

## **Getting Your Managers to Accept and Commit to Workforce Planning**

- **Secure Top-Level Support**

Make sure that at least one high level manager understands and supports the workforce planning initiative. They can lend credibility and support, and encourage other managers to become involved.

- **Take One Small Step at a Time**

Start small and succeed. Try piloting the initiative in only a part of the organization. Then other managers can see the benefits and gain familiarity with the process before it comes to their area. This also provides the opportunity to improve and customize tools and processes as they are repeatedly used.

- **Get Them Involved**

People support what they help create. Involve managers and bring them into the process, whether through gathering data, providing input and feedback, developing the initial framework, or helping carry out the processes. Their commitment will increase as they see the benefits of their efforts in the project. Managers must partner with human resources and others in the workforce planning effort.

- **Open the Tool Box**

You may be considering using automated planning processes, pursuing new recruitment options, or conducting exit and entrance surveys. Educate managers on the new ways of doing business that are now available to them.

- **Use an Accepted Workforce Planning Model**

The Office of Personnel Management provides a 5–step Federal Workforce Planning Model which is widely used by a number of federal agencies (see <http://www.opm.gov/workforceplanning/>). Use of this or other accepted model will provide a framework for analyzing data and making recommendations, and lend credibility which is key to gaining management support.

- **Keep it Fresh**

Workforce plans should be updated at least once a year with the input of top management. Have there been changes in leadership, strategic plan, or available resources that should be considered? A stale workforce plan is of little use. Assure that someone has the lead to review and renew the plan at least annually.