



1. Strategic Planning and Communicating Change

Adaptive and agile workforce management

This effort is a continuation of our Transformation Tools found at: [OPM.gov/Reshaping](https://www.opm.gov/Reshaping)



Strategic Planning

In today’s environment of accelerated change and innovation, the Federal Government must modernize and continually revisit its mission-delivery strategy for effectiveness and efficiency. Achieving this outcome will require more adaptive and agile workforce management.

The strategic decision-making process includes Change Management, Workforce Shaping and Human Capital Strategies. This process will support Executives as they identify the workforce needed to improve services to the American people and fulfill the functions of government.

Planning is key to an effective reskilling and upskilling program. It is important to:

- set the strategic direction;
- identify the skills gaps;
- conduct workforce analysis;
- develop and implement action plans;
- monitor and evaluate the performance of the programs; and
- develop and communicate a reskilling/upskilling strategy.

The [Workforce Reshaping Executive Playbook](#) contains plays representing key Human Capital Strategies agencies can use to shape and build a modern workforce for the 21st century. It is common to use a combination of plays to shape a workforce. Each play page includes key terms, things to consider, and resources.

Play: Restructure Page 8 in Playbook	Play: Reskill Page 9 in Playbook	Play: Resize Page 10 in Playbook	Play: Recruit and Hire Page 11 in Playbook

Communicating Change

Change Management occurs when agency leadership is committed to reviewing, implementing, and communicating organizational enhancements and collectively inspiring employees to achieve significant, sustained, and measurable improvements in performance on an ongoing and regular basis.

The ability of change sponsors and **leaders to communicate effectively about the change is key to its ultimate success**. Change sponsors (i.e., agency leaders, Sr. leaders and executives) and leaders (i.e., managers, supervisors and team leaders) should take the personal/psychological aspects of change into account when managing and communicating about change.

Recommended practices for communicating change include:

Recognize responses to change are necessary and normal. Employees are going to experience a wide range of feelings.

Know that employees will not move faster through the change than change sponsors and leaders do. Hence, if leaders become stuck, employees will become stuck too. It is important for managers to correctly understand their own feelings about the change and to take care of themselves.

Communicate first through action, then words. Leadership statements, no matter how well crafted, only deliver conflicting and ultimately alienating messages to the workforce, if leadership's behavior is inconsistent with the underlying values or vision expressed. Behavioral integrity is of utmost importance when communicating change. Employees expect leadership to walk the talk and to operate with integrity. In addition, leadership should communicate clear goals and use common language during the change initiatives.

Try to keep the familiar in place. Change sponsors and leaders should ask themselves what they can leave in place that will create a sense of stability.

Anticipate and allow for strong emotions. Allow employees to "let off steam." Recognize and communicate that emotions are not only natural, but also a necessary part of the change and transition process. Find productive venues for people to express their anger, frustration, confusion, anxiety, etc.

Plan Take Away

Agency Leaders, Managers

- Host a planning meeting with key leaders to develop the reskilling and upskilling objectives and strategies and communication plan.
- Collectively identify agency strategic goals to determine what future initiatives, policies or programs will have a significant impact on human capital within your organization.
- Be the change management champion.

Supervisors

- Develop Reskilling and Upskilling Performance Goals.
- Develop employee performance plans, make certain reskilling and upskilling goals cascade to the organization's strategic goals.
- Create the conditions for employees to improve their skills and performance.

Employees

- Understand how reskilling and upskilling is an opportunity to improve your skills and develop new skills.
- Understand how your work contributes to the mission.
- Determine your training requirements and development needs and develop an Individual Development Plan (IDP).

Source: <https://www.opm.gov/policy-data-oversight/workforce-restructuring/reshaping/accelerating-the-gears-of-transformation/reskilling-toolkit.pdf>