

**Excerpts from  
“Developing a Workforce  
Plan: Setting the Foundation”  
Training Presentation**

**Presented by**

CalHR's Statewide Workforce Planning and  
Recruitment Unit

# **Why is Workforce Planning Important?**

- Workforce Planning provides a strategic basis for making Human Resources decisions
- Provides the process to plan for change instead of reacting to it

# Workforce Planning Pitfalls

- Plan not sponsored by Executive Staff
- Workforce plan goals unrealistic
- Plan is too complex
- Failing to plan for changes
- Failing to address recruitment
- Failing to address competencies
- Failing to provide development opportunities

# Workforce Planning Pitfalls

- Only HR involved
- Lack of ownership/accountability
- Failing to prioritize
- Failing to incorporate succession planning
- No metrics for success

# **Review Strategic Plan**

- Align to department's goals and objectives
- Break strategic plan down by division into simple objectives

# No Current Strategic Plan?

- Review previous strategic plan
- Stakeholder survey
- Environmental scan
  - SWOT analysis
- Environmental Trend Report
- Input from divisions

# Secure Executive Support

- Barriers to support
- **Cost** context
  - Budget
  - Productivity
- Statewide issue
- Plan to use existing resources

# Steering Committee

Workforce planning not solely HR function

<b>Committee Member</b>	<b>Roles &amp; Responsibilities</b>
<b>Executive Sponsor</b>	Ownership, Resources for success
<b>Workforce Plan Project Manager</b>	Facilitation, Coordination, Develop goals and strategies
<b>Human Resources</b>	Information, Partnership
<b>Division/Program Managers</b>	Commitment, Input on key positions

# Important Contributors

Important Contributor	Roles & Responsibilities
Frontline Supervisors	Implementation, Identify skill and knowledge gaps
Employees	Knowledge, Provide feedback

Download a detailed list of the Steering Committee and Important Contributors' [Roles & Responsibilities](#)

# Steering Committee

## Securing support

- Increase personal connection to process
- Bring attention to risks associated with failure to plan

# Statewide Data

- US and California labor market trends
- State government characteristics
- Context for your department's workforce planning effort

# Recommended Sources of Statewide Data

- [Bureau of Labor Statistics](#)
- [Employment Development Department](#)
- [Census of State Government Employment](#)
- [Bureau of State Audits' High Risk Reports](#)
- [CalHR's State Employee Demographics](#)
- [CalPERS' State Worker Retirements Data](#)