

Steps in Analyzing Staffing Requirements

1. Envision Your Future: You want to look at where you currently are and where you want your station to be 5 years from now.

- Review and revise your mission, vision, and goals, as appropriate
- Identify the products and services you want to provide now
- Identify the products and services you want to provide in the future
- Identify the products and services you'll be required to provide in the future

2. Identify Your Mission Requirements: Identify the strategies you'll use to accomplish your mission and provide the products and services you identified. Make sure to refer to and address your organization's strengths, weaknesses, opportunities, and threats from your SWOT Analysis.

The following questions may help you think about your strategies:

- What are the organization's core mission requirements?
- Will the mission requirements change?
- Are the products and services you've identified in alignment with your mission, vision, and goals?
- How do the present work products compare with the future work products you've identified?
- Will the program or organization's way of doing business change?
- What is the nature of the work to be done in terms of volume, location, and duration?
- What knowledge, skills, and abilities (KSAs) will be needed in the future workforce?
- Will the size of the workforce increase? Decrease?

3. Determine Your Staffing Needs: Determine what KSAs are needed to implement the mission requirements you have identified above and what skill level is appropriate (beginner, intermediate, or advanced).

Mission Requirements	KSAs	Skill Level

4. **Develop the “New” Organization Chart:** By looking at your revised mission requirements, determine the most effective staffing plan for your organization.
 - Don’t focus on how you are currently organized
 - Identify the number and functions of your future staff based upon what you need to look like to meet your future mission requirements

5. **Analyze Your Current Staff:** List each individual currently on your staff and identify his/her KSAs, job series and skill level.
 - Which skills will current workers be able to contribute during the period being planned for?

Name	KSAs	Series	Skill Level

6. **Identify Any Skill Gaps:** Compare the information from Steps 3 and 5 and list the gaps (what you are missing) for achieving the requirements you’ve identified.
 - How is the workforce going to change?
 - What KSAs will be needed that are not present in your current workforce?

7. **Action Plan:** Develop an action plan for addressing the skill gaps. The following questions will help you decide on appropriate actions to address the gaps.

The Workforce
<ul style="list-style-type: none"> • How can training help address the gaps? • What will be the sources of new staff? • What attrition and retirement can be expected? • Will attrition make it easier or harder to achieve transition objectives? • What kinds of positions will need to be filled? • Are new hires going to replace old employees or go into new types of jobs?

<p>The Position</p>
<ul style="list-style-type: none"> • What position(s) and grade level(s) are affected as you develop the Staffing Plan? • What qualifications are required? • Is there anything that makes the position(s) difficult to fill? • How critical is it to fill the position quickly? • What would be the effect of waiting to fill the position or hiring someone with fewer qualifications?
<p>The Labor Market</p>
<ul style="list-style-type: none"> • Have you determined if there is a shortage of high-quality candidates and does geographic location affect this supply of candidates? • What are comparable positions in the private sector, and how much are they paid? • How have Federal candidates been identified in the past and what hiring or retention incentives have been used in the past (and what has been the result)? • What has led to position openings (e.g. employees leaving for better paying jobs, retirement, transfers)?
<p>Funding</p>
<ul style="list-style-type: none"> • What is the overall staffing budget, and what funding is allotted for this and other positions that may be effected? • How is the funding allotted over time? • Are there alternative sources of funding? • What has been paid for this position (or other effected positions) in the past? • How would a long-term investment in the position affect the budget?
<p>Agency Hiring and Compensation Policy</p>
<ul style="list-style-type: none"> • Are there currently any freezes or restrictions on hiring? If so, what do they cover and for how long? • Are there waivers that can be approved to obtain exceptions for the freeze? • What rules or guidelines exist on compensation practice or grade levels? • What pay alternatives (including flexibilities) are available within the agency to hire for affected positions? • What rules and restrictions govern their use? • How would each affect the budget?

Hiring for the Position

- What are the qualifications for each position?
- Are the qualifications different based on hiring for a career ladder (i.e., 7/9/11) and will it be important to hire at the 9 or 11 position to obtain someone who is at or close to full performance?
- If you were hiring for a career ladder position, would it be better to hire at the entry level due to budget restrictions?
- How do qualifications compare with other positions in the market and with those of current employees?

The Action Plan Format

Gap	Action	Cost	By Whom	When

- 8. Implement the Action Plan:** Depending upon the gaps identified, current staffing, and your budget, it may be necessary to implement the steps incrementally over several years.
- 9. Evaluate Your Progress:** These questions will help you evaluate your progress and establish what needs to change to accomplish your goals more efficiently.
 - Did the action plan accomplish what was needed?
 - How will you evaluate your progress against the timelines and milestones?
 - Have conditions changed such that strategies need to be revisited?
 - Is another staffing assessment needed?