



Workforce Plan Checklist

What is the Workforce Plan Checklist?

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

- Factors that contribute/hinder to the successful completion of the organization's workforce plan.
- Training or consultation areas that may be needed.
- Identifying gaps in knowledge, skills and abilities for competency development.
- Additional improvement areas in the completion of the organization's workforce planning efforts where best practices can be implemented.

When should an organization use the Checklist?

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

Who should use the Checklist?

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

How does an organization 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 (<https://www.calhr.ca.gov/state-hr-professionals/Pages/state-of-california-workforce-planning-model.aspx>). The following steps will assist in utilizing the Checklist to conduct a thorough evaluation:

1. Determine whether or not the organization'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 third column if the plan contains/demonstrates the Workforce Plan Deliverable and/or policy requirement.
3. Use results to begin making improvements to your workforce planning efforts.



Workforce Plan Checklist

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 Plan Checklist is not an evaluation of the effectiveness of workforce planning strategies. Each strategy should include key performance indicators to evaluate the effectiveness of the plan.

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 Checklist.

Organization Click here to enter text.

Plan Date Click here to enter text.

Click here to enter text.

Date Click here to enter a date.

Consultant

Reviewed

Phase 1: Documentation of organization strategic direction, critical functions, and environmental factors that impact organization's workforce.			
	R	Met	Notes
Message of support from executive		<input type="checkbox"/>	
Workforce Planning Coordinator contact information.		<input type="checkbox"/>	
Identification and analysis of internal and external environmental factors and the impact on mission critical functions and future implications.		<input type="checkbox"/>	
Alignment with strategic and operational business goals of the organization. (1)	√	<input type="checkbox"/>	
Summary of the workforce plan development approach or process and how plan addresses organization's unique challenges.		<input type="checkbox"/>	

Phase 2: Comprehensive analysis of the organization's staffing and competency gaps and an ordered list of the organization's classifications by risk level.			
	R	Met	Notes
Workforce profile created using qualitative and quantitative data analysis. (i.e. retirement eligibility, turnover, separation, demographics, exit interview results)		<input type="checkbox"/>	
Methodology for engaging individuals and/or division/program areas to provide input on current and future workforce challenges.		<input type="checkbox"/>	
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. (2)	√	<input type="checkbox"/>	
Determination of the workforce planning area(s) where each gap exists, to include but not limited to: recruitment, retention, knowledge transfer, employee development, succession management.		<input type="checkbox"/>	
Description of the risks associated with each gap if not addressed.			



Workforce Plan Checklist

Phase 2: Comprehensive analysis of the organization's staffing and competency gaps and an ordered list of the organization's classifications by risk level.			
	R	Met	Notes
Prioritization of high risk classifications and/or division/program areas based on organization's strategic plan, data findings and clearly linked to specific areas of risk.		<input type="checkbox"/>	
Determine which of organization's mission-critical functions need to be addressed through succession management strategies.		<input type="checkbox"/>	

Phase 3: Strategies for where you want your organization's workforce to be in the next three to five years which will serve as the basis for your workforce plan.			
	R	Met	Notes
Strategies include goals that aim to address the organization's workforce gaps and are not limited to the following workforce planning areas: <ul style="list-style-type: none"> • Diverse recruitment. • Retention of strong talent pipelines. • Employee development to increase competencies. • Knowledge transfer activities. • Succession management to build bench strength. 		<input type="checkbox"/>	
Action plan containing specific, measurable, achievable, realistic, and time-based solutions for addressing identified current and future workforce gaps for each strategy including (3): <ul style="list-style-type: none"> • Description of strategy and workforce gap/need it addresses. • Identification of strategic goal the strategy supports. • Person(s) responsible for strategy implementation and governance. • Identification of key performance indicators for strategy evaluation. • Due date for strategy implementation. 	√	<input type="checkbox"/>	



Workforce Plan Checklist

Phase 4: A coordinated and measurable effort to carry out and support the strategies of the workforce plan.	R	Met	Notes
Training plan for educating and providing tools and resources to all parties identified in each strategy's project plan regarding their responsibilities.		<input type="checkbox"/>	
Communication plan to provide information to stakeholders and employees and maintain engagement and support for the plan.		<input type="checkbox"/>	

Phase 5: An evaluation of the outcomes and effectiveness of the workforce plan and related activities.	R	Met	Notes
Current plan covering no more than a five-year span, unless otherwise strategically aligned with enterprise goals. (5)	√	<input type="checkbox"/>	
Action plan being adhered to and adjusted as needed.		<input type="checkbox"/>	
Governance established and providing continuing plan monitoring.		<input type="checkbox"/>	
Demonstrated progress in implementing corrective measures and resolving/mitigating issues.		<input type="checkbox"/>	
Process to evaluate the workforce plan's effectiveness for accomplishing planned outcomes. (4)	√	<input type="checkbox"/>	



Policy Requirement References

- 1) Alignment with strategic and operational business goals of the organization.
- 2) 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.

Competencies– Current and Future

- Develop/identify competency model.
 - Develop evaluation/survey/interview tool to assess competencies (supply).
 - Develop evaluation/survey/interview tool to determine competencies needed (demand).
- 3) Action plan containing specific, measurable, achievable, realistic, and time-based solutions for addressing identified current and future workforce gaps.
 - 4) Process to evaluate the workforce plan's effectiveness for accomplishing planned outcomes.
 - 5) Current plan covering no more than a five-year span, unless otherwise strategically aligned with enterprise goals.