

## Management System: Office of Human Resources

# Subject Area: Planning and Accountability

Management System Owner: Kathleen Reck

Point of Contact: Jean St. Pierre

---

Issue Date: 8/30/2012

CBC MS Revision: 0

## 1.0 Introduction

This subject area (SA), Planning and Accountability, of the Office of Human Resources Management System ensures that as part of Human Capital Management, an effective organization design filled with highly skilled and motivated employees, is aligned and structured to meet the Vision, future Mission, current needs and continuity of the organization. This dynamic process incorporates a thorough understanding of organizational and employee development, skill requirements, program lifecycle and the evaluation of human capital accountability to ensure EMCBC and its services sites equipped to face future challenges. This process includes:

- Development of a flexible and highly skilled workforce through the use of workforce planning to determine resource needs in addition to specialized applications.
- Employment of succession management to assess staff resource life cycles in relation to mission performance, thereby enabling organizational continuity and corporate knowledge transfer.
- Workforce design and skills assessment to bridge the gap between current and future skills mix in concert with future mission needs.
- Development of the organizational structure for effective operations to meet current roles and responsibilities as well as future mission requirements.
- Development and execution of accountability, audit, and research and programs relevant to human capital performance, employee growth and productivity.

### Summary of critical steps to workforce planning:

- **Assess the Current Workforce** - Determine what our current workforce resources are and how they will evolve over time through turnover, etc.
- **Analyze the Future Workforce** - Develop specifications for the kinds, numbers and location of workers and managers we will need to accomplish our mission, goals and objectives. This information is developed in conjunction with strategic plans and budget documents.
- **Identify "gaps"** - Determine what gaps will exist between current and projected workforce needs based on results of skills assessment.
- **Develop and Prioritize Strategies to Address Gaps** - These strategies include recruiting, training/retraining, restructuring organizations, contracting out, competency-

based assessments, leadership development, succession planning, technological enhancements, etc.

- **Prepare Organizational Workforce Management and Succession Plans** - Utilize results of the workforce planning process and the skills assessment data to complete the succession planning process outlined in Procedure 1.

Adherence to the workforce and succession planning procedures outlined here will help managers ensure that qualified people are available at the right time and with the right competencies to achieve their organizational mission.

## 2.0 Contents

Procedures	Procedure Content
1. <a href="#">Complete Workforce and Succession Planning</a>	<ul style="list-style-type: none"> <li>• Document short-term and long-term business issues</li> <li>• Quantify potential staffing gaps</li> <li>• Address succession issues</li> <li>• Generate development suggestions</li> <li>• Establish retention plans</li> <li>• Summarize strategic challenges and proposed responses</li> <li>• Document your current organizational structure and positions</li> <li>• Conduct a review and analysis</li> </ul>
2. <a href="#">Auditing</a>	TBD

## 3.0 Exhibits/Forms

- [Worksheet - "Staffing Gap Analysis"](#)
- [Worksheet - "Key Position Analysis"](#)
- [Worksheet - "Competency Requirements for Key Positions"](#)
- [Worksheet - "Development Ideas"](#)
- [Worksheet - "Retention Matrix"](#)
- [Worksheet - "Critical Retentions"](#)
- [Worksheet - "Succession Pools"](#)
- [Worksheet - "Master Succession Plan"](#)

## 4.0 Related Information

- [U.S. Department of Energy \(DOE\) Human Capital Strategic Plan, FY 2011 – FY 2015](#)

## 5.0 Requirements

Document	Title
<a href="#">DOE P 111.1</a>	<i>Departmental Organization Management System</i>
<a href="#">Human Capital Assessment and Accountability Framework</a>	<i>Human Capital Assessment and Accountability Framework</i>

## 6.0 Definitions

Term	Definition
<b>Competency</b>	Observable, measurable pattern of skills, knowledge, abilities, behaviors and other characteristics that an individual needs to perform work roles or occupational functions successfully.
<b>Key Positions</b>	Positions that are directly related to the organization’s strategic plan and mission; are expected to be filled if they become open in the future; and, are difficult to fill.
<b>Span of Control</b>	The number of subordinate employees supervised.
<b>Staffing Gap</b>	Shortage of qualified, internal candidates OR a surplus of candidates.
<b>Succession Planning</b>	Systematic process designed to connect the assessment of identified short and long term staffing requirements with the organizational structure and positions required to accomplish the mission.
<b>Workforce Planning</b>	Systematic process for identifying and addressing current and future human capital needs, including the size of the workforce, its deployment across the organization, and the competencies needed for the agency to fulfill its mission.