

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 (WFP). 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 to or hinder the successful completion of the organization’s WFP.
- 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 WFP.

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](#). The following steps will assist in utilizing the Checklist to conduct a thorough evaluation:

1. Determine whether or not the organization’s WFP contains/demonstrates the WFP deliverables listed in the first column of each section. For detailed information about the WFP Item, refer to the associated phase in the State of California Workforce Planning Model.
2. Check the box in the second column if the plan contains/demonstrates the WFP deliverable and/or policy requirement.
3. Use results to begin making improvements to your workforce planning efforts.
4. Continue utilizing the Checklist to evaluate and improve workforce planning efforts until all WFP 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 Statewide Workforce Planning at wfp@calhr.ca.gov with any questions or feedback on the Checklist.

Organization:

Plan Date:

Consultant:

Date Reviewed:

Phase 1: Documentation of organization strategic direction, critical functions, and environmental factors that impact organization's workforce.	Included	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"/>	
Policy Requirement 1 Description of how plan(s) aligns with strategic goals and any workforce-related risk controls indicated in SLAA report.	<input type="checkbox"/>	
Policy Requirement 2 Identification of competency model.	<input type="checkbox"/>	
Summary of the WFP development approach or process and how the plan addresses the 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.	Included	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"/>	
Policy Requirement 3 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 and strategies to address the gaps identified.	<input type="checkbox"/>	
Policy Requirement 4 Underutilization Plan for any areas of underutilization as identified in Annual Workforce Analysis (WFA).	<input type="checkbox"/>	
Determination of the workforce planning area(s) where each gap exists, to include but not limited to recruitment,	<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.	Included	Notes
retention, knowledge transfer, employee development, succession management.		
Description of the risks associated with each gap if not addressed.	<input type="checkbox"/>	
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 WFP.	Included	Notes
<p>Strategies include goals that aim to address the organization's workforce gaps and are not limited to the following workforce planning areas:</p> <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. • Underutilization plan to address any areas of significant underutilization. 	<input type="checkbox"/>	
<p>Policy Requirement 5 Implementation action plan with solutions for addressing current and future workforce gaps that includes the following:</p> <ul style="list-style-type: none"> • Strategy description • Alignment with strategic, WFA, and any Underutilization Plan goals • Timeline for implementation • Key Performance indicators • Success Criteria 	<input type="checkbox"/>	

Phase 4: A coordinated and measurable effort to carry out and support the strategies of the WFP.	Included	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 WFP and related activities.	Included	Notes
Policy Requirement 6 Process and timeline to evaluate the WFP's effectiveness for accomplishing planned outcomes.	<input type="checkbox"/>	
Policy Requirement 7 Current plan covering no more than a five-year span, unless otherwise strategically aligned with enterprise goals.	<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"/>	
Policy Requirement 8 Signature of Department Director.	<input type="checkbox"/>	

Policy Requirement References

To meet the minimum requirements a WFP must include the following:

1. Description of how plan(s) aligns with strategic goals and any workforce-related risk controls indicated in SLAA report.
2. Identification of competency model.
3. 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 and strategies to address the gaps identified.
4. Underutilization plan for any areas of underutilization as defined in WFA.
5. Implementation action plan with solutions for addressing current and future workforce gaps that includes the following:
 - a. Strategy description
 - b. Alignment with strategic, WFA, and any Underutilization Plan goals
 - c. Timeline for implementation
 - d. Key Performance indicators
 - e. Success Criteria
6. Process and timeline to evaluate the workforce plan's effectiveness for accomplishing planned outcomes.
7. Current plan covering no more than a five-year span, unless otherwise strategically aligned with enterprise goals.
8. Signature of Department Director.