

Table 1: Workforce Analysis Process Overview

STEP	OBJECTIVE	SUGGESTED TIMEFRAME
Step 1. Identify strategic direction	Firmly establish the strategic objectives and priorities of DOT and the OAs as the foundation and focal point of the workforce analysis. A second and equally important purpose is to set the tone for an analysis that looks at the workforce from both the Department-wide perspective and the OA perspective to understand common linkages for use in closing gaps and improving operations.	2–6 Weeks Month 1
Step 2. Understand the current workforce	Understand the current composition of the workforce to identify general trends and commonality between the OAs.	4–6 Weeks Months 1, 2
Step 3. Understand how the MCO performs within the organization	Understand the work performed, the organization structure, the supervisory span of control, and the allocation/investment of agency resources to identify areas for operational improvement. This step also establishes the foundation for determining the competencies in Step 5.	8–12 Weeks Months 2, 3, 4,
Step 4. Understand how the MCO fits into the organization in the future	Anticipate changes in the external and internal environment to forecast future manpower and skill requirements.	4–6 Weeks Months 4, 5
Step 5. Identify competencies for the MCO	Identify competency requirements to develop the competency model and rating scale.	12–15 Weeks Months 4, 5, 6, 7
Step 6. Identify competency gaps	Identify and prioritize competency gaps using a competency assessment survey, workforce data, and meetings with the SMEs.	8–12 weeks Months 8, 9, 10
Step 7: Identify strategies to close gaps	Identify and evaluate a range of strategies to determine the “best” strategy for closing gaps and improving operations. This step is the culmination of the workforce analysis, using information from the previous six steps to make an informed decision about how to effectively close gaps and improve operations.	2–6 Weeks Months 10, 11

Table 2: Workforce Analysis Process Timeline

STEPS	MONTHS											
	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
	1	2	3	4	5	6	7	8	9	10	11	12
Step 1. Identify strategic direction	1											
Step 2. Understand the current workforce	2	2										
Step 3. Understand how the MCO performs within the organization		3	3	3								
Step 4. Understand how the MCO fits into the organization in the future				4	4							
Step 5. Identify competencies for the MCO				5	5	5	5					
Step 6. Identify competency gaps								6	6	6		
Step 7. Identify strategies to close gaps										7	7	

table 1-1: Process Overview

OUTCOMES		
<ul style="list-style-type: none"> •Listing of prioritized DOT/ OA goals and objectives to focus on for this analysis cycle •Listing of commonality and differences between OAs goals and objectives •Listing of general commonality and differences between OAs •Listing of Mission Critical Occupation(s) to be reviewed for this analysis cycle 		
STEP	ESTIMATED TIME TO COMPLETE	ELAPSED TIME
1-A Establish Workforce Analysis Steering Group	2-4 weeks (prior to starting process)	N/A
1-B Establish a Workforce Analysis Working Group	1-2 weeks (Prior to starting process)	N/A
1-C Prepare for Workforce Analysis Kick-off (Steering Group Session #1)	1-3 weeks	1-3 weeks
1-D Review DOT and OA Strategic Plans	1 day – 1 week (Concurrent with 1-C)	1-3 weeks
1-E Review DOT and OA Human Capital Plans	1 day – 1 week (Concurrent with 1-C)	1-3 weeks
1-F Review DOT Workforce Analysis/Plan from prior year	1 day – 1 week (Concurrent with 1-C)	1-3 weeks
1-G Convene OA leadership and HR to identify common goals and objectives	Steering Group Session #1	2-4 weeks
1-H Convene OA leadership and HR to identify commonality and differences between OAs	Steering Group Session #1	2-4 weeks
1-I Identify MCO(s) for review	Steering Group Session #1	2-4 weeks

Table 1-2: Key Participants

PARTICIPANT	ROLE AND RESPONSIBILITY SUMMARY
Departmental HR	<ul style="list-style-type: none"> Review DOT and OA strategic objectives Coordinate and facilitate a Working Session #1 to understand strategic direction across the Department and to discuss similarities between the OAs, select MCO for review
Departmental Leadership	<ul style="list-style-type: none"> Participate in Workforce Analysis Steering Group Prepare for and attend Working Session #1, select MCO(s) for review
Departmental HR Analyst	<ul style="list-style-type: none"> Prepare for Steering Group Session #1
OA HR	<ul style="list-style-type: none"> Participate in Workforce Analysis Steering Group/ Working Group Prepare for and attend Working Session #1, select MCO(s) for review
OA Leadership	<ul style="list-style-type: none"> Participate in Workforce Analysis Steering Group Prepare for and attend Steering Group Session #1, select MCO(s) for review

Table 1-3: Key Communications

AUDIENCE	PURPOSE/MESSAGE	TIMING
OA Leadership and HR	<ul style="list-style-type: none"> Invitation to participate in Workforce Analysis Steering Group Invitation to kick off workforce analysis and select MCO for review 	4–8 weeks prior to Working Session to get on leadership calendar
OA Leadership and HR	<ul style="list-style-type: none"> Introduction to workforce analysis process 	Steering Group Session #1
OA Leadership, Management and Employees	<ul style="list-style-type: none"> Formal notice of MCO selected for review, overview of workforce process, timeline, and their participation 	Within 2 weeks of the decision on the MCO

Table 2-1: Process Overview

OUTCOMES		
<ul style="list-style-type: none"> •Current workforce profile •Listing of commonality and differences between OAs •Workforce analysis database populated with CPDF data •Updated workforce metrics 		
STEP	ESTIMATED TIME TO COMPLETE	ELAPSED TIME
2-A Review DOT and OA Workforce Plans	3 days – 1 week	1 week
2-B Create the workforce profile	1 week – 2 weeks	2-3 weeks
2-C Identify general workforce trends	2 days – 1 week	2-4 weeks
2-D Identify commonality and differences between OAs	3 days – 1 week	3-5 weeks
2-E Establish and/or update metrics	1 day – 1 week (Concurrent with 2-B,C)	3-5 weeks
2-F Develop the workforce analysis database	3 days – 1 week	4-6 weeks

Table 3-1: Process Overview

OUTCOMES		
<ul style="list-style-type: none"> •MCO profile, including organizational information •Listing of commonality and differences between OAs •Workforce analysis database populated with organizational data •Updated workforce metrics 		
STEP	ESTIMATED TIME TO COMPLETE	ELAPSED TIME
3-A Create MCO profile	1 day – 3 days	3 days
3-B Compare MCO profile to DOT workforce and to other federal agencies	3 days – 1 week	4 days – 1 week
3-C Review existing studies, analyses, and initiatives	1 day – 1 week	1–2 weeks
3-D Perform a cost driver analysis	1 day – 1 week	2–3 weeks
3-E Review organization charts for each of the OAs	1 day – 1 week	2–4 weeks
3-F Identify current career progression and upward mobility	1 day – 1 week (Concurrent with 3-E)	2–4 weeks
3-G Review existing position descriptions	1 day – 1 week	2–5 weeks
3-H Develop function statements to describe the work performed	6–8 weeks	8–13 weeks
3-I Identify commonality and differences of work performed between OAs	1 day – 1 week	8–14 weeks
3-J Map workforce data to organization charts	1 day – 1 week	8–15 weeks
3-K Map MCO by position to the FAIR Act and IG inventories	1 day – 1 week	8–16 weeks
3-L Identify core capabilities needed by OAs	1 day – 1 week (Concurrent with 3-L)	9–16 weeks
3-M Establish and/or update metrics	1 day – 1 week	10–16 weeks

Table 4-1: Process Overview

OUTCOMES		
<ul style="list-style-type: none"> •Steering Group review and validation of data from Steps 2 and 3 •Workforce supply and demand forecast •MCO manpower and skills forecast •Updated workforce metrics 		
STEP	ESTIMATED TIME TO COMPLETE	ELAPSED TIME
4-A Convene OA leadership and HR to discuss the future workforce (Steering Group Session #2)	Steering Group Session #2	1-2 weeks
4-B Review factors that will impact work	1 week (Concurrent with 4-A)	1 week
4-C Forecast workforce supply and demand	1-2 weeks (Concurrent with Step 5)	1 week
4-D Perform manpower and skill requirements analysis for MCO(s)	1-4 weeks (Concurrent with Step 5)	3-5 weeks
4-E Compare manpower and skill requirements to industry benchmarks	1 week (Concurrent with Step 5)	4-6 weeks
4-F Identify commonality and differences between OAs	1-day – 1 week (Concurrent with 4-B,C,D,E)	4-6 weeks
4-G Establish and/or update metrics	1 day – 1 week (Concurrent with 4-B,C,D,E)	4-6 weeks

Table 5-1: Process Overview

OUTCOMES		
Competency model(s) and rating scale		
STEP	ESTIMATED TIME TO COMPLETE	ELAPSED TIME
5-A Define competency and how the competency model will be used	1-2 weeks	1-2 weeks
5-B Identify and prioritize the MCO work/functions	1-2 weeks (Concurrent with Step 5-A)	1-2 weeks
5-C Research competencies required for similar work	1-2 weeks	3-4 weeks
5-D Map competencies to work/functions by series	1-2 weeks (concurrent with step 5-B)	3-4 weeks
5-E Convene SMEs to develop a preliminary set of competencies	1-2 weeks (1 day group session plus 2 weeks for additional input)	4-6 weeks
5-F Convene SMEs to prioritize and refine competencies	2 weeks (1 day group session plus 2 weeks for additional input)	5-8 weeks
5-G Group competencies into competency model	1 day -1 week	6-9 weeks
5-H Determine competency rating scale	1 day - 1 week (Concurrent with steps 5-F)	7-10 weeks
5-I Convene OA leadership and HR to validate competency model (Steering Group Session # 3)	1-3 weeks Steering Group Session #3	8-13 weeks
5-J Finalize competency model	1-2 weeks (Concurrent with Step 5-I)	8-13 weeks

Table 6-1: Process Overview

OUTCOMES		
<ul style="list-style-type: none"> •Competency assessment completed •Competency gaps identified •Listing of commonality and differences between OAs •Updated workforce metrics 		
STEP	ESTIMATED TIME TO COMPLETE	ELAPSED TIME
6-A Conduct competency assessment	3-4 weeks	3-4 weeks
6-B Review and analyze competency data	1-2 weeks	4-6 weeks
6-C Convene SMEs to prioritize competencies and gaps	1 day-1 week	4-5 weeks
6-D Determine process for identifying competency gaps	1-2 weeks	6-9 weeks
6-E Identify competency gaps for closure	1-2 weeks	8-12 weeks
6-F Convene OA leadership and HR to identify competency gaps (Steering Group Session #4)	Steering Group Session #4	8-12 weeks
6-G Establish and/or update metrics	1 day – 1 week (Concurrent with 6-B, E)	8-12 weeks

table 7-1: Process Overview

OUTCOMES		
Gap closure strategy		
STEP	ESTIMATED TIME TO COMPLETE	ELAPSED TIME
7-A Identify potential strategies	1 day	1 day
7-B Define alternatives	1 day -1 week	1 day – 1 week
7-C Determine cost of alternatives	1-3 weeks (Includes time waiting for cost data)	1-4 weeks
7-D Perform a benefits analysis on alternatives	1-3 weeks (Concurrent with Step 7-C)	1-4 weeks
7-E Conduct cost benefit analysis of alternatives	1 day – 1 week	1-5 weeks
7-F Convene the OA leadership and HR to select the best alternative (Steering Group Session #5)	1-day – 1 week	2-6 weeks
7-G Notify workforce about workforce analysis outcomes	1-3 weeks	N/A