

D.C. DEPARTMENT OF HUMAN RESOURCES

Checklist: Identifying Critical Staffing Shortages

Step	Task	Completed?
1) Identify Mission Requirements	Review the organization's mission, vision, goals, and COOP Plan.	<input type="checkbox"/>
	Identify the mission critical services that are aligned with the mission, vision, and goals. <ul style="list-style-type: none"> • Think about what services must be performed. • What work is mandated. • What work can be completed several months from now. 	<input type="checkbox"/>
	Identify the nature of work (volume, location, duration) that is essential to performing mission critical services.	<input type="checkbox"/>
	Identify potential challenges for meeting mission critical services. <ul style="list-style-type: none"> • Examine how many employees are calling out, how many are self-quarantined? Or quarantined? Or if volume is outpacing your staff capacity. 	<input type="checkbox"/>
2) Determine Staffing Needs	For each mission critical service listed in the previous step, determine what Knowledge, Skills, and Abilities (KSAs) and Skill Levels are needed to complete these requirements.	<input type="checkbox"/>
3) Develop New/Altered Organizational Chart	Determine the minimal staffing needed to complete mission critical functions. <ul style="list-style-type: none"> • Think about how many employees are needed for each mission critical activity. • Can employees from one department assist with mission critical activities in another department? • Can technology assist with any mission critical activities? 	<input type="checkbox"/>
4) Analyze Current Available Staff	Identify the KSAs, Job Series, licensures, qualifications, and Skill Levels of the currently available staff	<input type="checkbox"/>
	Identify which skills the available staff will be able to contribute	<input type="checkbox"/>
5) Identify Any Skill Gaps	Compare the information in Step 3 to Step 4 and list the gaps that would impede achieving requirements laid out in Step 1	<input type="checkbox"/>
	Prepare for skill gaps that could arise from prolonged work state changes	<input type="checkbox"/>
6) Develop Action Plan	Develop an action plan that accounts for: training needed to address skill gaps, potential sources of new staff, position types that require immediate staffing, and qualifications required for essential staff. Engage DCHR and OCP for staffing and contracting strategies to incorporate into the plan.	<input type="checkbox"/>
7) Implement Action Plan	Carry out action plan and enact selected strategies to fill skill gaps and staffing shortages	<input type="checkbox"/>
8) Evaluate the Progress	Assess whether the action plan accomplished what was needed	<input type="checkbox"/>
	Identify if any conditions have changed that require the organization to adjust its strategy	<input type="checkbox"/>
	Determine how to evaluate the organization's progress against important timelines and milestones	<input type="checkbox"/>

D.C. DEPARTMENT OF HUMAN RESOURCES**Recommendations for
Supplementing Critical Staffing Shortages****• Detail (temporary assignment) or Reassign (permanent assignment) Staff –**

If staffing shortages prevent the completion of critical operations, consider detailing or reassigning employees from other operational areas.

- Pre-trained employees detailed or reassigned to critical areas should be provided with refresher training in this area.
- Employees who have not been pre-trained in this critical area should receive “Just-in-time” or need-related training.

• Adjust Services Rendered – If some services normally provided are in low demand in this altered state, redistribute assets to the more critical areas.

• Cross Train and Collaborate – Allow staff to support each other during absences through cross training employees on essential functions, where practical.

• Reduce Redundancies – Evaluating and lessening any overlapping processes or duties can help to determine the true level of staffing shortage and can be useful when reassigning staff to more critical areas.

• Track Time and Prioritize – Agencies should track how much time is being utilized on non-essential functions versus those that are essential to determine how best employee efforts can be redistributed.

• Conduct Skill inventory to assess what skills are available for staff to contribute

• Forecast for critical employee absences caused by personal or family illness, quarantines, shelter in place, or public transportation closures.

• Draft scenario plans for business continuity despite a reduction in staffing levels by 5-10%, 10-20%, and more than 20%

D.C. DEPARTMENT OF HUMAN RESOURCES

- **Consider Alternative Work Schedules** such as part-time, job-sharing or new work schedules that permit nontraditional work hours needed in altered state
- **Provide Transportation Services** to worksites for critical function personnel if needed
- **Modify New-Hire and Recruitment Procedures** as needed. Depending on the situation, organizations may either need to place hiring on hold or to increase hiring to perform specific operations that have been impacted by staffing shortages
- **Personnel Exchange Agreements** permit the assignment of individuals from the Federal, other state and local governments, private sector and academia to fill positions
- **Consider Temporary Staffing Options** including using a pool of temporary or Term employees (such as DLP or LEAP, retirees, DOES program participants, contractors) to perform needed functions where there is a lack caused by critical shortages