

# Creating a Workforce Development Plan that Targets Critical Skill Gaps

## *Assessment Gives Agency the Data to Direct Training Resources Where They Are Most Needed*

### The Challenge

The Chief Financial Officer (CFO) of a large Federal agency sought to improve the financial management skills of the agency's workforce in mission-critical occupations to ensure compliance with Government Accountability Office, Department of the Treasury, and Office of Management and Budget standards. The CFO wanted to identify skill gaps through an assessment and use the data gathered from the assessment as the basis for a workforce development plan. Previous efforts to identify skill gaps and develop actionable results had been ineffective.

### The Process

To design the assessment, Management Concepts facilitated a workshop of agency experts to develop a competency model that reflected the agency's work. In addition to identifying competencies, the group developed comparisons for level, organization, and function. The participation of key agency staff ensured that the competencies reflected agency work and that staff would buy into and support the initiative.

Because a high response rate was critical for gathering sufficient data to guide workforce development planning, Management Concepts provided the agency with a communication plan that included an orientation, email communications to participants, and a results interpretation guide.

### The Solution

A secure online assessment was sent to 350 employees and their supervisors across numerous geographic locations. Each assessment participant and supervisor was provided with an individualized report describing current skill levels and gaps, along with comparisons and team skill levels. The results interpretation guide helped participants understand the reports and begin an individual development plan to address those gaps. At the agency level, demographic variables included in the assessment dataset and an automated analysis tool generated reports that provided insight into the skill gaps across the agency. Management Concepts delivered a report and briefing to the CFO, providing recommendations for addressing critical skill gaps.

### The Results

Participation levels in the assessment were high: 70% for employees and 90% for supervisors. At a time of scarce resources, the agency was able to make data-driven decisions that targeted training to the areas of greatest need. The agency will also use the assessment results as a baseline for a future workforce reassessment to identify whether training is improving the effectiveness of the workforce.

## KEY FACTS

### CLIENT

Large Federal agency

### PROJECT GOALS

- Improve financial management skills to ensure compliance
- Develop a workforce development plan based on skill gap data
- Gather the information necessary to ensure the most efficient and effective use of scarce resources

### SIZE OF TARGET AUDIENCE

350 online assessments distributed

### KEY OUTCOMES

- 70% employee and 90% supervisor response rates to the assessment
- Data enabled agency to identify and target training to areas of greatest need

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