



HQMC Strategic Workforce Planning Handbook

A "How-To Guide" for Strategic Workforce Planning

HQMC • HROM
Civilian Marines
Organizational &
Workforce Management
Section



HQMC Strategic Workforce Planning Handbook

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Why Strategic Workforce Planning (SWP)?

Strategic Workforce Planning (SWP) enables leaders to approach their human resources management responsibilities with a proactive, forward-thinking, and multi-disciplined strategy designed to align an organization's workforce requirements directly to its strategic priorities and mission. Specifically, SWP is a systematic process for identifying, acquiring, developing, shaping, and retaining the workforce necessary for organizations to complete their mission. The SWP process clearly identifies areas of concern and develops targeted action plans to overcome those barriers to success.

Have you considered:

- How many employees are eligible to retire today? This year? Next year? Are you prepared?
- Does your workforce have the competencies required to meet the current needs and future challenges?
- Does your organizational design lead to redundancy?
- Do your recruitment methods provide highly qualified applicants? Can you diversify your recruitment strategies?
- How diverse is your workforce compared to the surrounding community? HQMC? DoD?

SWP can help answer these questions and much more. It requires a commitment from all stakeholders, from the senior leader(s) to supervisors, from HR professionals to Budget Analysts. This is a comprehensive approach to human resources management that will further enable your organization to have the right people in the right place at the right time to successfully accomplish the mission.

A team of SWP experts in the Human Resources and Organizational Management Branch (HROM) offers assistance with understanding and conducting SWP. If your organization is interested in SWP support services, contact the Organizational and Workforce Management Section (ARHM) at 703-604-2755, or SMB.HQMC.ARHB.TRNG@usmc.mil.

SWP Process Model Overview



The model is based on a six-step process that is conducted on an annual basis.

HQMC Strategic Workforce Planning Model	
Step	Purpose
1. Strategic Planning	Develop a mission and vision, specific goals and measurable objectives, and relevant priorities that enable the organization to achieve a desired future state.
2. Current Workforce Analysis	Review and assess various aspects of the current workforce, including position requirements, demographic makeup, funding, end-strength, full-time equivalent levels (FTEs), competencies, attrition rates, vacancies, and organizational climate. Determine trends and impacts based on current and historical data.
3. Future Requirements Analysis	Assess the future or desired end-state in the same workforce terms as Step 2. Additional factors are also considered that may impact the future workforce such as projected attrition, anticipated retirements, changes in structure, changes in mission, new technology, organizational realignment, and/or new competency requirements.
4. Gap Analysis	Analyze quantitative and qualitative differences between Step 2 and Step 3 to identify and prioritize differences, or “gaps” based on mission and strategic priorities.
5. Workforce Action Planning	Develop plans that outline the strategies that will be employed to close each critical gap. Plans should contain detailed information on action steps required to complete the strategies, roles and responsibilities, and milestones.
6. Execute and Monitor	Implement the Workforce Action Plan and monitor progress. Review and adjust the plan as required.

Table 1: SWP Model

Who is Involved?

Senior Leader(s)

An organization’s Senior Leader(s) provides commitment to the SWP process and crucial guidance in the development of the overall strategic direction of the organization. The Senior Leader(s) owns the SWP process and its results. He/she is directly accountable for establishing and monitoring the overall progress of the SWP process. He/she will receive periodic updates and review/certify action plans as needed. The Senior Leader(s) also appoints a Leadership Team with sufficient knowledge and authority to provide routine input, direction, and guidance during the various steps of the SWP process.

Leadership Team

Typically comprised of senior representatives throughout the organization, both military and civilian, the Leadership Team provides expertise and drives the SWP process. Throughout each step of the SWP process, the Leadership Team reviews detailed information assembled by the SWP Committee, provides valuable interpretations of data analysis, and approves action plans moving forward. The Leadership Team provides a control over the SWP process, ensuring that each step of the process is focused on supporting the organization’s mission and priorities. The

Leadership Team provides final recommendations to the Senior Leader(s) on significant action plans.

Supervisors

Supervisors throughout the organization represent an essential element in the SWP Process both by providing valuable information during the research phase of the process and by their cooperation in the implementation and monitoring phases.

SWP Committee

The SWP Committee comprises members from a multi-disciplined background such as Strategic Workforce Planning Analysts, Human Resources Specialists, Manpower Analysts, Financial or Budget Analysts, Community of Interest managers, and Managers and Supervisors. The SWP Committee provides the technical, day-to-day operations of the SWP process, frequently meeting to discuss, analyze, and mobilize. It provides routine and constant information flowing to the Leadership Team for input and direction. Table 2 below identifies the members of the SWP Committee along with their functions.

SWP Committee Members	
Title	Function
SWP Lead	This role serves as the primary liaison from the organization, providing the SWP Committee with leadership and guidance. This role is critical to the success of SWP and should be a primary duty with direct access to the Senior Leader and Leadership Team. The Senior Leader will designate this role in writing.
HROM SWP Analyst(s)	The SWP Analysts from the Human Resources and Organizational Management Branch (HROM) provide expertise regarding the SWP process. SWP Analysts facilitate the SWP process and analyze workforce data. They provide guidance in identifying workforce gaps and creating action plans to address those gaps.
HROM Human Resources Specialist(s)	The HROM Human Resources Specialists serve as strategic business consultants, providing expertise regarding civilian workforce policies and programs, employment trends and projections, and external labor force data and issues such as market conditions, skills, compensation, recruitment sources, hiring authorities, EEO considerations, workforce demographics, etc.
Manpower Analyst(s)	The Manpower Analysts provide information on the goals, objectives, and direction of the organization in relation to the organizational structure requirements. They ensure workload and manpower requirements are accurately identified and reflected in the activity's workforce plan.
Financial or Budget Analyst(s) (Comptroller)	The Financial or Budget Analysts estimate costs and advise on funding concerns. They identify budget allocations, procedures, and timelines for budget submissions in support of workforce requirements. The Financial or Budget Analysts provide data on workforce costs and assist with developing a business case if additional resources are needed to support human capital strategies.

Labor Union Representative	If the organization contains bargaining unit employees in a labor union, a labor union representative must be included in the SWP Committee.
Additional Subject Matter Experts	Additional subject matter experts from inside or outside of the organization may be appointed to assist in SWP efforts, such as advising the SWP Committee or assisting with action plans. For instance, they may have particular knowledge useful in executing workforce action plans, such as expertise from a Community of Interest Program Manager or insight from supervisors.

Table 2: SWP Committee

The HQMC SWP Model

The SWP Model is used to establish, measure, evaluate, and modify workforce priorities. This handbook contains recommended inputs, outputs, and processes for completing each step, but not all recommended actions will be appropriate for each and every organization. Tools and templates have also been included in this handbook to help accomplish each step. Organizations should modify the process, tools, and templates as needed to fit their particular needs.

SWP Preparation

Prior to starting SWP, be sure to take these preliminary steps:

1. Contact SWP professionals in ARHM if you have questions about SWP or if you would like support.
2. Identify and form the required Teams, Committees, and other groups necessary to carry out the SWP process.
3. Create an SWP Project Charter to define the roles and responsibilities of the SWP Committee members, Leadership Team, and Senior Leader and establish timelines for the process steps.
4. Develop and implement an education and communication plan designed to emphasize the importance of—and leadership commitment to—the SWP process.

Step 1: Strategic Planning

Definition: Develop a mission and vision, specific goals and measurable objectives, and relevant priorities that enable the organization to achieve a desired future state.

Inputs	Processes	Outputs
<ul style="list-style-type: none"> • Higher level guidance external to the organization, for example: <ul style="list-style-type: none"> ○ CMC Guidance ○ Vision 2025 ○ USMC COI Guidance ○ Relevant Policy Documents • Budget and Manpower Authorizations • Commanders Intent – the Commander's vision of the future of the organization • Organizational Chart • Organization's current Mission, Vision, Function Statements (if available) • List of functions (i.e. administration, security, etc.) and tasks (work being done in support of function) • Organization's goals and objectives 	<ul style="list-style-type: none"> • Develop or update Organization's Mission, Vision, Function statements • Review current Mission/Objectives to examine potential impacts/changes due to: <ul style="list-style-type: none"> ○ New Technology ○ New Programs ○ New Initiatives ○ Elimination of Requirements • Identify significant, low value, and misaligned functions and tasks • Identify impact of key constraints on the workforce <ul style="list-style-type: none"> ○ Labor Budget Authorizations ○ Manpower Authorizations ○ Relevant Policy ○ Mission Changes • Prioritize functions/tasks • Develop a future state of the organization that best enables mission accomplishment while remaining within constraining factors 	<ul style="list-style-type: none"> • An Organization Strategic Plan that outlines a vision of the future of the organization and the workforce. The document should highlight: <ul style="list-style-type: none"> ○ Mission Statement ○ Defined Goals ○ Measurable Objectives ○ Function/Task Priorities ○ Summary of significant changes, constraints, and impacts <p>*Identify all types of employees (military, civilian and contractor) and associated functions and tasks when assessing your current workforce</p>
Available Tools and Templates		
<ul style="list-style-type: none"> • HQMC Strategic Planning Guide • HQMC Strategic Planning Worksheet • Functions and Tasks Worksheet 	<p><u>Organizational and Workforce Management Section (ARHM) – HROM</u> Contact this section for detailed advice and support services to help your organization with the whole process, or just this step. 703-604-2755, or SMB.HQMC.ARHB.TRNG@usmc.mil</p>	

Step 2: Current Workforce Analysis

Definition: Review and assess various aspects of the current workforce, including position requirements, demographic makeup, funding, end-strength, full-time equivalent levels (FTEs), competencies, attrition rates, vacancies, and organizational climate. Determine trends and impacts based on current and historical data.

Inputs	Processes	Outputs
<ul style="list-style-type: none"> • Step 1 Outputs (Organization Strategic Plan) • Civilian Workforce Data (Contact ARHM for assistance) : <ul style="list-style-type: none"> ○ Civilian Workforce Demographics ○ On-board and Vacancy Counts ○ Civilian Gain/Loss/Retirement Data ○ Historical Data • Manpower Data (Contact your manpower office for assistance) <ul style="list-style-type: none"> ○ Table of Organization (T/O) Report ○ Approved/Pending TOECRs • Budget Data (Contact your fiscal office for assistance) • Competency Data (Contact ARHM for assistance) : <ul style="list-style-type: none"> ○ Position Competency Requirements ○ Workforce Competency Assessments • Organizational climate data (if available) (Contact ARHM for assistance) : <ul style="list-style-type: none"> ○ Climate Survey Results ○ Exit Survey Results • Labor Union Factors (if applicable) 	<ul style="list-style-type: none"> • Employees verify and update their personal data • Assess and Analyze the Current Workforce <ul style="list-style-type: none"> ○ Develop charts/graphs that display important demographics and compare them to the local Civilian Labor Force (CLF) ○ Identify trends in gains/losses/retirements based on current and historical data ○ Project number of forecasted retirement and non-retirement losses ○ Analyze competency proficiency levels and compare to position requirements ○ Identify current retention and recruitment strategies and challenges • Assess and Analyze the Current Workforce Position Structure and Civilian Labor Budget <ul style="list-style-type: none"> ○ Analyze the current T/O, civilian labor funding, FTE levels, and on-board data ○ Prioritize positions based on Step 1 Outputs and identified constraints • Assess organizational climate, if needed <ul style="list-style-type: none"> ○ Analyze exit interview data ○ Analyze climate survey data 	<ul style="list-style-type: none"> • An initial Workforce Analysis Report that contains the following information: <ul style="list-style-type: none"> ○ Executive Summary ○ Graphs, Charts and Tables of important employee demographics ○ Key Workforce characteristics, projections, findings, and trends ○ Competency and climate analysis, where appropriate • An initial Workforce Planning Document <ul style="list-style-type: none"> ○ Current workforce and position data only
Tools and Templates		
<ul style="list-style-type: none"> • Demographic Analysis Worksheet • Workforce Analysis Gains and Loss Report (Template) w/ Instructions • HQMC Workforce Planning Document (sample) • USMC Civilian Workforce Development Application (CWDA) • Total Workforce Management System (TWMS) 	<p><u>Organizational and Workforce Management Section (ARHM) – HROM</u> Contact this section for detailed advice and support services to help your organization with the whole process, or just this step. 703-604-2755, or SMB.HQMC.ARHB.TRNG@usmc.mil</p>	

Step 3: Future Requirements Analysis

Definition: Assess the future or desired end-state in the same workforce terms as Step 2. Additional factors are also considered that may impact the future workforce such as projected attrition, anticipated retirements, changes in structure, changes in mission, new technology, organizational realignment, and/or new competency requirements.

Inputs	Processes	Outputs
<ul style="list-style-type: none"> • Step 1 Outputs (Organization Strategic Plan) • Step 2 Outputs (Initial Workforce Analysis Report & Workforce Planning Document) • Future Manpower and Budget Authorizations • Budget, Manpower and Human Resource constraints • Information on pertinent DON, DoD and Federal Government initiatives • Projected Future Environmental Factors that could affect the workforce (e.g. economic conditions) • Community of Interest Guidance 	<ul style="list-style-type: none"> • Identify future retention, competency, and recruitment challenges • Develop the future structure and vision of the workforce • Identify how efficiencies can be gained and how redundancies can be eliminated over time • Highlight any issues / risks that may impact the workforce or mission in the future using outputs of the Organization Strategic Plan, and trend and projection data from the Workforce Analysis Report 	<ul style="list-style-type: none"> • A completed Workforce Analysis Report (current and future) and Workforce Planning Document that include: <ul style="list-style-type: none"> ○ <i>Projected workforce requirements</i> ○ <i>Proper workforce structure (structure design, number and type of billets by grade, series/MOS, etc.)</i> ○ <i>Targeted demographics (i.e. ideal distribution of age, gender, race & national origin, etc.)</i> ○ <i>Added or removed positions</i> ○ <i>Skills/competencies needed</i> ○ <i>Identified risks and assessed Impact</i> • The Workforce Planning Document should contain a yearly review of the planned workforce structure with a comparison of planned civilian labor costs to budget authorizations.

Tools and Templates

<ul style="list-style-type: none"> • HQMC Workforce Planning Document (sample) • Future Conditions and Risk Assessment Worksheet 	<p><u>Organizational and Workforce Management Section (ARHM) – HROM</u> Contact this section for detailed advice and support services to help your organization with the whole process, or just this step. 703-604-2755, or SMB.HQMC.ARHB.TRNG@usmc.mil</p>
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Step 4: Gap Analysis

Definition: Analyze quantitative and qualitative differences between Step 2 and Step 3 to identify and prioritize differences, or “gaps” based on mission and strategic priorities.

Inputs	Processes	Outputs
<ul style="list-style-type: none"> • Step 1 Outputs (Organization Strategic Plan) • Step 3 Outputs (Completed Workforce Analysis Report & Workforce Planning Document) 	<ul style="list-style-type: none"> • Identify gaps between the current state of the workforce defined in step 2, and future requirements and future state of the workforce defined in step 3. Gaps could concern: <ul style="list-style-type: none"> ○ Competency levels ○ Retention challenges ○ Critical positions or occupations ○ Diversity ○ Leadership succession ○ Misaligned positions ○ Organizational structure ○ Organizational climate ○ Other • Prioritize the importance of the gaps relative to accomplishment of the mission (current and future). 	<ul style="list-style-type: none"> • A Prioritized Gap List that provides each identified workforce gap and prioritizes these gaps per impact on mission. The Prioritized Gap List is completed using the <i>Gap Analysis Template</i>.
Tools and Templates		
<ul style="list-style-type: none"> • Gap Analysis and Action Plan (Template) 	<p><u>Organizational and Workforce Management Section (ARHM) – HROM</u> Contact this section for detailed advice and support services to help your organization with the whole process, or just this step. 703-604-2755, or SMB.HQMC.ARHB.TRNG@usmc.mil</p>	

Step 5: Workforce Action Planning

Definition: Develop plans that outline the strategies that will be employed to close each critical gap. Plans should contain detailed information on action steps required to complete the strategies, roles and responsibilities, and milestones.

Inputs	Processes	Outputs
<ul style="list-style-type: none"> Step 4 Outputs (Prioritized Gap List) 	<ul style="list-style-type: none"> Review the Prioritized Gap List and determine the appropriate strategies to close the gaps Develop Workforce Action Plan(s) that address the following for each gap: <ul style="list-style-type: none"> Strategy(s) used to close gap Roles and responsibilities Action steps required to complete the strategies Milestone dates for completing the action steps Required resources Progress indicators 	<ul style="list-style-type: none"> Comprehensive Workforce Action Plan(s) that address each gap.
Tools and Templates		
<ul style="list-style-type: none"> Gap Analysis and Action Plan (Template) 	<p><u>Organizational and Workforce Management Section (ARHM) – HROM</u> Contact this section for detailed advice and support services to help your organization with the whole process, or just this step. 703-604-2755, or SMB.HQMC.ARHB.TRNG@usmc.mil</p>	

Step 6: Execute and Monitor

Definition: Implement Workforce Action Plan(s) and monitor progress. Review and adjust the plan as required.

Inputs	Processes	Outputs
<ul style="list-style-type: none"> • Step 5 Outputs (Workforce Action Plan(s)) 	<ul style="list-style-type: none"> • Execute the Workforce Action Plan(s) • Monitor progress using established evaluation metrics • Conduct periodic reviews of workforce characteristics, manpower, budget, competency, climate, and HR data to gauge progress of action plan(s) strategy(s) implementation. Reviews could include, but are not limited to: <ul style="list-style-type: none"> ○ Organizational Structure Reviews ○ On-Board/Vacancy Reports ○ Civilian Labor Budget Reviews ○ Demographic Analysis Reports ○ Gains/Losses Reports ○ Competency Analysis Results Reviews ○ Climate Assessment Results Reviews ○ Recruitment, Retention, and/or Succession Plan Reviews • Adjust the plan(s) as necessary based on periodic reviews to include reprioritization of gaps as required 	<ul style="list-style-type: none"> • Updated Workforce Action Plan(s) <ul style="list-style-type: none"> ○ Update each item in the Action Step List to reflect current <i>Overall Status</i> and <i>Complete</i> status, if necessary.
Tools and Templates		
<ul style="list-style-type: none"> • Gap Analysis and Action Plan (Template) 	<p><u>Organizational and Workforce Management Section (ARHM) – HROM</u> Contact this section for detailed advice and support services to help your organization with the whole process, or just this step. 703-604-2755, or SMB.HQMC.ARHB.TRNG@usmc.mil</p>	