

**Determining and Assessing Your
Current Workforce Planning
Status and Maturity**

**Presentation for Virtual Strategic
Workforce Planning Event**

April 22, 2021

U.S. Department of Homeland Security Workforce to Safeguard the Homeland



Strategic Workforce Planning: Assessing Status and Maturity

Common Issues

What are common issues organizations face with Workforce Planning?

- **People forget that the workforce is how the work gets done**
 - People drive the work in most organizations
 - Not enough attention on the workforce that makes it happen
- **Workforce Planning is not always defined**
 - Undefined or insufficiently defined
 - Conflicting and competing conceptions
- **Workforce Planning does not always have a home**
 - Cooperation between mission and support
 - Cuts across support domain areas (HR, procurement, finance)

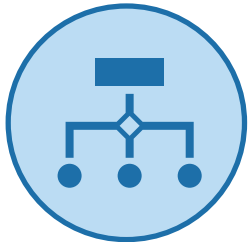
Strategic Workforce Planning: Assessing Status and Maturity

Dimensions for Assessing Maturity



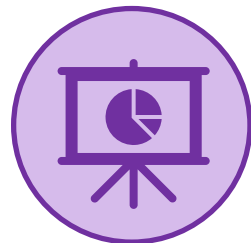
Understanding the Workforce

How well do you understand your workforce, mission-critical occupations, and attributes?



Aligning to the Organization

How well does workforce planning align to and support the needs of your organization?



Being Data-Informed

How well do you use data to understand the workforce and keep leadership informed?

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Dimension: Understanding the Workforce



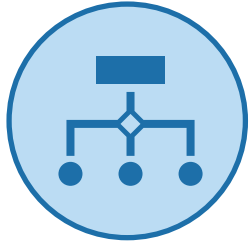
Understanding the Workforce

How well do you understand your workforce, mission-critical occupations, and attributes?

1. Capacity Forecasting
2. Capability Assessment
3. Occupational Dynamics

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Dimension: Aligning to the Organization



Aligning to the Organization

How well does workforce planning align to and support the needs of your organization?

1. Strategic Alignment
2. Defined Process and Outputs
3. Integration into Business Processes

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Dimension: Being Data-Informed



Being Data-Informed

How well do you use data to understand the workforce and keep leadership informed?

1. Access Quality Data
2. Build Data Literacy and Fluency
3. Analyze and Visualize Workforce

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Lessons and Takeaways

- **Maturity should be assessed based on how well workforce planning helps your organization to achieve its mission-critical objectives**
 - Workforce Planning process should constantly evolve to meet needs
 - Skilled people, not technology solutions, are indicative of maturity
- **Workforce Planning and organizational maturity go hand-in-hand**
 - As you develop Workforce Planning, it should directly support your organization in its ability to in meet its evolving goals and objectives.
 - Your organization may be limited in its growth and path for maturing without proactive and forward-looking workforce planning.

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Informational Resources

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- **DHS Strategic Plan (Fiscal Years 2020-2024)**
• <https://www.dhs.gov/publication/department-homeland-securitys-strategic-plan-fiscal-years-2020-2024>
- **Workforce Planning Model – National Institutes of Health (NIH)**
<https://hr.nih.gov/workforce/workforce-planning>
- **People Capability Maturity Model – Carnegie Mellon University**
https://resources.sei.cmu.edu/asset_files/MaturityModule/2001_008_001_435287.pdf
- **Occupational Dynamics – Bureau of Labor Statistics**
<https://www.bls.gov/ors/research/sample-design/pdf/dynamics-occupational-change-2016.pdf>