



HRAccess Program

Standard Operating Procedure WFP-001 – Core TSA Workforce Planning

SOW 2.0 and 4.0

FINAL

April 24, 2012

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1 Purpose

The Lockheed Martin (LM) HRAccess Team Workforce Planning team, as part of the Human Capital Support Services (HCSS), is responsible for providing strategic workforce planning support and workforce analyses that are necessary to effectively manage and develop the TSA workforce. Workforce planning provides critical information regarding workforce demand and supply that is necessary for TSA and the HCSS to maximize the results of its human capital processes, such as recruiting strategy and hiring processes.

Effective workforce planning establishes and sustains a qualified workforce across TSA for all locations and modes of transportation security to fulfill current and future mission requirements. LM HRAccess Team Workforce Planning conducts several activities to develop and implement a structured workforce planning approach and process, as well as robust reporting, analytic, and forecasting capabilities to drive talent strategies and solutions.

LM HRAccess Team incorporates a “staged” approach to implementing workforce planning capabilities and features for TSA. Our “staged” approach, demonstrated in the illustrative figure below, represents an approach with minor adaptation that can be applied to all other TSA workforce segments.

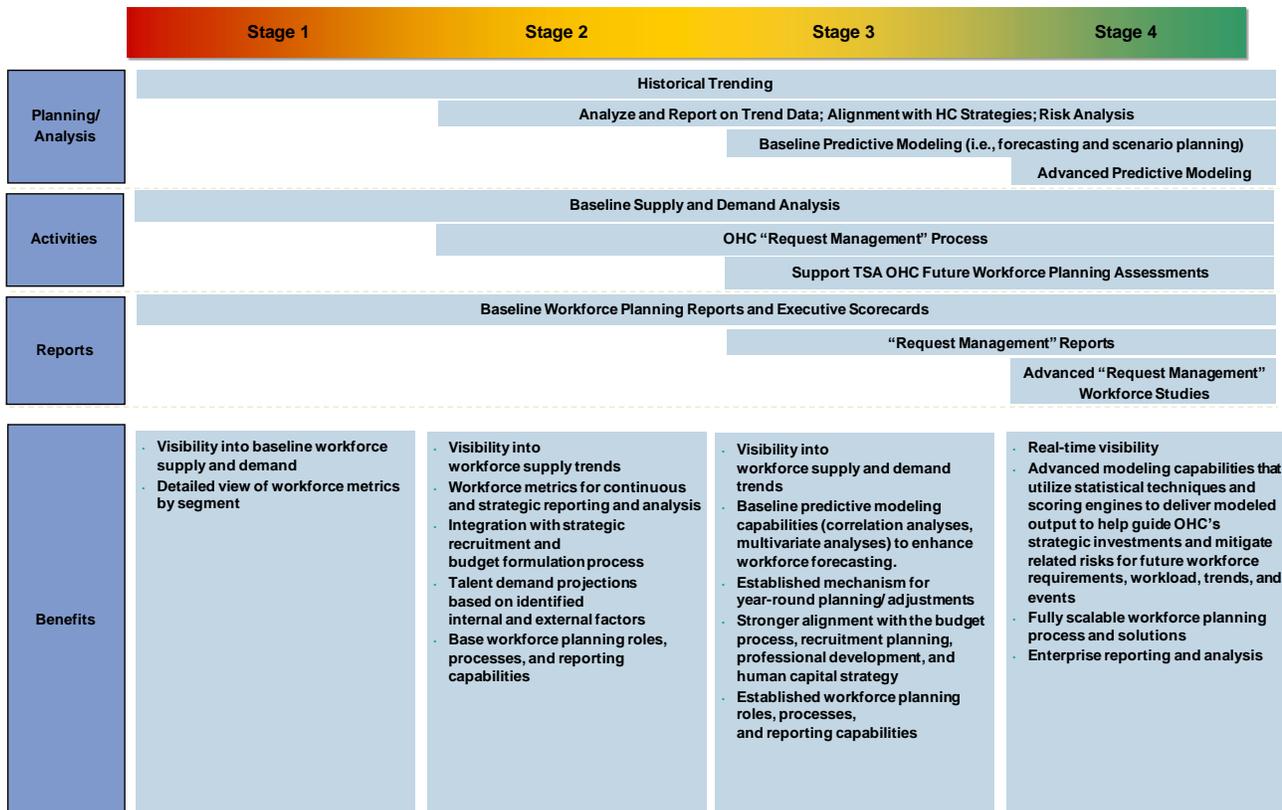


Figure 1.0 Core TSA Workforce Planning Approach



Specific SOP and process maps for each “stage” and workforce segment, such as FAMS and TSI, are used to further drive the process and the outcomes specific to that stage. This SOP describes the steps performed across the entire evolution (4 “stages”) of workforce planning solutions and capabilities. Core TSA Workforce Planning process maps are included as specific examples at Appendix A.

2 Scope

Specific analyses, tasks, or operational areas related to this SOP include, but is not limited to the following:

- 1) As an initial integration step the contractor shall report, in a format recommended by the contractor and then refined, standardized and specified by the Information Technology Division (ITD), all data and metadata generated in this activity to the Enterprise Databases of Record operated by the government (or their designated representatives).
- 2) Provide technical expertise in support of conducting studies and analysis related to workforce planning, strategic planning, and specific research.
- 3) Conduct special studies and provide assistance in developing and implementing the TSA Office of Human Capital (OHC) Workforce Planning Process.
- 4) Provide project management support for the on-going initiatives, such as tracking and developing meeting agendas.
- 5) Conduct focus groups and interviews with General Managers, Executive Level Managers and Internal/External Customers and summarize interview/meeting notes.
- 6) Assist in the analysis of the current workforce supply.
- 7) Conduct the demand analysis - assess anticipated changes to future workload.
- 8) Perform structure analysis; develop functional descriptions, and workforce maps.
- 9) Perform risk analysis - identify workforce related risks to mission delivery.
- 10) Assist in the development of near term risk mitigation strategies.
- 11) Assist in the development of sustainable, flexible sourcing strategies to meet current and future workload needs.
- 12) Assist in the development of implementation strategies.
- 13) Provide strategic consulting services on an ongoing basis.
- 14) Provide guidance, support and knowledge to TSA OHC staff for future workforce planning assessments.
- 15) Prepare regular reports (e.g., quarterly) on a variety of Office of Law Enforcement (OLE)/Federal Air Marshals (FAMS) workforce statistics including, but not limited to: Race, Sex, Nationality, or Origin (RSNO); supervisory RSNO; senior management/executive RSNO; on-board civilians by band level/directorate/office; FAMS by band level/directorate/office; supervisory positions by band level and position (as Law Enforcement/Non-Law Enforcement), and organizational assignment; Transportation



- Security Executive Service(TSES)and senior management positions. Reports should include summary statistics and detailed breakout data such as employee name, and office.
- 16) Prepare regular reports on succession planning statistics including, but not limited to: dual compensation offset waiver annuitants; second-career non-offset waiver annuitants; and, workforce by projected retirement eligibility dates.
 - 17) Prepare regular reports on OLE/FAMS hiring initiatives including data with supporting detail breakout information on new hires by position, band level, office assignment, demographics on new hires, and RSNO.
 - 18) Prepare reports by pay period summarizing on-board staffing by position (credentialed law enforcement/non-credentialed support), directorate, vacancies, vacancy announcements posted/open, and vacancy announcement closed/in-process.
 - 19) Prepare regular reports on exit/separation/attrition by position, nature of action, reason for leaving (comments), band level, directorate, and RSNO.
 - 20) Conduct regular trend analyses (e.g., quarterly) to depict changes in workforce demographics/RSNO as a function of hiring, promotions, and separation/attrition.
 - 21) Prepare reports as requested detailing sick leave, annual leave, compensatory time off in lieu of overtime pay, compensatory time off for travel, time off awards, and Leave Without Pay usage by pay period, by employee, and by office to enable comparative analyses of leave usage as a function of operational variables.
 - 22) Provide the capability to produce any of these data, and run analyses on an as requested basis to support a variety of data calls and workforce planning initiatives.
 - 23) Create documents summarizing interim findings and recommendations.
 - 24) Analyze and report on trend data as directed.
 - 25) Prepare documentation and presentation materials, and project management-related documents, such as work breakdown structures and project plans.

3 Roles and Oversight Responsibilities

- **LM HRAccess Team Recruitment Strategy Office** – Receive workforce planning analysis and results to develop national and recruitment plans for TSA Workforce Segments. When appropriate, leverage talent solutions to enhance the Employee Value Proposition for potential recruits.
- **OHC Workforce Planning (WFP) Lead** – Work in coordination with the TSA Workforce Segment Leads to act as a single, dedicated TSA Office of Human Capital (OHC) workforce planning point of contact (“WFP Lead”) to validate the workforce segments’ workforce planning framework and requirements; facilitate data requests for LM HRAccess Team Workforce Planning by providing needed data and workforce information; provide additional guidance to further determine required workforce metrics, analysis and reporting requirements; approve all workforce planning and talent analysis, results, recommendations, deliverables, and reports and; facilitate the review and approval of deliverables with OHC Policy; coordinate results within TSA.
- **TSA Workforce Planning Segment Leads** – Work in coordination with the OHC Workforce Planning Lead to act as dedicated Workforce Segment points of contact (“WFP Lead”) to validate workforce planning framework and requirements for each Workforce Segment (e.g.,



FAMS, Transportation Security Inspector (TSI), Management, Administrative, and Professional (MAP); facilitate data request for LM HRAccess Team Workforce Planning by providing needed data, and workforce and organizational information; provide additional guidance to further determine required workforce metrics, analysis and reporting requirements and; approve all workforce planning analysis, results, deliverables, and reports for their Segment that are provided to the LM HRAccess Team Workforce Planning Team through the TSA WFP Lead.

- **LM HRAccess Team Workforce Planning (WFP) Staff** – Conduct baseline analysis of workforce segment supply and demand to determine gaps and provides recommendations on closing identified gaps. In addition, on an ongoing basis, the LM HRAccess Team Workforce Planning Lead and staff provide strategic consulting and technical expertise related to workforce planning and management of the workforce segments to the OHC and TSA Executives on an ongoing basis. Finally, LM HRAccess Team Workforce Planning Staff incorporate an innovative, industry-leading, predictive modeling and supply/demand forecasting capability using statistical analysis tools to produce the comprehensive algorithms used to develop predictive models. Models are used to isolate most probable scenarios that represent a risk in terms of alignment between workforce requirements and workforce capabilities and talent supply. LM HRAccess Team Workforce Planning Staff then work with OHC to develop strategies and solutions to mitigate workforce-related risks and identified gaps. For workforce segment studies, LM HRAccess Team Workforce Planning Staff conduct a baseline analysis of workforce segment supply and demand to determine gaps. LM HRAccess Team Workforce Planning Staff provide recommendations to address workforce issues, gaps, and needs.
- **TSA Program Office Executives/Managers/Business Management Office (BMO)** – Approve individual Workforce Segment' workforce planning results and analysis and utilize workforce planning outputs to further define and improve each segment's human capital-related management strategies, as needed. Review and approve workforce and talent gap analysis, and recommendations.

4 Prerequisites

4.1 Government Furnished Equipment/Information (GFE/GFI)

Not Applicable.

4.2 Systems Access

The WFP Team, to include some and/or all Leads and Staff, require access to the HRAccess network, the Integrated Data Warehouse (IDW), Business Objects, Tableau, and SAS statistical software application.

4.3 Data

This SOP requires workforce data which includes, but is not limited to the following:



- Workforce demand data, such as budget allocation of FTE and airport needs
- Workforce supply data, such as new hires, active employees, turnover, and supply
- Recruiting data, such as acceptance rates and pipeline reports, and demographics, such as race, gender, and age
- Internal (e.g., budget, organizational restructuring) and external drivers (e.g., passenger throughput, fuel costs, mergers and acquisitions among airlines)

5 Procedures – WFP 001 – Core TSA Workforce Planning

Help Desk Inquiry		
Functional Area	Action	Notes
Step 1 Team HRAccess – WFP OR OHC/WFP Segment Lead	Identify need for “WFP Studies and analyses” from TSA stakeholders	
Step 2 OHC/WFP Segment Lead	Determine scope of required support, Level Of Effort (LOE), desired outcomes, and Return On Investment (ROI) associated with effort	
Step 3 OHC/WFP Segment Lead	Determine Program Office and OHC support roles	
Step 4 OHC/WFP Segment Lead	Engage HRAccess, OHC and Program Office support to confirm roles and resources	
Step 5 Team HRAccess – WFP	Receive request for WFP support effort	
Step 6 Team HRAccess – WFP	Determine requirements and considerations around data, Program Office involvement, and OHC expertise. Provide requirements to TSA Program Office	
Step 7 TSA Program Office	Assign project POC	
Step 8 TSA Program Office	Collect relevant data and/or information	Examples of sample data: <ul style="list-style-type: none"> • Active employees • New Hires • Transfers/Promotions • Attrition



Help Desk Inquiry		
Functional Area	Action	Notes
Step 9 TSA Program Office	Send relevant data/information	
Step 10 Team HRAccess – WFP	Compile relevant data	
Step 11 Team HRAccess – WFP	Assess relevant data	
Step 12 Team HRAccess – WFP	Identify data reconciliation needs and pass to TSA Program Office	
Step 13 TSA Program Office	Update data based on corrective actions	
Step 14 Team HRAccess – WFP	Determine whether this is a Segment study or Statistical analysis If Segment study, go to Step 15 If Statistical analysis, go to Step 28	
Step 15 Team HRAccess – WFP	Analyze current workforce and talent issues	This is for a Segment Study
Step 16 Team HRAccess – WFP	Identify workforce gaps, issues, and needs	This is for a Segment Study
Step 17 Team HRAccess – WFP	Develop recommendations	This is for a Segment Study
Step 18 Team HRAccess – WFP	Forecast future workforce gaps, issues, and needs	This is for a Segment Study
Step 19 Team HRAccess - WFP	Present findings to OHC	
Step 20 OHC/WFP Segment Lead	Review findings and recommendations	
Step 21 OHC/WFP Segment Lead	Provide feedback on findings and recommendations	
Step 22 Team HRAccess – WFP	Make revisions based on OHC feedback	



Help Desk Inquiry		
Functional Area	Action	Notes
Step 23 Team HRAccess – WFP	Present findings and recommendations to Program Office	
Step 24 TSA Program Office	Review findings and recommendations	If the analysis is insufficient or there are additional questions, TSA Executives coordinate with OHC WFP and WFP Workforce Segment Leads to determine whether additional analysis or explanation is required from the LM HRAccess Team Workforce Planning Staff
Step 25 TSA Program Office	Provide feedback	
Step 26 Team HRAccess – WFP	Make revisions based on feedback	
Step 27 Team HRAccess - WFP	Brief relevant stakeholders	End Process
Step 28 Team HRAccess – WFP	Identify data experts	This is for a Statistical Analysis
Step 29 Team HRAccess – WFP	Engage data experts	This is for a Statistical Analysis
Step 30 Team HRAccess – WFP	Develop data staging plan in coordination with OHC WFP	This is for a Statistical Analysis
Step 31 Team HRAccess – WFP	Perform data staging	This is for a Statistical Analysis
Step 32 Team HRAccess – WFP	Develop analytical plan in coordination with OHC/WFP	This is for a Statistical Analysis
Step 33 Team HRAccess – WFP	Execute analytical plan	This is for a Statistical Analysis

6 Measurements

This section identifies the metrics that will be used to evaluate performance of the given procedure.



6.1 Process Measures

Metric Name and Description	When Recorded	Where Recorded
Not Applicable	Not Applicable	Not Applicable

6.2 Project Measures

Metric Name and Description	When Recorded	Where Recorded
Percentage of Studies Completed, Delivered, and Accepted by TSA	After submission to TSA	In writing via email

6.3 Program Measures

Metric Name and Description	When Recorded	Where Recorded
Percentage of Studies Completed, Delivered, and Accepted by TSA	After submission to TSA	In writing via email

7 References

- TSA OHC Workforce Planning Process Flow Diagram Level 2
- Department of Homeland Security Workforce Planning Guide
- FAMS Workforce Planning Process Flow Diagram
- FAMS Entry Level Recruiting Process Flow Diagram Level 2
- FAMS Strategic Recruitment and Activities SOP
- FAMS Exit Survey Process Flow Diagram Level 2
- TSI Workforce Planning Process Flow Diagram
- Non-TSO Entry Level Recruiting Process Flow Diagram Level 2
- Non-TSO Strategic Recruitment and Activities SOP
- IHOP Statement of Work Sections 2.0 and 4.0.

8 Forms

Not Applicable.

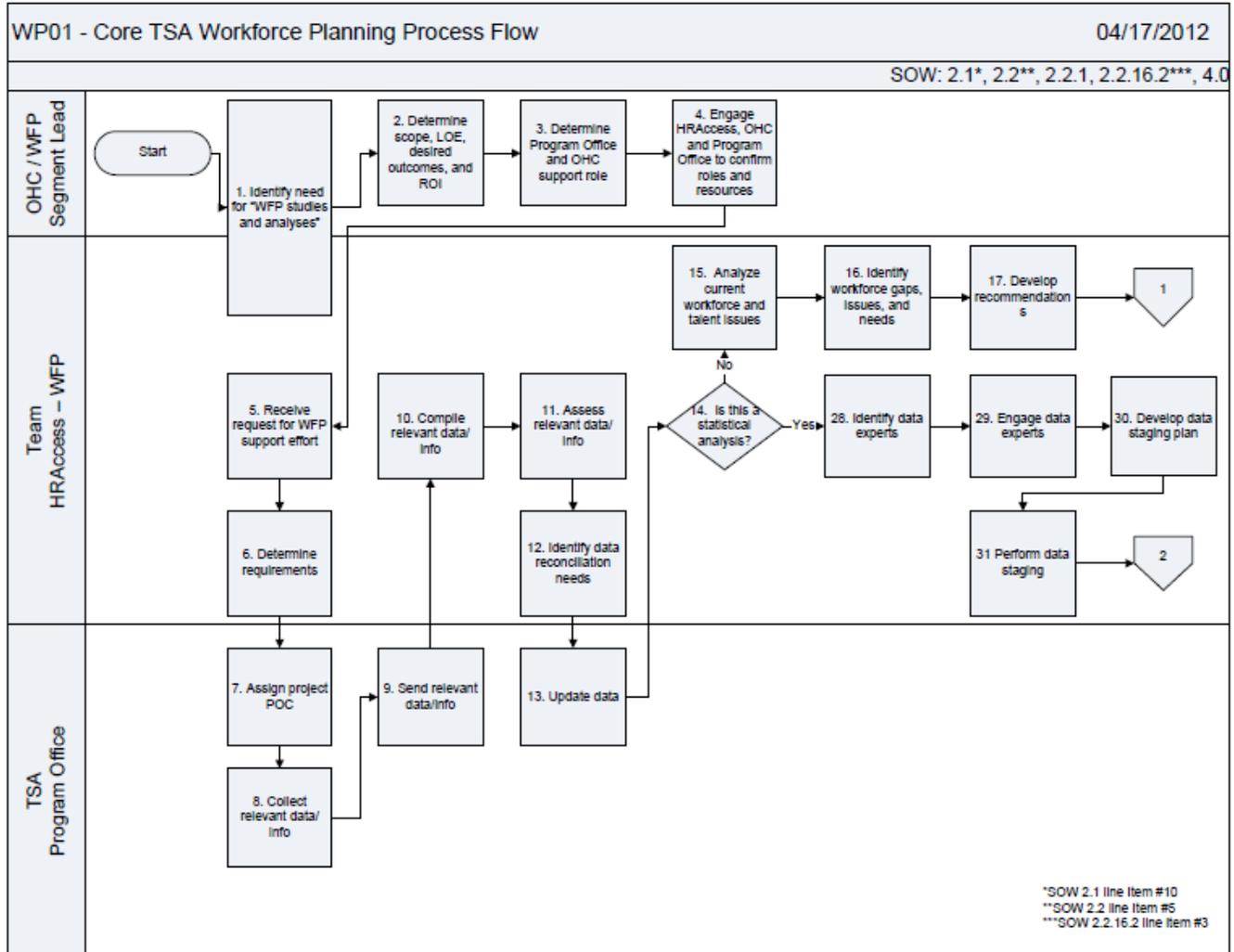


9 Revision History

V3.0	04/17/2012	First Draft
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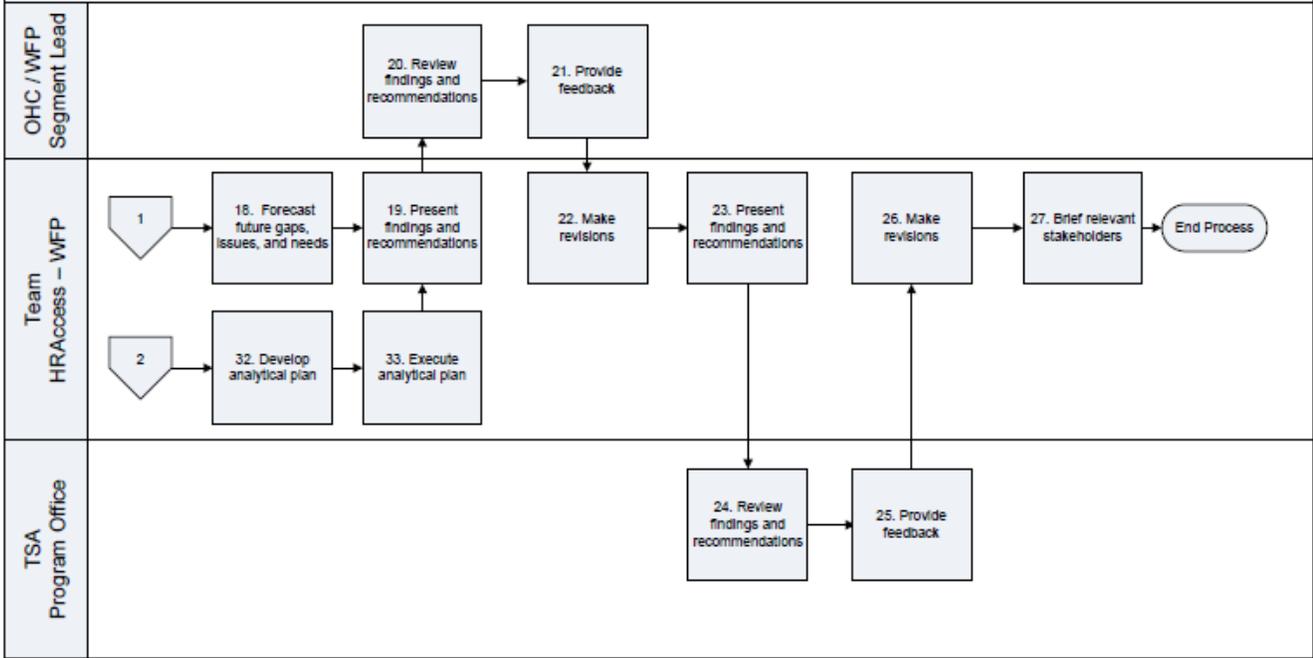
Appendix A – WP01 – Core TSA Workforce Planning Process





WP01 - Core TSA Workforce Planning Process Flow 04/17/2012

SOW: 2.1*, 2.2**, 2.2.1, 2.2.16.2***, 4.0



*SOW 2.1 line item #10
 **SOW 2.2 line item #5
 ***SOW 2.2.16.2 line item #3