

WORKFORCE PLANNING CHECKLIST

PART I: STRATEGIC DIRECTION AND OPERATIONAL CHALLENGES

1. Does your department/division anticipate mission, service or operational changes within the next 3-5 years? Yes No

If yes, please explain: _____

2. Does your department/division anticipate funding changes that will significantly impact your organization within the next 3-5 years? Yes No

If yes, explain: _____

3. Does your department/division anticipate legislative or regulatory changes that will significantly impact your organization within the next 3-5 years? Yes No

If yes, explain: _____

4. Based upon service delivery needs and business trends, what skills will be needed in the future that your department/division's current workforce does not have today?

5. Are there occupational short or long term workforce trends that are likely to impact your ability to recruit and/or retain employees? Yes No

Explain: _____

PART II: IDENTIFY WORKFORCE PLANNING TARGETS AND ASSESS THE KSA GAP

1. Identify the top three to five titles that present a current recruitment concern (e.g. multiple recruitments required or few or low quality candidates).

2. Identify the higher-level or specialized positions that would benefit from succession planning to prevent disruption to the organization.

Follow-up: Have you identified a plan to fill these positions?

3. Explain the impact upon service delivery of not having the staff or skills you need in the next 3-5 years. Detail any other consequences of not addressing these issues now.

4. Identify the drivers that create a recruitment challenge for critical positions cited above (Part II, question 1). Check all that apply:

- Number of employees who are retirement eligible (10% or more in the title)
- Number of employees who are retirement likely (10% or more in the title)
- Highly specialized position
- Single incumbent position
- Recruitment pay rate is not competitive
- Experience level needed at time of hire
- Quality of available candidates is low
- Quantity of available candidates is low
- Competition with other public agencies for this talent
- Competition with private sector companies for this talent
- A more diverse applicant pool is needed

□ Additional information/other drivers: _____

5. Identify the organizational challenge in terms of availability of institutional knowledge in the next 3-5 years.

6. Are there titles in which your department frequently must utilize temporary employees, either from temporary agencies or hired under the City Service Rules on a temporary basis?

DRAFT

PART III: POTENTIAL MITIGATING STRATEGIES

Use this section to identify strategies that may assist in mitigating your talent gap in the future. The following strategies are in three categories: Retention, Succession Planning and Recruitment.

The following are strategies and tools to facilitate successful **retention**. Check all that apply:

- Establish or bolster current new employee orientation and departmental onboarding to ensure that new employees are acclimated and that they know the job expectations.
- Conduct stay interviews by meeting with employees to learn what they like more about the job and what they would recommend improving.
- Allow flexible work schedules, telecommuting or part-time work.

The following are strategies and tools to facilitate **succession planning**. Check all that apply:

- Creation of recruitment and job analysis/test development plans in anticipation of vacancies.
- Utilize the DER's auxiliary resource program to provide overlap/transfer of knowledge with separating employees and their successors
- Promote participation in the tuition reimbursement program.
- Establish mentoring programs.
- Work with employees to develop career development plans.
- Offer career counseling support and interview skills refresher sessions.
- Encourage professional development (e.g. training, professional association membership, attending work-related conferences).
- Implement cross-training efforts across and within work units.
- Implement a job rotation program (i.e. employees move through one or more jobs and perform those new functions instead of their regular duties for some period of time).
- Partner with local colleges to create programs to provide staff with contemporary knowledge.
- Require managers to include development of employees as a rated performance dimension.

The following are strategies and tools to bolster **recruitment**. Check all that apply:

- Leverage use of social media to recruit (e.g. Twitter, LinkedIn, Facebook, etc.)
- Expand college and graduate internships
- Create cooperative opportunities
- Develop presence at local colleges and universities,
- Create departmental recruitment committee,
- Develop a citywide or departmental brand
- Survey candidates who did not accept job offers to learn why they declined
- Other

Do you have additional solutions or strategies that you would recommend that the DER explore or develop? _____

What would you hope to accomplish with a Workforce Development Plan? _____

What metrics would be used to evaluate the success of your Workforce Development Plan? _____

DRAFT

PART IV: DEVELOP THE DEPARTMENTAL/DIVISIONAL ACTION PLAN

Describe the specific activities that your agency will implement to enhance recruitment, retention, skill development and organizational preparedness, as well as the milestones you will use to mark progress in your action plan. Also list the measure you will use to evaluate the success of your plan, including quantitative and qualitative measures. List any contingencies for success.

Template:

Activity #1

Identify an objective in your Workforce Development Plan. Ensure that the objective is specific, measurable, achievable, relevant and time-bound.

Objective: _____

Targeted Completion Date: _____

Intermediate milestone: _____

Measures of success: _____

Contingencies: _____

Activity #2

Identify an objective in your Workforce Development Plan. Ensure that the objective is specific, measurable, achievable, relevant and time-bound.

Objective: _____

Targeted Completion Date: _____

Intermediate milestone: _____

Measures of success: _____

Contingencies: _____

Activity #3

Identify an objective in your Workforce Development Plan. Ensure that the objective is specific, measurable, achievable, relevant and time-bound.

Objective: _____

Targeted Completion Date: _____

Intermediate milestone: _____

Measures of success: _____

Contingencies: _____

Activity #4

Identify an objective in your Workforce Development Plan. Ensure that the objective is specific, measurable, achievable, relevant and time-bound.

Objective: _____

Targeted Completion Date: _____

Intermediate milestone: _____

Measures of success: _____

Contingencies: _____

Activity #5

Identify an objective in your Workforce Development Plan. Ensure that the objective is specific, measurable, achievable, relevant and time-bound.

Objective: _____

Targeted Completion Date: _____

Intermediate milestone: _____

Measures of success: _____

Contingencies: _____