WORKFORCE PLANNING

EXECUTIVE & LEADERSHIP SUPPORT

Anchoring Effective WF/SM Planning



Why Support is Essential

Strong leadership buy-in ensures:

- Accountability for delivering strategies
- Resource allocation for workforce activities
- Participation across divisions and programs
- Support for culture change and improvement
- Sustained implementation over time

Imperative Leadership Involvement

- Director's signed message of support in plan
- Help identify workforce challenges
- Validate and prioritize identified gaps
- Support implementation of strategies
- Approve/sponsor action plans

Policy Requirements

- **Include Director's signature and message**
- **Demonstrate leadership involvement in identifying and prioritizing gaps**
- **Show alignment to mission, SLAA, DEIA, underutilization, etc.**

Effective Ways to Engage Leaders

- **Conduct listening sessions with executive leadership**
- **Present data (turnover, retirements, underutilization) to build awareness**
- **Connect workforce risks to operational risks**
- **Provide clear, feasible strategies for leaders to support**
- **Request assistance in messaging to divisions**

Governance & Leadership



Departments should define leadership roles such as:

- Executive sponsor
- Division or program liaisons
- Data stewards
- Implementation managers
- DEIA/EEO advisors

Creating a Culture of Workforce Planning

Leadership can reinforce workforce planning by:

- Modeling development and succession practices
- Prioritizing training investments
- Supporting equitable hiring processes
- Encouraging documentation and knowledge transfer
- Championing DEIA goals and reducing underutilization
- Make workforce status (vacancies, retirements, turnovers, pipeline) a standing agenda item at leadership meetings
- Ask program managers to regularly report on workforce risks and development needs
- Allocate protected time for knowledge transfer, mentoring, or cross-training

Common Pitfalls

- **Treating leadership involvement as a signature only**
- **Not involving executives in data interpretation**
- **Failing to communicate progress updates**
- **Lack of clarity about who owns implementation**

Checklist

- **Director's message included and signed**
- **Leadership informed of gaps and risks**
- **SLAA workforce risks addressed**
- **Governance roles established**
- **Leaders participate in evaluation cycles**

Model Phase Links

Phase 1 - Workforce Planning Model - Set the Strategic Direction