



Steering Committee Roles and Responsibilities

What is the Steering Committee Roles and Responsibilities?

The Steering Committee Roles and Responsibilities assists organizations in identifying the team members who will provide input and support for the workforce planning effort.

Although it is recommended to have at least one staff be dedicated full-time to workforce planning, a comprehensive effort is the responsibility of multiple division/program areas at varying levels of the organization. A multi-disciplinary team provides perspective which helps ensure the workforce plan meets the strategic business needs of all division/program areas. With the understanding that organizations often have limited resources to commit to workforce planning, the Steering Committee structure outlined below allows for multiple team members with varying time commitment levels, who together form a comprehensive workforce planning team.

When should an organization use the Steering Committee Roles and Responsibilities?

The Steering Committee Roles and Responsibilities is used when an organization is ready to compile the team that will assist with the organization's workforce planning efforts. The team is often compiled at the beginning of workforce planning efforts, as recommended in Phase 1 of the State of California Workforce Planning Model. First, gain executive buy-in for workforce planning in order to have executive level support in coordinating the staffing resources recommended for the Steering Committee.

Who should use the Steering Committee Roles and Responsibilities?

The individual(s) tasked with pursuing workforce planning for an organization will use the Steering Committee Roles and Responsibilities to guide in compiling the team that will assist them with workforce planning efforts.

How does an organization use the Steering Committee Roles and Responsibilities?

The Steering Committee Roles and Responsibilities identifies which area the committee member(s) is likely to come from, each member's roles and responsibilities, and the benefit of the member's involvement.

For Assistance

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



Steering Committee Roles and Responsibilities

Committee Member	Roles & Responsibilities	Benefit
Executive Sponsor	<ul style="list-style-type: none"> • Ownership of the workforce planning process • Oversight and guidance • Allocate resources necessary for workforce planning success • Make decisions • Communicate progress internally and externally • Ensure alignment with organization's strategic plan 	<ul style="list-style-type: none"> • Links top management and external stakeholders • Smoothly integrates the workforce plan with strategic initiatives
Workforce Plan Project Manager	<ul style="list-style-type: none"> • Lead strategy development • Coordinate workforce planning strategies • Facilitate committee operations • Collaborate with all divisions • Develop workforce planning goals and performance measures • Work with HR to gather workforce data • Analyze skill and supply gaps • Present reports on the workforce planning effort 	<ul style="list-style-type: none"> • Applies project management skills to workforce planning effort
Human Resources	<ul style="list-style-type: none"> • Provide necessary workforce data • Partner with Frontline Supervisors and Workforce Plan Project Manager to identify gaps and help develop solutions • Offer input and expertise about human resource processes • Assist with defining classification competencies 	<ul style="list-style-type: none"> • Drives data collection processes • Shares key knowledge about staffing processes



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Committee Member	Roles & Responsibilities	Benefit
Division/Program Managers	<ul style="list-style-type: none"> • Identify the desired change and impact of workforce planning for the division/program • Commit to the workforce plan • Assist in developing goals and performance measures • Prioritize resources to implement workforce planning strategies • Identify key positions crucial to division/program mission • Hold staff accountable for performance 	<ul style="list-style-type: none"> • Recognizes need for workforce planning in the division/program • Provides vision of the future direction of the division in relationship to the organization's strategic goals
Frontline Supervisors	<ul style="list-style-type: none"> • Identify skill gaps and offer creative strategies for action plans • Participate in workforce planning strategy development • Implement action plans in own operational area 	<ul style="list-style-type: none"> • Provides valuable source of organizational data, especially information about skill gaps • Implements action plans at the local operational level
Employees (incumbents in key positions)	<ul style="list-style-type: none"> • Provide feedback • Share information and assess knowledge 	<ul style="list-style-type: none"> • Direct knowledge of work duties • and competencies needed to perform their critical function