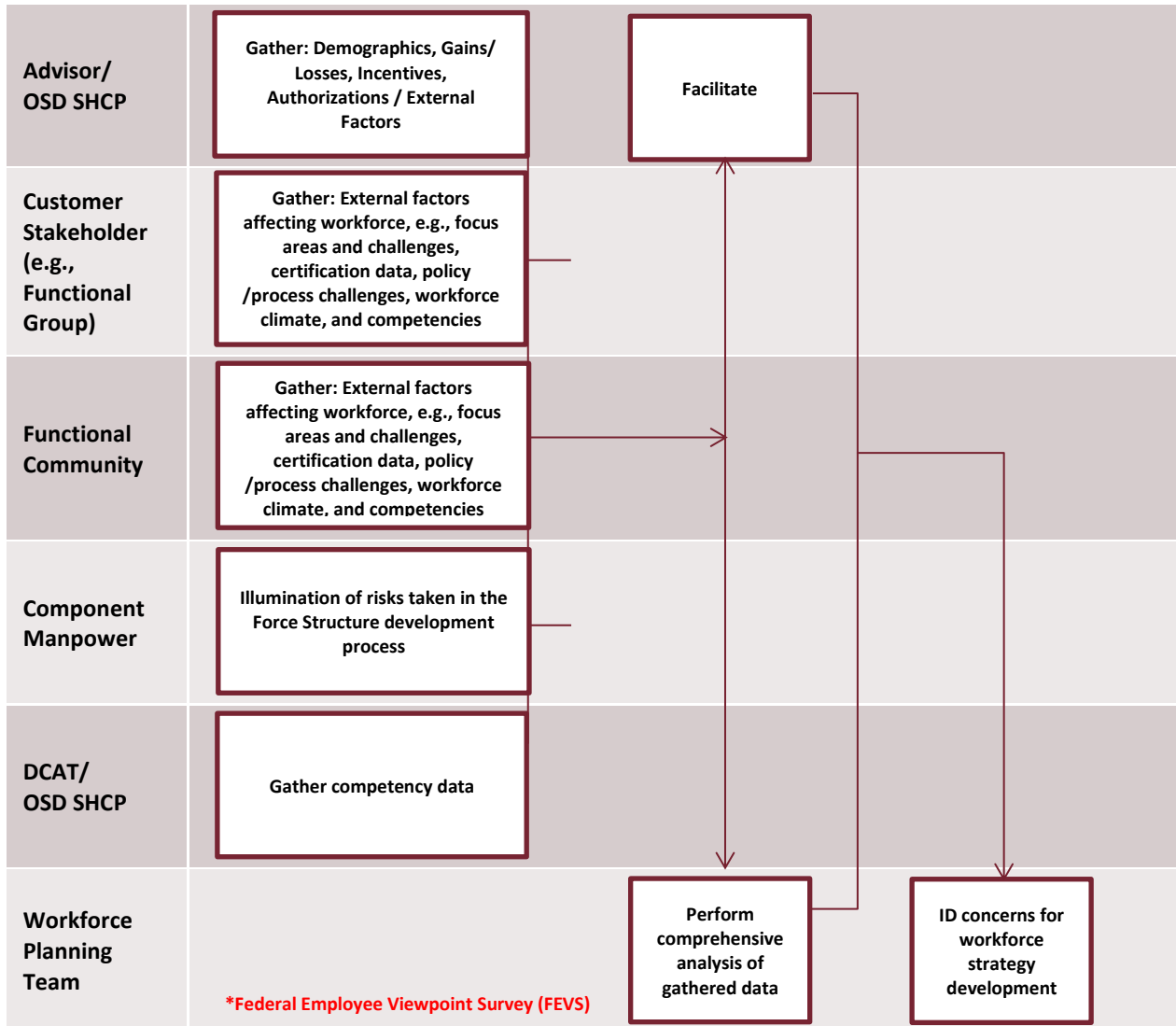
This section includes four resources for WPTs:

1. Actions to Complete Step 2: Current Workforce Analysis
2. Cross Functional Process Map
3. Process Inputs and Outputs
4. Writers' Guide: Questions to Consider



	Perform demographic analysis, e.g., race, gender, generation, prior military, career level				
	Analyze workforce proficiency relative to current roles and missions				
	Analyze workforce climate indicators; determine relationships between climate and workforce behaviors				
	Analyze loss trends/turnover/ attrition				
	Analyze gain trends/accesion including incentives and authorizations				
	Determine effect on retention of retention incentive use				
	ID external factors affecting workforce; labor market and economy				
	ID workforce focus and challenge areas				
	ID policy/process constraints and challenges				

Step 2: Cross-Functional Process Map – Current Workforce Analysis



Step 2: Inputs-Process-Outputs (Current Workforce Analysis)

Inputs	Process	Outputs
<ul style="list-style-type: none"> • DCPDS/DMDC data: <ul style="list-style-type: none"> ○ Demographics ○ Strength ○ Gains (e.g., Pay Grade, Age Group) ○ Losses (e.g., Pay Grade, Age Group) ○ Incentives (3Rs) ○ Special Salary ○ Hiring Authorities ○ Authorizations • FEVS (workforce climate) data <ul style="list-style-type: none"> ○ New IQ inclusion index ○ Employee satisfaction ○ Employee engagement • External research data on: <ul style="list-style-type: none"> ○ External Factors ○ Labor trends ○ Unemployment rates • Function/FC focus areas <ul style="list-style-type: none"> ○ Certification levels ○ Policy challenges ○ Process challenges • Force Structure Development Process results • DCAT or stakeholder competency data • Business context 	<ul style="list-style-type: none"> • Illuminate risks taken in the Force Structure development process • Perform comprehensive analysis of gathered data • Identify concerns for workforce strategy development 	<ul style="list-style-type: none"> • Documented workforce risks • Documented analysis <ul style="list-style-type: none"> ○ Quantitative data ○ Qualitative data ○ Narrative of workforce strengths and challenges • Documented significant findings • Documented concerns

Writers' Guide

Step 2: Questions to Consider

CURRENT WORKFORCE ANALYSIS

Demographics

1. How well does the current workforce (size, shape, and competencies) match the needs of current missions?
2. What notable demographic shifts are occurring in the workforce (e.g., race, gender, national origin, ethnicity, generation, prior military, education)?
3. Does pay grade/age group analysis show evidence of anything significant?

Environmental Scan

1. What competition or alternatives exist for the workforce (e.g., private sector or other agencies)?
2. How are economic factors impacting current workforce supply (e.g., future economic trends, funding issues, job growth/unemployment rates)?
3. How does the workforce perceive the climate in which it operates, and how does the climate impact workforce recruitment, retention, employee satisfaction, and/or engagement?
4. How do political/regulatory factors affect the workforce (e.g., governmental leadership, elections, lobbying efforts, war and conflict, changes to government policies, new requirements of oversight bodies)?
5. What technological factors affect the workforce (e.g., technological trends/innovations, transportation, bio-tech, genetics, e-learning, collaboration tools, new approaches to technology, new technical requirements)?
6. What industry/supplier changes have occurred (e.g., changes impacting the function or occupational field, federal government-wide changes, new procurement rules)?
7. How are customers' (including Congressional) interests changing (e.g., increased reporting, reduced costs, improved environmental protections, technological superiority)?

Force Structure Risks

1. What billets have been authorized?
2. What known risks or tradeoffs have been made with those authorized billets?

Workforce Competencies

1. What method did you use to identify current proficiency/capability levels?
2. What competencies are currently needed?
3. What competencies are needed in the future?
4. What is the size of the proficiency gaps?
5. For which gaps will you develop gap closure strategies?

Analysis of Gathered Data

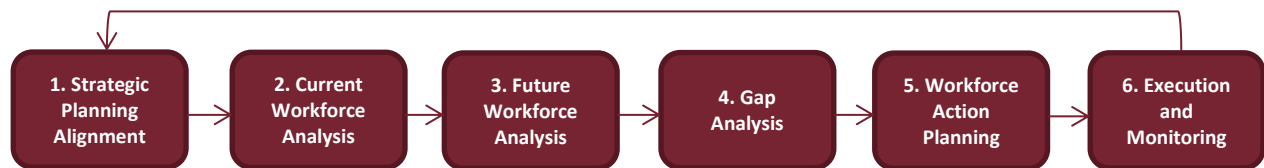
1. What are the historical loss or retention rates? Consider developing separate rates for resignations, retirements and other losses.
2. What are the gain and accession trends? How do these compare with authorizations?
3. How does the workforce perceive the climate in which it operates? What are the workforce climate strengths and weaknesses relative to sustaining a productive, satisfied, and engaged workforce? How is workforce climate trending?
4. Which segments of the workforce are experiencing the greatest challenges in terms of recruiting and retention?
5. How are incentives (e.g., recruitment, retention, relocation) used with this workforce? Which are used? With which segments of this workforce? What effects are incentives having on gain or loss rates? Are there segments of the workforce for which incentives are needed to reduce size? What challenges, if any, do managers have with leveraging incentives for workforce sizing and shaping?
6. Which occupations, if any, require focus and deeper analysis in the reporting, such as mission critical, STEM, SL/ST or DoD Expeditionary Civilian occupations?
7. If the workforce includes both salaried and Federal Wage System employees, what does the workforce planning team's analysis reveal for each? How are the challenges similar and/or different?

Step 3: Future Workforce Analysis

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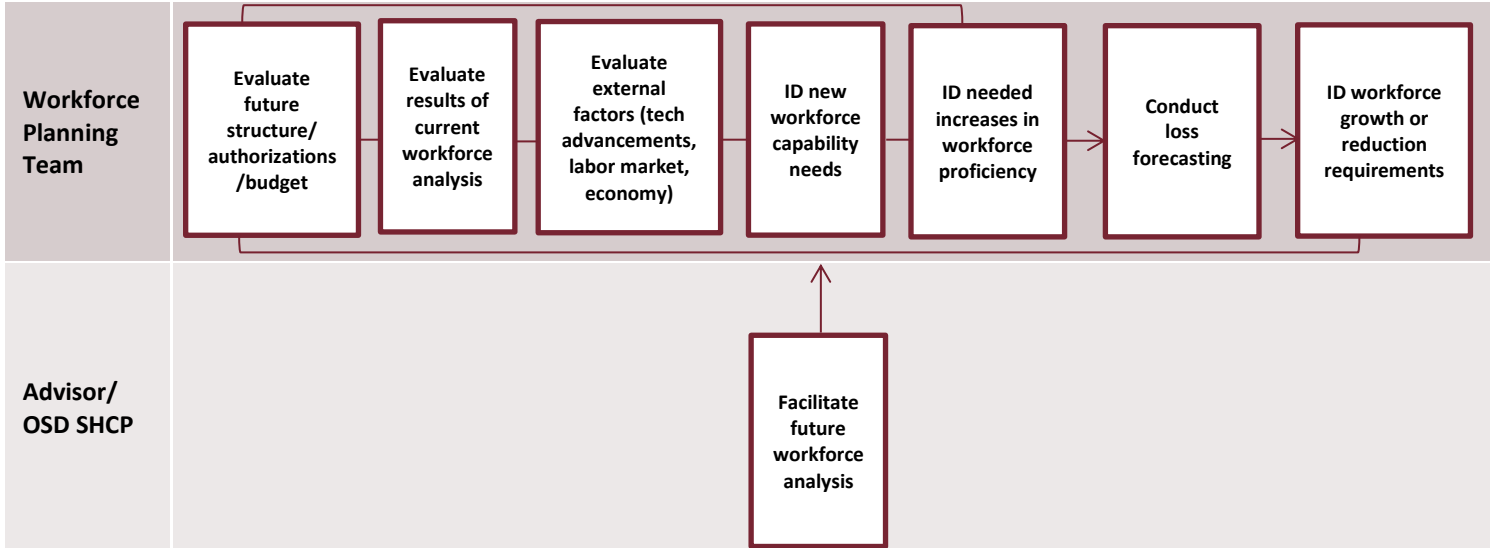
This section includes four resources for WPTs:

1. Actions to Complete Step 3: Future Workforce Analysis
2. Cross Functional Process Map
3. Process Inputs and Outputs
4. Writers' Guide: Questions to Consider



		ID new workforce capability needs			
		ID workforce growth or reduction requirements			
		ID needed increases in workforce proficiency			
		Evaluate future structure / authorizations / budget			
		Conduct loss forecasting			
		Evaluate external factors (tech advancements, labor market, economy)			
		Evaluate results of current workforce analysis for use in future workforce analysis			

Step 3: Cross Functional Process Map – Future Workforce Analysis



Step 3: Inputs-Process-Outputs (Future Workforce Analysis)

Inputs	Process	Outputs
<ul style="list-style-type: none"> • Future years' budget • Future years' authorizations (source: DMDC) • Results of Current Workforce Analysis • Research (e.g., Bureau of Labor Statistics, U.S. Bureau of Economic Analysis) • DoD guidance, products of the Strategic Planning Process • Products of the Force Structure Development Process (e.g., MOS Manual) • Historical and/or projected loss factors (e.g., rates, counts) • Current inventory, future requirements 	<ul style="list-style-type: none"> • Evaluate future structure/ budget/ authorizations • Evaluate results of Current Workforce Analysis • Evaluate external factors (technology advancements, labor market, economy) • ID new workforce capability needs • ID needed increases in workforce proficiency • Conduct loss forecasting • ID workforce growth or reduction requirements, consistent with budget and authorizations 	<ul style="list-style-type: none"> • Identified future workforce targets aligned to budget • Identified key characteristics of current workforce • Identified key external factors that may affect future workforce • Identified key future workforce capability needs • Identified key future workforce proficiencies • Loss Forecast • Workforce growth or reduction requirements

Writers' Guide

Step 3: Questions to Consider

FUTURE WORKFORCE ANALYSIS

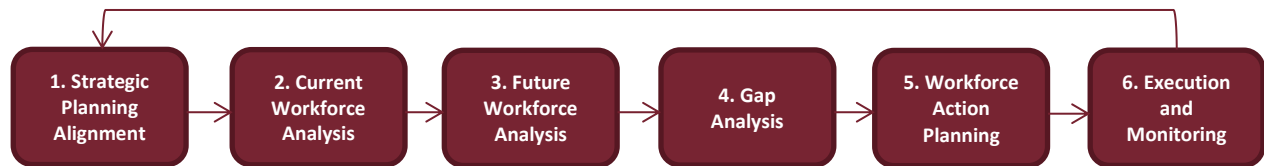
1. What are the future years' authorizations?
2. Which aspects of the current workforce analysis inform and affect the Strategic Workforce Planning process and products?
3. What, if any, external factors will impact the future workforce (e.g., labor market factors, economic factors, technology advancements)? What is the anticipated impact of those factors?
4. What historical loss information and/or tools were used in forecasting future losses? What are the loss forecasts for the workforce?
5. What historical gains information and/or tools were used to forecast future gains? What are the gains forecasts for the workforce?
6. What are the anticipated future capability requirements? What impact will those changing requirements have on the workforce?
7. What are the anticipated future competency requirements? What impact will those changing requirements have on the workforce?

Step 4: Gap Analysis

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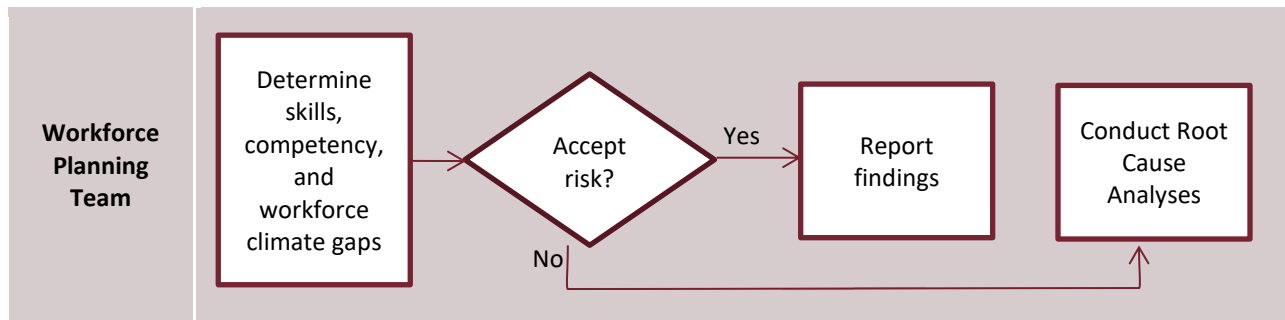
This section includes four resources for WPTs:

1. Actions to Complete Step 4: Gap Analysis
2. Cross Functional Process Map
3. Process Inputs and Outputs
4. Writers' Guide: Questions to Consider



			Determine skill gap surpluses and deficits		
			Determine proficiency gaps		
			Determine workforce climate gaps		
			Conduct root cause analyses		

Step 4: Cross Functional Process Map – Gap Analysis



Step 4: Inputs-Process-Outputs (Gap Analysis)

Inputs	Process	Outputs
<ul style="list-style-type: none"> • Authorizations • Onboard strength • Target competency proficiency levels • Actual competency proficiency levels • Certification requirements • Certification completion data • New IQ index data • FEVS employee satisfaction and engagement data (or other locally generated data) <ul style="list-style-type: none"> ○ Target workforce data ○ Comparative population data 	<ul style="list-style-type: none"> • Determine skills/competency gaps • Determine workforce climate gaps • Conduct root cause analysis 	<ul style="list-style-type: none"> • Identification of skills, competency and/or workforce climate gaps • Problem statement • Root cause tree • Identification of highest priority root causes

Writers' Guide

Step 4: Questions to Consider

GAP ANALYSIS

Skill Gaps

1. What is the current supply?
2. What is the projected supply?
3. What is the projected attrition?
4. What is the demand?
5. What is the workforce gap?

Proficiency Gaps

1. What is the current proficiency level?
2. What is the target proficiency level?
3. What is the current proficiency gap?

Workforce Climate Gaps

1. What are the desired measures and qualities of workforce climate?
2. What are the current measures and qualities of climate for this workforce?
3. What is the gap between desired and current workforce climate?

Root Cause Analysis

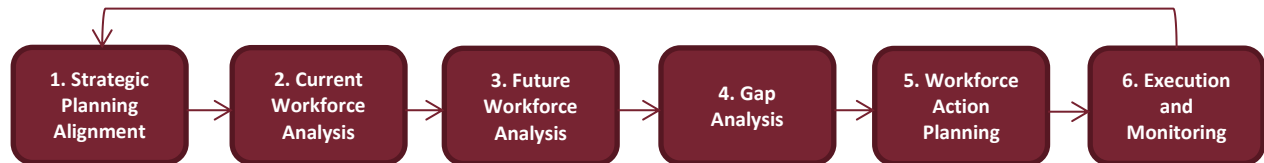
1. Where is the gap (e.g., in what occupation)?
2. What is the capacity and/or capability gap?
3. Why does the gap exist?
4. How is the gap impacting performance?

Step 5: Workforce Action Planning

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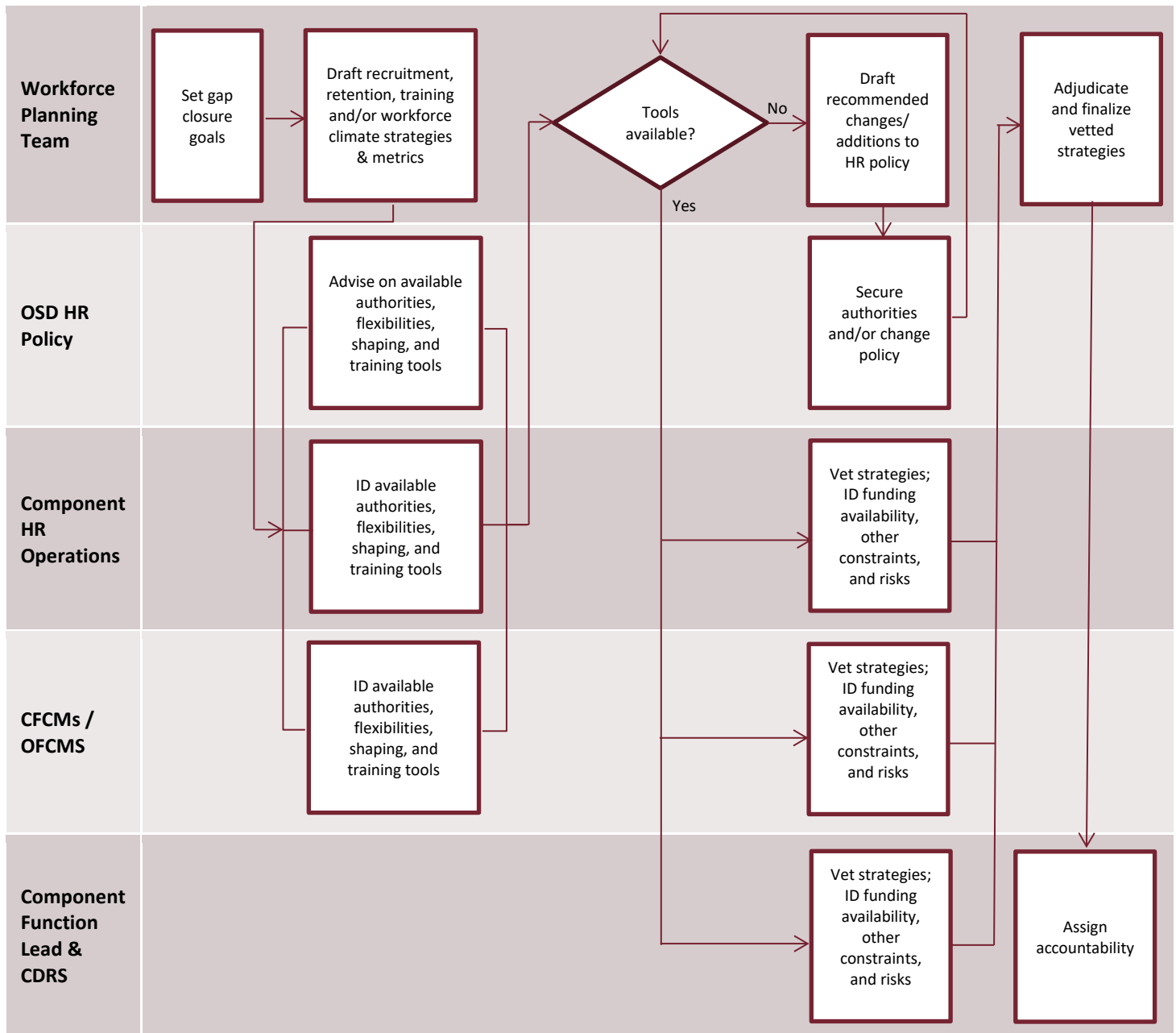
This section includes four resources for WPTs:

1. Actions to Complete Step 5: Workforce Action Planning
2. Cross Functional Process Map
3. Process Inputs and Outputs
4. Writers' Guide: Questions to Consider



				Set gap closure goals	
				Draft recruitment, retention, training, and/or workforce climate strategies and metrics	
				ID available authorities, flexibilities, shaping and training tools	
				Assess whether needed tools are available	
				Draft recommended changes / additions to policy	
				Secure authorities and / or change policy	
				Vet strategies; ID funding availability, other constraints, and risks	
				Adjudicate and finalize vetted strategies	
				Assign accountability	

Step 5: Cross Functional Process Map – Workforce Action Planning



Step 5: Inputs-Process-Outputs (Workforce Action Planning)

Inputs	Process	Outputs
<ul style="list-style-type: none"> • Skills, competency, and/or workforce climate gaps • Accepted risk • Certification gaps • Recruitment goals • Competency gap closure goals • Certification goals • Existing authorities and flexibilities • Component policies and programs • Career program resources (training dollars) • Current policy guidance • Funds allocated to workforce sizing, shaping, and development 	<ul style="list-style-type: none"> • Set gap closure goals • Draft recruitment, retention, training, and workforce climate strategies & metrics • Advise available authorities, flexibilities, shaping and training tools • Identify available authorities, flexibilities, shaping and training tools • Draft recommended changes /additions to HR policy • Secure authorities and/or change policy • Vet strategies within WPTs and Components; ID funding availability, other constraints, and risks • Adjudicate and finalize vetted strategies • Assign accountability 	<ul style="list-style-type: none"> • Finalized strategies with DoD Function/ Component Function/ and OSD FC concurrence • Strategy measures • Identification of tools needed, not available • New authorities and/or flexibilities identified and/or modified solutions or no policy solution • New desired personnel policy supporting future state • Hiring flexibilities that support the future state workforce • Funding needs • Funding availability • Strategy risk assessment and mitigation options • Policy, directive, instruction, or manuals

Writers' Guide

Step 5: Questions to Consider

WORKFORCE ACTION PLANNING

For Each Strategy (New or Continuing):

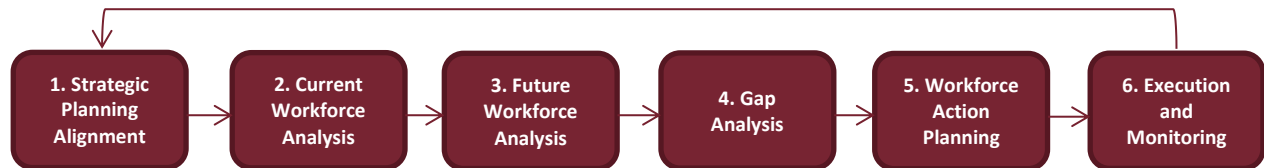
- a. What is the objective and nature of the strategy (e.g., recruitment, retention, training, or workforce climate)?
- b. What problem is the strategy intended to solve?
- c. What impact will the strategy have on existing training, recruitment, succession management, and other strategic initiatives?
- d. What are potential workforce impacts of the strategy that must be addressed, e.g., change management?
- e. What does the future look like with the desired strategy in place?
- f. What is the gap closure goal for the strategy? What are the gap closure milestones through the life of the SWP?
- g. What initiative(s) are associated with the strategy?
- h. Who is accountable to execute the initiatives?
- i. What funding or other resources are required to enable the strategy?
- j. How does the strategy support the achievement of diversity and inclusion aims?

Step 6: Execution and Monitoring

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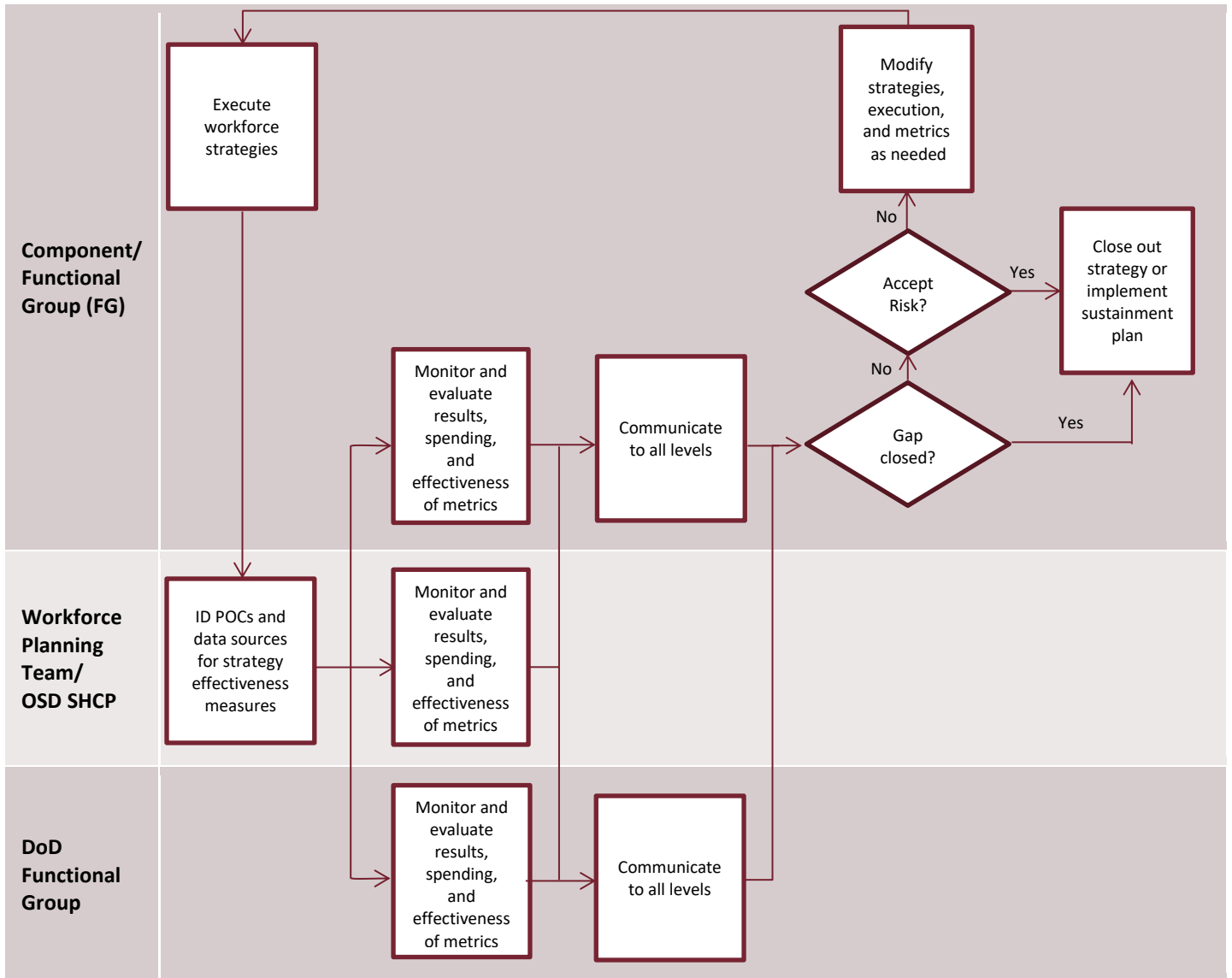
This section includes four resources for WPTs:

1. Actions to Complete Step 6: Execution and Monitoring
2. Cross Functional Process Map
3. Process Inputs and Outputs
4. Writers' Guide: Questions to Consider



					Execute workforce strategy solutions to close skills, competency, and climate gaps
					Monitor planned versus actual strategy spending
					Monitor and evaluate results in closing gaps and achieving strategies
					Communicate at all levels of the organization
					Close strategies or implement sustainment plan
					Modify strategies as needed

Step 6: Cross Functional Process Map – Execution and Monitoring



Step 6: Inputs-Process-Outputs (Execution and Monitoring)

Inputs	Process	Outputs
<ul style="list-style-type: none"> • Strategies to close current skills, competency, and workforce climate gaps • Metrics • Workforce Action Plan • Performance metrics report • Modified action items/strategies • Justification for modification • New workforce or organizational issues • Funding 	<ul style="list-style-type: none"> • Execute workforce strategies • Monitor and evaluate strategy execution results, spending, and effectiveness of metrics • Communicate to all levels • Close out strategy or implement sustainment plan • Modify strategies, execution, and metrics as needed 	<ul style="list-style-type: none"> • Strategy Report showing progress for each strategy to reflect gap closure status <ul style="list-style-type: none"> ○ Skills gap closure ○ Competency gap closure ○ Closed out strategies ○ Strategy modifications to sustain target workforce ○ Strategy spending • Communication of Strategy Report • Updated Workforce Action Plan <ul style="list-style-type: none"> ○ Modified strategies ○ Metrics ○ Milestones ○ Funding • Lessons learned

Writers' Guide

Step 6: Questions to Consider

EXECUTION AND MONITORING

For Each Strategy:

1. What is the name of the strategy?
2. What are the performance measure targets and the milestones/timeframe?
3. How will you monitor the gaps? How frequently will monitoring occur?
4. How will the strategy be communicated to key stakeholders and/or to the workforce?
How frequently?
5. With respect to gaps closed:
 - Were all actions completed?
 - Did the strategies close gaps as defined by the established measure?
6. With respect to gaps not closed:
 - What challenges were encountered?
 - How will you modify/adjust your strategy(ies)?

Data Products

Data products required for the strategic workforce planning process are dependent upon the objectives of the SWP and the level to which the SWP is being crafted; however, all products should present data using standard DoD definitions by means of authoritative data sources to ensure that the data is complete, reliable, accurate, and will be available in the future. This will ensure consistency across the DoD, add credibility to the data and ensure that the data can be monitored over time for changes

General examples of data products used in strategic workforce planning include:

- Current and past workforce demographics
- Current and past workforce competency statistics
- Loss history by loss type
- Gains history by gains type
- Historical use of incentives (recruitment, retention, relocation, etc.)

A thorough study of current and past workforce demographics is essential to any workforce plan. Demographics provide a sound understanding of who comprises the workforce. By analyzing past workforce demographics, workforce planners can develop an understanding of how the workforce is changing over time.

The analysis of historical losses is also essential to workforce planning. Development of historical loss rates also provides a basis from which to forecast future losses.

Gains history can be analyzed to see how different types of accessions flow into the workforce over time, and to determine changes in the distribution by type of accessions into the workforce.

Incentives data can be used to develop relationships between inventory/retention and use of incentives.

These are just a few examples of how data can be used to inform the strategic workforce planning process. This discussion of data is by no means exhaustive, as there is a massive amount of data available that can be used in workforce planning. There are also many and varied methods by which to analyze available data. Workforce planning teams are encouraged to consult with manpower and personnel data analysts to tap available data resources, inform their workforce planning efforts, and to assist leaders in making data-based decisions.

Glossary

Billet – Manpower requirement that has been approved and funded. Billets are very similar to, and often interchangeable with, manpower authorizations.

Competency – An observable, measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics needed to perform work roles or occupational functions successfully.

Gap Analysis – An analysis of the difference between desired and actual measures (e.g., competency, skills, or workforce climate) for an occupational series of interest.

Gap (Competency) – The difference between the current proficiency and target proficiency of a given competency for an occupational series of interest.

Gap (Skills) – The difference between manpower authorizations and onboard count for an occupational series of interest. In 10 U.S. Code § 115b, skills are synonymous with staffing, and will be referred to in terms of staffing for the purposes of this guide.

Gap (Workforce Climate) – The difference between desired and current measures and qualities of workforce climate (employee engagement, global satisfaction, and new IQ) for the targeted workforce

Implied Task – A task that an organization must perform or prepare to perform to accomplish a specified task or the mission, but which is not stated in the higher headquarters order

Manpower Authorization – A funded manpower requirement, generally with position(s) defined in terms of function, organization, location, skill, grade, and other appropriate characteristics, allowing commands to extend end strength resources to units. In some contexts, manpower authorizations may be spoken of as *funded* or *unfunded*.

Manpower Requirement – Human resources needed to accomplish a specified job, workload, mission, or program. In some contexts, manpower requirements may be further broken down into *funded* (those that have been validated and allocated) and *unfunded* (validated manpower needs that have been deferred because of budgetary constraints).

Onboard – The actual number of personnel working on a specified job, workload, mission, or program.

Proficiency – Degree of competence or skill, expertise, or ability.

Specified Task – A task that is specifically assigned to an organization by its higher headquarters

Strategic Human Capital Planning – A structured, competency-based approach used to assess the current state of the workforce, identify skill and competency gaps and strengths, and forecast emerging and future workforce requirements to ensure the readiness of the civilian workforce to meet those requirements.

Strategic Workforce Planning – A structured process to align an organization’s human capital program with its current and emerging mission and programmatic goals and to develop long-term strategies for acquiring, developing, and retaining staff to achieve programmatic goals.

Workforce Planning Team – The team tasked with the development of a civilian strategic workforce plan for a population of interest (e.g., DoD enterprise-wide, DoD Component, Functional Community, Functional Group). This team may include an accountable executive and SMEs (e.g., Manpower, Human Resources, Financial Management, Competency Development Professionals, and Workforce Analytics Professionals) with strategic insight for the scope of the intended workforce plan.

*Note that manpower terms are a synthesis of definitions acquired from the following documents:

- U.S. Department of the Army. *Manpower Management*. Army Regulation 570-4. Washington, DC: U.S. Department of the Army, February 8, 2006.
- U.S. Department of the Navy. *Navy Total Force Manpower Policies and Procedures*. OPNAVINST 1000.16L. Washington, DC: U.S. Department of the Navy, June 24, 2015.
- U.S. Department of the Air Force. *Management of Manpower Requirements and Authorizations*. Air Force Instruction 38-201. Washington, DC: U.S. Department of the Air Force, January 30, 2014.
- U.S. Joint Chiefs of Staff. *Chairman of the Joint Chiefs of Staff Instruction*. CJCSI 1001.01B. Washington, DC: U.S. Joint Chiefs of Staff, October 7, 2014.