Developing a Workforce Plan: Setting the Foundation

Presented by Erica Salinas,

Analyst Danielle Metzinger,

Analyst

Objectives

- Recap data collection and analysis
- Analyze supply gaps
- Identify competencies
- Analyze competency gaps
- Identify priorities and opportunities
- Maintain executive support

Identify Supply Gaps

- Past predictors
- Environmental scan results
- Input from division/programs
- Workforce data to identify lack of staff

Past Predictors

Past predictors include the following calculations based on last year's data:

Turnover Rate:
  – Total Voluntary separations / Total Employees
Attrition Rate:
  – Retirements / Total Employees
Lateral Transfer Rate:
  – Transfers to other departments / Total Employees
Average these percentages to get the Actual Impact of separations on the classification

Example of Input from Division

- A division/program manager tells you they anticipate a need for 3 more Systems Software Specialist II (Supervisory) positions in the next year
- Use this information to adjust the demand for the position when you begin to analyze the supply gap

Analyze Supply Gaps

- Determine the **supply** and **demand** for the position in order to analyze the supply gap
- Demand – Supply = Supply Gap

Class Title	Actual Impact	Filled Positions	Demand	Supply	Supply Gap
SYSTEMS SOFTWARE SPECIALIST II (SUPERVISORY)	14%	10	13	8.6	4.4

Competencies

- Knowledge, skills, abilities, and personal characteristics

- Demonstrated through behaviors

- Needed to effectively perform a particular job

Criteria for Competencies

- Observable

- Measureable

- Linked to job requirements

- Linked to department's strategic and business needs

- Based on effective performance in that particular job/occupational group

Role of Competencies

- Foundational to many key HR processes
- In workforce planning:
    - Competency gap analysis
    - Defining priorities and opportunities for focused strategies

Types of Competencies

- General

- Technical

- Leadership

- Please refer to [CalHR's Competency Dictionary](#)

Identifying Competencies

- Determine using:
  - Competency guides
  - Class specifications
  - Duty statements

Competency Process

- Always start with division/program mission-critical classifications

- Competencies by classification

- Analysis based on core competencies

Core competencies v. **Desirable qualifications**

Identifying Competency Gaps

1. Gather data
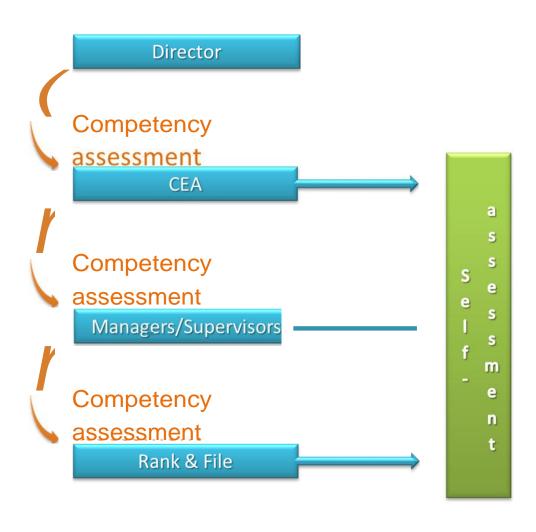
2. Analyze data

3. Trends/Forecast

1. Gather Data

- Competencies v. duties
- Collection tools
- Job specific competencies v. core competency domains
- Individual v. org-wide sample

Collection Tools

- Work Efficiently
- Please refer to this example:
  - Online survey [Competency Self-Assessment](#)

Competency Assessment Process

Job Specific V. Core Competency Domains

- Competencies can be grouped into core competency domains or broken down into job specific technical competencies.

Example:

- **Core competency domain:** Maximizing Performance Results
  - **Core competency:** Analytical Thinking
    - **Job Specific competency:** Financial Management

Collection Option 1

Option 1: Collect Individual Responses

- Gather individual level data
- Calculate average score for each competency per program/division area, then across the department

Pros:

- Captures specifics and variations
- Data can be grouped

Cons:

- Can be time consuming

Collection Option 2

Option 2: Collect Organization-Wide Sample

- Convene a group who is collectively familiar with the skills and performance of a broad cross-section of the workforce

- Agree on a rating scale and reach consensus on the competence level of the workforce in each competency domain

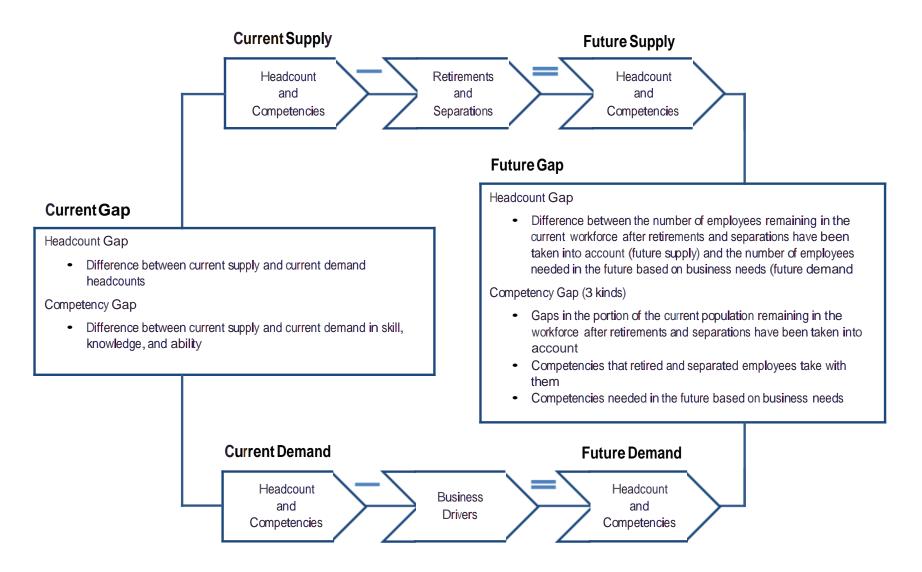 - Capture rationale for consensus

Pros:

- Ideal for making a global assessment

- Can be completed by a small group in a short meeting

Cons:

- Data may suffer from sampling bias

2. Analyze Data

- Supply Inventory
- Demand Inventory
- Identify gaps

Gap Analysis Methodology

Current Supply

Headcount and Competencies — Retirements and Separations = Headcount and Competencies

Future Supply

Current Gap

Headcount Gap

- Difference between current supply and current demand headcounts

Competency Gap

- Difference between current supply and current demand in skill, knowledge, and ability

Future Gap

Headcount Gap

- Difference between the number of employees remaining in the current workforce after retirements and separations have been taken into account (future supply) and the number of employees needed in the future based on business needs (future demand

Competency Gap (3 kinds)

- Gaps in the portion of the current population remaining in the workforce after retirements and separations have been taken into account
- Competencies that retired and separated employees take with them
- Competencies needed in the future based on business needs

Current Demand

Headcount and Competencies — Business Drivers = Headcount and Competencies
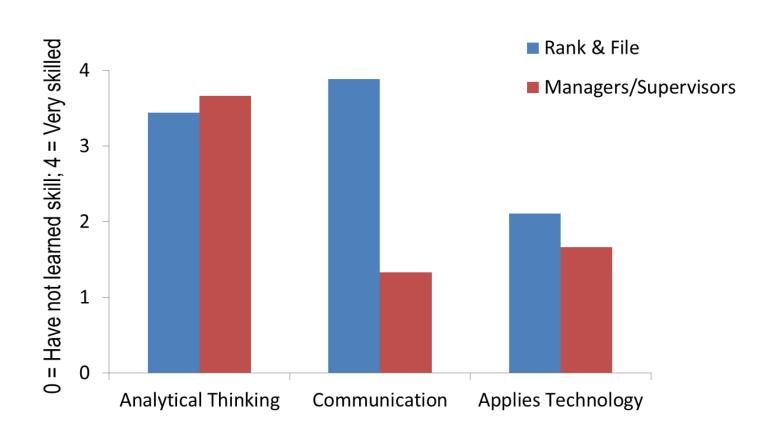
Future Demand

Gap Analysis

- Current supply – future demand = gap
- Gather the competency ratings from staff's self-assessments and their managers/supervisors' competency assessments
- Average the ratings for each competency so you have an overall average score from staff and managers for each competency you measured

Compare Averages

- Once you have the average scores for each competency, subtract the self-assessment average from the competency assessment average to determine the competency gap

Self-Assessment average **–** Competency Assessment average **= Competency Gap**

Example Competency Gap Analysis: FLIGHT SPECIALIST II

Competency Gap Areas

Address competency gaps in 2 areas:

- Gaps in current workforce
  - What strategies can assist in developing your current workforce?

- Gaps in recruitment
  - How do you tailor recruitment strategies to attract candidates with the competencies you need?

3. Trends/Forecast

- Identifying past and current trends will help you anticipate future demand
- Anticipate demands based on:
  - Loss in workforce
  - Potential impacts of changes in technology, policies/legislation, budget, etc.
  - Industry trend patterns to tailor recruitment
- Develop 3 – 5 year plan that identifies competencies needed, and identifies a plan to develop existing staff and recruit needed staff.

Priorities and Opportunities

- Gaps reveal areas of need
- Prioritize divisions' mission-critical classifications
- Maximize opportunities for
  - Knowledge transfer
  - Tailored recruiting and hiring

Knowledge Transfer Opportunities

- Informal mentoring

- Formal mentoring

- Group activities

- Individual professional development

- Online options

- Cross-training

Informal Mentoring

"Mentoring is easy, simple, and doesn't take a lot of time; anyone can do it. The focus is on creating relationships that stretch across physical and departmental boundaries. It is important to emphasize the **informal** aspect, and that we find ways to weave it into the everyday."

– Katrina Hagen, Chief of HR at CalPERS

Tailored Recruitment

- Prioritize gaps

- **Competency** based

- Partner with your recruiter

- Consider hiring processes
  - Please refer to [CalHR's Behavioral Interviewing Guide](#)

Surpluses?

- Supply is greater than demand
- Redirect resources to areas of need
- Based on **common competencies**
- Use knowledge transfer strategies to develop additional competencies required in the new area

Maintain Executive Support

- Maintain involvement and communication
- Present salient facts from gap analysis to leadership
- Show need for developing specific strategies
- Explain specific resources needed and how they will solve the problems

No end surprises