U.S. Department of Commerce
Office of Human Resources Management
Office of Talent Programs

Office of Human Resources Management (OHRM) Workforce Action Plan

Illustrative Sample | Strategic Workforce Planning | FY 2027

Plan detail	Sample information
Organization	Office of Human Resources Management (OHRM)
Planning period	FY 2027: October 1, 2026 – September 30, 2027
Executive sponsor	OHRM Deputy Chief Human Capital Officer (sample role)
Plan owner	OHRM Human Capital Strategy / Workforce Planning (sample role)

IMPORTANT: This is a fictional planning example. Findings, targets, owners, dates, and resource assumptions are illustrative—not approved OHRM commitments or actual workforce data.

1. Purpose and Planning Focus

This plan shows how OHRM could turn workforce analysis into practical, measurable actions. Validate mission priorities, workforce data, resources, and leadership direction before adapting it.

Illustrative theme	Example finding	Planning response
Capacity	Specialized work may be concentrated among a few employees.	Validate workload, staffing, vacancies, and service data.
Critical skills	Potential needs in workforce analytics, data visualization, workforce planning, and change management.	Confirm gaps with skills information and supervisors.
Continuity	Some processes may depend on individual subject-matter experts.	Identify key processes and plan knowledge transfer.
Data and reporting	Workforce information may be spread across systems or reports.	Confirm data sources, definitions, owners, and reporting cadence.

2. Priority Workforce Actions

# / Action	Key steps and timing	Accountable lead (sample)	Evidence of progress
1. Establish workforce baseline	Q1–Q2: Confirm priority functions; gather approved workforce, vacancy, workload, and service data; review baseline and prioritize issues.	Human Capital Strategy + data partners	Reviewed baseline; data limitations and priority issues documented.
2. Validate critical skills	Q1–Q3: Define mission-aligned skills; assess selected roles/teams; validate gaps; assign development, hiring, knowledge-sharing, or process responses.	Functional leaders + learning lead	Validated skills-gap summary; each priority gap has an owner and target date.
3. Strengthen succession and continuity	Q2–Q4: Identify key positions/processes; assess vacancy and knowledge risks; assign knowledge-transfer and development actions; review readiness and risks.	OHRM leadership + succession planning lead	Risk register and mitigation plans with owners, dates, and completion evidence.

4. Improve data governance	Q1–Q3: Inventory measures and sources; agree on definitions, quality checks, and access; create a concise quarterly dashboard and update process.	Workforce analytics + data owners	Metric definitions and owners documented; quarterly report issued.
5. Review and adjust the plan	Q1–Q4: Set review cadence; assess milestones, measures, risks, and resources quarterly; document decisions and next-cycle priorities.	Executive sponsor + plan owner	Quarterly reviews and decision log; overdue items have recovery plans.

3. Illustrative Performance Dashboard

Set actual baselines and targets only after confirming reliable data and obtaining leadership agreement. The targets below are examples, not approved commitments.

Outcome	Measure	Illustrative target	Review
Workforce baseline	Profile completed and reviewed	By end of Q2	Quarterly
Skills	Share of agreed pilot population assessed	Illustrative: 90% by end of Q2	Monthly during pilot
Succession / continuity	High-priority risks with mitigation owners	Illustrative: 100% assigned an owner	Quarterly
Data governance	Dashboard measures with definitions and owners	Illustrative: 100%	Quarterly
Execution	Milestones completed on time or formally re-baselined	Illustrative: 85% per quarter	Quarterly

4. Roles and Review Cadence

Role	Responsibility
Executive sponsor	Sets direction, confirms priorities, resolves escalated barriers and resource trade-offs.
Plan owner / coordinator	Maintains the integrated plan, consolidates status, prepares reviews, and tracks decisions.
Action owner	Completes activities, updates milestones, raises risks, and retains evidence.
Functional leaders / supervisors	Validate mission needs and workforce findings; identify feasible responses.
Data owners / analysts	Confirm definitions, quality, access, refresh cycles, and interpretation.
Employees / development participants	Provide relevant input and participate in approved development or knowledge-transfer activities.

Suggested cadence: action owners update status monthly; OHRM leadership reviews the plan quarterly; refresh priorities annually or when mission needs change.

5. Action Log and Status Guide

Action / milestone	Owner	Due date	Status	Measure / evidence or help needed
Complete workforce baseline	Plan owner	Q2	Not started	Confirm data sources and priority functions.
Validate skills and assign responses	Functional leaders	Q3	Not started	Confirm assessment scope and learning options.
Complete continuity risk actions	Succession planning lead	Q4	Not started	Identify key processes and knowledge-transfer needs.
Review plan performance	Plan owner	Quarterly	Not started	Record progress, decisions, risks, and next steps.

Status definitions: Not started = work has not begun; On track = milestones remain achievable; At risk = a dependency or delay needs mitigation; Off track = a milestone is missed or leadership action is needed; Complete = deliverable accepted and evidence retained; Deferred/closed = decision and rationale documented.

6. Implementation and Quarterly Check-In

- Confirm executive sponsorship before treating any action, target, or timeline as an OHRM commitment.
- Replace fictional findings, baselines, targets, owners, and dates with validated information; prioritize by mission impact, risk, feasibility, resources, and value.
- Protect sensitive personnel information and limit access to authorized users; coordinate with relevant OHRM partners and data owners.
- At each review, ask: What changed? What is complete? What is blocking progress? What decision or support is needed? Should any action be continued, changed, accelerated, deferred, or closed?