

***State of Louisiana's
Workforce Planning Model***

Right People, Right Skills, Right Jobs, Right Time

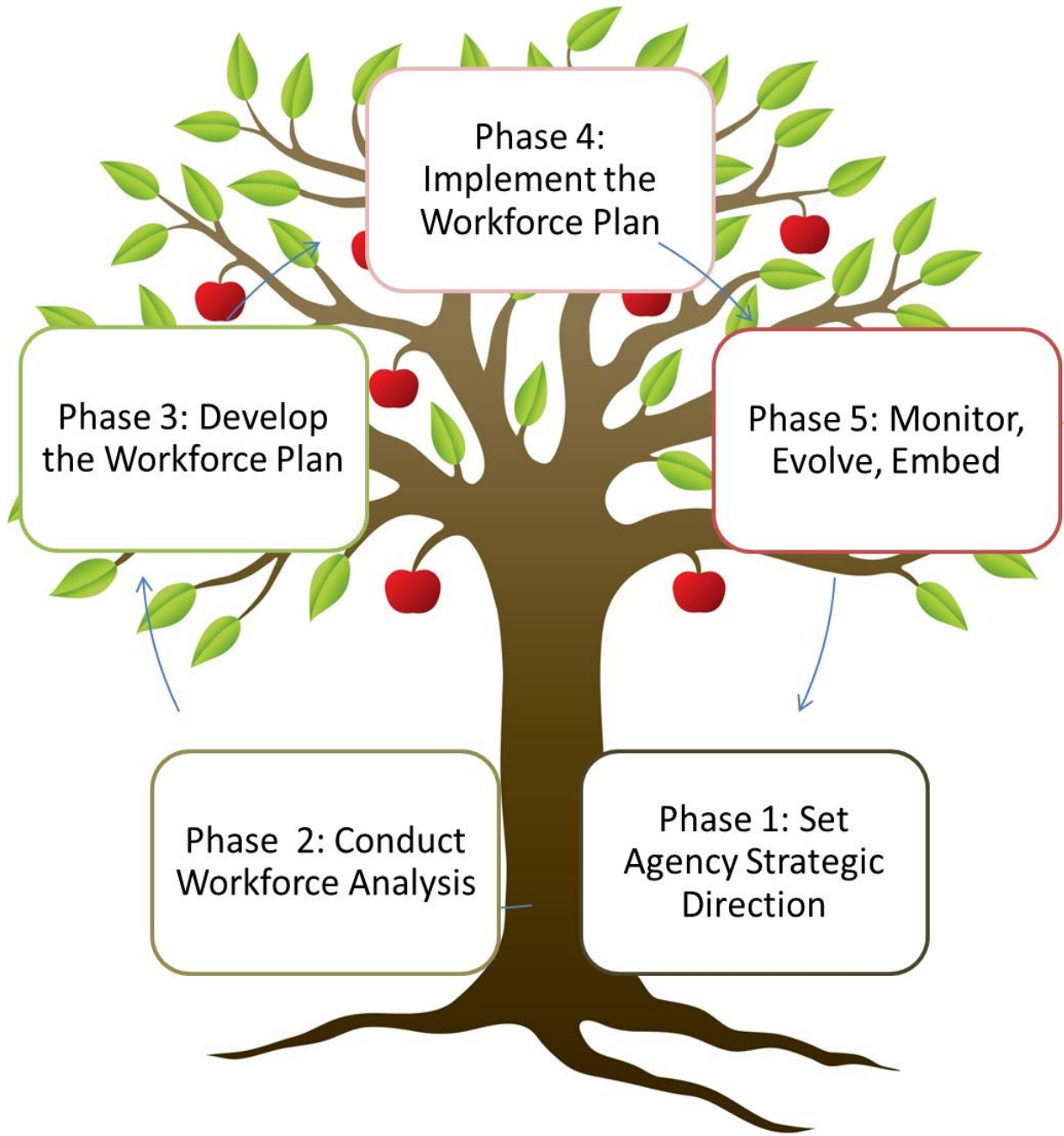


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Introduction

This ***Workforce Planning Model*** is a reference to help agencies identify critical workforce issues and assist them in developing strategies to overcome the problems that workforce issues create. This workforce planning model and the processes described in this resource are derived from considerable research on workforce planning in other states and thorough review of available literature.

This model is structured in two parts.

- The first part is a narrative containing **General Information** for the workforce planning process that includes summary information on the five phases in preparing a workforce plan.
- The second part is a **Workforce Planning Toolkit** that includes Resources and Key Action Charts.

The role of State Civil Service in Workforce Planning is to serve as a resource and tool developer for state agencies. State Civil Service is pleased to offer consulting services in development of agency workforce plans through our Training & Workforce Development division. Please contact dana.lebherz@la.gov to schedule a meeting for agency assistance.

In addition, there is an electronic overview of the Workforce Planning Model on our website at <http://www.civilservice.louisiana.gov/Divisions/Training/WorkForceDevelopment.aspx>.

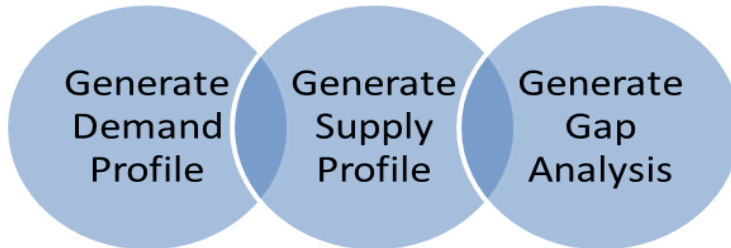
State Civil Service will continue to issue our annual Workforce Planning Survey to identify and communicate overall statewide workforce issues and concerns.

[2014 Survey Results](#)

Maintaining today's workforce requires careful management planning to be an attractive, competitive employer. We hope these tools provide you with the necessary tools to conduct effective workforce planning.

What is workforce planning?

According to the United States Office of Personnel Management, workforce planning is the systematic process for identifying and addressing the gaps between the workforce of today and the human capital needs of tomorrow. When done effectively, workforce planning allows the organization to directly align its workforce with its strategic mission and goals. Leaders are able to see where gaps exist in the competencies of its present workforce in comparison to skills needed in the future. Once identified, the organization is then able to address gaps and develop strategies to reduce them to ensure that the appropriate workforce is available to provide quality services to the citizens of the State of Louisiana.



Why is Workforce Planning important?

2014 data indicates:

- 24% of LA state employees have 20 or more years of employment with the state.
- 47% of LA state employees are baby boomers/traditional generation workers.
- 44% of LA state employees have fewer than ten years of employment with the state.

As long-time skilled workers leave the current workforce, state agencies will have to assess what critical functions these workers provided and make preparations so that their remaining workforce will be able to provide these same services at the same or greater levels. Agencies must retain their current workforces while also dealing with budgetary issues as well as other environmental factors (e.g. technological changes, industry changes, generational changes, etc.). Therefore, it is imperative to complete preparations for maintaining your present and future human capital.

Workforce Planning attempts to answer the following questions:

- How many and what types of jobs and skills are needed to meet the mission and strategic agency goals?
- What strategies should the agency use to hire, retain, or teach these skills?

Workforce Planning	
Is:	Is Not:
<ul style="list-style-type: none"> ● Strategic/proactive <ul style="list-style-type: none"> ○ Shift in culture/mindset ● System driven ● Leadership driven ● Continuous ● Effective staffing: <ul style="list-style-type: none"> ○ Right # people ○ Right skills ○ Right jobs ○ Right time 	<ul style="list-style-type: none"> ● Reactionary ● Silo decision making ● HR driven ● A one-time event ● Position inventory

What are the benefits of workforce planning?

- Helps ensure replacements are available to fill important vacancies (e.g., due to retirements, turnover, competition for talent, etc.)
- Provides realistic staffing projections for budget purposes
- Results in more efficient and effective recruiting to address specific, critical needs of the organization
- Focuses training, retraining, career development and counseling
- Helps agencies prepare for restructuring, expanding, or reducing its workforce to better achieve long-term goals and objectives
- Provides a systematic approach to identify and address internal and external environmental factors that could change the workforce and competencies needed
- Can help in monitoring, maintaining or increasing diversity in the workforce

In Workforce Planning there are 3 groups to consider simultaneously...

For Transitional Employees

- **With retirements and other departures, it is important to:**
 - Secure institutional knowledge
 - Replace critical personnel

For Current Employees

- **To develop the leadership of High-Potential Performers, while also professionally developing the rest of the staff, it is important to:**
 - Retain trained and skilled workers
 - Develop skills and competencies that will be needed to fulfill critical functions in the future
 - Prepare for leadership roles in the future (Succession preparation)
 - Add value to the quality of workers output

For Future Employees

- **To maintain the quality of the current workforce, it is important to:**
 - Recruit highly qualified candidates
 - Select candidates with the appropriate knowledge, skill and abilities
 - Successfully onboard new employees

What should be considered before starting:

State Civil Service offers consulting services in development of agency workforce plan. Your agency consultant will put you in touch with your Workforce Planning Specialist for assistance.

- ❖ Obtain support from agency appointing authority and senior management by meeting to discuss with them of the benefits and importance of workforce planning and its connections to agency goals, priorities, initiatives, and values.
- ❖ Communicate benefits and outcomes of workforce planning to managers and employees to increase their buy-in and participation in the process.
- ❖ Establish a team of committed and knowledgeable employees from different functional areas and levels of the organization.
- ❖ Identify the scope of your plan. What portion of the organization will be addressed? Your entire agency [suited for small to medium-sized agencies]? Or only some divisions/districts/geographical areas [may be better for large agencies]?
- ❖ Identify resources available and sources of needed data.
- ❖ Determine desired outcomes and the timeframe of your workforce plan to include accountability within each participating division.
- ❖ Gather continuous feedback on the process to allow for future improvements.

Phase 1: Set Agency Strategic Direction

State Civil Service offers consulting services in Workforce Planning. Civil Service staff will be happy to work with an agency in facilitating the development of the plan.

A Strategic Plan charts the agency's future with broad mission-related goals and supporting strategies that drive the type of work to be accomplished.

- Workforce planning complements an agency's strategic planning and performance based budgeting. It translates strategic thinking into concrete discussions about workforce staffing and development needs.
- To understand the agency's direction and future workforce needs, a summary of anticipated changes to the mission, strategies, and goals over the next five years will need to be documented and analyzed.
- Workforce Plans should be updated & remain consistent with an agency's strategic plan. Generally, Strategic Plans are generated every five years and updated every three years.
- The agency determines the size and scope of its Workforce Plan. The question must be answered: Does our plan cover the entire workforce or a more limited scope? For example, a retirement wave is not in itself a workforce challenge. It becomes a challenge when it involves individuals whose work or historical knowledge has a direct impact on the agency's ability to produce its core products/services and meet customer needs.

Who Does Workforce Planning?

Workforce planning (WFP) is grounded in an assessment of the agency's strategic direction and has a significant impact on an agency's performance. Therefore, agency leaders are ultimately accountable for Workforce Planning. Best practices show that agency leaders identify and actively sponsor a small cross-divisional team to implement the process into the agency.

Such a team should include (among others):

- One senior agency leader who will champion the initiative
- Several key agency managers
- Other individuals who can provide functional/operational details of agency
- One HR professional to assist with/facilitate the process

Embedding workforce planning into the agency culture requires strong leadership and a focused implementation team committed to the process.

Phase 2: Conduct Workforce Analysis

The Workforce Analysis phase generates a Demand Profile and a Supply Profile. The agency decides if it wants to start with demand or supply. Research shows that beginning with demand better focuses decision-makers on the issues because it highlights the future human resources needed and assists in providing a targeted analysis when generating the Supply Profile.

It is important to note that even if none of the above factors are changing you will still have a demand for more workers due to normal turnover in your current workforce.

Step 1 - Generate Demand Profile

Demand analysis identifies the future workforce needed to carry out the agency's mission. The focus of this step should be on the work (activities) the agency must perform and on the staff (competencies) needed to perform that work. Workforce shifts are driven by changing work tasks, workload and technology.

Step 2 - Generate Supply Profile

Supply analysis focuses on an agency's existing and future workforce supply. It answers the question, "What is the existing profile of the current workforce, and what does it need to be in the future to accomplish the agency's goals and objectives?"

Step 3 – Generate Gap Analysis

Gap Analysis determines the agency's ability to fulfill the workforce demands based on the future supply profile. The expected result is the identification of human resource gaps in the agency's ability to accomplish its mission because of:

Capacity and Capability - The analysis may reveal a shortage of workers or the needed knowledge, skills, abilities and competencies. It may also show a surplus of workers or knowledge, skills, abilities and competencies that will not be needed in the future or at least will not be needed to the same extent.

Diversity -Diversity is about making the most of all the talent inside an organization to improve the products and services delivered to customers. Customers come from different groups of people with different ideas about what is good for them. Organizations that tap into the breadth of talent that each group of employees has to contribute are in a better position to anticipate, understand and meet the diverse needs of their customers.

Phase 3: Develop the Workforce Plan

The agency's Workforce Plan is comprised of strategies (programs, policies, processes and practices) that close the gaps and assist an agency in recruiting, developing and retaining the staff critical to achieve its mission and goals.

Strategies can fall into the broad categories of:

- **Position Classification Actions** – including redefining job series, adding new job classifications, reallocating job classes or job class series, and rewriting job descriptions to better reflect future functional requirements.
- **Salary Actions** – including equity adjustments, promotions, and performance adjustments that may be needed.
- **Staff Development Strategies** – to prepare employees for specific positions, titles or occupations.
- **Recruitment/Selection Strategies** – to find and hire recent graduates or qualified candidates from other agencies or the private sector.
- **Retention Strategies** – to encourage employees to stay in the agency.
- **Organizational Interventions** – such as redeployment of staff or reorganization.
- **Succession Planning Strategies** – to prepare to ensure that there are highly qualified people capable of filling critical positions.
- **Knowledge Transfer Strategies** – to capture the knowledge of experienced employees before they leave the agency.

Strategies should be kept to a manageable number so they can be achievable and they should be prioritized to allow an agency to focus its resources on the most important strategies first. In addition, there are several factors that influence which strategy or combination of strategies should be used:

- **Time** – is there enough time to develop staff internally for anticipated vacancies or new competency needs.
- **Resources** – What is the availability of financial and human resources to provide assistance (i.e. – technology, websites, templates, process development or re-engineering, training, etc.)
- **Internal Depth** – Does existing staff demonstrate the potential or interest to develop new competencies and assume new or modified positions or is external recruitment needed.
- **In-demand Competencies** – Do the gaps indicate need for competencies that will be difficult to find the labor market? How does that influence the strategy to recruit, develop internally or create a succession plan?

Phase 4: Implement the Workforce Plan

At this point, the agency is implementing a single Workforce Plan which consists of a number of strategies. An agency may need a separate action plan to address the implementation of each strategy in the workforce plan. Before implementing the plan, the agency should consider:

- Ensuring that there is executive support for the workforce strategies.
- Allocating necessary resources to carry out identified workforce strategies.
- Clarifying roles and responsibilities in implementing strategies.
- Establishing time lines.
- Defining performance measures and milestones and expected deliverables.
- Communicating the plan.

The Workforce Plan should be implemented in connection with the requirements of the agency's strategic plan. If the strategic plan changes due to unanticipated customer, leadership or legislative changes, adjustments to workforce plan strategies may be necessary.

A best practice:

A well-established best practice that influences effective implementation of the agency's Workforce Plan includes establishment of a WFP decision-making committee that will champion and hold each other and the agency accountable for implementation of the plan and all strategies.

Key responsibilities of the WFP Committee:

- Evaluate the effectiveness of implementation & break down identified barriers & challenges.
- Review metrics and generate recommendations for Agency Appointing Authority.
- Assess which strategies are working and which are not and adjust the plan as needed.
- Address emerging workforce and organizational issues that impact the WFP.
- Clearly communicate the Workforce Plan to agency staff explaining the why and how of development, how it will be implemented, how it will affect staff and how it will be monitored and maintained.
- Apply standard change management and project management practices.
- Identify a leader for each strategy within the Workforce Plan.
- Allocate necessary resources.
- Clarify roles and responsibilities for accountability throughout implementation and maintenance.
- Establish clear timelines with milestones for key deliverables.

Phase 5: Monitor, Evolve, Embed

Ongoing evaluation and adjustments are important in workforce planning and are key to continuous improvement.

Workforce plans should be reviewed annually. If an agency does not regularly review its workforce planning efforts, it risks failing to respond to unanticipated changes.

Consequently, agencies should establish a process that allows for a regular review of their workforce planning effort to:

- Review performance measurement information.
- Assess what is working and what is not working.
- Adjust the plan and strategies as necessary.
- Address new workforce and organizational issues that occur.

Agencies should ask the following questions to determine whether the plan needs revisions:

- Have agency strategies changed?
- Are the assumptions used in both the demand and supply models still valid?
- Have there been changes that would cause the strategies to need revision?

For Workforce Planning Committee effectiveness consider:

- Rotating leadership among functional leaders, continuing to have HR on the team
- Meeting frequency to ensure that meetings are scheduled regularly and far enough in advance to allow maximum participation
- Meeting agenda to encourage dialogue, debate and decision-making
- Recognizing strategy teams successes

Workforce Planning Toolkit

Resources & Key Action Charts

Workforce Planning Resources

Division of Administration Resources:

[Manageware: A Practical Guide to Managing for Results](http://www.doa.louisiana.gov/opb/pub/manageware.htm) –
<http://www.doa.louisiana.gov/opb/pub/manageware.htm>

[Strategic Planning – Part 1](#)

[Strategic Planning – Part 2](#)

State Civil Service Resources:

[SCS Workforce Planning and Development Web Page](http://www.civilservice.louisiana.gov/Divisions/Training/WorkForceDevelopment.aspx) –
<http://www.civilservice.louisiana.gov/Divisions/Training/WorkForceDevelopment.aspx>

SCS Data Sources:

- [Agency Workforce Profiles \(as of 12/30/13\)](#)
- [Annual Turnover Report \(2013-2014\)](#)
- [2014 workforce Plan Survey Report](#)

CPTP Courses related to Strategic Planning – Information can be found in [LEO](#) under “My Training”.

CPTP – Planning and Accountability - This 2-day class is designed to facilitate the performance measures phase of the strategic planning process. The course will provide an introduction to the role of performance management, an overview of the strategic planning process, and tools to develop methods to measure results.

CPTP Strategic Planning WBT - This course is intended to help supervisors and employees understand the strategic planning process. It is not designed for upper-level managers involved in strategic planning. Managers who are involved in the strategic planning process should take the CPTP instructor-led course:

CPTP Strategic Thinking WBT - This course will give you techniques to help you to become a strategic thinker. It will also help you use strategic thinking on the job, especially in relation to teams or supervisory duties.

CPTP Strategic Alignment WBT - Strategic alignment uses an agency's mission, vision, and values statements as a guide in the decision making process. This course is designed to help leaders align tasks with these agency standards to increase employee engagement and to achieve agency goals.

CPTP Organizational Dynamics WBT - This course illustrates how organizational dynamics are influenced by individuals and their use (or misuse) of workplace power and politics, as well as the existing organizational culture.

Other Resource Links:

SWOT (Encompasses Business Drivers, Brutal Facts, Targets for Success)

- CPTP Conducting and Using a SWOT WBT **TBD**
- <http://www.mplans.com/articles/how-to-perform-a-swot-analysis/>

Cultural Assessment -

- 8 Tools to Accelerate Culture Change - <https://www.thechangesource.com/8-tools-to-assess-and-accelerate-organizational-culture-change/>
- [Organizational Culture Assessment Instrument](#)

Workforce Planning Status Check

Self-Assessment

Is Your Agency Ready?

(Information in parentheses lists possible sources for answers to these questions within your agency. In some cases internal surveys will have to be developed in house for tracking purposes.)

	Yes	No	Unsure
1. We know our critical “must fill if vacant” positions. (Strategic plan)			
2. We know our aggregate current and projected turnover rates. (Turnover data/retirement projections)			
3. We know why those who leave choose to do so. (Exit Survey data)			
4. We know why those who stay choose to do so. (Internal Survey data)			
5. Our strategic plan addresses the human resources needed to accomplish our mission. (Strategic plan)			
6. Our hiring practices identify and attract the kind of applicants we need to accomplish our mission. (Recruitment data-# filled and cancelled/Turnover data/Hiring Manager Survey data)			
7. We know the knowledge and skill mix associated with all key roles. (Minimum Qualification/Competency information)			
8. Our managers create a work climate that retains high performers. (Exit Survey data/Internal Employee Survey data)			
9. Employees have individualized development plans designed to support the agency’s mission. (PES documents/policies)			
10. We use a variety of methods to assure transfer of knowledge. (Internal Survey data/Agency Policy & Procedure Manuals)			

Phase 1 Key Action Chart	Set the Agency Direction
<p><i>Document & Analyze Organizational Direction</i></p> <p><i>State Civil Service offers consulting services in Workforce Planning. Civil Service staff will work with an agency in facilitating an exercise to identify the core organizational competencies within your agency.</i></p>	<p>Strategic focus of the agency:</p> <ul style="list-style-type: none"> ✓ Review agency strategic plan. ✓ Analyze strategic plan and identify mission, key strategies, goals, and workforce issues. ✓ Determine whether there are pending changes to the agency’s mission documented in the strategic plan that would affect the agency workforce now or in the future.
	<p>Budget/financial forecasts:</p> <ul style="list-style-type: none"> ✓ Analyze budget estimates. ✓ Determine whether there will be budget issues affecting the current or future workforce.
	<p>Changes in Technology:</p> <ul style="list-style-type: none"> ✓ Determine whether changes in technology will change the way the work is performed.
	<p>Legislative:</p> <ul style="list-style-type: none"> ✓ Determine whether current, new or anticipated legislation will affect the agency.
<p><i>Determine Scope</i></p>	<p>Scope: Determine whether the plan will cover the entire workforce or a more limited scope, such as:</p> <ul style="list-style-type: none"> ✓ Jobs that require scarce or high-demand technical expertise ✓ Jobs in particular mission-critical roles ✓ Jobs that are difficult roles to recruit or retain ✓ Jobs that historically have high turnover ✓ An agency-specific strategy or change to ensure that qualified people are employed ✓ Jobs most likely to be vacated soon due to retirements ✓ A combination of the above

<p>Phase 2 Key Action Chart</p>	<p>Conduct Workforce Analysis Step 1 – Generate Demand Profile</p>
<p><i>Examine Environmental Factors</i></p> <p><i>State Civil Service provides assistance with competency assessment.</i></p> <p><i>(The result of your Demand Profile will establish requirements for your organization’s future workforce and workload and will lead to an assessment of competencies to meet the agencies need.)</i></p>	<p>Demographic:</p> <ul style="list-style-type: none"> ✓ Identify significant external demographic issues that are likely to influence the demands placed on the agency. ✓ What are the employment and demographic trends at the state and national levels? <p>Internal:</p> <ul style="list-style-type: none"> ✓ Identify factors affecting the workforce such as strategies, structure, policy, core work processes and laws. <p>Technological:</p> <ul style="list-style-type: none"> ✓ Investigate how technology can and will be used to enhance service provision. ✓ Identify jobs that will be affected by technological enhancements. ✓ Determine whether any changes in technology will affect the number of employees needed to do the work or the type of skills needed. <p>Economic:</p> <ul style="list-style-type: none"> ✓ Identify economic considerations that have particular relevance to the agency and its provision of programs and services? <p>Legislation:</p> <ul style="list-style-type: none"> ✓ Identify legislative actions that will affect the agency workforce. <p>Labor:</p> <ul style="list-style-type: none"> ✓ Identify labor trends. ✓ Examine educational trends and student information available from educational institutions. ✓ Identify issues associated with the use of non-permanent staff, including cost and supply and outsourcing costs.
<p><i>Summary Questions to answer</i></p>	<ul style="list-style-type: none"> ✓ Will the way the work is being done need to change? ✓ Will new programs be added or deleted? ✓ Will current employees have the necessary skills to do the work in the future? ✓ Will the workload of the agency change? ✓ Will more or fewer employees be needed to accomplish the work of the agency?

Note that additional environmental scanning and organizational analysis can be accomplished through the use of focus groups, structured/semi-structured questionnaires or literature reviews.

Phase 2 Key Action Chart	Conduct Workforce Analysis Step 2 – Generate Supply Profile
<i>Determine the existing supply factors</i>	<p>Determine the existing internal workforce profile:</p> <ul style="list-style-type: none"> ✓ Identify employees’ ages, genders, ethnicity factors, education levels, and lengths of service. ✓ Determine the skill profile. Agencies may want to compare the best, average, and poor performers. What knowledge, skills, and abilities do high performers use to achieve success? It is important to identify core knowledge and skills of your profile. ✓ Identify workforce management issues that affect the internal labor market. ✓ Meet with or survey managers to identify segments of the workforce that are currently or potentially vulnerable.
<i>Determine the future supply factors</i>	<p>Projection:</p> <ul style="list-style-type: none"> ✓ Review retention, turnover, and promotion patterns. ✓ Determine whether the agency’s turnover rate affects its ability to conduct its work. ✓ Review retirement patterns. ✓ Determine the projected workforce needed based on expected turnover without hiring replacements. ✓ Review organization structure in terms of layers and number of direct reports per supervisor. ✓ Project what the skill and experience level of the current workforce will be in the future. ✓ What did data from the employee exit surveys show? ✓ How have retirements, hiring freezes or layoffs affected the agency? ✓ What challenges might affect the agency’s ability to recruit and retain mission-critical skills?

<p>Phase 2 Key Action Chart</p>	<p>Conduct Workforce Analysis Step 3 – Generate Gap Analysis</p>
<p><i>The Gap Analysis should answer the following questions:</i></p>	<ul style="list-style-type: none"> ✓ How will the anticipated demand for the agency product and services impact the size, skills and competencies of the current workforce? ✓ Does the current or future labor market indicate the appropriate availability of talent needed for the agency to stay competitive? ✓ Does the agency’s workforce currently have the anticipated needed competencies? ✓ What new competencies will the agency need to accomplish its mission and goals? ✓ What job functions or skills will no longer be required?
<p><i>Civil Service consulting staff will provide an agency with an Advice Statement Report to be utilized in the development of your Workforce Plan.</i></p> <p><i>The agency will establish workforce strategies based on the results of this analysis.</i></p>	<p>Analysis results may show one of the following:</p> <ul style="list-style-type: none"> ➤ A gap (when projected supply is less than forecasted demand), which indicates a future shortage of needed workers or skills. It is important to know what critical jobs will have gaps so the necessary training or recruiting can be anticipated. ➤ A surplus (when projected supply is greater than forecasted demand), which indicates a future excess in some categories of workers and may require action. The surplus data may represent occupations or skills that will not be needed in the future or at least will not be needed to the same extent.

Phase 3 Key Action Chart	Develop the Workforce Plan
<p><i>Once your Workforce Planning Team has selected potential strategies that will mitigate the talent gap, you are ready to develop your Workforce Plan or Agency Action Plan, with a focus on strategies that are within the control of your Agency.</i></p>	<ul style="list-style-type: none"> ✓ Identify and prioritize a list of gap closing strategies. ✓ Analyze the critical gaps by examining the nature, causes and patterns of the gaps. The results may help indicate appropriate strategies. ✓ Below is a broad list of strategies for consideration. <ul style="list-style-type: none"> ✓ Position classification actions ✓ Salary actions ✓ Staff development strategies ✓ Recruitment/Selection strategies ✓ Retention strategies ✓ Organizational Interventions ✓ Succession planning strategies ✓ Knowledge transfer strategies ✓ Prioritize strategies based on time, resources, critical competencies, causes and nature of gaps, alignment with strategic objectives and goals, hiring, demographic, retention and retirement data for the targeted jobs or job groups. ✓ The work product is a list of workforce strategies to close specific gaps that were identified in Phase 2.
<p><i>Pulling it all together.</i></p>	<ul style="list-style-type: none"> ➤ The Workforce Plan should include summary information from each Phase of the development to include: <ul style="list-style-type: none"> ➤ Phase 1 – Summary of the strategic plan review briefly listing the agency’s direction and future workforce needs, anticipated changes to the mission and goals over the next five years and the chosen size and scope for focus in the workforce plan. ➤ Phase 2 – Summary of Demand Profile, Supply Profile and Gap Analysis information. ➤ Phase 3 – Summary of selected strategies to close the gaps and assist the agency in recruiting, developing and retaining the staff critical to achieving its’ mission and goals.

Phase 4 Key Action Chart	Implement the Workforce Plan
<p><i>Implementing the strategies that have been identified.</i></p>	<p>This step allows the agency to execute solutions to the strategies that were identified in Phase 3 in order to close gaps and provide assistance in recruiting, developing and retaining critical staff to agency mission and goals.</p> <p>The work product is creation of an action plan.</p> <ul style="list-style-type: none"> ✓ Each strategy needs to be prioritized and placed in the action plan. ✓ Each strategy should strive for both long term and quick win solutions and should consider: <ul style="list-style-type: none"> • Processes impacted, improved • Resources to implement and maintain – people, dollars and technology • Culture as enabler and / or barrier • Policies impacted, improved • Knowledge/Skills/Abilities/Competencies to implement and maintain • Timeline to execute the strategy • Structure if it is a barrier ✓ Consider developing a communication plan to keep stakeholders informed and gain their support for what the agency is doing. Explain action and demonstrate benefits. ✓ Implement the plan.

<p>Phase 5 Key Action Chart</p>	<p>Monitor, Evolve, Embed</p>
<p><i>Did we do the right thing?</i></p> <p><i>Did we close the identified gap(s)?</i></p> <p><i>Compare outcomes to goals.</i></p>	<ul style="list-style-type: none"> ✓ The ultimate goal is to embed the Workforce Plan process into the agency culture. ✓ The Workforce Planning committee holds the agency accountable for proactively planning, aligning and managing workforce capacity and capability needed to meet the mission and objectives. ✓ Evaluate – and determine the impact of your workforce planning process. Identify the strategies from Phase 3 that closed gaps and identify the strategies that did not close gaps. Determine the impact on business objectives (improved business processes, increased customer service, etc.) <u><i>Details for consideration in this evaluation appear in the three categories listed in the charts below.</i></u>

Evaluate:
Determine the Success or Failure of HR Strategies.

- ✓ For each strategy implemented in the Workforce Plan it is important to measure the gap it was supposed to close and make a determination whether the proposed outcome was met.

- ✓ **Questions to consider –**
 - *Do you have the staffing levels necessary to perform the critical functions?*
 - *Does the workforce have the needed competencies?*
 - *Do you have the diversity necessary to achieve the agency's goals and objectives?*

- ✓ **Conditions to consider – Changes in the following areas:**
 - *Skill level, job knowledge and/or competency levels that can be attributed to the strategy.*
 - *Number of successful promotions in comparison to hires from outside*
 - *Demographic distribution of the workforce*
 - *Turnover and tenure rates*
 - *Salary levels relative to market*
 - *Vacancy rates*
 - *Available/needed resources*

- ✓ **Work Product - A list of strategies that closed specified gaps and a list of strategies that did not close specified gaps.**

Evaluate:

Determine whether closing those gaps improved services, programs, products or business objectives.

- ✓ Measure improvements in services, programs or business objectives.

- ✓ **Questions to consider –**
- ✓ *Where did we improve?*
- ✓ *Is there increased productivity at identified levels of the organization?*
- ✓ *Are services, programs, etc., more effective?*
- ✓ *Are customers / clients more satisfied?*
- ✓ *Are we achieving the organization's goals?*

- ✓ **Conditions to consider –**
- ✓ **Identifying and measuring improvement in the following areas:**
- ✓ **Program Effectiveness**
 - Units of completion, unit per resource
 - Products developed
 - Services provided, number of contacts
 - Deadlines met
 - Process efficiency
 - Costs

- ✓ **Customer Satisfaction**
 - Customer satisfaction levels
 - Number of complains
 - Customer usage levels
 - Compliance levels

- ✓ **Mission, Goals and Objectives**
 - Program, objectives measures, deadlines and milestones
 - Funding levels and/or budget expenditures
 - Mission accomplishment
 - Establishment of new programs
 - Changes in population served (education levels, number on assistance, etc.)

- ✓ **Work Product –**
- ✓ List of gaps that were closed, associated strategies and the subsequent impact on business outcomes (programs, customers, costs, etc.)

Evaluate:
Make Recommendations Regarding HR Strategies

- ✓ Create a list of recommendations of HR strategies based on effectiveness / ineffectiveness.

- ✓ **Questions:**
 - *Was the benefit worth the cost of each strategy?*
 - *Which strategies are effective and should be continued?*
 - *Which strategies are effective, but need to be modified?*
 - *Which strategies are ineffective and need to be modified?*
 - *Which strategies are ineffective and need to be discontinued?*
 - *What strategies should be created for continued improvement?*

- ✓ **Conditions to Consider**
 - Consider the impact of the workforce's new ability to respond to the changes in business direction.
 - Consider whether decreases in gaps have improved business processes, increased customers satisfaction and attained business objectives?

- ✓ **Work Product –**
 - ✓ List of agency recommendations for forecasting and updating the Workforce Plan.

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