WORKFORCE PLANNING

ACTION PLANS & EVALUATION

Turning Workforce Insights into Measurable Progress



Purpose of an Action Plan

- Translate workforce gaps into actionable steps
- Establish accountability and ownership
- Demonstrate alignment with strategic direction, WFA findings, and SLAA controls
- Provide measurable indicators to assess progress
- Serve as a roadmap for continuous improvement and resource prioritization

What makes a strong strategy?

- Specific
- Feasible with department capacity
- Directly tied to a documented gap
- Time-bound with measurable indicators
- Clear about who is responsible for implementation

Policy Requirements

- **Strategy Description**
- **Alignment to strategic goals, WFA, and underutilization**
- **Timeline for implementation**
- **Key performance indicators**
- **Success criteria**

KPI vs. Success Criteria

KPI's

- **Specific metric**
- **Usually quantitative**
- **Tracks progress**
- **Ongoing measurement**

Success Criteria

- **Description of success**
- **Quantitative or qualitative**
- **Defines if the goal was achieved**
- **End-state or desired outcome**

Suggested Governance Structure

- Responsible division/unit (WD, HR, Admin)
- Leadership sponsors
- Data owners (HRIS, WFA, MIRS reports)
- Implementation leaders for each action item
- Touchpoint SMEs with program areas



Building an Effective Evaluation Process

Evaluation section should:

- Describe how progress will be monitored
- Specify evaluation frequency (quarterly, semi-annually, annually)
- Link KPIs to measurable data sources
- Include mechanisms for updating strategies as conditions change

Common evaluation activities:

- Quarterly KPI reviews
- Annual progress summary to executive leadership
- Updating action plans as priorities intensify or resolve
- Reviewing alignment with SLAA, DEIA, and WFA updates

Common Pitfalls

- **Strategies not clearly tied to identified gaps**
- **Missing timelines or KPIs**
- **Overly ambitious plans without resource capacity**
- **Strategies unaligned with WFA, SLAA, underutilization or strategic plan**
- **Leaving evaluation vague or "TBD"**

Checklist

- **Prioritized gaps are addressed**
- **Strategies include the required elements**
- **Alignment to strategic goals, SLAA, WFA, etc. is clear**
- **KPIs are measurable and tied to data you can access**
- **Evaluation timeline and governance are documented**
- **Initiatives are feasible with timeframe**
- **Director signature**

Model Phase Links

Phase 3 - Workforce Planning Model - Develop Strategies and the Workforce Plan

Phase 5 - Workforce Planning Model - Evaluate the Workforce Plan