

# Strategic Workforce Planning: Not Just Counting Heads



# Presenters

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# Today's Goals

- What are the workforce challenges of today?
- Why think strategically about the workforce?
- Explore a promising solution: Strategic Workforce Planning

# Workforce Challenges

What are some of the workforce challenges you have experienced?

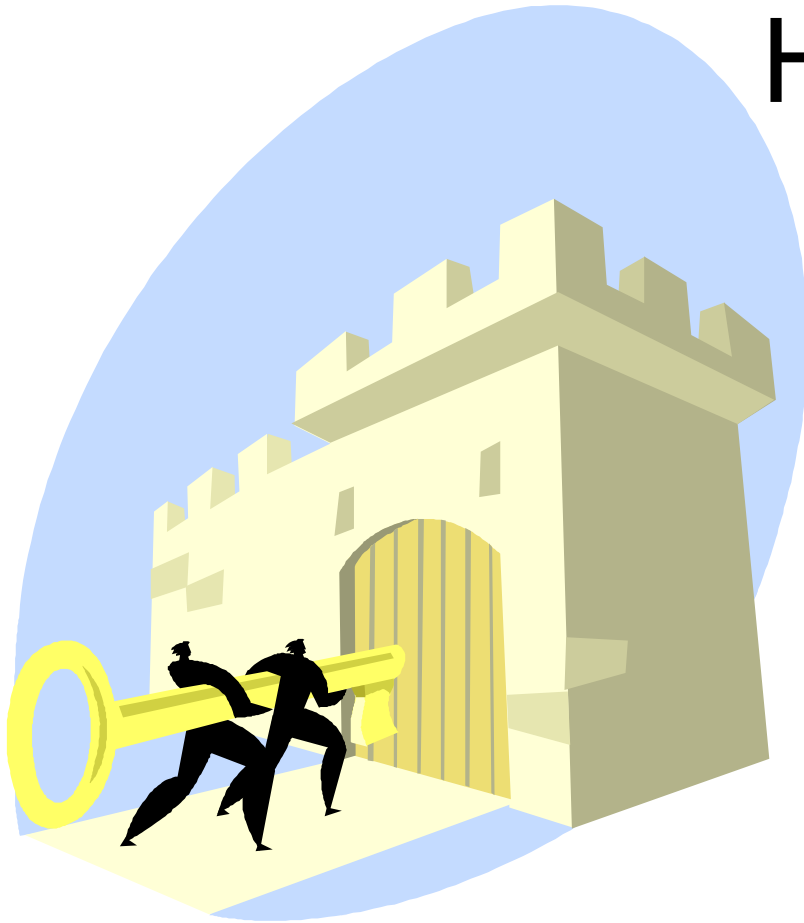


# Workforce Challenges

- Based on those challenges, what tools did you wish you had to help you with these challenges?



# The Changing Role of Human Resources



- Moving from “Transactional” to “Transformational”
- Becoming a Business Partner/ Strategic Partner

# Seven Characteristics of Transformational HR

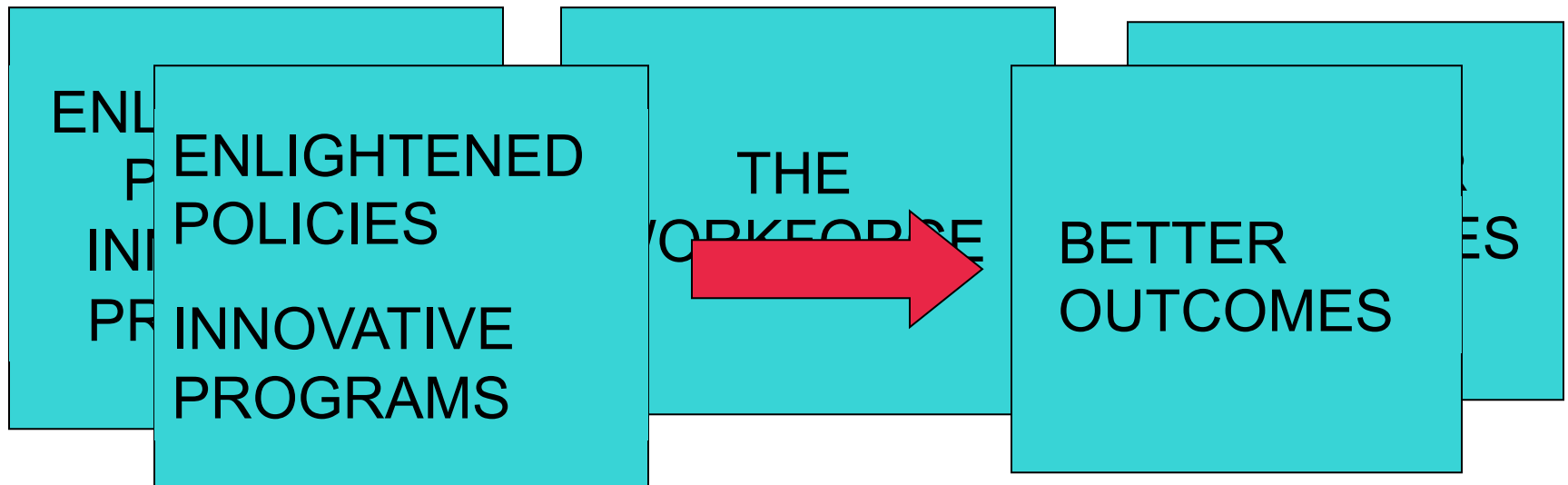
- Understands the business of the agency
- Builds business partnerships
- Relies on data
- Becomes a change agent for agency improvement
- Knows HR “inside and out”
- Understands how HR can contribute to the achievement of the agency’s strategic outcomes
- Exhibits determined leadership

# Promising Solution

*Workforce planning helps organizations get the right people with the right skills and competencies, in the right place, at the right time in order to improve organizational performance.*

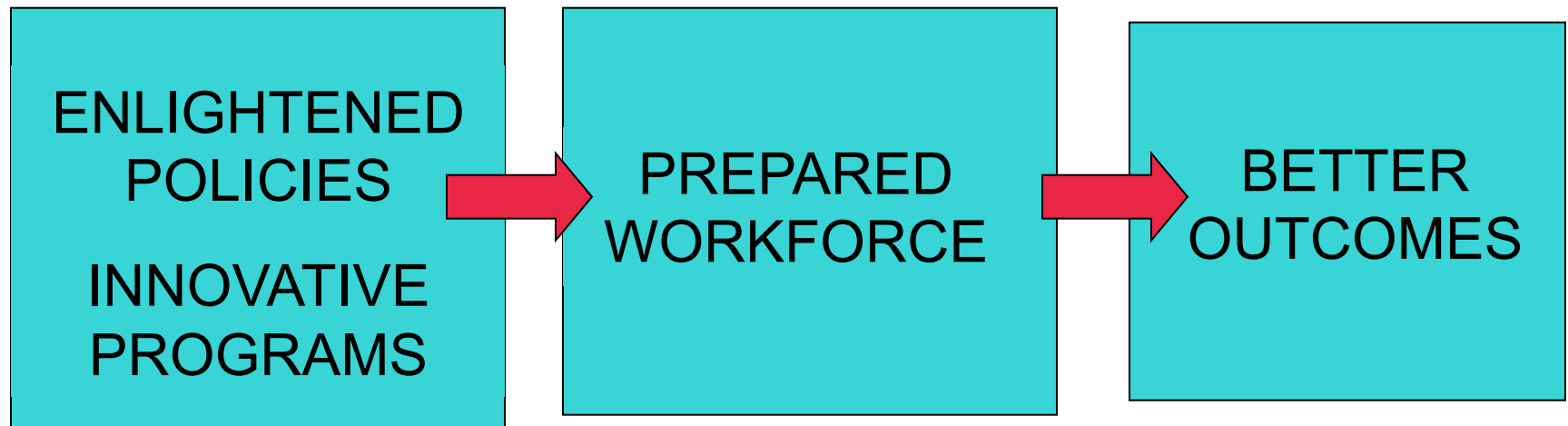


# Why Workforce Planning



We often think that passing legislation or adopting a new program model will lead directly to improved outcomes. We forget that it takes workers to apply policies and deliver services.

# Why Workforce Planning



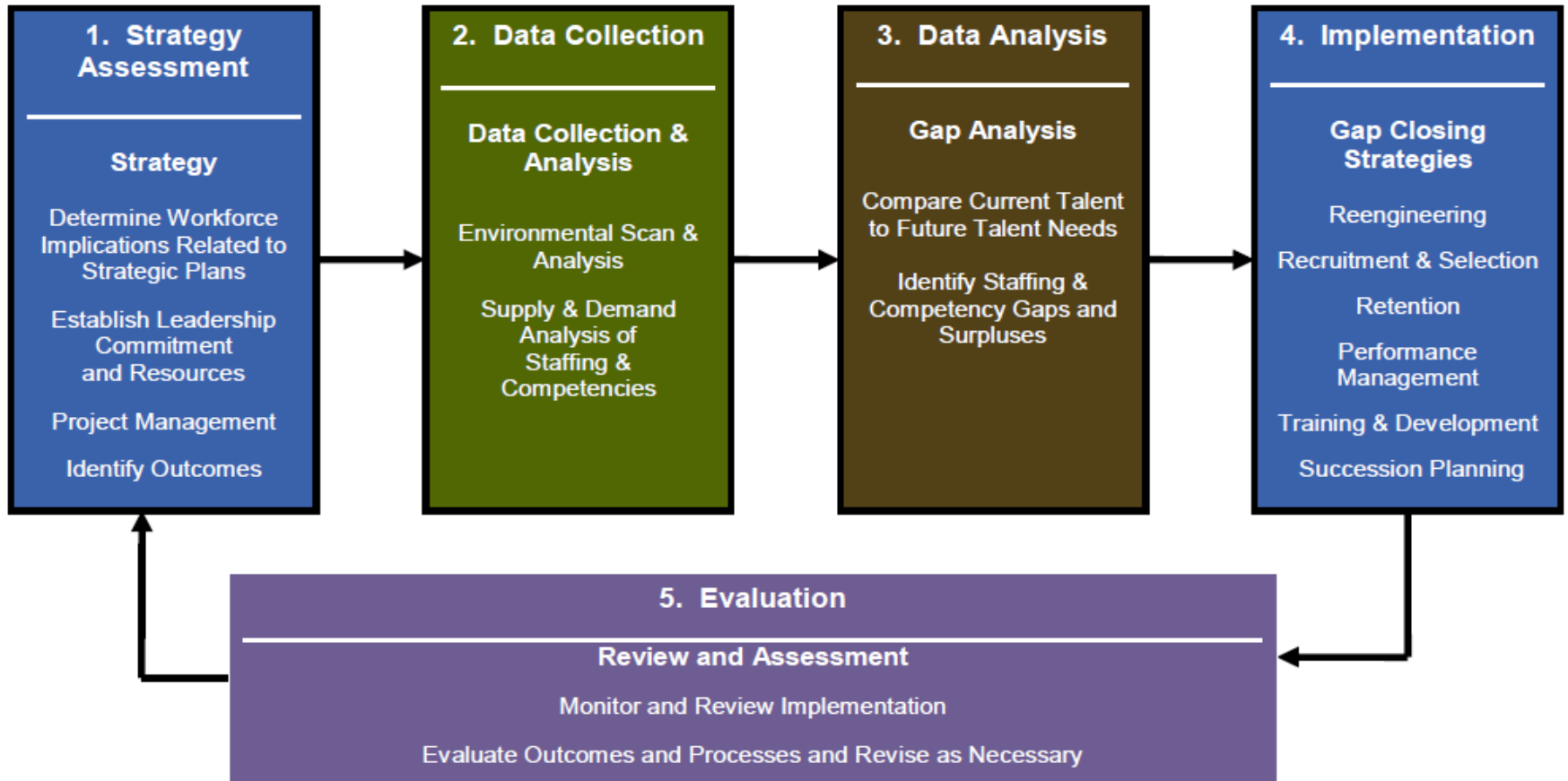
The way change really happens.

# Our Approach to Workforce Planning

- Comprehensive approach to workforce issues
- Collaboration across all departments within the agency
- Engagement of staff from all levels in the Department
- Sustainable
  - Ongoing business practice
  - A way of doing business; not a project



## CPS Workforce Planning Model



1. Does your organization have a Strategic Plan?
2. If no, do you have a new initiative or mandate that will impact your workforce?

# Step 1: Strategy Assessment

## Step 1: Strategy

### Strategy Assessment

Review strategy and operational plans for workforce implications

Establish leadership commitment and resources, build teams, develop communication plan

Develop work plans and timelines

## What do you need to consider?

- Implications of Strategy
- Readiness
- Leadership support
- Team
- Alignment
- Change Management
- Measurement

# What kind of Workforce data do you collect?



# Step 2: Data Collection

## Step 2: Data Collection

### Environmental Scan

Conduct an Environmental Scan

Conduct a SWOT Analysis

### Supply/Demand Analysis

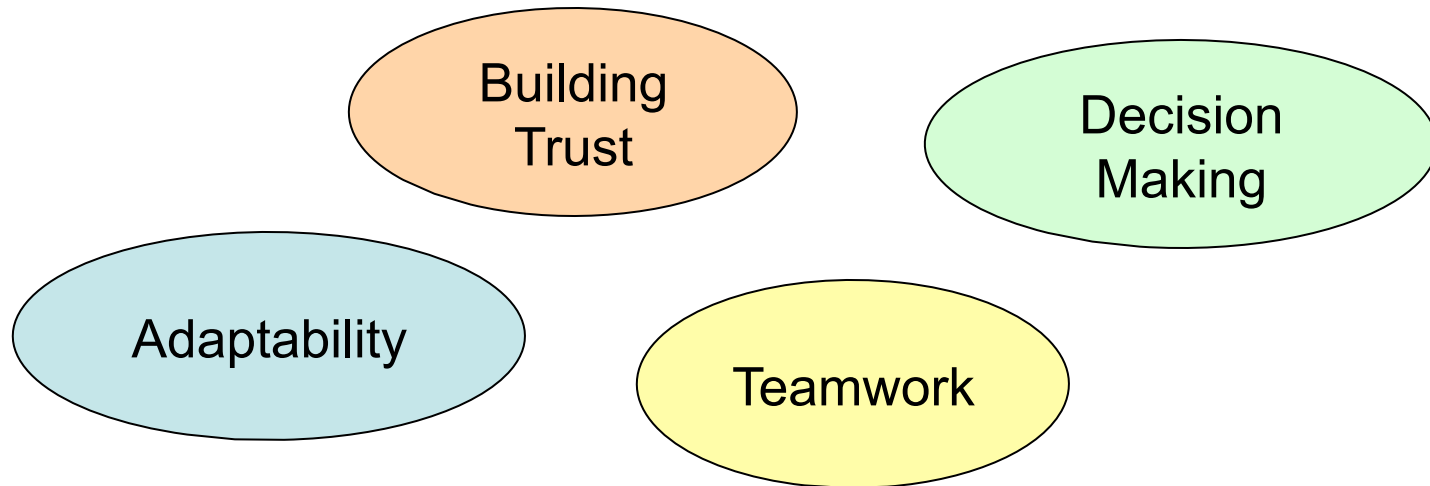
Project workforce supply and demand

Identify required competencies (knowledge, skills, abilities and behaviors)

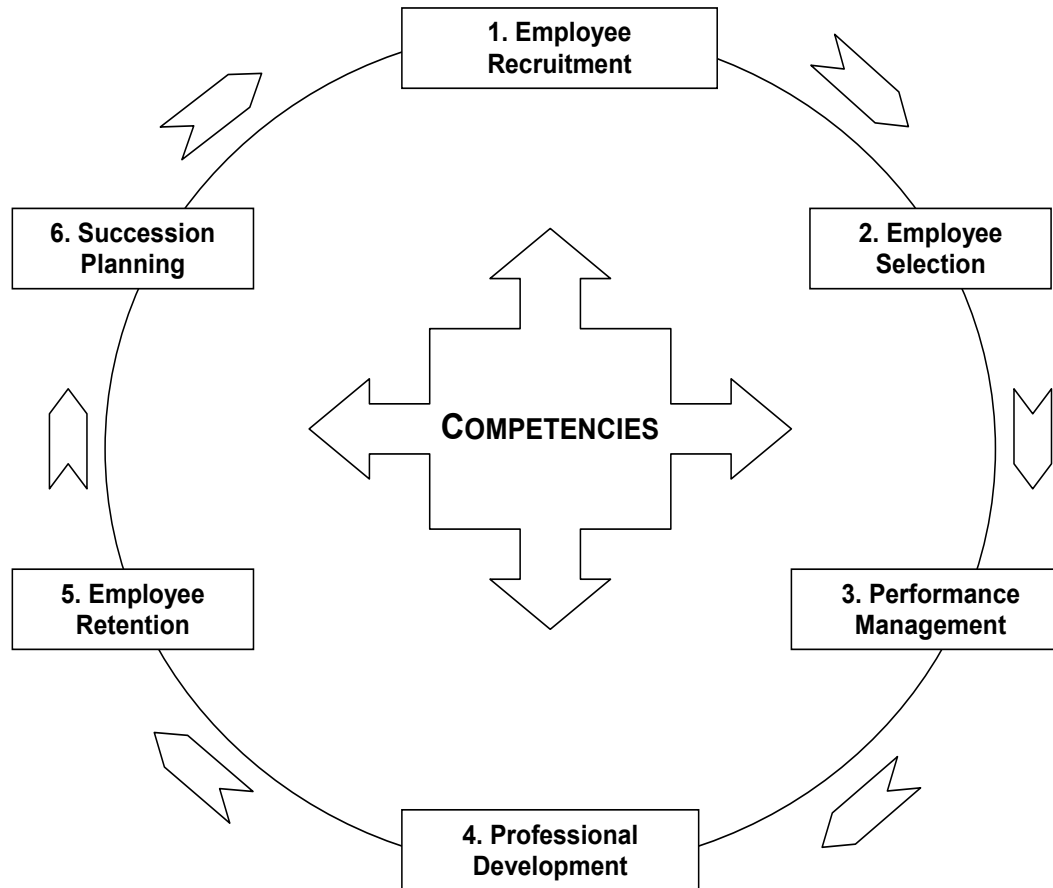
- Environmental Scan
  - Internal
  - External
- Supply and Demand Analysis
  - Identify staffing issues
  - Identify competencies
- SWOT Analysis

# Competencies

*Competencies are the knowledge, skills, behaviors, personal attributes and other characteristics that are associated with or predictive of successful job performance.*



# Integrated Competency Model



# Competencies

“You can teach a turkey to climb a tree, but it is easier to hire a squirrel.”

- » Spencer, Lyle M. and Signe M. Spencer, 1993. *Competence at Work*. New York: John Wiley & Sons, Inc.



# Step 3: Gap Analysis

## Step 3: Data Analysis

### Gap Analysis

Use a Competency Assessment to compare current talent to future talent needs

Identify staffing gaps and surpluses

Identify competency gaps and surpluses

- Key gaps identified
  - Staffing Gaps (Supply/Demand Analysis)
  - Competency Gaps
  - Other major issues
- SWOT Analysis
  - Strengths, Weaknesses, Opportunities and Threats*

# Step 4: Implementation

## Step 4: Implementation

### Gap-Closing Strategies

Competency Model

Recruitment

Selection

Retention

Performance  
Management

Professional  
Development

Succession Planning

- Implementation brings the Workforce Plan to Life.
- The Gap-Closing Strategies step identifies various approaches that can be taken to close the workforce gap.



# Examples of Gap-Closing Strategies

- An aggressive recruitment plan
- A competency-based selection, performance management, and development plan/program
- Retention strategies
- Job Re-design
- Succession plan

When your organization implements change initiatives or new processes or procedures, are you asked what impact those changes have on the **results** your organization is trying to achieve?

# Step 5: Evaluation

## Step 5: Evaluation

### Review and Assessment

Develop WFP objectives and performance measures

Evaluate WFP process and results

Did we accomplish what we said we were going to with the amount of resources (*time, money and people*) we said we were going to use to do workforce planning?

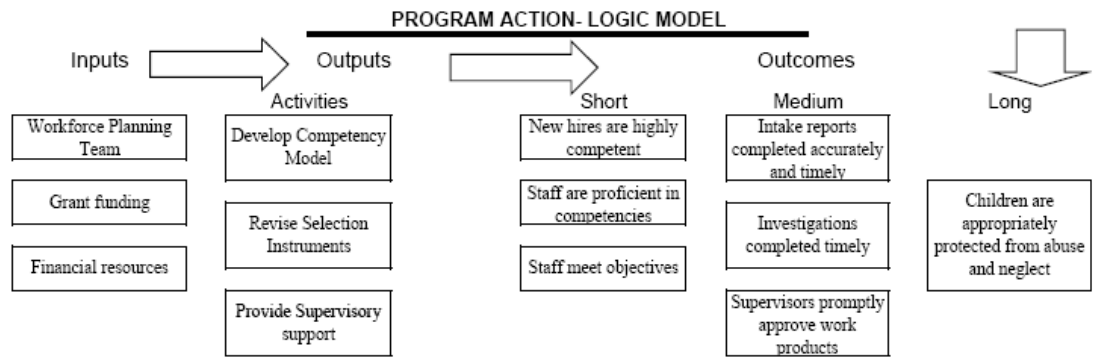
# Monitor and Evaluate

## Logic Model

**SITUATION:** Failure to appropriately investigate allegations of abuse or neglect in a timely manner place vulnerable children at risk.

**PRIORITIES:** Improve the timeliness of all aspects of child protective service investigations

**STRATEGY:** Use Workforce Planning and Development Gap-Closing strategies to support, strengthen and enhance the workforce so that investigations are completed in a thorough and timely manner.



**Assumptions:**  
 Staff proficient in identified competencies will perform better  
 Emphasis on objectives will focus staff performance  
 Child safety is enhanced by accurate and timely investigations

**External Factors:**  
 Practice model  
 IT support  
 Staffing levels

**Short Term Measures**  
 Competency proficiency of staff hired thru "hire for fit" vs. baseline

**Medium Term Measures**  
 Intake Report completion data

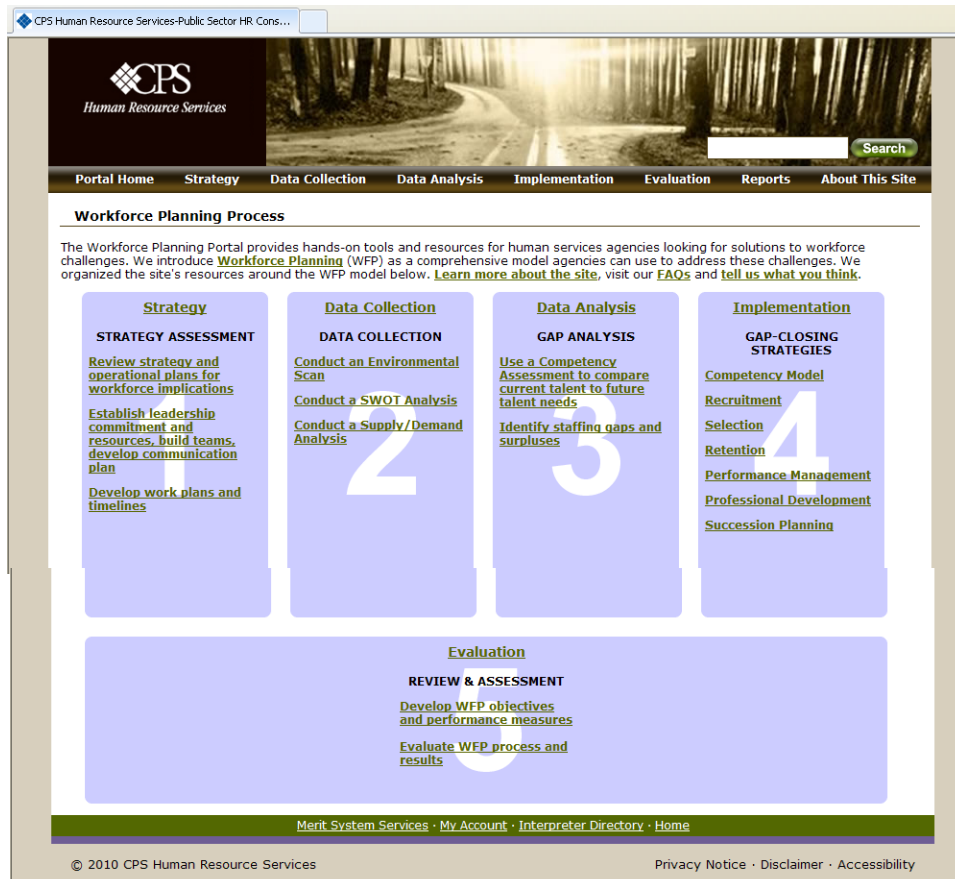
Reports completed thoroughly and on time

Data on timeliness of completing investigations

Percentage of staff meeting objectives.

Data on approval of safety plans

# Workforce Planning Portal



The screenshot shows the CPS Human Resource Services website. The header includes the CPS logo and a navigation menu with links: Portal Home, Strategy, Data Collection, Data Analysis, Implementation, Evaluation, Reports, and About This Site. A search bar is also present. The main content area is titled "Workforce Planning Process" and includes an introductory paragraph. Below this, the WFP model is presented as a four-step process:

- 1 Strategy**  
**STRATEGY ASSESSMENT**  
 Review strategy and operational plans for workforce implications  
 Establish leadership commitment and resources, build teams, develop communication plan  
 Develop work plans and timelines
- 2 Data Collection**  
**DATA COLLECTION**  
 Conduct an Environmental Scan  
 Conduct a SWOT Analysis  
 Conduct a Supply/Demand Analysis
- 3 Data Analysis**  
**GAP ANALYSIS**  
 Use a Competency Assessment to compare current talent to future talent needs  
 Identify staffing gaps and surpluses
- 4 Implementation**  
**GAP-CLOSING STRATEGIES**  
 Competency Model  
 Recruitment  
 Selection  
 Retention  
 Performance Management  
 Professional Development  
 Succession Planning

Below the four steps is the **5 Evaluation** section:

**5 Evaluation**  
**REVIEW & ASSESSMENT**  
 Develop WFP objectives and performance measures  
 Evaluate WFP process and results

The footer of the page contains links for Merit System Services, My Account, Interpreter Directory, and Home, along with copyright information for CPS Human Resource Services and links to Privacy Notice, Disclaimer, and Accessibility.

<http://www.cps.ca.gov/workforceplanning/index.asp>

# Our Point of View

- Strategic alignment with the agency's goals
- Collaboration across all departments within the agency
- Engagement of staff from all levels of the agency
- Sustainable
- Becomes a way of doing business, not a project
- Outcome-based; tied to agency outcomes

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# Discussion & Questions