State of Wisconsin

Workforce Planning Guide: Recruiting and Retaining a Skilled Workforce

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This document includes information form the federal Office of Personnel Management, the State of Texas, the State of Virginia and other workforce planning sources.

OVERVIEW

Demographics data shows that over the next decade, the available supply of skilled workers will drop significantly, and "baby boom:-generation employees will begin to retire in large numbers. In light of these trends, state government faces the likelihood of an accelerated rate of retirements, combined with a potential shortage of skilled workers to fill essential state jobs. In addition, while some baby boomers are likely to continue to work past the conventional retirement age, a key question for state agency managers is: Will you r valuable, experienced employees want to keep working for you?

Governor Doyle has directed the Office of State Employment Relations (OSER) to support agencies in an enterprise effort to prepare for these foreseeable shifts in the state government workforce. OSER has developed this guide to assist agencies in developing workforce plans outlining recruitment, retention and employee development strategies to meet future workforce challenges.

In addition as described below, OSER is requesting that agencies share their workforce plan with OSER so that we can identify issues that cross agency lines. OSER will collaborate with agencies on strategies to address our shared challenges in recruiting, developing and retaining the skilled employees who deliver essential services to the citizens of Wisconsin.

Agencies' efforts for this cycle should focus on two primary areas: job classes or work units with *high retirement vulnerability* and job classes with *critical hiring needs*, as defined in a 2005 enterprise survey. This targeted approach will help ensure that agencies concentrate planning efforts on the parts of their workforce that are most at risk, without overextending available resources.

This guide is designed to help agencies analyze their workforces and develop action plans to address areas of critical hiring needs and high retirement vulnerability. It provides basic planning steps, issues to consider, strategies for addressing anticipated workforce changes, and report templates and samples. This guide and additional tools can be found electronically at the Workforce Planning web site at http://workforceplanning.wi.gov/.

Why planning to meet workforce needs is important
Planning for human resources needs is one of the greatest challenges facing state agencies. To meet this challenge, it is essential that agencies utilize a structured, strategic approach to ensuring that they have the skilled and knowledgeable employees they need to accomplish their mission.

Within the next decade, the state government can expect to see:
- Its workforce to grow older and more diverse.

- An upward shift in the demand for higher-skilled jobs held by "knowledge workers" (defined by Peter F. Drucker as a "person who has been schooled to use knowledge, theory, and concept, rather than physical force or manual skill")

- Advancement of technology, which may require different workforce skills to meet agencies' needs.

- Increased competition for talent.

- Workers with changing values and expectations.

- An increasing number of employees retiring, which may result in a substantial "brain drain" of workplace knowledge and skills.

- A significant reduction of available workers as demographically smaller generations follow the baby boomers into the workforce.

Agencies that are unprepared for these changes face a difficult challenge in attracting, developing and retaining a skilled and diverse workforce that will be competent to address new objectives, requirements, technology, and approaches to conducting business. Engaging in a systematic process to identify key problems areas in the workforce, to develop solutions, and to measure the success of those strategies will allow agencies to proactively build and shape a workforce prepared to achieve agency goals.

Systematic planning for the recruitment, retention, and development of the workforce provides agencies with many benefits:
- Ensures recruitment efforts are focused on critical hiring needs;

- Improves retention of critical skills;

- Identifies training priorities;

- Facilitates transfer of knowledge and skills from retiring employees;

- Can help maintain or improve workforce diversity;

- Ensures that critical employee skills are available in the workforce;

- Helps the agency function effectively and efficiently.

Specification for the FY 2007-2009 Workforce Plans

- **Period covered.** OSER is recommending that agencies develop plans addressing their key workforce challenges for the three-year period spanning from **FY *2007 through FY 2009*** (the end of the next budget biennium). In the future, planning will be conducted on a biennial basis.

- **Focus of Plans.** Workforce plans for FY07-09 should include action plans for recruitment, retention, and training strategies that target the following areas:

    o Job classes or work units that are ***retirement vulnerable*** (defined on page 10.)
    o Job classes identified as ***critical hiring needs*** (defined on page 11.)

    Guidelines and report templates for creating action plans to address these areas are included in this guide.

- **Reporting to OSER.** Agencies should submit *agency-level* reports and action plans 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. Report templates are provided in Appendix A of this guide to be used by agencies in submitting the final agency-level reports to OSER. Samples can be found in Appendix B.

  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 human resources consultant for assistance and technical support.

If your agency is already engaging in more comprehensive workforce planning than is described, please contact your OSER HR Consultant to discuss reporting options.

- *Submission date.* Agencies should submit their workforce plans to the Office of State Employment Relations no later than **April 15, 2006**. Reports should be submitted to the Director of the Office of State Employment Relations, 101 E. Wilson, 4th Floor; P.O. Box 7855; Madison, WI 53707.

Additional Resources

OSER will provide up-to-date 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 human resources consultant.

OSER will provide training, both live and by web cast, for workforce planning by the end of 2005. Additional resource information and best practices for addressing workforce recruitment, retention, and training challenges can be accessed at: http://workforceplanning.wi.gov/.

Roles and Responsibilities - Helping You Understand Your Role

Secretaries/Commissioners/Deputies:
Your role as an executive leader is to oversee the creation and completion of the workforce plan. You will use the information gathered by other team members and, along with other required reports, submit an Executive Summary to the Office of State Employment Relations on behalf of your agency.

Managers and Supervisors:
Managers and supervisors who oversee areas with critical hiring needs and/or retirement vulnerability will be involved in this workforce planning cycle. You will work with human resources to gather data, determine priorities in key areas, and offer creative strategies for action plans. You will be responsible for implementing the action plans for your operational area.

Human Resources Professionals:
Your role is provide necessary data, expert advice on techniques and strategies for addressing workforce challenges, and other specialized support within your area of expertise. Human resources should not be viewed as the party with primary responsibility for the completion or creation of the workforce plan.

Equal Opportunity Professionals:
You will provide input for issues related to recruiting and retaining racial and ethnic minorities, women and persons with disabilities, and related diversity issues. You will ensure that the planning, implementation and evaluation process of the workforce plan is structured to ensure compliance with the agency's affirmative action plan.

Employees:
Employees in areas of critical hiring needs or high retirement vulnerability may contribute information, as needed, about the work they do. Employees may also be involved in developing proposed solutions to address recruitment and retention, training needs, retention of institutional knowledge and knowledge transfer issues in their work unit.

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Workforce Planning Model - Diagram

State of Wisconsin Workforce Planning Model

Phase I
Conduct Workforce Analysis

Phase II
Develop and Implement Action Plan

Phase III
Monitor, Evaluate, & Revise

Step 1
Identify target areas

Step 1
Develop a
Project Plan/Set Goals

Step 2
Analyze workforce data

Step 2
Develop Your
Communication

Step 3
Identify key challenges

Step 3
Implement
Action Plan

Step 4
Develop Strategies
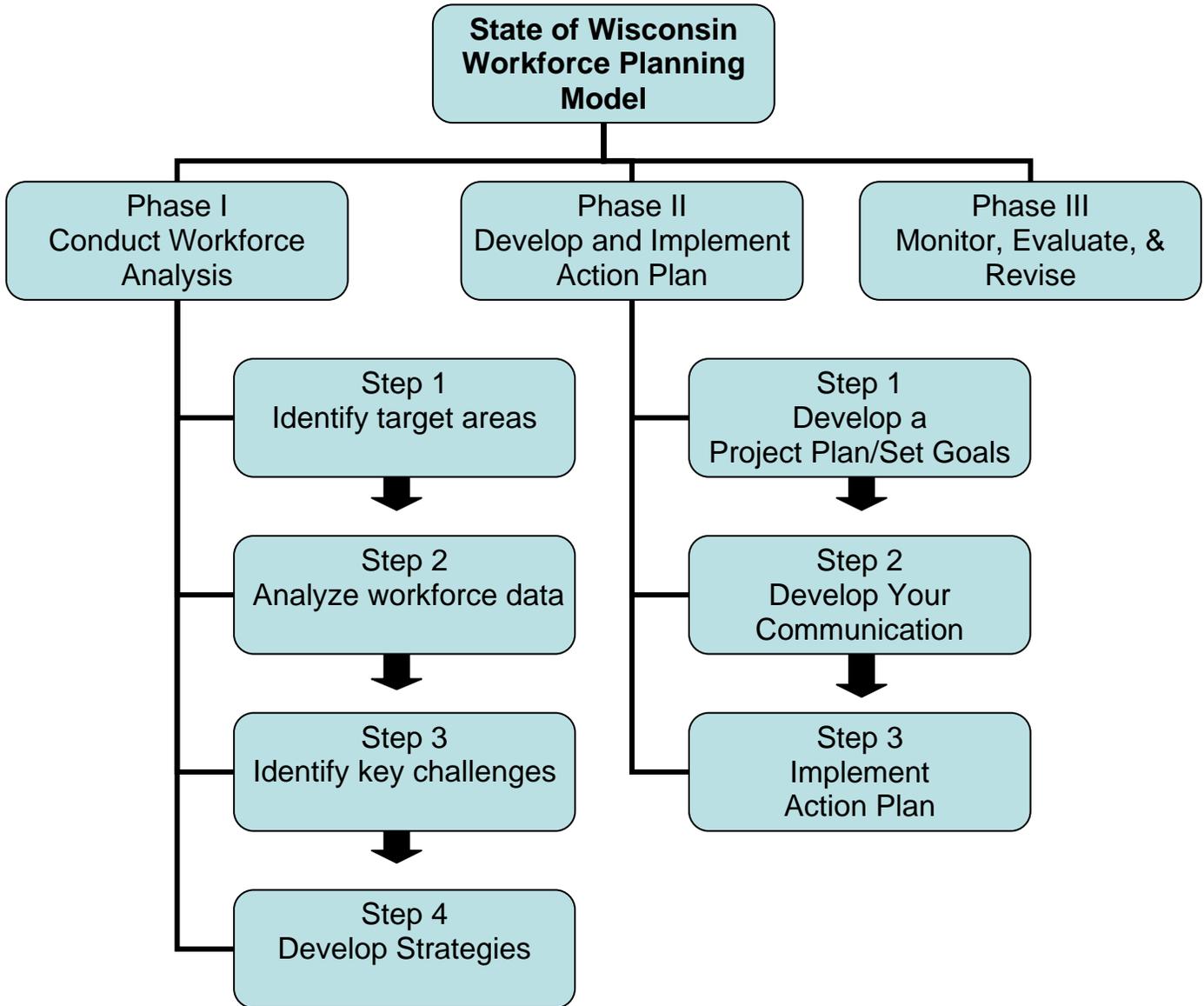
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Workforce Planning Model - Outline

PHASE 1: CONDUCT WORKFORCE ANALYSIS
- Identify critical hiring needs and areas with high retirement vulnerability.
- Analyze workforce data relating to the target areas.
- Identify key challenges in recruiting, retaining, or developing employees in the target areas.
- Develop strategies to address the key challenges

PHASE II: DEVELOP AND IMPLEMENT ACTION PLAN
- Develop a project plan
- Set specific goals
- Develop your communication strategy
- Communication the action plan
- Implement action strategies

PHASE III: MONITOR, EVALUATE & REVISE
- Monitor: Assess effectiveness
- Evaluate: Adjust plan as needed
- Revise: Address new workforce and organizational issues

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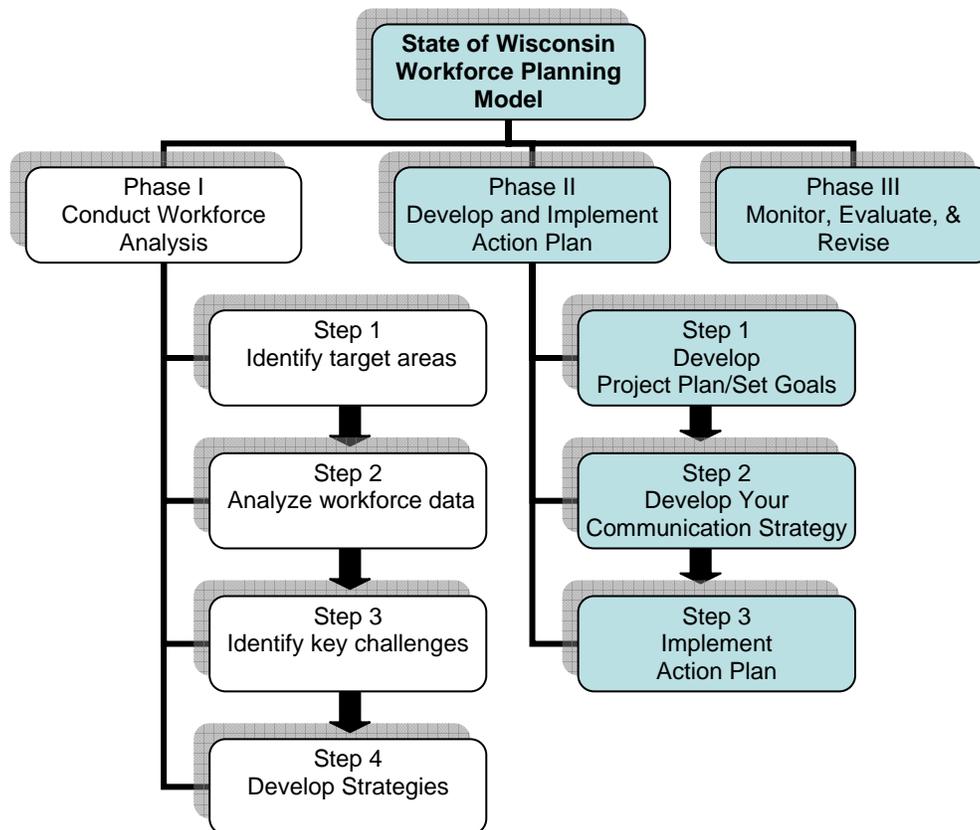
Analysis of workforce data is the key element in the workforce planning process. Workforce analysis considers information such as recruitment statistics, retirement patterns, diversity, turnover rates, reasons for turnover, and other trend data.

For the FY2007-2009 biennial workforce plans, agencies first need to identify the target areas for conducting workforce analysis. The target areas are classes or work units with high **retirement vulnerability** (as defined on page 11) and classes having **critical hiring needs** (as defined on page 10).

After identifying these target areas, agencies should analyze workforce data relevant to the target areas, with a goal of answering questions like these:

- Are our recruitments successful?
- How long does it take us to get a new employee on board?
- What factors have influenced turnover?
- Have retirements or other turnover depleted skills or knowledge in a particular program area?

- Do employees who have reached or are approaching retirement eligibility possess key skills or knowledge that would be difficult to replace?
- Has turnover affected the diversity in our workforce?
- Do we have historical data that allows us to track our agency's workforce trends such as retirement patterns or reasons for turnover?

Following are the four key steps to the *workforce analysis* phase of planning.

Step 1: Identify Target Areas

For the FY2007-2009 report, agencies should focus planning efforts on the classes or work units that have *high retirement vulnerability* and classifications with *critical hiring needs.*

✓ Identify **Critical Hiring Needs** Classifications

- The agency may rely on critical hiring needs classes previously identified by the agency in 2005 for an OSER survey.
- Agencies that have not previously identified critical hiring needs classes should do so using the criteria below. OSER is providing reports on turnover and retirement vulnerability, which should facilitate this analysis.
- **Definition**: Critical hiring needs classifications are those that fit at least **three** of the following criteria:
    - **Hard to Fill**: Classifications for which the agency has difficulty finding qualified candidates, despite recruitment efforts.
    - **Hard to Retain**: Classifications for which the agency has difficulty retaining employees due to factors such as environment, job stressors, wage issues, shift issues, travel or type of client base.
    - **Fills Critical Core Operation**: Functions that, if not properly staffed, present a substantial challenge to the agency to fulfill its core service delivery mission.
    - **High Retirement Vulnerability**: Classifications in which 10% or more of employees are or will become eligible to retire in the next two years and present a significant challenge to essential service if key staff elect retirement.
    - **Location Issues**: Positions that are hard to fill or retain due to location.
    - **Chronically/Traditionally Underutilized**: Positions in job groups underutilized for racial or ethnic minorities or women.

✓ Identify **Retirement Vulnerable** classifications or work units.

- Definition: "Retirement Vulnerable" is defined as classifications or work units in which 10% or more of employees are or will become eligible to

retire by the end of FY2009. Five year projections will also be available to aid in further analysis.
- OSER will provide retirement eligibility data to the agency to facilitate this portion of the analysis.
- Retirement vulnerability is a relevant factor in determining critical hiring needs classifications. However, retirement vulnerability may be analyzed by work unit or program area, rather than just by classification. A work unit may have high retirement vulnerability even if it is staffed by employees in classifications that are not identified individually as having high retirement vulnerability.

Step 2: Analyze the Workforce Data for Trends in the Target Areas

The agency should analyze its workforce data (reports provided by OSER plus additional workforce data, as available) to identify any trends affecting recruitment, development, or retention of employees in the target areas. Analyzing the workforce data for trends will help the agency to project future workforce needs in the target areas and to identify opportunities for action items.

Examples of workforce data that may reveal relevant trends:

- ✓ **Hiring data**: Analyzing the average time to fill vacancies, the number of qualified applicants for jobs, the skill level of newly-hired employees, the occurrence of any failed recruitments, rates of passing probation, etc., may reveal opportunities for improving recruitment processes.

- ✓ **Demographic data**: Analyzing the hiring, promotion, transfer, retirement, and other turnover or movement of racial/ethnic minorities or women in the target workforce may reveal opportunities for recruitment, retention, and employee development strategies to improve diversity and meet affirmative action goals.

- ✓ **Retention data:** Analyzing the reasons for departures, geographic distribution of turnover, the demographics of employees leaving the agency, etc., may reveal opportunities for improving retention. (Note: OSER will supply turnover data by classification for your analysis.)

- ✓ **Retirement data:** Analyzing data such as the percentage of employees who historically have retired within one year of retirement eligibility (three years, five years, etc.) retirement rates by work unit, etc. may help agencies to anticipate retirements and identify opportunities for knowledge transfer and retention of institutional knowledge.

Agencies should also use workforce data, including information obtained from employees, to project future needs in the target areas for FY2007-09. The following questions may provide guidance for this analysis:

- ✓ Will any new knowledge, skills, or abilities be needed in the identified classifications or work units?

- ✓ Will key institutional knowledge, skills, or abilities "walk out the door" when anticipated retirements occur?
- ✓ Are less-senior employees developing the knowledge, skills and abilities that will provide them with career development opportunities when senior employees retire?
- ✓ What services will be needed to meet the demand of an increasingly diverse population (e.g., Spanish/Hmong translation, interpreters)?
- ✓ Area job functions changing and in what ways?
- ✓ Has our work unit been identified as retirement vulnerable and what are the anticipated impacts?

If workforce trend data is not available, that deficiency may be identified as a key challenge requiring an action item.

Step 3: Identify Key Challenges

Using the workforce data and trends, the agency should identify its key challenges in recruiting, retaining, and developing employees in the target areas for the period covered by the plan (FY2007-09). The purpose of this step is to identify the issues that you will seek to address in the plan through the development of strategies and action items. The analysis should set priorities for developing strategies by considering the impact of workforce issues on your agency's programs and services.

For example, for a classification with critical hiring needs, a key challenge for FY2007-09 may be recruiting employees in a sparsely-populated part of the state, or attracting applicants with adequate skills to fill vacancies. IN the case of an area of high retirement vulnerability, the key challenge may be the impact of retirements on a program area, such as the anticipated loss of highly-skilled staff and institutional knowledge. In some instances, a challenge to be addressed might be the lack of workforce trend data.

Workforce Analysis Reporting: See Appendix A, Report 1, Page 22
Please submit **an agency level summary** as follows:

- ✓ **Workforce Data Analysis Report:**
  - Utilizing the OSER-provided agency data report **as a template**, please submit an agency summary of identified critical hiring needs classes, turnover data for critical hiring needs classes and retirement vulnerable classes or work units.
- ✓ **Report 1:**
  - On Report 1, (Page 22), please submit an **agency level summary** of key challenges for recruiting, retaining, and developing employees in the target areas.

Report samples are provided in *Appendix B, Sample Reports 1 and 2, Pages 28-29* to assist with analysis and agency rollup. For assistance creating a report with the above information, please contact your agency's OSER human resources consultant.

Step 4: Develop Strategies

The final step in the workforce analysis phase involves developing strategies to address the key challenges arising from the agency's critical hiring needs and areas of high retirement vulnerability.

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.

OSER is positioned to help agencies maximize their recruitment and retention resources. OSER will evaluate workforce plans to look for opportunities for agencies to share resources for recruiting and retaining critical positions through the use of an enterprise recruitment plan. OSER is also developing enterprise approaches for retention of institutional knowledge and knowledge transfer to assist agencies with managing retirement vulnerable areas and critical hiring needs.

Strategies for addressing workforce challenges might include:

- ✓ Recruitment programs to increase the skill level and diversity of the applicant pool, such as targeted outreach efforts and other focused recruitment activities.
- ✓ Programs to improve employee retention, including retention of institutional knowledge, training, career-development opportunities, and various forms of employee recognition.
- ✓ Programs and techniques to facilitate the continuity and stability of agency programs when experienced employees retire, such as knowledge transfer, retention of institutional knowledge, training, mentoring, etc.

The following questions may be helpful in analyzing and determining which strategies have been and will be most effective in addressing workforce challenges:

- ✓ What strategies have we employed to address our critical hiring needs?
- ✓ Are our recruitments successful?
- ✓ How can we attract more qualified applicants?
- ✓ How can we reduce the time to get a new employee on board?
- ✓ What can we do to decrease voluntary turnover?
- ✓ What can we do to improve employee skills in an area that has been affected by turnover?
- ✓ What can we do to improve diversity in an area that has been affected by turnover?

✓ What strategies have we employed, or can we employ, to address knowledge transfer when experienced employees retire?
✓ Can we retrain employees or redesign processes to meet anticipated workforce challenges in our target areas?
✓ What programs are in place to ensure retention of our employees?

Factors that may influence which strategy or, more likely, which combination of strategies should be used include, but are not limited to, the following:

✓ **Time** – How much time is needed to develop staff internally for anticipated vacancies or new skill needs? What options are available to fill positions that would best meet your needs (e.g., transfer, promotion, open competition, etc.)? Please work with your human resources staff in evaluating this factor. OSER human resources consultants can also be utilized as a resource.

✓ **Affirmative action goals** – Managers, human resources and affirmative action professionals should collaborate to ensure that strategies are integrated with the agency's affirmative action plan.

✓ **Resources** – What resources (for example, staff resources, training programs, technology, web sites, structured templates and sample plans) are currently available to implement strategies? What resources must be developed or allocated?

✓ **Internal depth** – Where are there opportunities to engage current employees in developing new skills and assuming new duties in areas affected by critical hiring needs or high retirement vulnerability?

✓ **"In-demand" skills** – What competition exists for skills that are needed? Will the agency need to recruit for these skills or can they be developed internally?

✓ **Job classification** – Do present job classifications and position descriptions reflect future functional requirements and skills?

✓ **Career development and training** –
  • What type of career development and training do we provide our employees, particularly those in critical hiring classes or retirement vulnerable classifications or areas?
  • Are career development and training opportunities equally available to employees in all of our target areas?
  • Can these programs be improved?
  • Do we create, implement and monitor individual development plans for employees in the focus areas?
  • Other training strategies to consider are rotating assignments, on-line learning, mentoring, career counseling, executive coaching for managers, and leadership development programs or modules.

- ✓ **Recruiting diverse candidates with the right skills –**
  - What strategies can we implement to ensure that we have a ready supply of highly competent, trained workers, particularly in areas of high turnover?
  - What are the best sources for the candidate pool we want to target?
  - What approaches are we taking to build a pipeline of candidates (relationships with high schools, colleges, professional training programs)?
  - How are we reaching out to racial/ethnic minorities, women, and persons with disabilities?
  - How are we adjusting recruitment efforts that have not been as effective?
  - How can we improve our recruitment effectiveness to achieve our critical needs hiring goals?
  - Where can we use a shared resources model to maximize recruitment resources?
  - What networks or community relationships do we have established to ensure a highly diverse candidate pool?
  - What systems do we have in place to utilize best practices from other agencies?
  - Have we developed a good marketing plan that highlights the advantages of our workplace?

- ✓ **Retaining employees in targeted areas –**
  - What retention plans do we currently have in place? Are they effective?
  - Are our retention strategies focused on keeping high-performing and highly-skilled employees in our target areas?
  - Do we have effective strategies for ensuring that racial/ethnic minorities, women, and persons with disabilities are retained?
  - Have supervisors determined what motivates employees?
  - What retention strategies have been effective at other agencies or organizations? Examples of retention strategies can be found at the Workforce Planning for Wisconsin State Government website at http://workforceplanning.wi.gov/.

- ✓ **Knowledge transfer** –
  - Do we know how institutional knowledge and expertise will be retained when experienced employees in areas of high retirement vulnerability leave the agency workforce?
  - Are we focusing our efforts on retirement vulnerabilities that have the potential to affect the delivery of essential services?
  - Have we created opportunities for employees to interact formally or informally to share knowledge about their program areas?
  - Are we utilizing a variety of methods to accomplish knowledge transfer, such as staff-to-staff training, mentoring/coaching, work process documentation, or posting a list of subject matter experts for employee use?

- Other suggestions may be found at the Workforce Planning website in the Succession Planning component.

Step 4 - Strategy Development - Reporting:
See Appendix A, Report 2, Page 23
From the analysis above, develop strategies with measurable goals to address identified challenges in your specific target areas. Please submit an ***agency level summary*** on Report 2 from the report template in Appendix A, Page 23.

Samples to assist with strategy development are provided in ***Appendix B, Sample Reports 3 and 4, Pages 30-31***. Note the work unit/business function sample is for internal agency use only.

Phase II - Develop and Implement Action Plan

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│    Phase I        │ │    Phase II       │ │    Phase III      │
│ Conduct Workforce │ │ Develop and       │ │ Monitor,          │
│    Analysis       │ │ Implement         │ │ Evaluate, &       │
│                   │ │ Action Plan       │ │ Revise            │
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Phase I — Conduct Workforce Analysis	Phase II — Develop and Implement Action Plan
Step 1 — Supply Analysis	Step 1 — Develop Project Plan /Set Goals
Step 2 — Analyze workforce data	Step 2 — Develop Your Communication Strategy
Step 3 — Gap Analysis	Step 3 — Implement Action Plan
Step 4 — Develop Strategies	

The second 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.

Developing a workforce action plan will:
- Ensure that the agency has the workforce resources it needs to deliver its essential services in a timely manner.
- Ensure that the agency makes well-considered decisions and long-term investments relating to its critical workforce needs.

There are three steps to the development of a workforce action plan. The steps outlined below are designed to assist agencies in developing an action plan.

Step 1: Develop an Action Plan and Set Specific Goals

Now that you know what strategies need to be taken, develop a project plan and set goals to meet them. You may need a separate action item to address the

implementation of each strategy developed. The following questions may be helpful in developing your plan:
- Who will be responsible for creating the project 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 Your Communications Strategy

Your communications strategy is just as important as the workforce plan itself. Your 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 why the agency is doing it.
- Plans for communicating the details of the workforce plan to employees in target groups to make sure they understand 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.
- Procedures for monitoring the needs for additional communication as the plan is implemented.

Step 3: Implement Your Action Plan

Implementation brings your workforce plan to life. 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 developed.

Phase II - Develop and Implement Action Plan: Reporting - See Appendix A, Report 3, Page 24

Please submit your *agency-level* action plan using the template for Report 3 from Appendix A. A sample of an agency-level action plan is provided in ***Appendix B, Sample Report 5, Page 32.***

Phase III: Monitor, Evaluate, and Revise

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│     Phase I       │ │    Phase II       │ │    Phase III      │
│ Conduct Workforce │ │ Develop and       │ │ Monitor, Evaluate,│
│    Analysis       │ │ Implement         │ │    & Revise       │
│                   │ │ Action Plan       │ │                   │
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        │     Step 1        │      │     Step 1        │
        │  Supply Analysis  │      │    Develop        │
        │                   │      │ Project Plan/ Set │
        │                   │      │     Goals         │
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        │     Step 2        │      │     Step 2        │
        │ Analyze workforce │      │  Develop Your     │
        │     data          │      │ Communication     │
        │                   │      │   Strategy        │
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        ┌──────────────────┐      ┌──────────────────┐
        │     Step 3        │      │     Step 3        │
        │   Gap Analysis    │      │   Implement       │
        │                   │      │   Action Plan     │
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        │     Step 4        │
        │ Develop Strategies│
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Ongoing evaluation and adjustments are vital to effective workforce planning. Although the workforce plan should cover the three-year period from FY2007-09, 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 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.

Methods

There are many methods to obtain information about how well your 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 (see sample in Appendix B):
  - ✓ 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 complete the action step?
✓ 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
    ✓ Meeting, surveys, focus groups
    ✓ Organization performance assessments
    ✓ "Lessons learned" sessions

Reporting - Phase III, Monitor, Revise and Evaluate:

There is no report to be submitted for this phase. However, a sample of Monitor, Revise and Evaluate is provided in *Appendix B, Sample Report 6, Page 33.*

The Final Analysis: Executive Summary

An Executive Summary should be submitted as the cover of the agency's workforce plan with the other reports, as noted above, attached. This summary provides an opportunity for the agency to highlight information as an overview of the agency's workforce plan. It includes a high-level summary of identified key issues and vulnerabilities and agency plans to address those challenges. The template for this summary is provided in *Appendix A, Report 5, Page 28.*

Conclusion

The State of Wisconsin must prepare to adapt to the changing demographics of the workforce. We must also 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/.

Appendix A

Workforce Plan
Report Templates

The following report templates are provided for agencies to use in submitting their workforce plans to the Office of State Employment Relations.

By compiling the information outlined in the guide and developing these reports, the agency will have a workforce plan that it can build on in subsequent years. Agencies can create more detailed workforce plans using this guide and other available tools on the Workforce Planning web site: http://workforceplanning.wi.gov/.

This guide provides both the report templates (Appendix A) and completed samples of the reports (Appendix B). Data from reports supplied by the Office of State Employment Relations should be modified for submission in the Excel format in which they are provided.

Report 1 - Phase I

Steps 2 & 3: Key Challenge Analysis - *Agency Summary*

Classification(s) or Work Unit	Bureau/Division: Function	Critical Hiring Need?	Retirement vulnerable?	Description of key challenges in FY2007-09

Report 2 – Phase I

Step 4: Strategy Development - Agency Summary

Target Area (Classification or work unit)	Business Function	Key Challenge	Strategy	Goal

Report 3 – Phase II

Step 3: Develop & Implement Action Plan - Agency Summary

Strategy	Action Items (How will the strategy be accomplished?)	Person(s) Responsible (Name/ Division)	Timetable (Due Date)	Status (Action Item Not Started, Started, Completed)	Performance Measures (quantifiable goal that will measure the success of the strategy) *Key Measure (outcome) in italics*

Report 4: Monitor, Evaluate & Revise

Strategy	Action Items	Performance Measures	Status	Necessary Revisions	Person(s) Responsible (Name)	Timetable (Due Date)

Report 5: Executive Summary

AGENCY NAME:

IDENTIFIED AGENCY TARGET AREAS: Please list.

Critical Hiring Needs Classifications:

Retirement Vulnerable Classifications / Work Units:

KEY STRATEGIES SUMMARY: Please describe the workforce strategies that are highest priority for the agency over the FY2006-09 period and a brief overview of the agency's plan to accomplish these strategies.

APPENDIX B

Workforce Plan
Sample Reports

Sample Report 1 – Phase I

Steps 2 & 3: Key Challenge Analysis - Work Unit/Business Summary

Division/Bureau: _____ **(Each Div/Bureau completes their own summary)**

Classification	Function	Critical Hiring Need?	Retirement Vulnerable?	Current Skills Available	Anticipated Skill/Training Needs	Key Challenge
Regulatory Specialist - Sr.	Regulation Example: This would be completed by the Bureau of Regulation			Administrative rules/statutes interpretation, audit functions, remedy planning skills: 1 employee proficient in audit function 2 moderately proficient - all skill areas 1 employee low proficiency.- all areas 1 Reg. Spec. Sr. who is proficient in all areas is eligible to retire in next FY	Training needed in new Access database, and knowledge and understanding of new legislation which expands our regulatory authority in …. Need for knowledge transfer to begin for less proficient employees	Not all employees trained to needed skill levels High turnover in Reg. Spec. entry level causing weakness in bench strength; Knowledge transfer from experienced retirement eligible employee not yet started.
Regulatory Specialist - Sr.	Enforcement Example: This would be completed by Bureau of Enforcement			3 employees proficient in knowledge of enforcement procedures and principles.	Training needed in changes in scope of enforcement procedures. No anticipated staffing changes required.	All employees in this function will need update training on new enforcement procedures and associated software applications.
Regulatory Specialist Program Assistant	Consumer Services Example: This would be completed by Bureau. of Consumer Services			2 employees proficient with oral and written communication skills; complaint resolution skills; MS software application knowledge; listening skills	Training needed in Spanish due to anticipated increase in Hispanic/Latino population. Training in anticipated complaint content due to legislative and enforcement changes; increase in complaints anticipated for next FY which will need staff support.	Bilingual skills of employees not adequate to handle demand. All employees in this function will need update training to respond to anticipated increase in complaints and customer questions.

Sample - Report 2 – Phase I

Steps 2 & 3: Key Challenge Analysis - Agency Summary

Classification(s)	Bureau/Division: Function	Critical Hiring Need?	Retirement Vulnerable?	Description of Key Challenges in FY 2007-09
Regulatory Specialist-Sr.	Bureau of Regulation: *Regulation* *Policy Development*		X	Existing staff will need training to become proficient in new legislation and policies for implementation and associated new software application. One key employee eligible has notified manager he anticipates retiring in this reporting period. Need to begin knowledge transfer
Regulatory Specialist-Sr.	Bureau of Enforcement: *Enforcement* *Audit*	X		Because these are difficult skills for which to recruit, training for existing staff will be needed on new enforcement procedures and associated software application.
Regulatory Specialist	Bureau of Consumer Services:	X		Expected increase in Hispanic/Latino customer population - increased bilingual skills needed for customer service Processes and workload should be reviewed In anticipation of an increased complaint processing load. Training for existing staff on responding to complaints related to legislative and enforcement changes and new software application will be needed.

Sample Report 3 – Phase I

Step 4: Strategy Development - Work Unit/Business Function

Division/Bureau: _____

Work Unit Business Function: Regulate state programs within the agency

Goal	Establish knowledge transfer process to ensure knowledge transfer
Key Challenge	Anticipated retirement in "X" classification which may result in knowledge loss for core regulatory function.
Strategy	Conduct brainstorming sessions with key employees to identify key knowledge, skills and abilities on which to focus knowledge transfer Identify appropriate, current staff that may have an interest in participating in a knowledge transfer program. Require program documentation by leaving employee Where possible, obtain approval for and implement recruitment & filling of anticipated vacancies prior to retirees leaving to ensure adequate training of new staff and knowledge transfer

Sample Report 4 – Phase I

Step 4: Strategy Development - Agency Summary

Target Area (Classification or work unit)	Agency Business Function	Key Challenge	Goal	Strategy
Work Units: Bureau of MNO Bureau DEF Bureau XYZ	Regulate state programs within the agency	Large number of retirement eligible employees in "X" classification across three work units in Division ABC	Establish knowledge transfer process to ensure knowledge transfer	• Conduct brainstorming sessions with key employees to identify key knowledge, skills and abilities on which to focus knowledge transfer • Identify appropriate, current staff that may have an interest in participating in a knowledge transfer program. • Require program documentation by leaving employee • Where possible, obtain approval for and implement recruitment & filling of anticipated vacancies prior to retirees leaving to ensure adequate training of new staff and knowledge transfer
	Respond to consumer complaints and information requests	Need for increased Bilingual skills – English/Spanish	Provide consumer information in Spanish as needed	• Actively recruit for bilingual English/Spanish skills • Develop agency outreach programs with Hispanic/Latino community • Train current staff in the Spanish language

Sample Report 5 – Phase II

Step 4: Develop & Implement Action Plan - Agency Summary

Division's Action Strategy (How will we address our key challenges?)	Action Items (Specifically, how will the strategy/objective be accomplished?)	Person(s) Responsible (Name)	Timetable (Due Date)	Status (Action Item Not Started, Started, Completed)	Performance Measures (What measure will we use to determine successful completion of action items?)
Assess customer complaint process to identify opportunities for improvement	1. Section chiefs will compile complaint data for six months to include…. 2. Analysis of data to identify trends and service interruption causes	Bureau Director Jane Doe	Dec. 2006	Not started	Report submitted to Bureau Director for review by due date. Identify 1-3 trends or causes for customer complaints and establish goals for improvement.
Establish a knowledge transfer process and program to ensure knowledge transfer on a consistent and ongoing basis	Identify critical hiring needs and retirement vulnerable classes. Analyze workforce: staffing levels, key knowledge, skills and abilities (KSA's), and retirement demographics. Brainstorm key knowledge, skills and abilities with key staff Utilize staff focus group to establish a knowledge transfer process and program	Div. Administrator Jones	Jan 2007	Not started	Complete list of CHN and RV classifications Begin cataloguing occupational skills for at risk target classifications. Identify risk levels for skill loss. Submit established knowledge transfer process to Division Administrator Begin knowledge transfer program by April 2007

Sample Report 6 - Phase III

Monitor, Evaluate & Revise

Division's Action Strategy (What will be done to support the department's goals? What are you doing? Why? For Whom?)	Action Items (Specifically, how will the strategy/objective be accomplished?)	Performance Measures (Have we established a quantifiable goal that will measure the successful completion, impact or outcome?) Key Measure (outcome) in italics	Status	Necessary Revisions	Person(s) Responsible (Name)	Timetable (Due Date)
Assess customer complaint process to identify opportunities for improvement	1. Section chiefs will compile complaint data for six months to include…. 2. Analysis of data to identify trends and service interruption causes	Report submitted to Bureau Director for review by due date. Identify 1-3 trends or causes for customer complaints and establish goals for improvement.	Not started		Bureau Director Jane Doe	Dec. 2006
Establish a knowledge transfer process and program to ensure knowledge transfer on a consistent and ongoing basis	Identify critical hiring needs and retirement vulnerable classes. Analyze workforce: staffing levels, key knowledge, skills and abilities (KSA's), and retirement demographics. Brainstorm key knowledge, skills and abilities with key staff Utilize staff focus group to establish a knowledge transfer process and program	Complete list of CHN and RV classifications Begin cataloguing occupational skills for at risk target classifications. Identify risk levels for skill loss. Submit established knowledge transfer process to Division Administrator Begin knowledge transfer program by April 2007	Not started		Deputy Secretary Doe	Jan 2007