



Recovery Act Analysis Workshop: Determining Workforce Needs Workshop Transcript for March 18, 2009

Workshop Moderator - Opening

Ms. Linda Ott: Good morning, this time I really am starting. I just needed to alert the video crew that we were ready to begin. So, thank you very much for your patience and welcome to this workshop to support the Recovery Act. A couple of things that I want to draw to your attention before we begin.

There were two additional handouts provided at the table as you came in. One is basically announcing a rotational assignment website that is available under FAI.gov, and it basically provides information about the website and the URL to get there and so on. Secondly, the mid-level recruiting initiative that is under way by FAI. The second flyer basically addresses that. So, I wanted to make sure that if you didn't grab one on the way in, that you don't leave without them. That said I would like to introduce our panel members or discussion presenters for today and invite them as I introduce them to come to the podium.

First, from the Office of Personal Management, Sydney Smith-Heimbrock will be speaking to Workforce Planning and Determining Workforce Demand in response to the Recovery Act.

Secondly, from the Office of Federal Procurement Policy, I invite Karen Pica who will be speaking to a tool and essentially items from the Recovery Act that will be of particular interest to you.

And I would also like to basically introduce our Welcome Speaker, Lesley Field from OFPP, the Acting Deputy Administrator who will welcome you and get this started.

Welcome Address

Ms. Lesley Anne Field: Thank you and good morning. As many of you know, we have been hard at work as you have been in the agencies implementing the Recovery Act. And while it is a tremendous opportunity actually for us in the acquisition community to do what we do best, which is to respond to crisis and to do everything we can do to meet the government best interests.

It also provides a really unique opportunity when it comes to workforce issues. I think over the last couple of years we've really seen acknowledgment from the Hill, and from other parts of the government

about of how important our community is, how we represent the government interests and how we need to make sure that we have the right people, the right number, the right people, in all the right places. So, the Recovery Act actually provides us a really good platform for looking at our workforce, understanding what it is that we need in order to do what we have been tasked to do, and then make sort of plans in the short term that I think can move to the long term sort of solution in terms of what we need for our workforce, what kinds of skills, how many people, where do we need them, how will we organize this, and how we are going to manage it.

What we hearing from our leadership is that the acquisition workforce is critical. They have looked at all of the transition materials and they looked at all the reports. And they said gosh, acquisition is terribly important, we are spending all of this money, we are spending twice as much, really now than we did 8-9 years ago. Then with this Recovery, the Recovery Funds, we are spending additional amount in a very short period of time. So, they look at risk factors. What are the risk factors that your agency faces when sort of looking at how to spend just your current budget and then on top of your recovery budget?

And so the risk factors are at the top of every list is the acquisition workforce. Do you have the right people, are they in the right place, do they have the right skills and do you have enough of the supporting cast too. Do you have the right Contracting Officers Technical Representatives, those are sort of a new terms for some of the new folks coming in, what do they do, what should they be doing, how do we get those folks in place, and how do we train them?

Requirements Definition: A huge risk factor. When you look at all the ways and the reasons why things end up on a high risk list, or an acquisition ends up heaven forbid on the front page of a paper, you think of what are all the risk factors that go in it? When we talk about workforce, but also the requirements definition, it's a huge piece of it. Did we define the requirements properly? Did we define what we needed? Did we define performance metrics so we make sure we get what we need? And so when we talk about that, you are really talking about the program management community, you are talking about the relationships that you are building with people in your technical community so that it not just, it we always talk about not throwing it over the transom, it is actually a coordinated, collaborative effort.

And so, we try to talk about the acquisition workforce with a capital A. I am sure in your agencies you do as well. This is also a great opportunity for us to really explore that further and make sure that we've got all of the right people in the right places, not just the contracting workforce, but all of the others, program managers, COTRS so that we can define the requirements, award them, and then manage them.

The Office of Federal Procurement Policy has taken I think a fairly strong lead in getting the civilian agency workforce kind of moving in that direction, looking at things holistically. The Office of Management and Budget is very anxious for us to continue in that role as we are.

This workshop is one of the many ways that we can explore how to get the right people in the right places. And again using this opportunity to figure out how we can do all of that and do it well is something that we should embrace and look till the future for.

So, I won't take up any more of your time, but thank you very much for coming. I know everyone is very hard at work on Recovery and so just the fact that you guys are here in the midst of all this work is very enlightening to me. So, thank you. *(Applause)*

Ms. Ott: Thank you Lesley very much. Now, we are going have Karen, Karen Pica from the Office of Federal Procurement Policy to speak to the agency requirements under the Recovery Act. Karen.

Agency Requirements Under The Recovery Act

Ms. Karen Pica: Good morning. First, I would like to say thank you taking time to come today and we hope that you find at least something useful out the workshop in addition to what we say some interaction with some of your colleagues. So what is really important in terms of agency requirements under the Recovery, probably the most important requirement is do what the bill said which is, “to stimulate the American economy and to create some additional jobs and long lasting infrastructure.”

So, in addition to the critical mission that you have within your agency, this is on top of that, on top of the work that you are already doing, which is one of the primary reasons we are here today is try to help you figure out as Lesley had mentioned, who are the right people are with the right skills so you can effectively manage these programs to achieve the outcomes.

We would also like to recognize this workshop as one of many that will continue in the future in terms of bringing together not only the members of the acquisition community but the human capital community. So, when we talk about acquisition workforce planning that is human capital planning and it needs to be done in concert with the Chief Acquisition Officers Office and the Chief Human Capital Officers. There’s expertise on both sides and the Human Capital folks are the ones that can help us determine the need and maybe some of the flexibilities and how to get there.

So when Sydney comes to talk, she is going to be talking about a lot of things that are already resident in the Human Capital/Human Resources environment. So for those of you in the Human Resource community this will be old hats to you, so a bare with us and for those of you in the Acquisition community, it might be something new that you want to bring back to your agency and look at.

So, what are going to talk about today, there are a lot of requirements. There are certainly reporting requirements under the Recovery Act. There are activity requirements, but again the primary requirement is to make sure that you are achieving the performance objectives that are outlined in the funding that you received for Recovery. We had asked you if could to bring today with you the resources that your agency received for Recovery. We are assuming that by know that you have done some initial analysis that identifies what those programs or projects are that are going to be getting additional funding. Now what you are going to do is to determine what the human resources needs are to effectively manage those. There are multiple ways to meet them.

You have to look at this in a phased approach. So, there is the initial phase is, what is it that you need to get this programs up and running, identify the performance outcomes upfront. Because as we all know if someone comes and around in two or three months and asks you how you are achieving the performance outcomes, it is too late at that point to define them. What you need to do is to make sure that they are defined upfront.

Do you have the right people looking at the performance outcomes, do you have the right people in place to award the contracts or the interagency agreements, whatever the mechanics are going to be. Then do you have the right people on a day-to-day basis that are managing the performance, so that when people look at Recovery.gov and they see the benefit to the American people for the funding that has been put

forward, your agency can stand up and say, yes. In our organization our performance objectives for this particular source of funding were x. We have met those and this is how. So this is a longer term process. The initial work that we are doing now is to get everything set up so that at the end, you can make sure that you've achieve those outcomes.

So, what I would like to do without further ado, and...what we say here is not going to be the perfect be all and end all. What we are trying to do is to provide resources and information that you can take back and apply to your own agency requirements. You guys know your agencies better than anyone else does, but we want to be able to make sure that as a community you have access to resources that perhaps you didn't know about.

So what I would like to do, if Sydney from the Office of Personal Management could come up and share some information, we would be happy to welcome her. *(Applause)*

Workforce Planning Considerations – How to Look at Workload and Workforce Demands

Ms. Sydney Smith Heimbrock: Thank you Karen. Hello everyone, can you hear me ok. Since this is a workshop, I want to try to make it a little more interactive then what this room is set-up to do. I am a mover, I move around so if you can't hear me you have to tell me to get back in front of the microphone.

How many of you are from the acquisition officials? How many are you are human capital? About half and half, that's excellent. There is a theme that you may have noticed here, and it's the theme of partnership. I wanted to start by thanking Lesley Field, Linda Ott, and Karen Pica for reaching out to OPM and creating a joint event here. Because workforce planning is really about the partnership between program leadership such as those of you in the acquisition community and human capital to make sure that your agency are able to accomplish mission.

So, what I am going to sort of review very quickly this morning is a very high level overall of what essentially workforce planning does for you. You have workforce planners and planning units in your agencies. Each agency houses it in a different place and it never ceases to amaze me where some of them end of up. I have discovered them in CIO offices, CHCO offices; some of you may have your own workforce planners inside your acquisition offices. So if you don't know where your workforce planners are just go back and find them. Because the basic message here is you have the data you need. You have the data you need to make informed decisions and make good decisions to accomplish those performance outcomes that Karen talked about. But taking a step back and doing the planning is absolutely critical if you are going to succeed.

My big worry in the Recovery Act, which we all have just sort of jumped right into a pretty big scrambling mode as appropriate given the national emergency that we are facing. My worry has been what's the planning behind the decision making. Are we really making the best decisions to make sure that the American people get the services that they need?

Planning can be done fast if you have the infrastructure in place and I am going to argue, somewhat in a vote of confidence here, that you have the infrastructure in place to do this. You just have to start talking to each other, draw on your expertise that you already have in house. Don't try to reinvent the wheel. Don't get overwhelmed by what I am about to show you. It looks complex, it looks technical, but it's

really not. It is really the basis process of taking information and matching it up to your needs and making a decision, and making a good sound decision.

For those of you in the human capital community, how many of you have attended the OPM training on workforce planning that we conducted recently? Great, I am glad you raise your hand Rachel. This book is in our internal clearance process which Rachel Belamy, here in the front row can tell how painful that is.

It will be available to you very soon. I wanted to say that it would be available to you today. I can't say that right now but this is a comprehensive primer on workforce planning. It really takes you through step by step and we trained all the agencies human capital, not chief human capital officers, but HR specialists; one HR specialist from each agency on this. So, find the person who that got trained because they now know how to do this kind of analysis that will support your affective decision making. Ok.

So, what I am going to do is really quickly try to walk you through some of the basic steps, some of the data sources, and what it is we are trying to accomplish with workforce planning.

Slide 1: Why Workforce Planning

So, why do workforce planning? Essentially what we are doing is trying to align human capital to mission and you can't do that without two key pieces of information: what's happening with your current human capital that may either help you meet your mission or present a barrier to meeting mission; and what is your programmatic needs and how do you match those up. One of the things that especially when we are moving fast as we are with Recovery Act, one of the things that we sometime forget to look at is some of those nitty gritty dynamics like attrition rates, retirement rate, turn over factors that we have to take into account. So it is not going to be enough to say that I need 500 acquisition officers and I only have 250, so get me 250 more.

Ok. You need to think about how many you are going to lose over the coming year or 2. Do you have the right competency in place now or is this an opportunity to realign your competency mix toward where you see your needs emerging into the future? So, trying to pull all of these different factors together into one vision of what is happening with your workforce and how to start moving it in the direction that you need. Workforce planning is also a key way to build a business case for investment. So, you need to able to go to your CFO, to your agency head, and have data that proves why it is important to allocate funds toward the kind of staffing levels that you believe you need. It is not enough to simply say I need 250 FTEs. You need to have the data behind this to prove it and workforce planning gives you opportunities to use that data in really smart ways to make that business case.

Slide 2: The Regulatory Context For Planning

Just as sort of a step back, there is in place some regulatory requirements for workforce planning in agencies. Those are found in title 5, part 250, which is where we essentially consolidated provisions of the Chief Human Capital Officers Act of 2002 and in that, we are requiring agencies to implement what is known as the HCAFF, the Human Capital Assessment and Accountability Framework.

The true key stone of the HCAAF is workforce planning and workforce planning linked to strategic human capital planning. So this is already an agency requirement for you. Whether you're actively

involved in it or not, there is as I am going to say again and again, there is someone in your agency that knows they're suppose to be doing this and I hope that knows how. So, you just have to reach out to that person.

Slide 3: OMB Guidance on Workforce Planning

There is some OMB guidance coming out of a couple of different initiatives like the PMA on workforce planning. One example is the fact that under PMA e-gov initiative, I believe it was, there was a move to migrate to the WASSICIVFORS and whether you are using WASSICIVFORS or an equivalent system the point on these requirements is your agency has already developed a plan or put in place a pretty strong automated system for doing workforce analytics.

Slide 4: What is Strategic Planning

Workforce planning if done right is strategic. It is about asking the question what's my mission goal and how do I get there, using human capital?

Slide 5: What are Key Considerations for Successful Planning

Again you start with the goals. You figure out who the owners of those goals are, what processes would be involved in accomplishing the goals and that, falling out of that analysis, should be some sense of workloads and human capital resource requirements. So that need then gets matched up to your exiting workforce dynamics and results in a workforce plan.

Slide 6: Strategic Goals and Objectives

One of the keys to effective workforce planning is making sure that when you set your goals they are outcome oriented and they are focused on the programs' outcomes. So, the workforce plan should not simply say that I need to hire to 250 people, it should say I need to accomplish this outcome and in order to do that, this is the mixed of skills required to achieve that.

One of things that we have been exploring at OPM is how we do multi-sector workforce planning where you make that strategic decision about buying, hiring, or borrowing. So that is part of the strategic planning process as well. Is it always the best alternative to default to hiring a certain number of FTEs? Maybe not. Maybe you can borrow that talent from other places particularly if it's a shorter need, maybe outsourcing is a better option for you. Those are the types of decision that good analytics can help you make.

Slide 7: Structure and Roles and Responsibilities

Partnership: Partnership has to be between the functional component. In your case this will be the acquisition lead, the budget lead, and human capital. Because each of these three entities brings a certain source of knowledge to the table. The functional component knows the goals of the program. They know how to measure it. The budgetary component knows what kinds of resources may be leveraged in accomplishing those outcomes. Then HR plugs in the human capital element.

Slide 8: Process

One of the first questions that we need to ask is who is actually responsible for strategic workforce planning? Now there are two layers to this. I am going to tell you that essentially your agency head is responsible for your strategic workforce plan because it is all a part of your program and performance planning. Ultimately your agency lead is accountable for whether you accomplish mission. But underneath that, who exactly owns the information required. So if you go back to the triangle, there are pieces of information owned across different entities inside your agency. Again it is about partnership. It is about bringing that information to bear on good decision making.

One of things to look at as you do sort of long-term infrastructure building and workforce planning is what kinds of competencies do you need to have to do this. Obviously, an ability to use data and an ability to make decisions is very important. We have trained as I mentioned we've trained agencies on some of the basic planning procedures but there are other competencies that come into play in the planning process. So you need to be flexible enough to make decisions that you may not have expected to make when you first start out.

Slide 9: Framework A Connected Approach

I don't know how well you can see this on the screen. Essentially, the workforce planning approach is a connection from establishing your goals; to defining the organizational requirements and human capital requirements to meet those goals; figuring out how you are going to meet those requirements (that's when you get into things like recruitment strategies); then managing those, implementing them; and evaluating them.

It is a system model: plan, act, and evaluate, and making ongoing adjustments. So, in a crisis situation like the Recovery Act presents to us, you can do this entire cycle very fast if you use the data already available to you and if you use the expertise that you have in-house. It does not have to be a yearlong process associated with your budget cycle.

Essentially, you have been presented with a whole new sudden very short-term set of requirements. Take a look at your workforce. Then take a look at your goals, match them up, and figure out how you are going to fill in the gaps. It is really pretty simple as far as process goes.

Slide 10: Workforce Assessment

Again, when you are looking at your workforce just don't look at FTE. You need to look at competencies. You need to look at competencies by proficiency level. One of things we are finding is there may be some kinds of contractual activities that you are undertaking or your IGs are undertaking that are may be complex for Recovery Act than you have needed before. This may require a proficiency level at the expert level and your current workforce may not have that expert level competency.

How do you find that out? You have already done assessments of the workforce and I think that it's FAI that sponsored those assessments. So, you have the data at the competency and proficiency levels on your current workforce. Translate your program goals into required competency and proficiency levels, match it up to what you currently have, find your gap, and figure out how to fill it. Take a look at turnovers and losses as I mentioned before, but also bear in mind performance. Because you may have some people on

staff where on paper it appears they have the required competencies at the required proficiency levels but if you ask their managers or look at their performance information, you'll find maybe that's not the right fit to contribute to Recovery Act activities.

All of things need to be brought to bear in the planning process. I mentioned retirements. Demographics, is the workforce changing? One of the things you will want to look at when you've had a chance to catch your breath is if you do some mass hiring in acquisition, how is that going to change the culture of your organization? What should you think about now to try to make that transition as smooth as possible? I was listening this morning on NPR to some conversation about the DC school systems and this influx of "young teachers" who have come in and all the different organization dynamics that this has created. If we think about it in advance, I will go out on a limb and say that Michelle Reed has sort of gave it some thought and at the school level she has tried to do some mentorship types of programs to get people use to working across generations and working among different skill sets.

If you think about it in advance and put in place some systems for that, then you won't have to go back later and clean up and that I think is something with the scrutiny that we are getting, we can't really afford any kind of failure here. Because people will ask in about six months, how is it going in your organization? You don't want to say, we have had a whole bunch of unintended consequences. Make those consequences known now and plan for them.

The other thing you need to look at is the civilian labor force so that some of the broader labor force information that you have available to you and how is it changing, relative to your specific occupational needs. Ask your human capital office, what's currently broken in our workforce? This is not a time to be careful about what you say. This is the time to be very open to say for instance, we know that our performance management systems are not very strong yet. We are now going to bringing in whole bunch of employees .We are going to have to create performance plans for these people. Are we really set-up to do that? What do we need to do to fix that problem?

Think along the entire life cycle of your talent. Don't just stop as you are doing your planning, don't just stop at the hire. The day that person comes on board is the day that you get to determine whether they are going to stay or leave in six months or a year.

You would be surprise as to how high the attrition rates are for new employees. So, start thinking now how you are going to integrate them and what currently know about your workplace that you need to fix before these people come on board.

Slide 11: Translating Goals To Requirements

I have already said all of this. So, this is the partnership. This is an example for you. You have a request for 1000 program budget analysts with competencies in finance and planning at the expert level. Be wary don't always assume that you need the expert level. Be a little careful about that because obviously that is more expense.

Do try to do that job task process analysis that under pines creation of good strong position description so you can have some varied levels of proficiency in your mix. The first thing we need to do is verify the need. Again, this information is pitched to HR but these are things that we hope will start to permeate across the agencies in the actual functional communities. How are you basing your estimate of 1000? Are

you basing it on your current workload or projections of your future workload? When will they be needed and in what location will they be needed? You would be surprised that sometimes we forget to ask that question and it's a pretty critical question. We have had situations where agencies have organized job fairs in Washington, DC, only to realize later that the jobs are located in Montana and they don't get the people willing to move to Montana. We are all focused on Recovery Act today, but this is Washington, tomorrow it would be something else. We will all be on the hook for meeting the needs of that something else. Try as hard as you can not to be myopic when you're defining your goals. Look at the other stuff coming down the pike and how you can sort of loop all of this into one vision for your workforce. Again look at performance information that is critical.

Slide 12: Translating Goals To Requirements (Continued)

This is sort of assuming that HR has somewhat a tradition problem that HR has had which is really getting to the leadership of the program areas that we serve. I am hoping that the very strong focus on the Recovery Act is bringing you all together at the leadership level as well as at the operation level, but there are certain things that you can look at even if you are not getting that good leadership direction.

Take a look at the size of your workforce. Look at the changes that the workforce has been encountering. Look at it a minimum of four years of history and I will show you in a minute of why four years is usually not enough, but if you are trying to do this fast you may be able to get away with it.

Confirm with your budget office whether these trends in budgetary and resource requirements are going to continue. Determine your competencies. Now, I think all of you in the acquisition community you have a good sense of that already, but if for some reason you don't, you can quickly come up with sort of mini surveys across your acquisition workforce to determine competencies based on existing competency models and again focusing on those proficiency levels.

We encourage agencies at a minimum to do 180 degree assessment. Meaning the employees self assesses and the supervisor assesses proficiency levels against the competencies. In addition the supervisor needs to define what the required competency levels are so you can access the gap. At that point, with this data plus some additional data we will look at in a minute, you are looking at shaping.

Slide 13: Shape the Workforce to meet the Requirements

So, you want to look at some of these trends that need to play into your planning. What kinds of recruitment strategies have you used in the past and how effective have they been? There is no point in beating your head against a brick wall and continuing to use strategies that didn't work before, especially in an emergency. Try to take a look quickly at whether you need think through some innovative ideas for recruitment

Yes, Rachel. Yes, I will make these slides available to you. I will send them out through OMB to those of you who RSVP'd here and will also make these available to the CHCO community.

Another thing that I would like everyone to remember is you have a talent pool in place that may be developable and trainable. Sometimes that training can be done relatively quickly if you use OJC strategies; structured OJC strategies, meaning don't throw them into the mix and call that on the job

training. Actually, have someone at the desk training them on a day to day basis on how to do a higher-level of work. Take this opportunity not just to bring in new talent but to develop the talent that you have.

Slide 14: History and Workforce Dynamics

Again we are looking at workforce dynamics. History is one of the most important data sources that you have. The longer the history the better. I mentioned four years, but it is very interesting when you start looking at 10 and 12 year historical trend data that you start to see some mistakes that you can avoid now if you understand what was happening with your workforce over a longer period of time.

Slide 15: Is Organization X Successful in Recruiting Veterans

So, here is an example and this comes out of some Army analysis. This is on veteran's recruitment. What we trying to determine, and again as all of you know especially those of you in the human capital community, the veterans' community is an excellent resource for skills especially for acquisition. Take a look at how you can access some skilled veterans through existing programs with OPM, DOL, VA, and DoD. There are a lot of programs out there that can help you tap into that talent pool.

Let say agency x wanted to know: we have used some veteran recruitment strategies in the past, have they worked? They take a look and you can't see the year of the slide probably but 1993-2007. They went up from a 22% rate to 48% rate that looks outstanding, right. So, they say yes, veteran's recruitment that is the way to go. Until they look at some more history. If you go back to 1977 they were at a 44% rate so what they were able to accomplish in what 30 years was getting back to the rate that they started at.

Slide 16: Is Organization X Successful in Recruiting Veterans- The Right Answer

Remember there are external dynamics at play. That 22% two protracted wars. It declined because of external dynamics; it increased perhaps because of changes in the external dynamics had nothing to do perhaps with the recruitment strategy.

That is an example of where data is king. You have to access the data and use it in a way that helps you to make good decisions.

Slide 17: Workforce Dynamics: The Basic Elements You Must Understand

Some of the basic elements that you have to understand in workforce planning: new hires obviously that is a key element of your workforce strategy; civilian labor force trends are going to help you figure out whether you're going to be able to access people from the outside; is the talent pool really there and if it's there, where is it. It may not all be in DC. It may be in other places or you may be trying to staff up some contracting offices out in the field. You are going to need to figure out some mobility programs to get people to more remote locations.

Slide 18: The Importance of Turnover

Ok, turnover. Again, any cause of turnover regardless of the cause, turnover is one of the key dynamics of your workforce planning that you have to bear in mind. Turnover can actually be directly affected by your orientation process. Sounds crazy but we have found based on survey data that it is true. The more people you hire in from the outside, the higher your turnover is going to be. That is simple math because turnover rates are highest in the first 2 years of service so you have to be prepared for that. Of course, turnover costs money. You have just invested a whole bunch of resources, your time, your money to get people in, and you turn around and lose them again.

Slide 19: Workforce Planning Steps

Putting it all together, these are the steps to workforce planning:

- Define your goals
- Translate those into requirements
- Do your workforce assessments to figure what you have on board
- Compare your onboard strength to your goals
- Figure out how you are going to fill those gaps
- Execute those strategies
- Assess their outcome

The data you generate from today's emergency is going to prepare you for next year's emergency. If you don't start capturing that data now you will be forcing yourself in constantly reeling from emergency to emergency and we can't afford to do that. And that's it.

Now, I also wanted to mention when you start looking at some of your available strategies particularly for the Recovery Act. You may have seen that OPM issued the Schedule A Hiring Authority for Recovery Act related jobs.

I don't if any of you had any particular questions about that but I wanted to emphasize that there is a precedent for this. We did this after 911 and also Hurricane Katrina.

The Schedule A authority is good for appointments that are on a temporary basis for up to one-year. Now, when you sit down and talk to your budget office about the funding that you have to get out the door, obviously you know that this does not count against your base. This is a separate appropriation and next year you are not going to have it which means you need to be very careful about hiring permanent full-time employees. Schedule A authority may give you what you need to look at how many people you want to bring in on a temporary basis. The appointments are for one year. The appointments can be extended in one-year increments but all appointments under this authority may not extend beyond September 2012. Again, this may be strategy that you are interested in. Veteran's preference does apply to Schedule A hiring but you do not have to provide public notice having said that remember the political environment that we are in. It behooves all of us to be as transparent as possible and you are going to get better talent if you go out and recruit.

So, we are encouraging agencies that are hiring even with Schedule A authority to use your recruitment strategies, use USAjobs, get the word out there that you are hiring, and try to target those pools of talent that are really going to help you.

Did you have a question? Ok, great. Ok. So, I talked at you even though I wanted it to be workshop based. It is the microphone's fault. Are there any questions right now?

Question 1: When was the OPM training for the human capital representatives held?

Ms. Smith-Heimbrock's response: That was held 2 or 3 weeks ago at OPM and we invited your human capital representative and we also asked if that person is different from your workforce planning person, we asked that they come together. So again, your workforce planning unit can be found in really sometimes strange places in your organization.

Let me just say, I will take a couple more questions just about this particular presentation. Then Karen is going to review some initiatives OMB is undertaking on workforce planning and then we will come back to more general questions.

Question 2: Sydney, one more time, would you repeat what you said about Schedule As count against the base or not?

Ms. Smith-Heimbrock's response: As far as your FTE count, which I know you do, and I still don't know why but that's ok. They will count against your FTE but the point I am making is the budgetary resources may not be there for these positions in a year or two. So, you have to be careful. Schedule A may be an option for you if you are looking for a good way to bring in people on a temporary appointment.

Demonstration of Scalable Model for Determining Short-Term Personnel

Ms. Pica: Following up on what Sydney had mentioned; you have some data, you have the competency survey for those in the acquisition professions, there are three different certification levels or fields for different professionals, to identify what your need is. Then you identify what your supply is if you will, but there is also another part of the demand analysis in addition to the types of skills you need, the number of people. So what I am going to share with you all is not a be all, end all or any type of specific answer that will cure all your ills. What it is, is an attempt.

One of the things that we have heard very loud and clear from the acquisition community, in particular from the contracting community, the contracting side of the acquisition world, is that we don't have enough people. For the past couple of years it has come from many Federal agencies. There have been a lot of interested third parties that have said you don't have enough people. There have been interested individuals on the Hill that have said you don't have enough people. So one of the objectives that OMB (Office of Management and Budget) has for this year is by the end of September, to produce an acquisition workforce development strategic plan. The legislation that introduced that plan requires that we come up with a method for agencies to determine the size of the acquisition workforce that they must have. Because Recovery is such a significant effort for agencies, and in some cases based on the analysis we have done, some agencies are having a 200, 100, 150% increase in their spend over the last year's budget. That is a significant load in terms of what you are asking your people to do.

So, what we tried to do was come up with a variety of different factors that you could potentially use to determine how many more people you might need. So there is a qualitative factor that you might need which is associated with the competencies and the expertise level. There's also a quantitative factor, and

what this (excel worksheet tool) tries to do is get you the quantitative factor. So what we handed out was the worksheet, this is developed based on, there's 3 factors in this particular model, if you will. There have been several agencies that have come up with different types of studies, there have been private sector individuals that have looked at this, the Bureau of Labor Statistics has a ton of data. What we tried to do was say, what is germane in the contracting workforce that might be applicable to a model such as this? You look at the GAO reports, if you do a meta-analysis on the GAO reports, what does risk mean in the contracting workforce? What does complexity mean in the contracting world?

So what you have here is a little bitty model. At the bottom of the page what you see is how the model is put together. So, in terms of the new workforce you take your existing workforce and multiply and divide it, etc. What I am going to do is walk you through this particular excel spreadsheet and it has got different formulas built into it, those don't show up on the handout we gave you. What we will make sure we do for this particular spreadsheet is the Acquisition Career Managers have a community of practice where they maintain some information behind the scenes, such as certifications and those types of things. I am going to make sure that this gets posted on that internal community of practice so that the Acquisition Career Manager can have access to it, if they so choose.

So in this case what you do is say, okay for recovery I'm not really sure how many people I need but I need more. I've already done my analysis using the funding stream that I have. So for many of you that received funding, depending on the title under which you received the funding, there was a certain percentage for management and administrative. Eleanor, I am looking at you because yours has specific, EPA had like 3.5 or 4.2, there were specific things, and if you looked at what you could use it for, for all of you, it was program administrative costs, management and oversight. So if you don't know what that figure is yet, what type of funding you have available, for those expenses I would encourage you to work with your chief financial officer shop to identify that because if you do need to hire additional people and they are not in your budget, that is where you are going to probably find the resources.

So what you do is for the GS-1102, which is the contract specialist workforce, the majority of contracting officers are drawn from that community. So you have multiple avenues, as Sydney mentioned, you can detail people, you can reassign your workforce, you can move people around; but at some point if you have a 200 percent increase in what you have to spend, I would think that maybe you need a few more people along the way. Where are you going to get them? Are you going to borrow them, are you going to buy them or are you going to build them?

So this is the quantitative aspect, you take your existing 1102 workforce; these numbers are completely made up. So, if you have 568 people in your agency what you do here is you say alright the recovery act is what percentage increase over last year's spend? Now you could use, depending on what your base factors are, last year's (2008) budget. Some of you have an increase for your 2009 spend that you have to complete in, what month are we in now March, you have 5 months left in the rest of the fiscal year to complete that. So, depending on whether you use the 2009 base spending or the 2008 base spending, that is a decision you have to make. If you had a 30 percent increase in your spend from last year, how much of that is in new contracts? So, in terms of the work that is required and the skills that are required, is there a difference in the skill to add additional money to an existing contract. You still might have to do some performance metrics, you still have to do analysis, but does it take additional work or additional

workload to start a new contract from scratch? Maybe, maybe not, if this doesn't apply to you then don't use this factor, if it does, then what percentage of those are going to be for new contracts versus existing contracts? Then, there is a multiplier in there, so what you see now is your spend factor is now 6 percent.

Then you go down to your complexity factor, and yes this might seem a little simple but again this was developed in a very hurried type of circumstance to try and get you guys some resources. So, will it involve more service contracts, this is again the complexity factor. Service contracts are more complex to administer potentially than something that you are buying straight, a product or something else. So, if the answer is yes you put 1, if the answer is no, you put 0. It is binary; that is all I have right now. Are there well defined requirements for everything that you are going to be doing under recovery? There might be, for agencies that had what are called the shovel ready products, maybe those projects were well defined and all that was required was additional money. So in this case the answer would be 0 because the requirements weren't lacking, they were there. If the answer is yes, you put 1. Will any of the payments involve, are they any payments that are, I won't use the word special, I am not exactly sure what the word is, but are there any other, for example, progress payments, advance payments, incentive payments, that requires an additional level of work and requires an additional level of skill. If the answer is yes it is 1, if the answer is no it is 0. And again, is this a new program or a new start, so that complexity factor is in there. So, at the end of putting these all together, what you come up with now is a .5 for complexity.

Then you move down to risk. Does the workforce profile identify any gaps? So, in 2007 and in 2008 the acquisition community put out a survey that you could use that said what are the gaps in your workforce? For the 2007 gaps, performance based acquisition was one of the gaps, negotiation was a gap, and then defining and managing requirements was a gap. I'm sorry, I can't remember for 2008 what those were yet, the major gaps. Your agencies have access to those data. So what you do is you look at what they were. If any of the gaps were identified in performance management, in contract administration or in defining requirements, you have got a risk. That is automatically a risk area for you, so what you do is put a 1 in that category. Under the Office of Federal Procurement Policy, since last July there has been a framework that you can use to assess the overall acquisition workforce health in your organization. So when you did the A-123 (that is what it is called) process, did that identify other areas of acquisition risk? If the answer is yes it is a 1, if the answer is no it is a 0. Will you use existing vehicles that have already experienced some cost or schedule overruns? So for example, one of the solutions that agencies are looking at is to add funding to existing contract vehicles, have any of those experienced program or performance issues over the past year or the past 2 years? That doesn't prohibit you from adding more money, it just means that you are going to have to pay a little bit more attention and you are going to have to refocus energy and efforts on those performance metrics and on the contract administration. Particularly if this is something that your IG community has asked you about, then I think you will probably have a 1 in this area for risk so you will want to go ahead and add that. That gives you the .67 for that factor.

So then what happens is all these get mashed together, again the formulas are built into the sheet. So you have your workforce and then you take your spend factor times your complexity factor, then you take your spend factor times your risk factor, you add both of those together, and then you multiply that by your existing workforce. What happens at the top of the sheet is it populates for you how many new

people that you need. Again, not all of these might be contracting officers, you might be looking for contract specialists because you have taken some of your existing contract specialists and moved them into contracting officers, so now you need to backfill so you are going to do some temporary hires for contract specialists. You also are going to need to make sure that you have the appropriate program officials and the appropriate contracting officer technical representatives to do the performance management up front and after the contract is awarded.

The general Government-wide data has this as a 7 to 1 and 1 to 7 ratio; what this means is that for the Government-wide data that were available in ACMIS in a given point in time, and ACMIS being the Acquisition Career Management Information System where all contracting officer technical representatives, contracting specialists and program managers have to enter their information. What we did is we looked at agencies that we knew had a strong profile in ACMIS for their existing workforce and then talked to those Acquisition Career Managers. What we found was for every 7 program managers there was 1 contract specialist and conversely for the COTRs, every 1 contract specialist was responsible for at least 7 COTRs. That 7 to 1 and 1 to 7 ratio is based on Government-wide data.

What you would want to do is look at your own agency, identify how many program managers you already have in your agency, the number of contract specialists and the number of COTRs and develop your own ratio. In this way what you can do is get a ballpark figure; so in addition to the 568 people we have right now, we need an additional 42 people; at a minimum we need an additional 42. Now what type of skills and what locations, this is not a hard and fast. You might say, we are going to do a lot more with inter-agency contracting. We are going to be partnering with some of our other Federal agencies to have them work with us in spending this money because we have similar projects. In that case you are still going to need contracting professionals but perhaps you need more performance COTRs, you need more people managing on the administrative end and overseeing the technical performance rather than actually putting the contracts in place.

So again, this is a quick and dirty to try and give you some sense of what you might need. Part of what we are working on through the rest of the next two months, it is due here pretty soon, is to try and make this a little bit more robust so that you can use this in your workforce planning moving forward. That is all we have. Linda, I guess if you are going to be fielding for moderating of questions, Sydney and I would be happy to stick around and answer some questions.

Questions and Answers

Ms. Ott: We have microphones available and folks who can bring the microphone to you if you have any questions or comments. Just so you know, this is being videotaped and will be available on www.fai.gov within a couple of days for you to use it as review. Additionally, the presentations, the slides and the tool will be available on the IACMC community of practice. So, any questions, any comments?

Question 1: Hi, this is for Karen, on the tool, the additional contracting officers on the top, is that a subset of the total contracting workforce?

Ms. Pica's response: The question is the number at the top, the 610. Yes, well you have 568 1102s and then below that I guess it is additional. Those are your initial starting numbers, so in this particular case

the agency had 568 1102s and then there were 42 other contracting officers that did not come from the 1102 series. Then at the bottom it spits out how many more additional people you need.

Statement: The tool, Karen I want to congratulate you, this is something we have needed for a long time in the acquisition workforce. One of the things I think might be a useful additional risk assessment is the level of certification of folks related to this. I know you put it together on the fly and I am very impressed with what it is but I just thought that might be an additional suggestion for risk factor.

Question 2: Hi, this is Judith Button from HHS; my question is that the numbers we received back from our survey weren't very realistic. Our acquisition workforce is probably somewhere around 4,000 people but we only got responses from just under 800, so how do we tailor or how do we work with responding to this information here to come up with good information or good recommendations?

Ms. Ott's response: If I heard your question correctly it was in respect to the numbers you have in the workforce versus the numbers that actually completed the survey. Your question was how do you?

Question 2 (continued): How do we respond to this because our numbers are going to be really off and I don't think that we have a very good gauge on true gaps in our competency analysis?

Ms. Pica's response: If I understand your question, you only had 800 people respond to the survey out of 4,000 and you are wondering if your data are valid. From a statistical perspective, yes you have a statistically valid sample so you can extrapolate the information you got from those 800 people in general to your workforce. The challenge is when you start looking at, for example, you don't know where those people are located, what part of the nation, which office they are located in, what you don't have is enough data to tell you, is this office the one that needs the additional help or the additional skills or is it this other office. In that respect what I would, and Sydney correct me if I am wrong, but what you could do if you have this general skill gap is you could start talking to some of the managers that are in those offices to identify in general what that office says and does it match what the general survey said. You could probably talk to some of the senior folks who have been there for a while and have probably been doing the work as well as some of the performance evaluations and try to get a qualitative assessment to see if that applies to that office and if not you can move out. But from a statistical perspective you are good, from a planning perspective it is a little tougher.

Ms. Ott: If there are no further questions or comments I have to do a shameless plug for FAI and our support. As I mentioned, we actually have in place a central register for entry level candidates that is available to the agencies. In addition, we are proceeding with mid-level recruiting support; products, services and tools to help you with recruiting for folks. Also, there is the rotational assignments database that we will be keeping on FAI.gov for your benefit.

Question 3: In 2008 you produced a list of all the recruitment fairs; do you have one for 2009?

Ms. Ott's response: We do not have a list compiled for 2009 but we certainly can do that and again you will find it on FAI.gov. In addition, this is one workshop but for the benefit of human capital and ACM folks there is another workshop coming that is being sponsored and hosted by the Partnership for Public Service, coming in mid-April. It basically is to create that partnership and to strengthen the partnership between human capital, hr folks and the ACMs in communicating requirements for position descriptions and so on. So you can look forward to that. In addition, FAI will continue to be providing learning

seminars, opportunities such as this to support agencies in the Recovery Act. So, if in fact you feel there is a need, a burning desire, a place where you feel there would be benefit from gathering in this kind of forum on another related challenge or where you need more information, please let us know. Our acting director Cecelia Davis was here, she had to leave early for another meeting, but please either contact our director, contact me or go to our help desk so that we can continue to support the agencies with this. Karen.

Concluding Remarks

Ms. Pica: Alright, so now what happens next? One of the things that you hear is; look that's great, that is all well and good, we can identify these people, but you know what, there is no where to find them. We are not going to be bringing them in, they just don't exist. That is not exactly true when you start looking at the different alternatives that you have. So if you are looking at maybe detailing people across agencies, and the new term I have learned is e-detail, so if you are doing electronic detailing and you have somebody from Denver that doesn't necessarily want to come to DC but they can work on some of this stuff. You have alternatives within your agency looking at workload analysis. You have alternatives potentially across agencies. One of the things Ms. Field does on a weekly basis is she leads a conference call for acquisition leadership and we talk about those areas where there is commonalities and those areas where there's challenges. Those agencies that perhaps don't have as significant of a lift right now may be able to provide some temporary help to other agencies.

You can also look at moving people internally around, if you are going to move people internally then maybe we can bring in rehired annuitants. There are a lot of different authorities that you can use. Based on the way the economy is right now, some colleagues at one of the agencies are looking at some analysis in this area, based on the way the economy is there are certain parts of the country where you might have experienced purchasing agents from State, from Local, from private sector. Unfortunately we heard yesterday that Caterpillar is laying off people in Indiana. Are there locations in Michigan where potentially some of the auto manufacturers have reduced the size of their purchasing workforce? There is a huge supply chain issue with auto manufacturing and maybe some of those folks are looking for work. They might be some temporary folks you can bring in that have a certain skill set. So what I would like you to do is not limit yourself. Right now you are sitting there saying, well this is all well and good but I don't have money and even if I did there is no way I could find the people. Don't limit yourself by thinking that. What you want to do is say, in the perfect world if I were princess or prince or king or queen, put yourself in a crown and say in the perfect world what would the number of people look like that I needed to be able to manage recovery effectively? Then we can start dealing with it; okay maybe we can't find them but here's how we deal with it, maybe we can't afford them but here is how we can get around that.

So, if you come out with this, and this is a perfect opportunity because I have to tell you, the community has been very adamant for the past few years that they need more people. Guess what, here is your chance, you have the opportunity right now to say, we really need more people to do this if we are going to do it effectively and here's the number of people we need. Then what we can do as a community is say, alright, now how do we find those people? So, in your analysis as you are working through this, if it turns out that there are 20 agencies in this room and all 20 of those agencies need senior level people to come into their community to be able to do this, then the Federal Acquisition Institute and Lesley I am

volunteering OFPP, would be very happy to help out to go to and work with the Office of Personnel Management. The Federal Executive Boards in each of the cities where there are large populations of federal employees would be more than happy to help out to try and recruit some folks and try to look at some things. So if you come up with your analysis that says you need more people, please, please let us know. What we can do as a community, which is why we have the Chief Acquisition Officer Council and the Acquisition Career Managers, is we can go out and try to identify some of those folks and try to bring them in temporarily to the Government. So don't limit yourself, give yourself the crown for the day, figure out the number you need and then let us look at the ways to get those folks after. I think Sydney has something that she would like to add as well.

Ms. Smith Heimbrock: So what Karen just said is a great selling point for why civilian labor force data is so important, that gives you a sense in each community where you might need certain types of occupational specialties. The data is there, you just have to take a look at it. The other thing I wanted to tell you is the Federal Executive Boards which are out in 28 locations across the country have already convened meetings of all the agency executives and lead program officers in their locations to start coordinating Recovery Act programs. Of course the first question at these programs is always, how are we going to get these people on board quickly? The FEBs are used to doing recruitment fairs targeted to specific occupations, used to doing inter-agency work like that so please make use of them because they are already making use of themselves out in the field.

I also wanted to mention for those of you in the acquisition community and whose agencies have defined grants managers as part of your occupational portfolio and also the human capital community, because similar to acquisition, HR specialists are unfortunately very hard to find and there is a severe shortage. So, in response to that OPM is hosting a meeting, a forum, within the next 2 weeks and an announcement should be coming out any day now, to help agencies with some of the hiring strategies that you need to bring people on board quickly. So we have a number of initiatives that have been in play for awhile, we have sort of brought them all together in one place at one time. It includes some streamlined job announcement processes that we have and other things that I think you have seen in the acquisition community, now we are applying it to grants managers and HR.

The other thing I wanted to mention is OPM does have a recovery at OPM website which you access through OPM.gov, so if you are looking for resources please feel free to access that and we will be holding sessions like this as well. Hopefully, more sessions in partnership with OMB because we are very committed to helping you as you face this particular challenge but also over the longer term, we want to work with you. Actually sitting in the audience today is Kim Baust with our human resources products and services division and she has been engaging with a number of agencies to meet some of their critical hiring needs. So she is available if you are interested in finding out what some of her division at OPM does and that includes assistance on workforce planning. So if I have completely terrified you with everything that a good workforce planning process takes, she can help you out as well. Thank you.

Ms. Ott: I would be remiss if I didn't recognize that support that basically moved very quickly to make this workshop happen in short order. First, thanks to GSA for the auditorium, it is convenient and fortunate that it has been closed awhile for its renovation so it wasn't booked solid. Thanks GSA for the logistics, the video team obviously. Thank you very much Lesley from OFPP for supporting this event and the team in the back. You can see several of the support team for FAI; Mark, Danyale and Maria, for

supporting this even as well. I really would appreciate a round of applause for Karen and Sydney for their information. That said, if there are no further comments or questions for the order you are dismissed, thank you very much for coming.