



U.S. Office of Personnel Management
U.S. General Services Administration

Human Capital and Training Solutions (HCaTS) Program

Workforce Reform Sample Tasks

SAMPLE



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1. Background

On April 12, 2017, OMB issued memo 22-17 (M-17-22), “Comprehensive Plan for Reforming the Government and Reducing the Federal Civilian Workforce” that directed all Departments to reform their organizations by directing all agencies to:

- Begin taking immediate actions to achieve near-term workforce reductions and cost savings, including planning for funding levels in the President's Fiscal Year (FY) 2018 Budget Blueprint;
- Develop a plan to maximize employee performance by June 30, 2017; and
- Submit an Agency Reform Plan to OMB in September 2017 as part of the agency's FY 2019 Budget submission to OMB that includes long-term workforce reductions. An initial, high-level draft of the Agency Reform Plan was due to OMB by June 30, 2017.

2. Objectives

The Department received its feedback from OMB on the proposed Agency Reform Plan, and is in the process of finalizing it. We are also currently developing a Human Capital Operating Plan (HCOP) according to OPM guidance, to operationalize the Reform Plan from a human capital perspective. The Department has already completed initial analyses, but it now requires deeper analyses and implementation support in order to be able to execute the workforce reductions. The Department's goal is to be sensitive to the affected employees while still executing its mission.

3. Tasks

Task 1—Workforce and Gap Analysis

The Department has already completed an initial analysis, but a more in depth analysis will identify patterns of critical competency gaps across mission-critical agency positions for use in selection, performance, position management, and training and development. Workforce characteristics across mission critical occupations, including demographic and background of the current workforce, retirement eligibility, turnover, and various workforce management issues must be identified. The analysis includes all of the Department's 876 employees and all levels of management. The contractor must have the capability to reach out to the Department's virtual employees, but travel is not required.

Task 2—Gap Closure Strategy and Workforce Shaping Initiative Development

Support and assist government staff led efforts to develop effective and efficient gap closure strategies and workforce shaping initiatives in the strategic workforce planning process. The strategies and initiatives shall be actionable and executable.

Task 3—Training Needs Assessment and Plan



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Evaluating the learning and development needs of the workforce is important in order to prioritize and leverage training resources. The training needs analysis and training plan should include the identification of training needs and learning and development options for competencies needed in the to-be organization.

Task 4—Training Program Support

Based on the training needs assessment, the contractor needs to provide an analysis of the training program support needed, and then development, design and implement the Department's decision on the learning and development offerings. Lastly, evaluate the effectiveness using all levels of the Kirkpatrick model.

Task 5—Strategic Workforce Progress Analysis and Business Process Re-Engineering

Outcomes will result in directional influence over established goals and objectives, support overall alignment to the strategic plan, and/or indicate areas for remediation, redirection and inform solutions. This includes business process re-engineering, which can be anything from workflow process charts to creating new or modifying templates and documents. Business process re-engineering ensures continuity and also determines process improvement and reduces duplication.

Task 6—Future State Organizational Design

Using the results of the Workforce and Gap Analysis, the contractor will develop an Organizational Chart that addresses workforce reshaping requirements. The future state design should align the organizational and position structures with the strategic mission and objectives of the organization as reflected in the HCOP. The organizational design should reflect revised position descriptions for those areas where workload distribution will be increased. Positions for reduction (if needed) through VERA/VSIP should also be identified.

Task 7—Change Management Plan

In order to achieve the desired results outlined in HCOP, the overarching agency objectives need to be written so they are more actionable. The Department requires a change management plan that not only outlines how to execute the HCOP, but specifically how to ensure that executing the Department's mission remains a priority. The Change Management Plan should include strategic communication, internal and external stakeholder outreach, and methods for informing employees about the changes, the goals of the HCOP and resources available to assist them with the agency transition.

Task 8—Performance Management Support

The Department requires assistance in evaluating current performance management policy, guidance, process, support, training, and outcomes to determine necessary improvements. The contractor will provide implementation support for establishing performance management training and ongoing manager support and resources.



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Task 9—Analytic and Data Support

The Contractor shall provide technical personnel to support the Department in gathering information, and analyzing, synthesizing, summarizing reform plan inputs from the Department's Bureaus and major offices; prepare related documentation and presentations, schedule, track and manage the project timeline and milestones, assist in the creation of strategic plans that are synchronized with the reform plan, provide HR and employee workforce impacts subject matter expertise, and assist with the employee performance improvement analysis and data reduction.

Task 10—Long Term Planning and Change Management Strategy

Because the HCOP and reshaping drastically change the organization, the Department needs 3-5 years of planning resources to ensure the change is accepted and adapted internally. The idea is to plan for the implementation of long-term organizational enhancements and communicating that vision and change to inspire employees to achieve significant, sustained, and measurable improvements in performance on an ongoing and regular basis.