Title

Organization Name

Organization Logo

Fiscal or Calendar Years XXXX-XXXX

.

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# Message from Executive

# Introduction

## 

## Strategic Direction

## Environmental Factors

## Methodology

# Workforce Overview

## Retirement Eligibility

## Separation Snapshot

## Turnover

## Generational Breakout

## Demographics

## 

## Competencies

## Key Positions

## Entrance, Stay, and Exit Survey Results

# *Workforce Gap Analysis*

## Recruitment Gaps and Risks

## Retention Gaps and Risks

## Knowledge Transfer Gaps and Risks

## Succession Management Gaps and Risks

# Workforce Planning Strategies

## Recruitment Strategies

## Retention Strategies

## Employee Development Strategies

## Knowledge Transfer Strategies

## Succession Management Strategies

# Conclusion

# Appendices

*The following appendices are recommended as part of your organization’s workforce plan.*

*Appendix A: Retirement Eligibility*

*Appendix B: Separation Snapshot*

*Appendix C: Turnover*

*Appendix D: Generational Breakout*

*Appendix E: Demographics*

*Appendix F: Communication Plan*

*Appendix G: Mission, Vision, Values, and Strategic Map*

*\*Appendix H: Competency Model*

*\*Appendix I: Organizational Chart*

*\*\*Appendix J: Action Plan*

**\*Highly recommended**

**\*\*Required**

## Appendix A: Retirement Eligibility

*This appendix relates to the Workforce Overview:* Retirement Eligibility *section of the template.*

*Sample Retirement Eligibility*

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Class Code** | **Class Title** | **Number of Employees** | **Avg. Age** | **Total Number of Retirements (last 6 or 12-month timeframe)** | **Avg. Retirement Age for (last 6 or 12-month timeframe)** | **Avg. Years of Service at Retirement (last 6 or 12-month timeframe)** | **At Retirement Eligibility (50+)** | **With 5 Years of Retirement Eligibility** |
| 1139 | Office Technician I | 66 | 48 | 2 | 60 | 24 | 8 | 15 |
| 4800 | Staff Services Manager I | 12 | 51 | 1 | 55 | 27 | 0 | 7 |
| 5393 | Associate Governmental Program Analyst | 6 | 42 | 1 | 58 | 29 | 1 | 1 |

## Appendix B: Separation Snapshot

*This appendix relates to the Workforce Overview:* Separation Snapshot *section of the template.*

*The Separation Snapshot is a high-level, simple analysis of the separation types listed in the graph. This graph should illustrate separation trends of at least 3 years prior, current, and projected into 2 years. It is suggested this chart be further broken out to reflect trends and forecast data for separate classifications, classification types, or occupational series.*

## Appendix C: Turnover

*This appendix relates to the Workforce Overview:* Turnover *section of the template.*

Sample Turnover

| **Class Code** | **Class Title** | **# of Employees (1st data point = start of the 6 or 12-month timeframe)** | **# of Employees  (2nd data point = current month)** | **Average # of Employees** | **Voluntary Separations** | **Turnover Rate** |
| --- | --- | --- | --- | --- | --- | --- |
| 1139 | Office Technician (Typing) | 12 | 10 | 11 | 4 | 36% |
| 1247 | Exec Secretary I | 1 | 1 | 1 | 1 | 100% |
| 1303 | Personnel Specialist | 1 | 0 | 1 | 0 | 0% |
| 1317 | Senior Personnel Specialist | 1 | 2 | 2 | 0 | 0% |
| 1360 | Information Systems Technician | 6 | 4 | 5 | 2 | 40% |
| 1408 | Information Systems Technician Supervisor I | 1 | 1 | 1 | 0 | 0% |
| 5393 | Associate Governmental Program Analyst | 8 | 6 | 7 | 2 | 29% |

## Appendix D: Generational Breakout

*This appendix relates to the Workforce Overview:* Generational Breakout *section of the template.*

## Appendix E: Demographics

*This appendix relates to the* Workforce Overview: *section of the template.*

| Demographic | (Organization Name)  Total | (Organization Name)  Total Percentage | Statewide Total | Statewide Total Percentage |
| --- | --- | --- | --- | --- |
| Women | **218** | **74.9%** | **103705** | **46.2%** |
| Men | **73** | **25.1%** | **120908** | **53.8%** |
| American Indian or Alaska Native Alone | **0** | **0.0%** | **1338** | **0.6%** |
| Asian - Cambodian Alone | **2** | **0.7%** | **317** | **0.1%** |
| Asian - Chinese Alone | **11** | **3.8%** | **8341** | **3.7%** |
| Asian - Filipino Alone | **9** | **3.1%** | **11560** | **5.1%** |
| Asian - Indian Alone | **6** | **2.1%** | **5490** | **2.4%** |
| Asian - Japanese Alone | **1** | **0.3%** | **1475** | **0.7%** |
| Asian - Korean Alone | **3** | **1.0%** | **1281** | **0.6%** |
| Asian - Laotian Alone | **0** | **0.0%** | **285** | **0.1%** |
| Asian - Other Alone | **11** | **3.8%** | **8393** | **3.7%** |
| Asian - Vietnamese Alone | **5** | **1.7%** | **4127** | **1.8%** |
| Black or African American Alone | **41** | **14.1%** | **18165** | **8.1%** |
| Hispanic or Latino Alone | **76** | **26.1%** | **58431** | **26.0%** |
| Pacific Islander - Guamanian Alone | **1** | **0.3%** | **185** | **0.1%** |
| Pacific Islander - Hawaiian Alone | **0** | **0.0%** | **173** | **0.1%** |
| Pacific Islander - Other Alone | **0** | **0.0%** | **1277** | **0.6%** |
| Pacific Islander - Samoan Alone | **0** | **0.0%** | **122** | **0.1%** |
| White Alone | **53** | **18.2%** | **82322** | **36.7%** |
| Multiple Races | **72** | **24.7%** | **21331** | **9.5%** |
| Veteran | **6** | **2.1%** | **10298** | **4.6%** |
| Persons with Disabilities | **17** | **5.8%** | **15867** | **7.1%** |

## Appendix F: Communication Plan

*Clearly identify roles and responsibilities at all levels and for all parties responsible for the success of the workforce plan.*

*Describe your organization’s strategy for bringing organization-wide awareness and successful implementation of the plan, and how you will make the workforce plan accessible to all employees. Indicate how and when responsible parties will be notified of their responsibility and if additional training, consulting, or support regarding the plan is required to fulfill their role. (Add rows to the table as needed.)*

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Communication  Item/Message Content  Should contain the information you want to communicate. | Audience and Purpose  For whom is message geared?  What is the desired outcome (awareness, buy-in, knowledge?) | Delivery Channel  Email, live presentation, poster, website, intranet, etc.? | *Content Creator*  *Who will create the content?* | *Sender*  *Who is responsible for communication delivery?* | Schedule Date(s) |
| *Kickoff of WFP implementation* | *All staff* | *Intranet posting and email.* | *WFP Team Lead* | *Director* | *January 2024* |
| *Solicitation for WFP strategy focus groups* | *Division Managers* | *Team meetings* | *WFP Team* | *Division Chiefs* | *February 2024* |
| *Milestone achievement – completion of 1st phase of development* | *All Staff* | *Email* | *WFP Team Lead* | *Division Chiefs* | *June 2024* |

## Appendix G: Mission, Vision, Values, and Strategic Map

*This appendix relates to the* [Strategic Direction](#_Strategic_Direction) *section of the template.*

*Identify your organization’s strategic direction components and/or include a visual strategic map or other visual presentation (such as a flow chart).*

## Appendix H: Competency Model

*This appendix relates to the Workforce Overview*: Competencies *section of the template.*

**** Identification of a competency model.

*List the competencies or include/identify the competency model(s) the organization aligns with to show the knowledge, skills, and behaviors required.*

## Appendix I: Organizational Chart

*Insert the organization’s most recent organizational chart.*

## Appendix J: Action Plan

*This appendix relates to the* Workforce Planning Strategies *section of the template.*

*****Implementation action plan with solutions for addressing current and future workforce gaps that includes the following:*

* + Strategy description
  + Alignment with strategic, WFA, and any Underutilization Plan goals
  + Timeline for implementation
  + Key Performance indicators
  + Success Criteria

*Outline the strategy to be carried out, identify who is responsible for coordination and implementation, the date in which implementation should be completed, and describe the key performance indicators and benchmarks for how each strategy will be assessed. Organize the strategies by those that will take one to two years to implement, or three to five years to implement. The action plan is included as an appendix because it lends itself to continuous updates/change. This way, you will not have to update the entire plan. (Add rows to the table as needed.)*

| Strategy  Description | Gap  Which workforce planning gap does the strategy address? | Person(s) Accountable  Who is responsible for overseeing successful implementation of the strategy? | *Timeline*  Begin/End | Key Performance Indicators & Benchmarks | Alignment  Which Strategic, workforce analysis, and/or SLAA goal(s) does the strategy support? |
| --- | --- | --- | --- | --- | --- |
| *Increase diversity of candidate pool.* | *Recruitment* | *Selection Division Chief* | *Jan 2024 –*  *June 2025* | *Increase diversity in candidate pool 12% to 20%.* | *Strategic goal and WFA goal to maintain a diverse, inclusive, and competent workforce.* |
| *Develop and implement an Onboarding Program.* | *Retention* | *Human Resources Chief* | *Jan –Dec 2024* | *10% reduction in staff turnover rate.*  *Current rate 19%* | *Becoming a workplace of choice.* |
| *Implement mentoring program* | *Knowledge Transfer* | *Training Unit Chief* | *March 2024 to June 2025* | *Match 10 employees with Mentors for one year period. Measure employee for readiness to advance before and after mentor program.* | *Mitigate Key person dependency risk identified in SLAA Report.* |

|  |  |  |
| --- | --- | --- |
|  |  |  |
| Director |  | Date |

****Signature of Department Director.

## Contact Information

Organization Name

Street Address

Workforce Plan Owner Name and Title

Workforce Plan Owner Division Name

Workforce Plan Owner Phone and or Email Address