

Seven Keys to Evaluating the Workforce Planning Effort

- 🔑 The workforce plan is based on the agency's strategic plan, and considers the mission, vision for the future, core values, and goals. Top management supports it.
- 🔑 Data analysis has been conducted which analyzes demographic and environmental impacts on the workforce plan. Information has been extracted from agency human resource information systems and includes indicators such as distribution of employees by pay level, attrition rates, retirement rates, projected eligibility by pay level, and ratios of managers to employees. Where possible, benchmarking has been completed in areas such as skills, education levels, and geographic and demographic trends.
- 🔑 The agency has determined the number and type of employees that will be needed to address the challenges of the next three to five years. The number and types of competencies have been defined for employees in each occupational group. Skill levels for each competency are determined and listed. There are clear indications that the agency has identified the roles and core competencies needed to support its goals and service delivery strategies.
- 🔑 An analysis has been performed which assesses the gap between current competencies and those needed for the future. The analysis also addresses workforce size, demographics, occupations, and geographical locations.
- 🔑 Strategies are developed to address the gaps between the projected supply and demand. Action plans to execute the strategies are clearly laid out, including responsible parties, due dates, and resources needed. As needed, specific strategies may address executive succession planning, compensation, performance management, an employee-friendly workplace, recruitment & hiring, training & professional development.
- 🔑 The plan has been communicated to employees and stakeholders. The trust of the workforce is earned by involving employees in the strategic planning process. Integrated workforce planning support is provided by staffs in civil rights, human resources, budget, strategic planning, and information management, as well as unions and line managers.
- 🔑 The workforce plan and strategies are continually monitored and refined to ensure their ongoing effectiveness and continuous improvement, taking into account resource changes, and other conditions impacting the agency.