

Preface and User Guide for Workforce Plan Template

The Statewide Workforce Planning and Recruitment Unit (SWPRU) developed the following Workforce Plan Template to ease the process for departments when organizing the structure of your department's workforce plan. It is meant to serve as a framework for the structure of the plan and organizing content into a user friendly guide that is easily accessible to employees throughout your department. The template is only a guideline, and can be restructured to optimally fit the needs of your department.

The template can be utilized regardless of the methodology you pursue in the development of your workforce plan. The following Workforce Plan Template is designed to help you:

- Describe your current workforce along with challenges
- Analyze gaps between current and future needs and identify risks
- Establish an action plan that will address the risks
- Solidify accountability for the successful implementation of the plan

Whether your department is small, medium, or large, here are some suggestions for how to approach the organization of your workforce plan:

Recommended for small to medium/small departments:

- Create one workforce plan for the entire department using the Workforce Plan Template as is.
- If the development of the plan is approached in a way that divisional areas or occupational series were broken out, detail your approach in the Methodology section and indicate how and why the plan is broken down further. The workforce plan should align with your department's strategic plan.

Recommended for medium/large to large departments:

- Devise a separate workforce plan for each district, division, or geographical area then break the sections of the plan down further to address each occupational series.
- Produce a master plan by combining all plans and creating separate sections/tabs for each plan that was created.
- All plans should unify to align with your departments strategic mission, goals, and values.
- The master plan should contain an additional Overview section detailing how all the plans align to one another and to the department's overall strategic plan.

For further support in developing your plan, contact the SWPRU:

WFP@calhr.ca.gov

Phone: 916-322-0742

Title Page

Department Name

Fiscal Years XXXX - XXXX

A message from [executive staff]

Message of support from executive staff.

A message from [workforce planning coordinator or personnel officer]

Message of support from workforce planning coordinator.

Introduction

Forward

Briefly define workforce planning and provide a short outline of the content of the workforce plan.

Briefly identify external factors influencing the workforce plan, such as legislation, technology, historical and cultural events.

Briefly describe how this version of the workforce plan may differ from previous version(s)

Strategic Direction

Outline your department's mission, values, goals, and objectives.

History

Explain the History of how the department was established, or came into existence, and what purpose it is designated to fulfil, including references to pertinent government codes I. Include merge or re-organization history, or other major changes to the department.

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Overview

What, why and how of workforce planning.

Expand on the Strategic Direction section and detail your department's mission, values, goals, and objectives. Include a breakdown of separate division and/or occupational series goals.

Describe the goals of the workforce plan, including high level goals, micro and macro-level goals. Describe how the workforce plan aligns to the overall strategic missions and goals of your department. Clearly site the specific goals for the department's latest strategic plan that the workforce plan aims to fulfill.

Challenges and Trends

Expand on external factors mentioned in the Forward that uniquely effect your department, such as legislation, technology, historical and cultural events.

Provide an overview of workforce trends within your department as they compare to statewide trends.

Methodology

Describe the workforce planning approach and process. How and why the Workforce Plan is organized and designed as it is. For example: the plan begins with developing at the division level, then works its way up to support overall department needs.

Workforce Overview

Current Workforce Profile

If applicable, include graphs throughout the Workforce Overview section to better illustrate current outlook, or trends.

Demographics

Provide an overview of your department's current demographic profile. Including but not limited to describing current workforce demographics as it pertains to age groups, gender, ethnicity. Compare demographic changes from previous year(s). Compare your departments profile to statewide trends.

Demographic Challenges

Identify demographic challenges your department faces with your current workforce population.

Classification Overview

Provide an overview of your department's current classification profile and trends. Including but not limited to identifying core competencies, skills, critical work functions, key leadership positions, and success factors. Highlight occupancy trends of critical positions.

Classification Challenges

Identify classification challenges your department faces with your current workforce population. This should include but not be limited to classifications, position types, or occupational series experiencing quick turnover, high vacancy rates, and/or lack of benchmark strength. Identify classifications that require highly specialized minimum qualifications. Fully identify key classifications at risk for retirement, attrition, turnover, and transfers. Describe other classification challenges including outdated classification specifications.

Bench Strength

Present an analysis of your current bench strength. Describe how the capabilities and readiness of potential successors measures up to key professional and leadership positions. Describe your workforces' ability to successfully face potential turnover, restructuring, and changes in business strategy without interrupting the regular flow of business.

Bench Strength Challenges

Identify challenges your department faces with your current bench strength.

Recruitment and Retention Program Results

Summarize employee preferences, experiences, and perceptions, as illustrated by your department's Recruitment and Retention Program results, and other employee entrance and exit measures. Include an Appendix of additional measures.

Workforce Gap Analysis

In this section, you should provide an in-depth analysis of the projected workforce needs of your department compared to your current workforce profile, and the resulting gaps.

Projected Needs

Project your workforce, including numbers of staff as well as competencies, taking into account the following, and assuming no management actions taken to replace lost staff:

- *Potential Impact = Current vacancies + Total current employees aged 50 or older – Total positions currently being recruited / Total established positions*
- *Separations Factor = Total voluntary separations during last twelve months / Total employees in the classification during last twelve months*
 - *NOTE: Exclude promotions, retirements and dismissals. Turnover rates from 15 – 20% are cause for concern.*
- *Retirement Factor = Total retirements during last twelve months / Total employees in the classification during last twelve months*
 - *NOTE: Retirements include disability and service retirements*
- *Transfer Factor = Total transfers during last twelve months / Total employees in the classification during last twelve months*

- NOTE: Consult your HR division for exit interview data and/or other records of transfers from your department
- Actual Impact = Average of Separations Factor, Retirement Factor, and Transfer Factor
- Headcount = Total of employees in the classification – Total employees expected to be lost to actual impact
 - NOTE: Multiply the total employees by the Actual Impact percentage to determine the total employees expected to be lost to separations

(Provide a summary of your analysis in a table format such as the table in [Appendix B](#))

Identify critical work functions required to accomplish strategic missions and goals.

Project the workforce needs of your department based on departmental growth due to population serviced and increased responsibilities.

Workforce Gaps

Identify workforce gaps by comparing your department’s current workforce profile, to the current and projected needs of your department.

Retention Gaps

Identify retention gaps resulting from current workforce challenges and trends.

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Recruitment Gaps

Identify recruitment gaps resulting from current workforce challenges and trends.

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Succession Planning Gaps

Identify succession planning gaps resulting from current workforce challenges and trends.

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Implications

Describe the implications if the gaps that currently exist are not successfully addressed by the workforce plan.

Risks

In this section, you should identify immediate and future risks based on the current workforce gaps.

Retention Risks

Identify retention risks resulting from current workforce challenges and trends.

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Recruitment Risks

Identify recruitment risks resulting from current workforce challenges and trends.

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Succession Planning Risks

Identify succession planning risks resulting from current workforce challenges and trends.

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Action Plan

Based on the gap analysis and subsequent risks, identify and detail key Initiatives that will be implemented/continued/improved to meet current and future workforce needs. Establish and justify priorities.

List and describe initiatives anticipated to take one to two years to establish, then three to five years, and which gap(s) it aims to address. For each initiative described, include how it aligns to support the strategic missions and goals of your department, and discuss collaborations with other departments and control agencies (where applicable).

One to Two Year Initiatives

Initiative	Gap(s)

Initiative	Gap(s)

Three to Five Year Initiatives

Initiative	Gap(s)

(Action plan benchmarks should be further outlined in an Appendix, refer to [Appendix C](#))

Appendices

The following appendices are recommended to be included as part of your department's workforce plan.

Appendix A: Separation Trend and Projection

Appendix B: Key Classifications Watch List

*Appendix C: Action Plan Benchmarks

Appendix D: Accountability and Communications Plan

Appendix E: Mission, Vision, Values, and Strategic Map

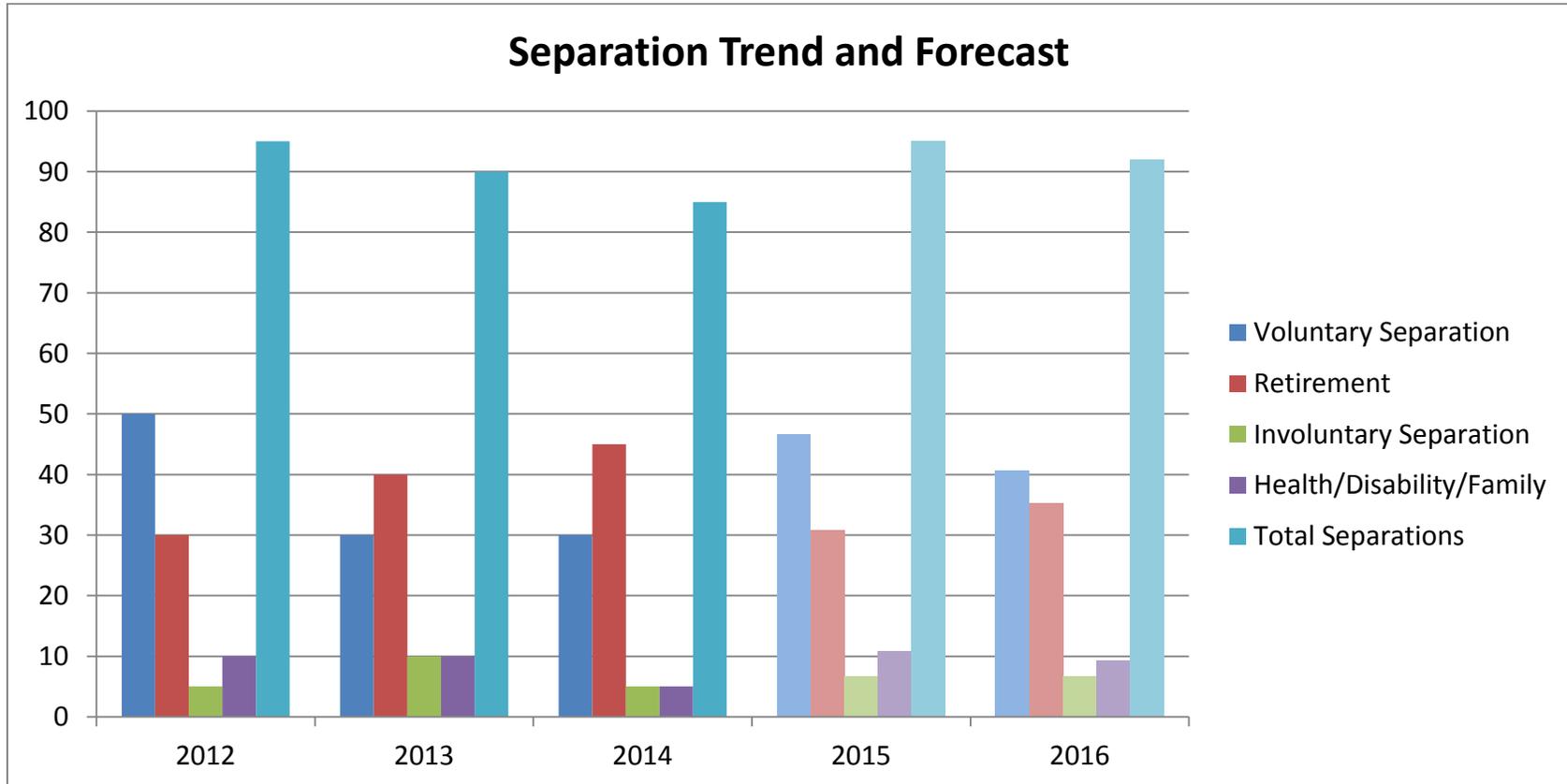
*Appendix F: Competency Models

*Appendix G: Organizational Chart

**Highly recommended*

Appendix A: Separation Trend and Forecast

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 classes, class types, or occupational series.



You can replace the sample graph with one that you produce by using the Separation Trend and Forecast Calculator, and inputting separation numbers for your department for each category throughout the current year and previous two years.

If you would like to utilize this graph, please [email](#) SWPRU for the Separation Trend and Forecast Calculator.

Appendix E: Mission, Vision, Values, and Strategic Map

Insert a visual presentation (such as a flow chart) of your department's strategic direction along with the department's mission, vision, and core values. This shows that your workforce plan is aligned to the department's overall goals and culture.

Appendix F: Competency Models

Include the model used to show the knowledge, skills, and abilities required for work at your department. If your department uses a separate set of leadership competencies, include those here also.

Appendix G: Organizational Chart

Insert the department's most recent organizational chart.

Glossary of Key Terms
