Developing a Workforce Plan: Setting the Foundation

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Objectives

- Identify Recruitment, Retention, Succession Planning Strategies
- Develop the workforce plan
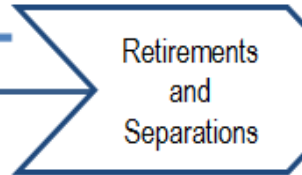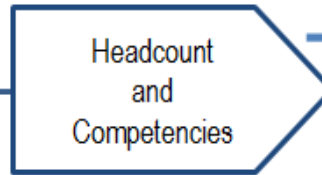- Implement and evaluate the plan
- Workforce Plan examples

3 Risk Areas of Workforce Planning
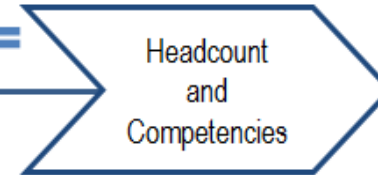
1. Recruitment
2. Retention
3. Succession Planning

Develop strategies that mitigate risks based on gap analysis findings

Gap Analysis Methodology

Current Supply

| Headcount and Competencies | − | Retirements and Separations | = |

Future Supply

Headcount and Competencies

Future Gap

Headcount Gap

- Difference between the number of employees remaining in the current workforce after retirements and separations have been taken into account (future supply) and the number of employees needed in the future based on business needs (future demand

Competency Gap (3 kinds)

- Gaps in the portion of the current population remaining in the workforce after retirements and separations have been taken into account
- Competencies that retired and separated employees take with them
- Competencies needed in the future based on business needs
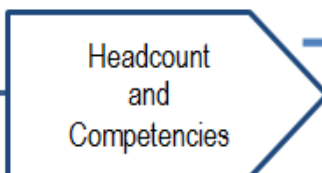
Current Gap

Headcount Gap

- Difference between current supply and current demand headcounts
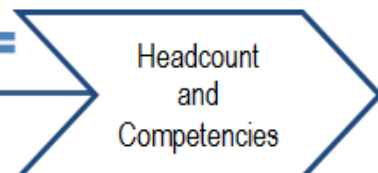
Competency Gap

- Difference between current supply and current demand in skill, knowledge, and ability

Current Demand

Headcount and Competencies − Business Drivers =

Future Demand

Headcount and Competencies

Targeting Strategies

- **Align** with strategic missions/goals
- **Utilize data** to expose opportunities
- **Prioritize** by key classifications and competencies

Recruitment Strategies

Utilize Data: high competency gaps, high vacancy rates

- Tailor recruitment strategies

- Hiring processes
  - Exams
  - Application screening
  - Behavioral interviewing

Contact the Statewide Recruiter

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Retention Strategies

Utilize data: high turnover, high transfer patterns

- Employee satisfaction survey
- Input from division/program management
- Retention Strategy Survey (when available)

Examples of **Retention** Strategies

- Employee recognition program
- Knowledge transfer opportunities
  - New Employee Onboarding

New Employee Orientation v. Onboarding

- Orientation and onboarding are different processes
- Onboarding represents a form of institutional knowledge transfer while orientation is simply transfers explicit knowledge

New Employee Orientation

- Focus on transactional processes (ie: computer set-up, acquiring name badge)
- Less than 1 week
- Executed by designated division/program
- Addresses benefits and provides departmental overview
- Employee participation is passive
- Establishes new hires into department

Onboarding

- Assimilation process focused on tools and knowledge to be successful
- Includes 1st year
- Integrates multiple functions/individuals
- Addresses all new employee needs over long-term period
- Employee participation is active
- Aims to increase likelihood of retention and productivity

Onboarding at the Department of Technology

Download the [New Employee Onboarding Plan](#) from the Department of Technology

Succession Planning

Purpose: Mitigate separation risks

Process: Recognize, develop, and retain leadership talent especially in critical classifications

Product: Practical strategies to develop a pipeline of future leaders

Succession Planning Strategies

- Voluntary nomination to leadership development program
- Knowledge transfer opportunities

Knowledge Transfer Goals

- Mitigate **retention** and separation risks
- Develop current workforce
- Ensure important knowledge is not lost

Types of Knowledge

- Explicit = concrete
  - Procedural knowledge
- Tacit = experiential
  - Personal characteristics
  - Development of cooperative partnerships
- Both
  - Institutional knowledge

Examples of Explicit Knowledge Transfer Strategies

- Individual professional development
- Desk manuals
- Online options
- Orientation

Examples of Tacit Knowledge Transfer Strategies

- Coaching
- Career development

Examples of Institutional Knowledge Transfer Strategies

- Group activities

- Cross-training

- Mentorship

- Job shadowing

- Onboarding

Knowledge Transfer at Caltrans

Download the [Knowledge Transfer Guidebook](#) from Caltrans

Benefits of Mentorship

- Builds bench strength
- Provides global perspective
- Strengthens diversity
- Engages staff in departments mission
- Supports succession planning
- Fosters trust, respect and openness

Mentorship Best Practices

- Voluntary participation
- Identify development goals
- Respect confidentiality in sessions
- Respect each other's time

Informal Mentorship at CalPERS

- Download the [Informal Mentoring Toolkit for Managers and Supervisors](#) from CalPERS
- Download the [Informal Mentoring Toolkit for Executives and Senior Leaders](#) from CalPERS

Workforce Plan Template

Download the Workforce Plan Template

Establish Metrics

- **S**pecific
- **M**easureable
- **A**chievable
- **R**ealistic
- **T**ime-Bound

Communicate the Plan

- Plan to communicate to stakeholders about progress in a relevant and timely manner
  - Who needs to know what? How often? In what way?
  - Refer to Workforce Plan Template **Appendix D** (page 10)
- Keep department engaged
  - Share workforce and succession planning articles
  - Advertise professional development opportunities
  - Maintain employee recognition program

Implement the Plan

- Follow the Action Plan Benchmarks and Communication Plan you have developed for each initiative

Evaluate the Workforce Plan

Download the [Workforce Planning Evaluation Assessment Tool](#)