Title

Note: A green checkmark ✓ **in a section indicates CalHR policy 2901 requirement.**

Organization Name

Organization Logo

Fiscal or Calendar Years XXXX-XXXX

✓ *Current plan covering no more than a five-year span, unless otherwise strategically aligned with enterprise goals.*

Table of Contents

Message from Executive

Message of support from executive staff. Consider communicating:

- *Importance of workforce plan*

- *Summary of workforce planning process*

- *Division/program areas that contribute to the development of the plan*

- *How the plan addresses the organization's unique challenges*

- *How the plan supports the goals and mission*

- *Highlight one or more strategies (strategies)*

- *Expectation for organization-wide involvement*

- *Responsibility of employees*

Introduction

Identify the purpose of the workforce plan for your organization.

Include any history that has an impact on the organization's current or future workforce needs, such as how and why the organization was established, references to pertinent government codes, merger or re-organization history, or other major changes in the organization.

Strategic Direction

✔ *Description of how plan(s) aligns with strategic goals and any workforce-related risk controls indicated in SLAA report.*

Outline the organization's strategic direction by identifying the following components:

- *Mission*

- *Vision*

- *Values*

- *Goals and objectives*

The strategic direction components can be identified instead in Appendix G: Mission, Vision, Values, and Strategic Map. Clearly state how the workforce plan goals support and align to the organization's strategic direction, any workforce-related risk controls included in the Statewide Leadership Accountability Act report, and Underutilization Plan for any areas of significant underutilization as identified in the Annual Workforce Analysis.

--------------Example of strategic goals and workforce plan alignment--------------------------

In line with our strategic direction and State Leadership Accountability Act Report risk controls, the Workforce Plan establishes specific strategies for the review, mitigation, and resolution of workforce needs that support [Organization's Name]'s strategic goals and promote a diverse and competent workforce. Furthermore, this plan aligns with [Organization Name]'s Underutilization Plan objectives of addressing classifications with significant underutilization through strategies to establish and maintain inclusive recruitment practices, unbiased hiring procedures, and the promotion of a diverse, inclusive organizational culture.

Environmental Factors

Describe internal and external environmental factors that are impacting your workforce and contribute to challenges and trends addressed in your workforce plan, such as legislation, technology, organization reorganizations, and historical and cultural events.

Methodology

Briefly describe how this version of the workforce plan may differ from previous version(s). In particular, what changes have been made to address new or ongoing workforce challenges?

Describe the workforce planning approach and process. How and why the workforce plan is organized and designed as it is. For example: the organization's workforce was analyzed by occupational series experiencing common challenges, then overall organization trends are assessed to address challenges on an organization-wide level.

Identify Individuals and/or division/program areas that were partnered with to solicit input on current and future workforce challenges.

Also consider:

- *Completing a comprehensive workforce data analysis.*

- *Obtaining executive staff and/or program area input through a facilitated session.*

- *Reviewing workforce plan alignment with the organization's strategic plan, any workforce-related risk controls identified in Statewide Leadership Accountability Act report, any Underutilization Plan developed to address areas of significant underutilization as specified in the Annual Workforce Analysis.*

Workforce Overview

Build a workforce profile that includes both current staffing and competencies as well as projections based on historic trends to predict your future staffing needs. Qualities and characteristics of your workforce (weaknesses, strengths, unique qualities, etc.) If applicable, include graphs throughout the Workforce Overview section to better illustrate current outlook or trends.

A Workforce Data Workbook Template and Workforce Data Workbook Instructions are included on the Workforce Planning Toolkit for guidance on compiling workforce data.

Retirement Eligibility

Illustrate the number of employees eligible for retirement based on age 50 or over, by classification/leadership level, and/or occupational series to understand areas at risk of retirement. Identify other factors important to your consideration of retirement risk such

as employees who have reached max pay, years of state service, and actual age at retirement for the classification/leadership level and/or occupational series.

Separation Snapshot

The Separation Snapshot provides the total number of separation types per 12-month timeframe and uses a trend formula to forecast separations for the next 24 months. The trend formula may be more suitable for smaller organizations, organizations with two years or fewer of data and/or organizations with less complex separation year-by-year trends. A trend formula finds the line of best fit giving each 12-month timeframe's data equal weight.

Turnover

The turnover rate is the percentage of employees in a workforce that leave during a certain period of time. There are various types of turnover, but we focus on voluntary separations – when an employee voluntarily chooses to resign from the organization. Voluntary separations are types of separations an organization can influence.

Generational Breakout

The generational breakout is a specific way to look at age groupings within the workforce and identify age group diversity.

Demographics

Provide an overview of your organization's current demographic profile. This should include but not be limited to describing current workforce demographics as it pertains to age groups, gender, ethnicity, veteran, disabled employee representation, and any classifications with significant underutilization.

Utilize results from the organization's Annual Workforce Analysis provided in the [Departmental Demographic Reports](), 5102 Report and Departmental Utilization Report. Compare demographic changes from previous year(s). At minimum, compare your organization's profile to statewide trends, which can be found via the following resources:

- *[Annual Census Report]()*

- *[Statewide Civil Service Demographic Statistical Reports]()*

- *[Statewide Workforce Planning Statistics]()*

Competencies

✓ *Identification of a competency model.*

Identify the competencies necessary to successfully achieve the mission and critical functions of the organization. Competencies can be identified by core, leadership, organizational, occupational, or job specific. List and rank the most critical competencies, and how these competencies contribute towards your organization's functions, strategic goals, mission, and overall success.

The following competency models are available for your reference and/or adoption:

- *CalHR Core Competency Model*

- *CalHR Leadership Competency Model*

Key Positions

List all key positions; ranked by most critical to least. A key position describes a position whose decision-making authority and related responsibilities significantly influence organizational policies, strategic goals, business operations, or mission-critical projects. A key position can be a leadership or managerial position or a highly specialized individual contributor position.

Entrance, Stay, and Exit Survey Results

Summarize employee preferences, experiences, and perceptions, as illustrated by your organization's new employee survey, stay survey, exit survey, and/or other employee satisfaction and engagement measures. Include an Appendix of additional measures if you have this information available.

Workforce Gap Analysis

✓ *Identification of current and future gaps between the staff and competencies that exist (supply), and the staff and competencies needed (demand), and how each gap was determined and strategies to address the gaps identified.*

In each Gaps and Risks section below, identify your workforce gaps or challenges based on results of your organization's current Workforce Overview and supply compared to current and projected needs. Include any workforce planning related risk controls noted in the SLAA report and any classifications with significant underutilization as indicated in the Annual Workforce Analysis.

For detailed guidance on performing a workforce gap analysis refer to Phase 2 of the State of California Workforce Planning Model.

Include the following in each Gaps and Risks section below:

- *Describe the gap(s) or challenge(s).*

- *Indicate what measure(s)/factor(s) were collected and analyzed to assist in revealing the gap(s) or challenge(s), either from specific areas of the Workforce Overview section or other methods of collecting data such as facilitated intake sessions with leadership.*

- *Describe the risk to the organization if the gap or challenge is not addressed.*

- *Include which division/program areas, classification/leadership levels and/or occupational series will be prioritized based on greatest risk to the organization*

Recruitment Gaps and Risks

Aim to address challenges, workforce development risks, and classification with significant underutilization revealing how to attract a diverse and competent workforce that may include but is not limited to the following:

- *Diversity (Include any classifications with significant underutilization)*

- *Hiring process (e.g., turnaround time, professional and knowledgeable staff/managers)*

- *Recruitment efforts (e.g., how are candidates hearing about your positions, what is attracting them to state service)*

- *Difficult to recruit classifications*

Retention Gaps and Risks

Aim to address challenges, workforce development risks, and classifications with significant underutilization revealing how to attract and retain a diverse and competent workforce that may include but is not limited to the following:

- *Employee engagement (e.g., recognition, satisfaction)*

- *Opportunities for promotion and career growth*

- *Private sector competition*

- *Outdated class specifications or inaccurate duty statements*

- *Retention of diverse candidates (classifications with significant underutilization)*

Knowledge Transfer Gaps and Risks

Aim to address challenges capturing and sharing knowledge that may include but is not limited to the following:

- *Barriers to knowledge transfer inhibiting the process of sharing (e.g., complexity in communicating highly specialized knowledge, organizational silos, knowledge hoarding, investment in time and effort)*

- *Lack of standardized procedures*

- *Lack of efficient sharing methods*

Succession Management Gaps and Risks

Note: If succession management gaps are being addressed in a separate Succession Management Plan organizations may include a reference to the plan document here.

Aim to address challenges in readiness of potential successors into key positions through the transfer of institutional and highly technical knowledge. Describe the ability of your workforce to successfully face potential turnover, restructurings, and changes in business strategy without interrupting the regular flow of business. Factors effecting bench strength to consider may include but is not limited to the following:

- *Readiness - transferring of critical knowledge and developing competencies necessary to perform in key positions*

- *Separation trends*

- *Retirement eligibility of current employees*

- *Vacancy rates*

- *Organization size*

Workforce Planning Strategies

✓ *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*

Based on the result from the Workforce Gap Analysis section and subsequent risks, identify the workforce planning strategies that will be implemented or improved upon to meet current and future workforce needs. Include the strategy name and description in each Strategy section below.

Develop a comprehensive implementation action plan incorporating the listed strategies, measurable key performance indicators, and benchmarks, and include the complete plan in an appendix.

For an example see *Appendix J: Action Plan*

Recruitment Strategies

✅ *Underutilization Plan for any areas of underutilization as defined in WFA.*

Include any strategies included to address recruitment gaps including any that contribute to classifications with significant underutilization.

Some ideas may include:

- *Expand exam offerings*
- *Develop training on recruiting*
- *Participate in a non-traditional apprenticeship program*
- *Leverage existing technology for recruitment*
- *Target recruitment strategies for hard-to-fill positions*
- *Establish internships with local training programs/colleges*
- *Development job marketing toolkit*
- *Increase social media presence*
- *Implement a Career Ambassador Program*

Retention Strategies

Include any strategies to address retention gaps including any that contribute to classifications with significant underutilization.

Some *other* ideas may include:

- *Develop employee onboarding program*
- *Conduct stay interviews*

- *Employ employee engagement strategies*

- *Develop work/life balance, wellness programs*

- *Provide employees with career development information and opportunities*

- *Develop workforce retention program to provide supervisors/managers with tools and strategies to assist in staff retention*

- *Develop employee recognition program*

- *Explore flexible schedule/tele-commuting*

Employee Development Strategies

Some ideas may include:

- *Complete professional development needs analysis*

- *Develop employee training plans*

- *Implement job rotation program*

Knowledge Transfer Strategies

Some ideas may include:

- *Develop knowledge management practices to identify, capture, and leverage institutional knowledge (mentoring, cross-training, internships)*

- *Documentation of business processes*

- *Develop transition plans/binders*

- *Job sharing/rotation*

- *Develop cross-training opportunities*

Note: If succession management gaps are being addressed in a separate Succession Management Plan organizations may include a reference to the plan document here.

Key Positions and Competencies
Indicate the key positions that have been prioritized as part of the succession management strategy, and the critical competencies they possess for success.

Assessment Strategy
Indicate the positions that will be prioritized to help develop bench strength for the critical/key positions identified, and how this candidate pool was determined. Describe the assessment strategy used to evaluate the candidate pool's competency proficiencies, readiness to fulfill a key role, and uncover development needs.

Describe the strategy for ensuring regular assessment of your succession management efforts in order to mitigate risk due to vacancies in critical positions.

Key Position Development Strategies
Describe the developmental strategies that will be used to support competency development. *Indicate current and future strategies being utilized to develop potential successors (employee development, Individual Development Plans (IDPs), mentoring, recruitment, job shadowing, stretch assignments, rotational assignments, etc.). When considering your key positions, ask what positions must be filled internally, appointed, or filled externally. Identify the knowledge transfer process, programs, or systems currently in place or that will be put into practice.*

Conclusion

✓ *Process and timeline to evaluate the workforce plan's effectiveness for accomplishing planned outcomes.*

Describe the process and timeline for conducting evaluation of plan effectiveness.

Identify which division/program will own workforce planning, the process for operationalizing the plan and creating governance.

Indicate what challenges you anticipate in operationalizing the plan and successfully implementing solutions, and how will they be mitigated.

In this section consider highlighting:

- *Anticipated impact of proposed strategies to your workforce*
- *Projection of organization's accomplishments in workforce planning*
- *Organization's future commitment to workforce planning*

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.

Sample Separation Snapshot
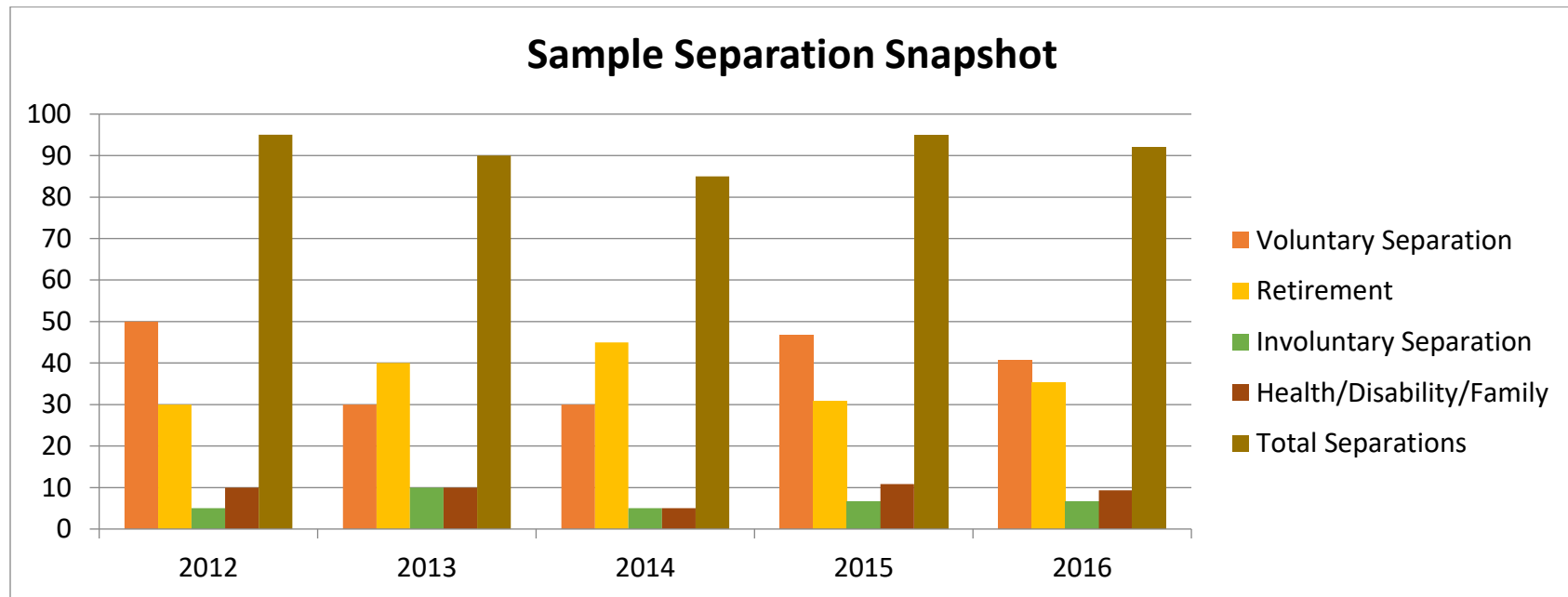
Appendix C: Turnover

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.

Sample Generational Breakout

Legend:
- Traditionalists (1925 - 1945)
- Baby Boomers (1946 - 1964)
- Generation X (1965 - 1981)
- Millenials (1982 - 1996)

Categories: Rank-and-File, Managers and Supervisors, Staff Services Manager III, C.E.A., Exempt, All Permanent Organizational, All Permanent Civil Service
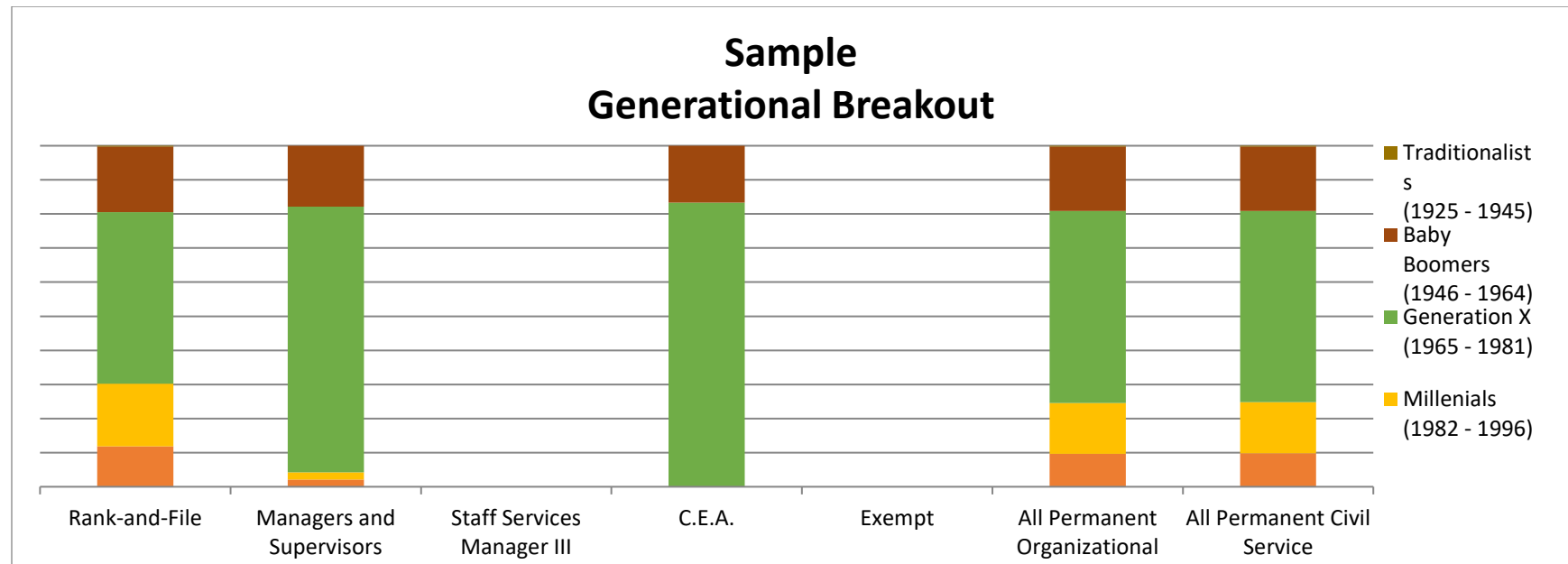
Appendix E: Demographics

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 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.

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:*

- o *Strategy description*
- o *Alignment with strategic, WFA, and any Underutilization Plan goals*
- o *Timeline for implementation*
- o *Key Performance indicators*
- o *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.*

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?
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