

Opm Workforce Planning Guide

A systematic Building Information Modeling (BIM) framework features cutting-edge use cases and competencies for students and professionals pursuing BIM careers. *Developing BIM Talent: A Guide to the BIM Body of Knowledge with Metrics, KSAs, and Learning Outcomes* leads readers through the process of implementing a state-of-the-art BIM training and education program. Authored by a team of celebrated and highly qualified scholars and practitioners, this exciting new BIM education and workforce development guide offers a roadmap that navigates readers through the comprehensive BIM metrics and KSAs detailed in the BIM Body of Knowledge sponsored by the Academic Interoperability Coalition (AiC). *Developing BIM Talent* offers: A solid foundation and guidelines for educators and practitioners for starting or enhancing a BIM curriculum or training program Templates, expert interviews, and case studies that provide in-depth knowledge and lessons learned that can facilitate process changes and strategic action plans Strategies for standardizing emerging BIM job tasks, descriptions, and methods for benchmarking performance This guide to contemporary and comprehensive metrics of BIM competency is an essential resource for corporate trainers and instructors teaching BIM, human resources professionals charged with recruiting BIM talent, as well as leadership interested in credentialing and BIM certification programs.

The Corps strategic human capital plan is out of date and not aligned with the agency's most recent strategic plan. Although the human capital plan was aligned with the agency's strategic plan when both plans were developed in 2002, the human capital plan has not been revised since then to reflect the agency's current strategic plan, which changed significantly when it was redrafted in 2005. Corps headquarters officials told us that although they have not informed the rest of the agency, they have abandoned the use of the existing human capital plan. These officials told us that they have replaced the plan with annual and quarterly updates of human capital activities required by OPM under a recent presidential initiative. However, we found that these updates do not provide an adequate substitute for the agency's human capital plan because they do not contain any of the components of an effective plan, such as goals, strategies, and a system for measuring how successfully the strategies have been implemented. Moreover, the lack of a current human capital plan has resulted in human capital activities being managed inconsistently across the agency. For example, some division and district officials told us they are still using the 2002 human capital plan as a guide, and others said that because they receive limited guidance from headquarters, they are independently seeking information on recruitment and retention incentives from OPM or other sources. To help the Corps more effectively manage its human capital activities, we are recommending that it redraft its human capital plan so that the plan is linked to the agency's

strategic plan and contains all the key components outlined by OPM. Moreover, we are recommending that once the plan is revised, the Corps distribute the revised plan and direct the divisions and districts to use the new plan to guide their human capital activities.

From the Preface: This manual, *Child Protective Services: A Guide for Caseworkers*, examines the roles and responsibilities of child protective services (CPS) workers, who are at the forefront of every community's child protection efforts. The manual describes the basic stages of the CPS process and the steps necessary to accomplish each stage: intake, initial assessment or investigation, family assessment, case planning, service provision, evaluation of family progress, and case closure. Best practices and critical issues in casework practice are underscored throughout. The primary audience for this manual includes CPS caseworkers, supervisors, and administrators. State and local CPS agency trainers may use the manual for preservice or inservice training of CPS caseworkers, while schools of social work may add it to class reading lists to orient students to the field of child protection. In addition, other professionals and concerned community members may consult the manual for a greater understanding of the child protection process. This manual builds on the information presented in *A Coordinated Response to Child Abuse and Neglect: The Foundation for Practice*. Readers are encouraged to begin with that manual as it addresses important information on which CPS practice is based—including definitions of child maltreatment, risk factors, consequences, and the Federal and State basis for intervention. Some manuals in the series also may be of interest in understanding the roles of other professional groups in responding to child abuse and neglect, including: Substance abuse treatment providers; Domestic violence victim advocates; Educators; Law enforcement personnel. Other manuals address special issues, such as building partnerships and working with the courts on CPS cases.

With over 20 million people on its payroll, the government is the largest employer in the country. Managing people who do the nation's work is of critical importance to politicians, government leaders, and citizens alike. *Personnel Management in Government: Politics and Process*, eighth edition, examines the progress and innovations that public personnel professionals are making to address changes in the political, legal, and managerial environment of government. It provides students with a comprehensive understanding of human resource management within its historical and political context in the public sector. A number of new developments are addressed in the eighth edition, including discussion of: Human resource management in nonprofit organizations in an all-new, dedicated chapter Current and future challenges to recruitment and hiring, including the use of social media in recruitment Privatization and contracting out The rise of employment "at will" policies Digital technology or "digitalization" in HRM and the need to enhance cybersecurity Managing performance with human capital analytics Increased reliance on telework States'

attacks on public sector labor unions HRM changes under the Trump administration Since publication of the first edition in 1977, Personnel Management in Government has addressed issues not yet considered mainstream, but that have proven central to the development of the field over time. This long-standing but no less innovative textbook is required reading for all students of public, government, and non-profit personnel management.

Reviews workforce-planning and requirements-determination literature, analyzes data sources, and interviews individuals in workforce-planning activities at various Department of Defense (DoD) levels, to explore workforce planning and requirements determination at specific installations and identify potential planning-process roles for the Office of the Secretary of Defense and data sources for DoD-wide workforce planning.

In this book-- the first that attempts to establish firm estimates of the shadow work force-- Paul C. Light explores the reasons why the official size of the federal government has remained so small while the shadow of government has grown so large.

A comprehensive guide to landing one of the hundreds of thousands of jobs filled each year by the nation's largest employerOC the U.S. government."

Design your succession planning strategy. Succession Planning Basics will equip you with the background and implementation tools you need to devise and execute a forward-thinking succession planning program for your organization. It offers theory, processes, and best practices for organizations embarking on a succession-planning project, addressing the basic concepts and steps for success. This book is for management professionals considering succession planning for their organizations, organizational development professionals at the beginning of their careers, human resources professionals wanting to move away from replacement hiring, and trainers needing a basic understanding of succession planning for employee development plans. This second edition looks closer at tools and new developments in software that can streamline planning efforts as well as updated best practices and considerations for addressing the needs of every generation when creating succession plans. Chapters include assessment tools, exercises, and job aids. Succession Planning Basics is part of ATD's Training Basics series.

A guide to help business managers implement scenario techniques to manage the uncertainties of the future.

Examines the effectiveness of Fed. first-level supervisors and how well agencies select, develop, and manage them. First-line supervisors, as the nexus between gov;t. policy and action, are critical to productivity, employee engagement, and workplace fairness. Supervisory positions -- even at the first level -- have distinctive responsibilities and skill requirements. Therefore, it is essential that agencies have valid selection criteria and processes, comprehensive training programs, good communication and support networks, and sound accountability mechanisms for their first-level

supervisors. In addition, this report recommends specific measures to improve supervisors management and performance. Charts and tables.

The ultimate guide for anyone wondering how President Joe Biden will respond to the COVID-19 pandemic—all his plans, goals, and executive orders in response to the coronavirus crisis. Shortly after being inaugurated as the 46th President of the United States, Joe Biden and his administration released this 200 page guide detailing his plans to respond to the coronavirus pandemic. The National Strategy for the COVID-19 Response and Pandemic Preparedness breaks down seven crucial goals of President Joe Biden's administration with regards to the coronavirus pandemic: 1. Restore trust with the American people. 2. Mount a safe, effective, and comprehensive vaccination campaign. 3. Mitigate spread through expanding masking, testing, data, treatments, health care workforce, and clear public health standards. 4. Immediately expand emergency relief and exercise the Defense Production Act. 5. Safely reopen schools, businesses, and travel while protecting workers. 6. Protect those most at risk and advance equity, including across racial, ethnic and rural/urban lines. 7. Restore U.S. leadership globally and build better preparedness for future threats. Each of these goals are explained and detailed in the book, with evidence about the current circumstances and how we got here, as well as plans and concrete steps to achieve each goal. Also included is the full text of the many Executive Orders that will be issued by President Biden to achieve each of these goals. The National Strategy for the COVID-19 Response and Pandemic Preparedness is required reading for anyone interested in or concerned about the COVID-19 pandemic and its effects on American society.

Scenario planning helps organization leaders, executives and decision-makers envision and develop strategies for multiple possible futures instead of just one. It enables organizations to become resilient and agile, carefully calibrating their responses and adapting quickly to new circumstances in a fast-changing environment. This book is the most comprehensive treatment to date of the scenario planning process. Unlike existing books it offers a thorough discussion of the evolution and theoretical foundations of scenario planning, examining its connections to learning theory, decision-making theory, mental model theory and more. Chermack emphasizes that scenario planning is far more than a simple set of steps to follow, as so many other practice-focused books do—he addresses the subtleties and complexities of planning. And, unique among scenario planning books, he deals not just with developing different scenarios but also with applying scenarios once they have been constructed, and assessing the impact of the scenario project. Using a case study based on a real scenario project Chermack lays out a comprehensive five phase scenario planning system—project preparation, scenario exploration, scenario development, scenario implementation and project assessment. Each chapter describes specific techniques for gathering and analyzing relevant data with a particular emphasis on the use of

workshops to encourage dialogue. He offers a scenario project worksheet to help readers structure and manage scenario projects as well as avoid common pitfalls, and a discussion, based in recent neurological findings, of how scenario planning helps people to overcome barriers to creative thinking. "This book is about action and performance. Compelling and thoroughly researched, it offers every business executive a playbook for including uncertainty in the organizational change process and driving competitive advantage". -- Tim Reynolds, Vice President, Talent and Organization Effectiveness, Whirlpool Corporation

Taxpayers deserve the very best from public services, and first-rate public services can only be provided by outstanding government workers. Federal human resource managers face the challenge of attracting and retaining high-caliber individuals within the constraints of ever-tightening budgets and often-conflicting political directives. From a talent management perspective, *Optimizing Talent in the Federal Workforce* explores:

- Best practices for recruiting and selecting employees
- Proven methods for developing and training employees
- Optimal deployment and placement processes.

This text is a must-read for anyone in or working toward a government management position. In recent years, organizational project management (OPM) has emerged as a field focused on how project, program and portfolio management practices strategically help firms realize organizational goals. There is a compelling need to address the totality of project-related work at the organizational level, providing a view of organizations as a network of projects to be coordinated among themselves, integrated by the more permanent organization, and to move away from a focus on individual projects. This comprehensive volume provides views from a wide range of international scholars researching OPM at a cross-disciplinary level. It covers concepts, theories and practices from disciplines allied to management, such as strategic management, organization sciences and behavioural science. It will be a valuable read for scholars and practitioners alike, who are looking to enrich their understanding of OPM and further investigate this new phenomenon. "This Circular establishes Federal policy regarding the performance of commercial activities," i.e., Federal policy on whether government agencies should produce goods and services in-house or contract them out to commercial sources. Cf. pp. 1-2.

CSRS and FERS Handbook for Personnel and Payroll Offices Performance of Commercial Activities

Intended to help Federal agency leaders better manage their organizations' most important asset -- their people. Federal agencies that acquire, develop, and retain high performing employees with the appropriate skills and competencies are better able to respond to the needs of the public on a daily basis and in times of crisis. This model is designed to help agency leaders effectively use their people, or human capital, and determine how well they integrate human capital considerations into daily decision-making and planning. The model highlights the importance of a sustained commitment by agency leaders to maximize the value of their agencies' human capital and manage related risks.

Strategic workforce planning is the cornerstone of business operations. Although the baseline principles for accomplishing workforce planning is similar for both private industries and federal organizations, the processes are dissimilar in application. The primary differences being, private work-sector organizations are profit driven and federal agencies are appropriation driven as established by the United States Congress. This book will focus on federal specific workforce planning solutions that will provide a modified approach to private-sector workforce planning applications. The book focus on those baseline workforce planning principles and provide recommended strategic workforce planning methodologies, tactics, techniques and best practices that can be applied in a Federal workforce. These recommended

solutions are designed to address the complex challenges of a 21st century federal workforce i.e. shrinking federal budgets, emerging technologies, cyber-security, age generation, etc. The guide also serves as a job-aid for federal workforce planning stakeholders with bridging those workforce knowledge gaps for delivering an end-to-end workforce planning process that can be adopted in their organizations.

The responsibilities of the Department of Homeland Security (DHS) range from preventing foreign and domestic terrorist attacks; securing the nation's borders; safeguarding transportation systems; responding to natural disasters; nuclear detection; and more. Created in 2002 from a merger that rapidly incorporated parts of eight cabinet departments and 22 government agencies, DHS has struggled to integrate its numerous components and their unique cultures. While DHS is very accomplished at performing its many missions, the nature of the DHS work environment is inherently stressful, and employees suffer from low morale. A Ready and Resilient Workforce for the Department of Homeland Security: Protecting America's Front Line reviews current workforce resilience efforts, identifies gaps, and provides recommendations for a 5-year strategy to improve DHS Together, the current DHS workforce resilience program. This report stresses the importance of strong leadership, communication, measurement, and evaluation in the organization and recommends content for a 5-year plan that will promote centralized strategic direction and resource investment to improve readiness and resilience at the department. While all DHS component agencies share a common mission, each have distinct roles with different stressors attached, making implementation of an organization-wide resilience or wellness program difficult. The recommendations of A Ready and Resilient Workforce for the Department of Homeland Security outline how DHS can focus its efforts on creating a common culture of workforce readiness and resilience, while recognizing the distinct, proud, celebrated cultures of its component agencies.

This is a print on demand edition of a hard to find publication. Proficiency in foreign languages is a key skill for U.S. diplomats to advance U.S. interests overseas. In 2006, it was recommended that the U.S. Dept. of State (State) evaluate the effectiveness of its efforts to improve the language proficiency of its staff. State responded by providing examples of activities it believed addressed the recommendation. This report: (1) examined the extent to which State is meeting its foreign language requirements and the potential impact of any shortfall; (2) assessed State's efforts to meet its foreign language requirements and described the challenges it faces in doing so; and (3) assessed the extent to which State has a comprehensive strategy to determine and meet these requirements. Illustrations.

We live in an increasingly hyper-competitive global marketplace, where firms are fighting to stay lean and flexible in an effort to satisfy increasingly diverse and specialized consumer demand around the world. Additionally, with the shifting global economy in recent decades and the emergence of the technology and service-oriented knowledge organizations, how do organizations effectively foster a continuous learning and innovation culture, better motivate employees, and

make sound organizational decisions? What can organizational leaders do to promote ongoing organizational agility that will have a measurable impact on increased firm effectiveness and employee productivity? How can organizations more successfully manage organizational knowledge to achieve strategic organizational goals and add value to all organizational stakeholders? These are just some of the pressing questions facing the organizations of today. Strategic Human Resource Management is a text that provides a comprehensive introduction to a broad range of HRM topics and explores the wide sweeping impacts for the modern workplace, presenting a wide range of cross-disciplinary research and business cases in an organized, clear, and accessible manner. Additionally, unlike other HR texts, this book has a strong strategic management focus coupled with a focus on ethical leadership. It will be informative to management academics and instructors, while also instructing organizational managers, leaders, and human resource development professionals of all types seeking to understand proven practices and methods to creating organizational systems and culture to promote ongoing organizational learning and innovation to drive firm effectiveness in an increasingly competitive global economy. This text was compiled, edited, and adapted from multiple open source textbooks and created under a Creative Commons License without attribution as requested by the work's original creator or licensee. For a free copy of the e-text, please visit HCIPress.org.

In the wake of a changing security environment and the increasing globalization of the U.S. economy, federal agencies' needs for personnel with foreign language proficiency have grown significantly. This report reviews the use of foreign language skills at the U.S. Army, the Dept., of State, the Dept. of Commerce's Foreign Commercial Service, and the FBI. Specifically, the report: (1) examines the nature and impact of reported foreign language shortages; (2) determines the strategies that federal agencies use to address these specific shortages; and (3) assesses the efforts to implement an overall strategic workforce plan to address current and projected shortages. Charts and tables.

In this thoroughly updated edition of a classic reference, Stephen E. Condrey brings together leading experts in public administration and HR management to detail how you can: Move beyond your often limited problem-solving role as an HR manager and demonstrate how you can play a more strategic role in your organization. Deal with crucial issues such as diversity, EEO regulations and other legal issues, compensation, sexual harassment, and performance appraisal. Expand your ability to maximize productivity, efficiency, and employee satisfaction. Develop budgets, use volunteers, and employ consultants. Also included with purchase is a free supplemental on-line Instructor's Manual. Order your copy now!

Includes Part I of Executive Order 12674 (April 12, 1989) & 5 CFR Part 2635 Regulation (August 7, 1992). Covers: gifts from outside sources, gifts between employees, conflicting financial interests, impartiality in performing official duties,

seeking other employment, misuse of position, & outside activities. Also includes related statutory authorities.

DODI 1400.25 Civilian Personnel Management - This book is Volume 1 of 4. This information was updated 8/22/2018. Buy the paperback from Amazon, get Kindle eBook FREE using Amazon MATCHBOOK. go to www.usgovpub.com to learn how. Volume 1. Chapter 100 to 805 Volume 2. Chapter 810 to 1406 Volume 3. Chapter 1407 to 1800 Volume 4. Chapter 2001 to 3007 (DCIPS) The purpose of the overall Instruction is to establish and implement policy, establish uniform DoD-wide procedures, provide guidelines and model programs, delegate authority, and assign responsibilities regarding civilian personnel management within the Department of Defense. Why buy a book you can download for free? We print this book so you don't have to. First you gotta find a good clean (legible) copy and make sure it's the latest version (not always easy). Some documents found on the web are missing some pages or the image quality is so poor, they are difficult to read. We look over each document carefully and replace poor quality images by going back to the original source document. We proof each document to make sure it's all there - including all changes. If you find a good copy, you could print it using a network printer you share with 100 other people (typically its either out of paper or toner). If it's just a 10-page document, no problem, but if it's 250-pages, you will need to punch 3 holes in all those pages and put it in a 3-ring binder. Takes at least an hour. It's much more cost-effective to just order the latest version from Amazon.com This book includes original commentary which is copyright material. Note that government documents are in the public domain. We print these large documents as a service so you don't have to. The books are compact, tightly-bound, full-size (8 1/2 by 11 inches), with large text and glossy covers. 4th Watch Publishing Co. is a SDVOSB. www.usgovpub.com

This page includes the updated and expanded Handbook titled, Human Resources Flexibilities and Authorities in the Federal Government. The Handbook is a practical guide to the options available in current law to help you recruit and hire a diverse and high performing workforce, set a strategic direction through workforce planning and organizational realignment, and unleash the potential of your organization. OPM encourages you to use these existing flexibilities to strategically align your human resources management systems with your mission. You may be surprised to discover how flexible title 5 is in meeting your organizational needs.

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