

*State of Wisconsin  
Workforce Planning Guide:  
Recruiting and Retaining a Skilled  
Workforce*



*August 2007*



# Table of Contents

<b>Overview .....</b>	<b>3</b>
Summary of the 2006-2009 Workforce Plans.....	3
Specifications for the FY 2009-2011 Workforce Plans .....	4
Additional Resources .....	4
<b>Phase I - Prepare for Workforce Planning.....</b>	<b>7</b>
Step 1: Identify Agency Strategic Direction.....	7
Step 2: Build a Project Team .....	7
Step 3: Engage Managers.....	8
<b>Phase II - Conduct Workforce Analysis.....</b>	<b>8</b>
Step 1: Review Relevant Data .....	8
Step 2: Assess Challenges and Devise Solutions.....	10
Step 3: Develop Strategies.....	11
<b>Phase III - Develop and Implement Action Plan .....</b>	<b>12</b>
Step 1: Develop an Action Plan and Set Specific Goals.....	12
Step 2: Develop the Communications Strategy .....	12
Step 3: Draft the Plan.....	12
Step 4: Implement the Action Plan.....	13
<b>Phase IV: Monitor, Evaluate, and Revise .....</b>	<b>13</b>
Measuring Success .....	14
<b>Appendices.....</b>	<b>16</b>
Appendix A: Workforce Plan Report Outline.....	16
Appendix B: Sample Project Plan .....	17
Appendix C: Manager Interview Guide.....	18
Appendix D: Communication Plan.....	19

Acknowledgement: We wish to thank the Partnership for Public Service whose *Develop an Effective Strategic Human Capital Plan* served as a model for this toolkit.

## Overview

Workforce planning is the process by which an organization takes stock of how its people and people-management activities align with and support that organization's strategic goals. The resulting plan is a roadmap for assembling and maintaining the right mix of talent to achieve the agency's mission.

A successful workforce plan is mission-focused and lays out workforce strategies aimed at strengthening the agency's capacity to deliver on that mission.

This guide is intended to assist in workforce planning, to help make the process more meaningful and worthwhile for an organization. It simplifies the often confusing and cumbersome planning process by breaking it down into four key phases:

1. Prepare for Workforce Planning
2. Conduct Workforce Analysis
3. Develop & Implement Action Plan
4. Monitor, Evaluate & Revise

While each phase in the process is critical, perhaps the most important is implementation. The plan is just a first step toward establishing an ongoing process to diagnose workforce challenges, devise actionable solutions, and build and maintain a team that can enable the organization to achieve its goals.

Governor Doyle has directed the Office of State Employment Relations (OSER) to support agencies in an ongoing enterprise workforce planning effort. OSER has developed this guide to be an easy-to-follow approach that any agency can use to refine its planning efforts—ensuring that the resulting plan is aligned with its mission and reflective of its leaders' vision, organizational strategic goals and objectives, external stakeholder guidance, and current labor market conditions.

To assist in execution, this guide includes questions that agencies must continually

ask themselves to ensure that the planning process is on track.

This guide and additional tools can be found electronically at the Workforce Planning web site at

<http://workforceplanning.wi.gov/>.

Although the primary purpose of these workforce plans is to assist the agencies to plan for their future workforce needs, agencies are requested to submit their workforce plan to OSER as we continue to identify cross-agency issues that could be addressed on an enterprise-wide level. Each agency plan should include goals that are beyond agency control where collaboration with OSER might assist. OSER's collaboration with agencies will help develop strategies to address our shared challenges in recruiting, developing and retaining the skilled employees who deliver essential services to the citizens of Wisconsin.

Through many various channels, OSER will attempt to keep all state agencies up-to-date on news related to the workforce planning process. Appendix D is a copy of the communication plan that OSER will use to disseminate information about the workforce planning process and outcomes from the plans.

## Summary of the 2006-2009 Workforce Plans

Twenty-four agencies submitted workforce plans to OSER for the 2006-2009 planning period. Agencies identified a wide variety of challenges, some very specific to their agency and some that are shared across the enterprise.

The response to the challenges identified in the agency workforce plans is proceeding on two tracks. First, agencies have developed action plans to address workforce challenges that are agency-specific. Second, OSER has developed an enterprise workforce plan to address those challenges that cross agency lines and

present issues for state government as an enterprise. The full report for 2006-2009 can be viewed on the OSER website at: <http://oser.state.wi.us/docview.asp?docid=6309>.

As a result of the enterprise-wide challenges that were identified through this planning process, OSER has been working with other state agencies to address issues facing several job areas. This includes leading workgroups to focus on:

- Healthcare related professions
- Engineering related professions
- Fiscal related professions

Another challenge that was identified through this planning process was the six-month wait for employer contributions toward health care benefits for new employees. There is currently an item in the Governor's budget to reduce this waiting period to two months.

There are other initiatives that OSER will be following up on including addressing the need for more bilingual skills in the workforce.

In addition to these enterprise efforts, individual agencies have been implementing creative solutions to challenges they have identified. We look forward to learning and sharing what agencies have been doing, what has been successful and what has not.

This first workforce planning process has been an eye opening experience for all of us. We look forward to improving this process based on what we have learned and making the process even more useful to both agencies and the enterprise as we move forward.

### Specifications for the FY 2009-2011 Workforce Plans

- **Period covered.** OSER is recommending that agencies develop plans addressing their key workforce

challenges for the two-year period spanning **FY 2009 through FY 2011**. This time period aligns with budget development and may assist the agency with fiscal planning as needed.

- **Reporting to OSER.** Agencies should submit *agency-level* reports to OSER. While agencies may find it useful and necessary to conduct analysis, develop action plans, and prepare reports at the division or work-unit level, this supporting documentation need not be submitted to OSER. The Workforce Plan outline is included in Appendix A, page 16. This is what needs to be submitted to OSER.
- In accordance with Governor Doyle's directive, state agencies with 20 or more employees should engage in workforce planning and submit a plan to OSER. Agencies with fewer than 20 employees are encouraged to do a basic workforce analysis and planning. Please contact your OSER/DMRS human resources consultant for assistance and technical support.
- **Submission date.** Agencies should submit their workforce plans (following the instructions in Appendix A) to OSER no later than **May 23, 2008**. Plans should be submitted to the Director of the Office of State Employment Relations, 101 E. Wilson, 4<sup>th</sup> Floor; P.O. Box 7855; Madison, WI 53707.

### Additional Resources

OSER will provide reports to each agency on turnover, retirement eligibility, and other demographics of the agency's workforce. If your agency needs additional reports to help with your analysis, contact your agency's assigned OSER/DMRS human resources consultant.

OSER will provide training for the agencies. It will be available by web cast on the website in September 2007.

Additional resource information and best practices for addressing workforce recruitment, retention, and training challenges can be accessed at: <http://workforceplanning.wi.gov/>.

## **Definitions**

Below are definitions of some terms that you will find used in this document:

**Workforce Plan:** The document summarizing the entire workforce planning process.

**Action Plan:** This is a part of the workforce plan that details the specific steps that will be taken to address the challenges identified through the workforce planning process.

**Project Plan:** This is the outline for how to complete the workforce planning process. It is for internal use only and helps identify the process from beginning to end. See page 8 for more information. There is a sample in Appendix B.

**State of Wisconsin  
Workforce Planning Model - Outline**

**Phase I - Prepare for Workforce Planning**

- Step 1: Identify Agency Strategic Direction
- Step 2: Build a Project Team
- Step 3: Engage Managers

**Phase II - Conduct Workforce Analysis**

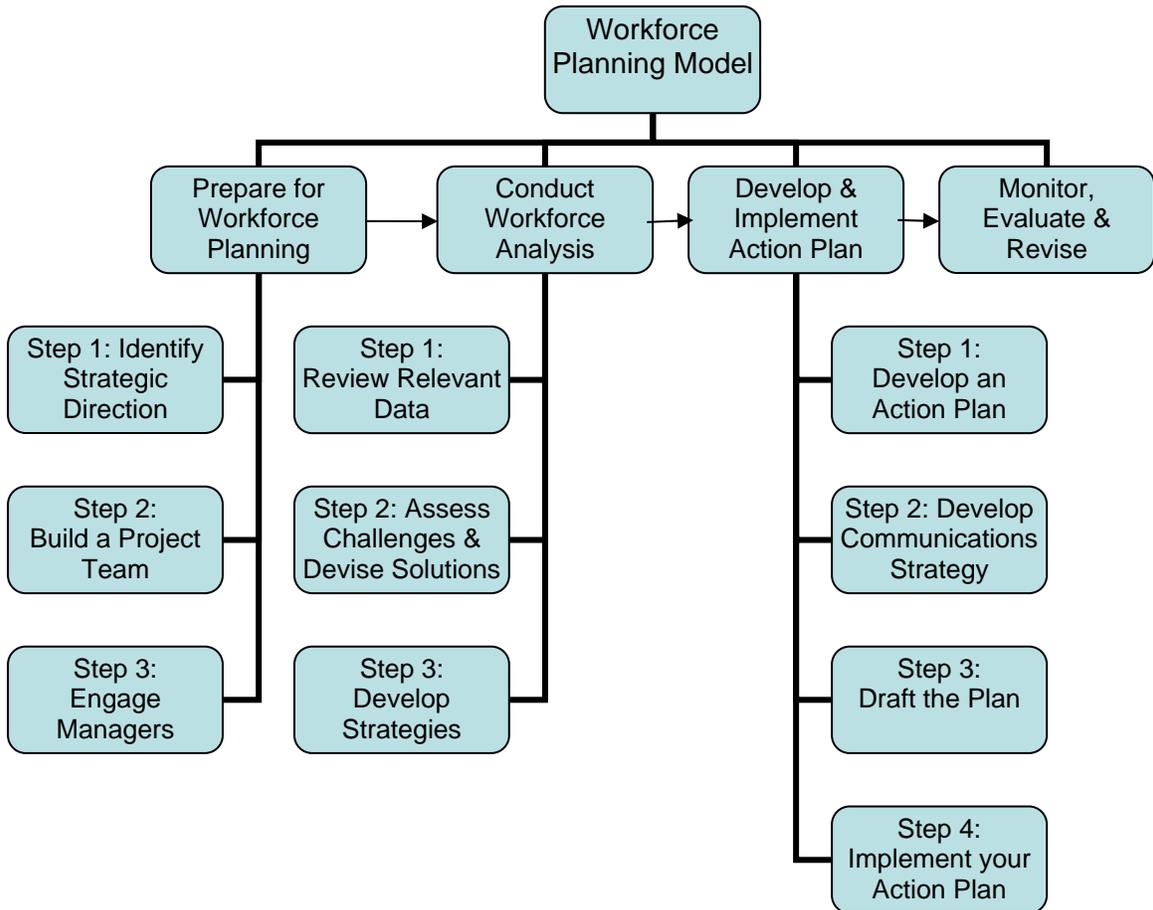
- Step 1: Review Relevant Data
- Step 2: Assess Challenges and Devise Solutions
- Step 3: Develop Strategies

**Phase III - Develop and Implement Action Plan**

- Step 1: Develop an Action Plan and Set Specific Goals
- Step 2: Develop a Communications Strategy
- Step 3: Draft the Plan
- Step 4: Implement the Action Plan

**Phase IV: Monitor, Evaluate, and Revise**

The Final Analysis: Executive Summary



## **Phase I - Prepare for Workforce Planning**

### **Step 1: Identify Agency Strategic Direction**

The first step in preparing for workforce planning is to identify, or understand, the agency's mission and the key goals and objectives of the agency. If your agency has a formal strategic plan, the work should align with the goals set forth in that.

Workforce planning naturally complements and follows strategic planning. Just as strategic planning helps agencies map where they are, where they are going, and how they plan to get there, a workforce plan lays out the specific tasks and actions needed to ensure an agency has the resources to accomplish its mission. It is critical to ensure that the agency has in place the people needed to accomplish its strategic goals and the programs needed to support them. Workforce challenges are therefore necessarily tied to overall organizational goals and objectives.

A strategic plan charts the future with broad, mission-related targets and milestones. An agency's vision, mission, and measurable goals and objectives drive the identification of what type of work needs to be accomplished. A workforce plan translates strategic thinking into concrete action in the area of workforce staffing and training needs. It attempts to answer the following questions:

- How many and what types of jobs are needed in order to meet the performance objectives of the organization?
- How will the agency develop worker skills?

- What strategies could the agency use to attract and retain these skills?
- How have retirements, reductions in staff, and/or hiring freezes affected your agency's ability to get the work done?

These answers all need to be related to the agency's overall strategic goals. For example, a retirement wave is not, in and of itself, a workforce challenge. A wave of retirements becomes a challenge when it involves individuals whose work or historical knowledge has a direct impact on an agency's capacity to achieve its goals.

### **Step 2: Build a Project Team**

The development of a workforce plan is a significant undertaking for any agency. It must be managed and staffed as such. There are three rules of thumb to keep in mind when assembling the planning team.

- **Sponsorship Is Critical.** A workforce plan is a management tool, not an HR document. The process of developing it must be collaborative; HR professionals bring critical workforce expertise to bear, and agency leaders provide both sponsorship for the planning process and strategic direction for the plan itself. The project team must therefore include executive management representatives as well as HR professionals.
- **Dedicate Leadership And Staff Time.** If developing the workforce plan is just one more thing on the plate of already busy people, it will not be given the time or attention required to make it a useful and strategic document. Those charged with responsibility for the plan must be afforded adequate time and resources. Likewise, the leadership team must own the plan and commit the time needed to

participate meaningfully in its creation.

- **Make A Plan For The Plan.**

Developing an effective workforce plan entails engaging a range of stakeholders, analyzing data and researching the development of original content. With so many “moving parts,” it is extremely helpful to start by devising a project plan that defines an approach, tasks associated with creating the plan, persons responsible for carrying out those tasks, and timeframes within which to complete them. (Appendix B is a sample project plan.) This document will be an internal working document and does not need to be submitted to OSER.

This investment of effort in planning for the plan will pay dividends by ensuring a smoother planning process, establishing accountability among team members, and fostering a common understanding of how the planning process will operate and on what timetable.

### **Step 3: Engage Managers**

The best workforce plans reflect the voice of the organization’s senior management team. To accomplish this, senior managers must be engaged at every stage of developing the plan—specifically, a cross-section of senior managers from the agency who represent the full range of major functions.

The benefit of involving senior managers in the development of the plan is twofold. First, managers are a source of valuable insights on the major mission and workforce challenges confronting the organization, as well as being a sounding board for potential issues. Second, and just as important, a plan that reflects managers’ views will

prompt their interest and support—which will in turn be essential to carrying out the actions laid out in the plan.

An effective way to gather the management perspective is through structured interviews—that is, a series of meetings with senior managers and their teams at which they are asked a consistent set of questions designed to get their perspectives on key issues. (See Appendix C for a set of sample questions.) If interviewing all managers is unrealistic, the questions on this worksheet may also be distributed to managers to be completed on their own or a sample of managers with good working knowledge of their areas could be interviewed. The key here is not only to seek management’s insights, but to give them an opportunity to see the importance of their participation in the process.

## **Phase II - Conduct Workforce Analysis**

Analysis of workforce data is a key element in the workforce planning process. Workforce analysis considers information such as recruitment statistics, retirement patterns, diversity, turnover rates, reasons for turnover, and other trend data.

### **Step 1: Review Relevant Data**

Once you have a planning team in place and have engaged the managers, the next step is to collect and analyze information about the workforce. There is usually a large volume of data available for review, and so it is understandable that agencies often devote too much time on this phase of the process. The key is to focus on the most relevant data for the purposes of a workforce plan, as described below.

In addition to considering workforce data, review programs and processes in place, review strategic planning documents, and examine relevant external examples. At a minimum, the project team should gather and review the following:

- **Existing workforce plan(s).** Do not start from scratch if it is not necessary to do so. Review any previous workforce plans or previously identified challenges and use this information as a starting point for data collection and analysis.
- **Manager Interviews.** The information provided by managers is important to consider in the creation of the workforce plan. Managers are closest to the business of the agency and can therefore speak most knowledgeably to the mission challenges confronting it.
- **Analyze workforce data.** Retirement, turnover, and hiring projections are three key data elements. The more specific this data, the better. Ideally, this information should be broken down by program area, job classification or occupational group and, if available, competencies.

Specificity is important for assessing the potential impact of these workforce projections. For example, it tells you very little that ten Program Analysts are eligible to retire in the next five years. However, if you know retirement eligible individuals from across the agency possess mission-critical knowledge or skills, you have a much clearer picture of the challenge that must be addressed.

Examples of other workforce data that may reveal relevant trends:

- ✓ **Hiring data:** Including time to fill (from budget approval to start date); the number of qualified applicants for jobs; the number of job offer turndowns; the occurrence of any failed recruitments; rates of passing probation; etc.,
- ✓ **Demographic data:** Analyzing the hiring, promotion, transfer, retirement, and other turnover or movement of racial/ethnic minorities or women in the workforce may reveal opportunities for recruitment, retention, and employee development strategies to improve diversity and meet affirmative action goals.
- ✓ **Exit Interview data:** Reviewing information provided by those employees leaving the agency can provide real insight into both positive and negative aspects of your workforce. In particular, OSER is recommending reviewing information regarding the classification the employee left, why the employee left and what type of movement they made.
- **Workforce programs and progress in recent years.** What programs or initiatives are already underway? How are they working? What would you change?  
  
Again, do not start from scratch. Review the agency's successes, build upon them. Conversely, if the agency has devoted resources to a program that has not delivered results, the planning process is an opportunity to reevaluate.
- **Staffing and/or recruitment plans.** If the agency already maintains staffing plans, and

particularly if creating those plans has been primarily an HR-driven effort, revisit them. Too often these are plans to replace FTEs (e.g., to replace a departing Budget Analyst with another Budget Analyst) and do not take into account the strategic workforce needs of the organization. A key part of the planning process is to assess whether the agency really needs another Budget Analyst, or if that FTE needs to focus on a different job function or is needed in another area. It is important to recognize the attachment managers may have to a specific position, but if it is truly necessary, this process provides solid justification for making needed, strategic changes and involves the managers in the decision making.

- **External stakeholder issues and concerns.** If the agency has gotten feedback from any oversight agency, this should be carefully considered in the development of the plan. It is also a good idea to consider unions' concerns at the outset. It would be a good idea to sit down at the front end and identify not only who your external stakeholders are, but when it would be most appropriate to seek input.
- **Employee views.** Find out what employees within the agency had to say about critical areas of workforce planning, including performance-based awards, recruiting, and leadership development. Exit interview data may be a great source to identify employee opinions.
- **Success models.** Research innovative practices of other public and private sector organizations.

## Step 2: Assess Challenges and Devise Solutions

The project team, which should include managers as well as HR representatives and other employees as the agency chooses, should collaborate to identify challenges and develop solutions.

At this point, the project team should have collected a fairly wide range of inputs, including:

- Quantitative data about the workforce
  - ✓ Retirement, turnover, and hiring data & projections
  - ✓ Recruitment information (Are people turning down jobs? Why? Are adequate numbers applying?, etc.)
  - ✓ Staffing plans
  - ✓ Employee feedback (including exit interview information)
- Qualitative information about strategic goals and priorities, workforce needed to achieve those goals, and potential obstacles to building or maintaining that workforce:
  - ✓ Strategic plan(s)
  - ✓ Existing workforce plans
  - ✓ Previous successes
  - ✓ Manager feedback collected via interviews
  - ✓ Feedback from oversight agencies, if available
- Models of successful workforce plans and management initiatives
  - ✓ Best of the public and private sector
  - ✓ What other agencies have done

There is no easy formula for compiling all the collected data to produce a workforce plan. There are, however, **five key sets of information** that must be identified from all of the data gathered:

1. The most critical workforce challenges facing the organization.
2. The mission impact if those challenges go unaddressed.

3. The actions already underway to address these challenges.
4. Actions that the organization can take in the future to address these challenges.
5. What will be required in terms of resources, both human and monetary, to carry out those actions?

These questions may assist the team in identifying critical information:

- What are the most common themes that emerged from the manager interviews?
- Are there specific classifications or job groups that appear to be most challenging in terms of hiring and retaining qualified employees?
- Are there job functions in your agency that are considered critical hiring needs but are too small in number to have a significant impact in one agency?
- How should we interpret the quantitative HR data in light of the information gleaned from the qualitative sources—particularly the manager interviews? What competencies and skills will the agency need to be successful in the future?
- What workforce challenges does the agency face that have a direct, unavoidable impact on its capacity to achieve its short- and long-term strategic goals?
- What have other organizations done to achieve success in the challenge areas we have identified? Are these actions/models feasible for or adaptable to our agency? What will be required to implement them?
- What will success look like? How will we measure success against the goals that we set out in the plan?

The analysis should set priorities for developing strategies by considering the impact of workforce issues on the agency's programs and services.

### Step 3: Develop Strategies

The final step in the workforce analysis phase involves developing strategies to address the key challenges.

Strategies might include programs, policies and practices that assist agencies in recruiting, training and retaining staff in these areas.

Strategies may be employee-specific, such as preparing individualized development plans to address identified knowledge transfer and staff development needs. A wide range of strategies exists for attracting and developing a diverse workforce equipped with the skills to carry out the agency's mission.

In developing strategies, agencies should consider expanding recruitment, retention and training practices that have been effective; revising practices that have not been effective; and identifying opportunities for sharing best practices or partnering with other agencies in recruitment and retention efforts. Agencies should also look for opportunities to involve teams of employees and labor-management advisory committees in strategy development.

As strategies are developed, agencies should think about how best to address them. Many strategies identified will be agency specific. There are, however, areas where OSER may be able to assist by identifying areas where collaboration between agencies may be beneficial. There may also be issues that are beyond agency control in which OSER can take the lead in attempting to resolve. It may be beneficial to identify how best to address each specific strategy from the beginning. Agencies should also consider how successfully they were able to implement the last workforce plan. From that analysis, strategies and goals should be realistic about the resources of the agency, yet continue

toward improved processes and outcomes.

### **Phase III - Develop and Implement Action Plan**

The third phase of workforce planning is to develop and implement an action plan. The workforce action plan lays out the specific tasks and actions that are necessary to carry out the strategies for managing anticipated workforce challenges and ensuring that the agency will meet its needs for highly skilled, competent workers.

#### **Step 1: Develop an Action Plan and Set Specific Goals**

Now that strategies have been identified for implementation, develop an action plan and set goals to meet them. A separate action item may be needed to address the implementation of each strategy developed. The following are questions that should be answered in developing the plan:

- Who will be responsible for creating the action plan and overseeing its implementation?
- What are the action items for each strategy?
- What resources will be needed for action items?
- Who is responsible for carrying out the action items?
- What is the timetable for each action item?
- What measurable goals and critical milestones can be identified to ensure that your identified workforce needs are met? How will you collect data?
- How does your workforce plan integrate with other existing federal or state plans, including affirmative action and diversity plans?

#### **Step 2: Develop the Communications Strategy**

The workforce plan will not succeed without a strong message and a communications strategy. The communication plan should include:

- **Plans for general communication** with all employees about the initiative to ensure that they understand what workforce planning is and its purpose.
- **Plans for communicating the details** of the workforce plan to any program areas that will be significantly impacted to ensure understanding of the challenges the agency faces, the strategies that have been developed, and the action items related to their program areas.
- **Plans for communicating with labor-management** groups about the initiative.
- **A procedure for monitoring** the needs for additional communication as the plan is implemented.

In addition to the parts of the communication plan that need to be included, as identified above, the following questions need to be answered for each group:

- What needs to be communicated?
- Who needs to communicate it?
- How does it need to be communicated?
- When does it need to be communicated?

#### **Step 3: Draft the Plan**

Before writing the plan, prepare a comprehensive outline and solicit feedback from agency leaders and managers, as well as external stakeholders as appropriate. Appendix A is an outline that incorporates all of the necessary plan

elements in an intuitive sequence to create the overall workforce plan.

The final plan should be written in such a way that an individual with no prior knowledge of the organization can comprehend it. It is therefore important to include succinct overviews of the agency's mission, as well as some key background information.

Another critical element of the workforce plan outline is the implementation plan—a timeline for action on the solutions detailed in the plan. This action plan should include specific tactics, distinct tasks associated with each initiative, timeframes within which activities will be carried out, the person or persons responsible for each item, and metrics for gauging success.

#### **Step 4: Implement the Action Plan**

The final step in this phase is execution. Here are a few critical success factors to keep in mind as the agency shifts from planning to action.

Before implementing the plan, agencies should ensure that:

- Necessary resources are allocated to carry out action items.
- All staff who will be involved in implementing the plan understand their roles and responsibilities.
- Timelines, performance measures, and reporting mechanisms in the action plan have been clearly communicated.
- The agency's plan is aligned with and does not duplicate any enterprise or shared solutions that are already developed.

#### **Phase IV: Monitor, Evaluate, and Revise**

Ongoing evaluation and adjustments are vital to effective workforce planning. Although the workforce plan should cover the two-year period of FY 2009-11, it should be reviewed at least annually. If an agency does not regularly review its workforce planning efforts, it runs the risk of failing to meet goals or not having the ability to rapidly respond to unanticipated changes.

Thus, agencies should establish a process that allows for a regular review of workforce planning efforts in order to:

- Conduct performance measurement.
- Assess what's working and what's not working, and why.
- Adjust the plan and strategies as necessary.
- Address new workforce and organization issues that occur.

#### The Plan Is Your Business Case

In addition to serving as a plan for action, a workforce plan containing the elements described in this guide provides a business case to pursue further workforce improvement initiatives, including:

- Integrating workforce planning into strategic planning, budgeting, and daily operations.
- Allocating FTEs more strategically.
- Investing in people—training and development for employees and managers, recruitment.
- Succession planning and management.
- Better aligning employee performance and awards.

## Measuring Success

In the plan, success should be defined in measurable terms (e.g., how many, what quality, what timeframe). In executing the plan it is critical that the metrics identified are tracked. This is the only way to know whether or not the actions the agency is pursuing are contributing to the outcomes that are sought (i.e., success as it has been defined). By consistently tracking the impact of the agency's efforts, it will be possible to identify and pursue needed midcourse corrections to the action plan.

Some means to measure the workforce plan goals, objectives, milestones and productivity include:

- Fit with strategic plan.
- Performance budgeting.  
(Performance budgeting is a system of planning, budgeting, and evaluation that emphasizes the relationship between money budgeted and results expected.)
- Agency utilization.
- Agency satisfaction.
- Increase in general job inquiries.
- Increase in general job applications.
- Increase in job application specifically for occupations in the greatest need of acquiring new talent.
- Increase in job inquiries from the target population.
- Increase in job applications from the target population or resulting from specific recruitment efforts.
- Increase in existing employee retention.
- Increase in retention of newly hired employees.
- Increase in new or expanded job opportunities.
- Decrease in turnover.

There are many methods to obtain information about how well the agency is meeting its workforce planning goals. A variety of measurement and

analytical processes may assist the agency in monitoring, evaluating, and revising the workforce plan on an ongoing basis. Some examples include:

- Evaluating the action plan:
  - ✓ Did the agency meet its objectives?
  - ✓ Did the agency complete its action plan on time?
  - ✓ If the agency was not able to achieve a particular item on the action plan, what obstacles prevented this from happening and what changes or resources are needed to achieve success?
  - ✓ Has the agency successfully established processes to collect relevant workforce data and track workforce trends?
  - ✓ Have there been changes in the workforce that would cause the strategies to need revision?
- Evaluating progress in meeting employee recruitment, retention, and development challenges:
  - ✓ Have retention rates improved in critical hiring needs classifications?
  - ✓ Have recruitment strategies increased the number and diversity of qualified candidates when filling positions in critical hiring needs classifications?
  - ✓ Have the agency's needs for particular skills or expertise been fulfilled by recruitment or training strategies?
  - ✓ Have knowledge transfer and retention of institutional knowledge strategies been effective in addressing the loss of expertise and knowledge due to retirements?
- Tools or techniques that may be utilized to help evaluate progress:
  - ✓ Program process reviews.
  - ✓ Employee questionnaires or assessments.
  - ✓ Customer questionnaires or assessments.

- ✓ Meetings, surveys, focus groups.
- ✓ Organization performance assessments.
- ✓ "Lessons learned" sessions.

### **Conclusion**

Workforce planning is an ongoing process. As solutions are implemented and the agency makes progress toward its workforce goals, circumstances will change. Leaders will change. Some challenges will fade as new ones emerge. While the agency need not go through the end-to-end process of developing a new workforce plan every year, the plan should be revisited regularly to allow for mid-course adjustments and corrections, and an updated plan should be produced every three years or so.

The State of Wisconsin must prepare to adapt to the changing demographics of the workforce. We also must continue to recruit, retain, and develop top-quality employees while addressing existing critical needs within our organizations. Workforce planning provides a framework for investing in our employees and ensuring that we have the people and skills in place to meet the challenges ahead. OSER will continue to provide support to agencies both through our agency contacts and through the Workforce Planning web site: <http://workforceplanning.wi.gov/>.

# Appendices

## Appendix A: Workforce Plan Report Outline

### 1. Introduction

- A. Overview of agency mission
- B. Description of the organization and its background
- C. Brief profile of workforce (number, contractor presence, key occupations)
- D. Identify workforce planning team members

### 2. Mission Challenges (Phase I)

A discussion of the organization's strategic objectives and strategic drivers (e.g., directives, strategic plan, customer needs) including any upcoming changes.

### 3. Workforce Analysis: Challenges & Solutions (Phase II)

- A. As identified through the analysis:
  - » A succinct, high-level description of the most critical workforce challenges facing the organization (e.g., leadership pool is too thin).
  - » Are there specific classifications or job groups that appear to be most challenging in terms of hiring and retaining qualified employees?
  - » Are there job functions in the agency that are considered critical hiring needs but are too small in number to have a significant impact in one specific agency?
- B. Mission impact if those challenges go unaddressed.
- C. For each challenge identified:
  - » Actions already underway to address these challenges; what has been successful and what needs amending.
  - » Short and long term goals for the identified challenges.
  - » Actions planned to address these challenges.
  - » A description of the anticipated results of those efforts.
  - » An explanation of how success will be measured (i.e., identify metrics).

### 4. Action Plan (Phase III)

- A. What are the action items for each strategy?
- B. What resources will be needed for action items? (budgetary or otherwise)
- C. Who is responsible for carrying out the action items?
- D. What is the timetable for each action item?
- E. What measurable goals and critical milestones can be identified to ensure that your identified workforce needs are met? How will you collect data?

### 5. Feedback from previous plan

- A. What strategies did you implement from the previous workforce plan?
- B. What action items were successful? Did the agency meet its objectives?
- C. What best practices can you share with other agencies?
- D. For items that were not successful, what obstacles prevented their achievement?
- E. What action items need revision? What revisions are necessary?
- F. What are the most significant changes from the last plan to this one?

## Appendix B: Sample Project Plan

Activity	Responsible Party	Start Date	Finish Date
Project Planning and Kick-off			
<ul style="list-style-type: none"> <li>• Draft initial project plan (person or group responsible)</li> </ul>			
<ul style="list-style-type: none"> <li>• Define key project deliverables and metrics (person or group responsible)</li> </ul>			
<ul style="list-style-type: none"> <li>• Etc.</li> </ul>			
<ul style="list-style-type: none"> <li>•</li> </ul>			
Collect and Review Data			
<ul style="list-style-type: none"> <li>• Determine data to review</li> </ul>			
<ul style="list-style-type: none"> <li>• ID person/people responsible &amp; timeline</li> </ul>			
<ul style="list-style-type: none"> <li>• Etc.</li> </ul>			
<ul style="list-style-type: none"> <li>•</li> </ul>			
Engage Managers			
<ul style="list-style-type: none"> <li>• Identify managers</li> </ul>			
<ul style="list-style-type: none"> <li>• Communicate processes</li> </ul>			
<ul style="list-style-type: none"> <li>• Etc.</li> </ul>			
<ul style="list-style-type: none"> <li>•</li> </ul>			
Assess Challenges and Devise Solutions			
<ul style="list-style-type: none"> <li>• Analyze data to determine challenge areas</li> </ul>			
<ul style="list-style-type: none"> <li>• Review strategic plans to identify top priorities</li> </ul>			
<ul style="list-style-type: none"> <li>• Etc.</li> </ul>			
<ul style="list-style-type: none"> <li>•</li> </ul>			
Plan Writing and Stakeholder Outreach			
<ul style="list-style-type: none"> <li>• Compile data to report</li> </ul>			
<ul style="list-style-type: none"> <li>• Draft report</li> </ul>			
<ul style="list-style-type: none"> <li>• Etc.</li> </ul>			
<ul style="list-style-type: none"> <li>•</li> </ul>			
Refine Plan and Implementation Schedule, Define Next Steps			
<ul style="list-style-type: none"> <li>• Review draft plan</li> </ul>			
<ul style="list-style-type: none"> <li>• Review resources to determine realistic implementation timeline</li> </ul>			
<ul style="list-style-type: none"> <li>• Etc.</li> </ul>			
<ul style="list-style-type: none"> <li>•</li> </ul>			

## Appendix C: Manager Interview Guide

### 1. Mission

Briefly describe the agency's mission and its importance to the people of Wisconsin.

- How does your work unit support the overall mission of the agency?

### 2. Work Unit Challenges

What critical mission challenges are likely to affect your work unit in the short-term (i.e., the next one to three years) and long-term (i.e., the next three to five years)?

- Why do you consider these challenges to be the most significant?
- How will these challenges affect your unit's contribution to your agency's mission?

### 3. Workforce Challenges

- What types of employees does your work unit currently need to both achieve its mission and address its critical challenges? Note: Describe the work employees perform that contributes to the mission of the organization.
  - » What other resources does your unit need (e.g., contractors, technology)?
- What should your work unit's workforce look like in the future (e.g., employees with certain skills/competencies, more employees, more contractors)?
  - » What do these people need to do differently than your current workforce to ensure your future mission success?
- What trends are likely to affect your work unit's ability to recruit, hire, develop, motivate, and retain the employees needed (e.g., retirements, turnover, competition for limited skills)? Note: Provide any relevant data that may be available. Otherwise, please describe the data you believe would highlight the challenges described.
- What is the impact to the mission of the organization if these workforce trends are left unaddressed? Note: Please describe the impact in compelling terms that would resonate with a policy maker or an average citizen.

### 4. Solutions

- Generally describe the ongoing and planned initiatives—in your work unit and agency-wide—to address these challenges.
  - » Who is responsible for these steps?
  - » When are the steps scheduled to be completed?
- What other solutions may be needed?
- Define success for this workforce planning effort. What outcomes or changes would you most like to see?

### 5. Resources and Investment

- What general budgetary resources will be required to implement these solutions?
- Are there any expected cost-savings/benefits of these solutions in the short- and long-terms?

### Appendix D: Communication Plan

Constituency	Message	Tools/ Methods	Timeframe/ Frequency	Assigned to
OSER WFP Team	Progress Details Issues/Concerns	Regular meetings	Quarterly	Director/EA
DMRS	Update/News	Regular meetings; emails	Weekly for DMRS; Bi-weekly for OS; ongoing	PM (Project manager)
Agency Representative	Progress Details Issues/Concerns	Inter-agency WFP meetings	Quarterly	PM
SHRMC	Update/News	Regular Meetings	Monthly meetings; updates as needed	PM or designee
Deputy Secretaries & EAs	Update/News	Regular Meetings	Bi-monthly meetings; updates as needed	Director/EA
HR Staff	Update/News	Workforce News e-newsletter	Published bi-monthly; updates as needed	PM or designee
Agency WFP team	Share overview; Invite feedback	Meeting w/ appropriate agency representatives	Once (Multiple meetings w/ different attendees)	
All State Employees	Overview of enterprise workforce plan	Enterprise WFP Report; WFP Website; OSER News & Views; Paycheck stuffers	Once (9/08); Ongoing	PM & Director
WFP CHN Subcommittees <ul style="list-style-type: none"> <li>• Healthcare</li> <li>• Engineers</li> <li>• Fiscal</li> <li>• Bilingual</li> </ul>	Input/Summary related to CHN area	Regular meetings; emails; workgroup reports; etc.	Monthly; ongoing	PM or designee
WSTC	Update/News	Regular meetings	Quarterly meetings; updates as needed	PM or designee
AA Officers	Update/News	Regular meetings	Meet bi-monthly; updates as needed	PM or designee