

Workforce and Succession Plan Checklist

What is the Workforce and Succession Plan Checklist?

The Checklist is a tool to support and identify the most critical tasks for a department's workforce and succession plan. The Checklist assists departments and CalHR in identifying areas of strength and weakness in workforce planning efforts. Completion of the Checklist assists departments and CalHR in identifying:

- Factors that contribute/hinder to the successful completion of your department's workforce plan.
- Training or consultation areas that may be needed.
- Identifying gaps in knowledge, skills and abilities for Leadership Development.
- Additional improvement areas in the completion of your department's workforce and succession plans, where best practices can be implemented.

When should a department use the Checklist?

The department can use the Checklist when they are creating and evaluating their workforce and succession plan.

Who should use the Checklist?

The workforce planning steering committee, or individual(s) involved in workforce planning for a department, should utilize the Checklist.

CalHR utilizes the Checklist to guide and support department's workforce planning efforts and will provide feedback based on results.

How does a department use the Checklist?

The Checklist is organized into five sections which are aligned with the five phases of the State of California Workforce Planning Model. The following steps will assist in utilizing the Checklist to conduct a thorough evaluation:

1. Determine whether or not the department's workforce plan contains/demonstrates the Workforce Plan Deliverables listed in the first column of each section. For detailed information about the Workforce Plan Item, refer to the associated phase in the State of California Workforce Planning Model.
2. Check the box in the second column if the plan contains the Workforce Plan Deliverable.
3. Use results to begin making improvements to your workforce planning efforts.
4. Continue utilizing the Checklist to evaluate and improve workforce planning efforts until all workforce plan deliverables have been achieved, indicating a complete workforce planning effort.

Note: The Workforce and Succession Plan Checklist is not an evaluation of the effectiveness of workforce and succession planning strategies.

For Assistance:

Contact CalHR's Statewide Workforce Planning and Recruitment Unit at wfp@calhr.ca.gov or (916) 322-0742 with any questions or feedback on the Checklist.

Department Information

Department Name:

Director Name:

Workforce Planning Coordinator Name/Title:

Workforce Planning Coordinator Phone Number/Email Address:

Planning - Phase 1: Set the Strategic Direction for the Workforce Plan

Workforce Plan Deliverables	✓	Comments
Message of support from executive sponsor, and/or executive sponsor signature.		
Coordinator contact information.		
Outline of how workforce objectives align with department's mission, values, goals, and critical functions.		
Identification of external factors influencing the workforce such as legislation, budget, technology, historical, cultural events, etc.		

Analysis - Phase 2: Gather and Analyze Departmental Data for the Plan

Workforce Plan Deliverables	✓	Comments
Supply, demand and gap analysis identifying current and future composition (number of staff and demographics) and competency (knowledge, skills and abilities) workforce needs.		
Analysis of why workforce gaps exist in the areas of recruitment, retention, professional development, knowledge transfer, succession planning, and/or other.		
Methodology for engaging individuals and/or division/program areas to provide input on current and future workforce challenges.		
Prioritization of high risk classifications and/or division/program areas based on department's strategic plan, data findings and clearly linked to specific areas of risk.		
Determine which of your department's critical leadership functions need to be addressed through succession planning strategies.		

Develop - Phase 3: Develop the Workforce Strategies and Plan

Workforce Plan Deliverables	✓	Comments
<p>Strategies include goals that aim to address the following:</p> <ul style="list-style-type: none"> • Diverse recruitment. • Development and retention of strong talent pipelines. • Department-wide critical knowledge transfer processes. • Equitable succession planning for key leadership and mission critical positions. 		
<p>Project plan for each strategy including:</p> <ul style="list-style-type: none"> • Description of strategy and workforce gap/need it addresses • Person responsible for strategy • Benchmarks and success measures • Deadline <p>Project plan contains performance indicators that are specific, measurable, achievable, realistic and time-based (SMART).</p>		

Implementation - Phase 4: Implement Strategies

Workforce Plan Deliverables	✓	Comments
<p>Training plan for educating and providing tools and resources to all parties identified in the project plan regarding their responsibilities.</p>		
<p>Communication plan for timely communication to provide progress updates to stakeholders and employees and maintain engagement and support for the plan's strategies.</p>		

Evaluation - Phase 5: Evaluate the Workforce Plan

Workforce Plan Deliverables	✓	Comments
<p>Current workforce plan that does not exceed five year timeframe.</p>		
<p>Interim changes and updates to the workforce plan are added to the plan as appendices.</p>		
<p>Workforce project plan is being adhered to or is adjusted as needed.</p>		
<p>Process has been established for continuous workforce and succession data analysis, monitoring, reviewing and improving the workforce plan.</p>		
<p>Demonstrate progress in implementing corrective measures and resolving/mitigating issues.</p>		