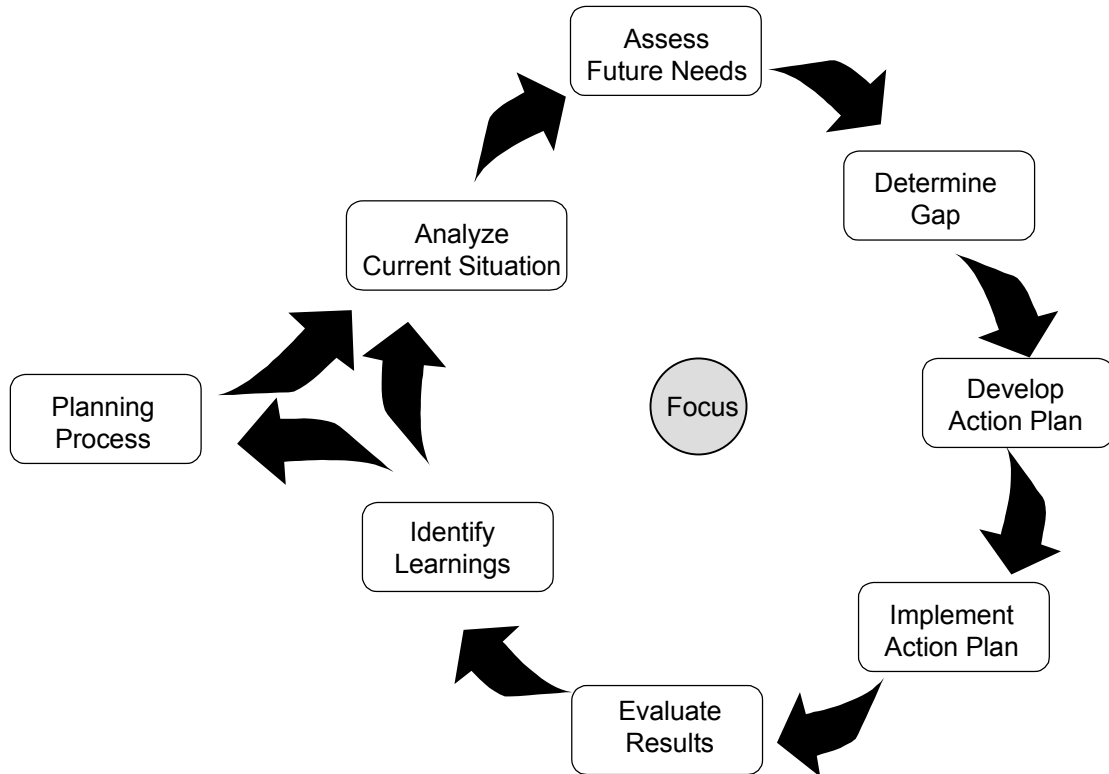




# Workforce Planning Process



# Workforce Planning

## Analyze Current Situation



### Key Questions:

- Does the agency have a comprehensive workforce planning program that is linked to the agency's strategic plan?
- Does the agency gather and analyze demographic workforce indicators; for example, critical information such as turnover, years of service, educational levels, age, race, and sex?
- Does the current workforce have the adequate skills and competencies to efficiently accomplish objectives?
- Has the agency been able to recruit and retain talent competitively?
- Does the agency maintain a formal succession plan that identifies key agency positions and potential successors?
- Are agency structure and HR practices appropriately aligned for achieving goals and objectives?



### Seek:

- Key components of workforce planning in the agency's overall strategic plan.
- Direct correlations of employee performance and agency outputs and deliverables.
- Excessive agency or unit turnover which could indicate workload problems or other organizational issues.



### Tips:

- Review HR Data Warehouse (PMIS) to analyze staffing, projected attrition and replacement needs. Agencies should consider the scarcity or abundance of the skill sets required.
- Maintain an employee skills inventory and monitor systematically to support developmental initiatives and match against internal skill and competency requirements.
- Review recruiting efforts and identify hard to fill positions.
- Review employee exit interview data for trends or other possible interventions.
- Interview agency executives and key managers to get feedback on the effectiveness of organizational structure.

# Workforce Planning

## Assess Future Needs



### Key Questions:

- Has the agency been affected by or do you anticipate any new legislation (Federal/State) that will impact your workforce or agency operations?
- Does the agency anticipate any expansion of current programs and activities that impact the workforce?
- Is the agency planning for any de-emphasis or discontinuance of agency activity that would impact the workforce?
- What new skills or core competencies will your workforce need by occupational category and what is the availability of those skills and competencies?
- What is your agency IT strategy and how will your workforce be prepared for newly planned innovations?
- What specific training and development requirements will be needed and what are the projected costs?
- How will the workforce of the future impact the agency capital and financial plans?



### Seek:

- National, State, and Local industry trends that may indicate possible legislative action and movements.
- Increases in competition for employees that may affect recruiting efforts.
- Planned attrition and the impact it will have on maintaining an experienced and skilled workforce.
- Possible skill deficiencies and the impact on services.



### Tips:

- Establish staffing benchmarks and determine best practice approaches to plan for costs and return on investment.
- Ensure agency succession planning efforts are accurate for the future.
- Plan new program implementation to maximize and project necessary resources.
- Target and constantly scan the environment for indicators of change and alignment with agency mission.
- Benchmark similar states and organizations for organizational structure and the use of employee assets.

# Workforce Planning

## Determine Gap



### Key Questions:

- How will the anticipated demand for the agency services impact the size, skills and competencies of the current workforce?
- Does the current or future labor market indicate the appropriate availability of talent for which the agency is competitive?
- Is the agency currently or projected to experience losses due to retirement, normal attrition or contraction?
- How will the agency compensate for address projected skill and competency deficiencies?
- How does the agency workforce plan the impact the agency business activity, technology, capital and financial plans?



### Seek:

- Deviation from normal operating procedures and the impact on agency service delivery.
- Changing morale and work-life issues that may impact organizational performance.
- Structural barriers, systems, policies and procedures that inhibit efficiency and change adaptability.
- Insufficient budget and resource allocations.
- Changing skill requirements and the impact on current and future workforce.



### Tips:

- Identify and plan for short and long-term competencies that are necessary to meet future objectives and distinguish unique gaps.
- Determine and create workplace culture plans that value individual and group contributions.
- Plan and anticipate “current status” transitions to meet multiple and changing “to be status” environments.
- Examine total compensation in today’s environment versus total compensation in the future.
- Examine factors that impact the ability to compete for necessary resources and develop a plan to address them.
- Communicate with the group developing the technology plan.

# Workforce Planning

## Develop Action Plan



### Key Questions:

- What strategies should the agency develop and implement to eliminate the gaps in your workforce-planning program?
- Are key stakeholders and agency leadership apprised of the concrete need for change and action?
- Have the necessary resources or implementers of change been given the opportunity to provide input in the action planning process?
- What is the appropriate timeline to implement the agency workforce plan?



### Seek:

- Efforts by the agency's senior leaders to build teamwork and reinforce a shared vision for eliminating the workforce gap.
- Agency alignment of performance management with goals in action plan.



### Tips:

- Involve all levels of agency employees in the action planning process.
- Define performance criteria and appropriate measures for evaluation.
- Coordinate with the groups formulating the capital and financial plans.

# Workforce Planning Implement Action Plan



## **Key Questions:**

- Has the agency allocated the necessary resources to ensure an appropriate response?
- Has the agency assigned responsibilities and provided role clarity in carrying out the plan?
- Does the agency have a plan to conduct periodic monitoring to measure progress?
- Has the agency designed and planned a comprehensive communications program to augment implementation efforts?



## **Seek:**

- Indications that the agency is making flexible use of its workforce, putting the right employees in the right roles across organizational boundaries.
- Understanding of action plan by all levels of employees.



## **Tips:**

- Develop a project plan that establishes responsibilities with major milestones.
- Conduct periodic meetings with key staff to discuss progress and phases of implementation.
- Provide feedback to all levels of the organization.

# Workforce Planning

## Evaluate Results



### Key Questions:

- Have all major milestones in the agency project plan been completed?
- Did the agency make the appropriate investments in education and training to help its employees build the competencies needed to achieve the agency's shared vision?
- Has the agency recruiting and hiring strategy supported short and long-term goals?
- Does a review of the agency skills inventory indicate the elimination of gaps previously identified?
- Has the agency deployed its workforce appropriately to maximize effectiveness and efficiency?



### Seek:

- An explicit link between skill improvement and agency performance.
- An increase in the quality of hires and their associated performance.
- Testimonial evidence from employees and management that necessary training and develop is relevant and encouraged.
- Indications of integrated work unit coordination and communication.



### Tips:

- Get feedback from managers and staff on the effectiveness of the performance management system and its return on investment.
- Analyze and review performance appraisals and progress in employee development.
- Review agency's operating budget spent on training and compare industry benchmarks.
- Review recruiting efforts and look for reduced cycle times (from requisition to hire).
- Review succession-planning efforts and determine effectiveness.



# Workforce Planning

## Identify Learnings



### **Key Questions:**

- What did the agency learn from the workforce planning process?
- What changes need to be made?
- How will the agency implement what was learned.



### **Seek:**

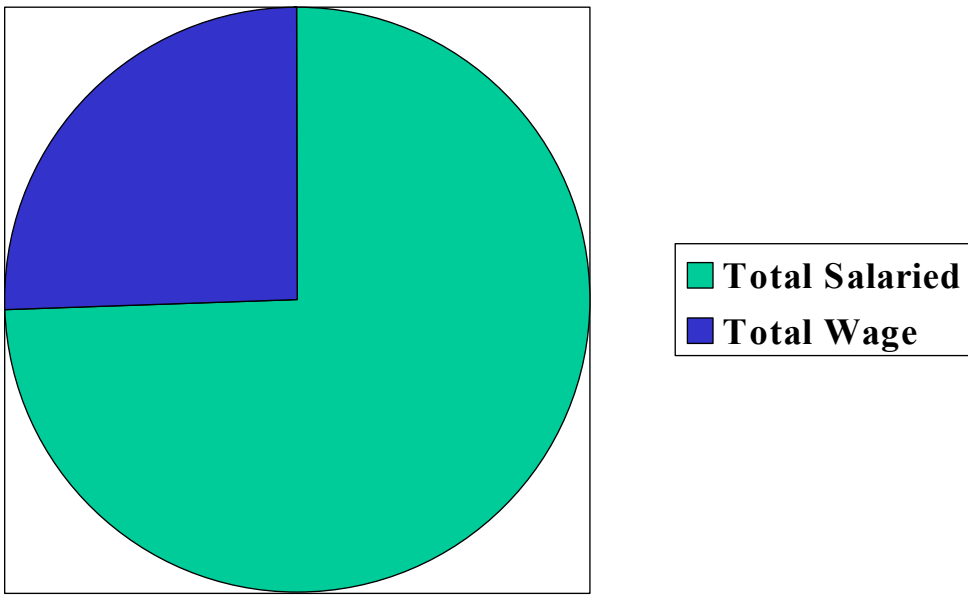
- Strategies that worked well in this planning cycle as well as those strategies that did not work as well as intended.
- Key staff that played major roles in those areas.
- Process and structural improvements that enhance the agency's ability to accomplish goals and objectives.



### **Tips:**

- Ensure that workforce-planning efforts are adjusted based on learnings and are again integrated into the agency strategic plan.
- Review agency performance measurements and adjust to accommodate greater organizational efficiency.

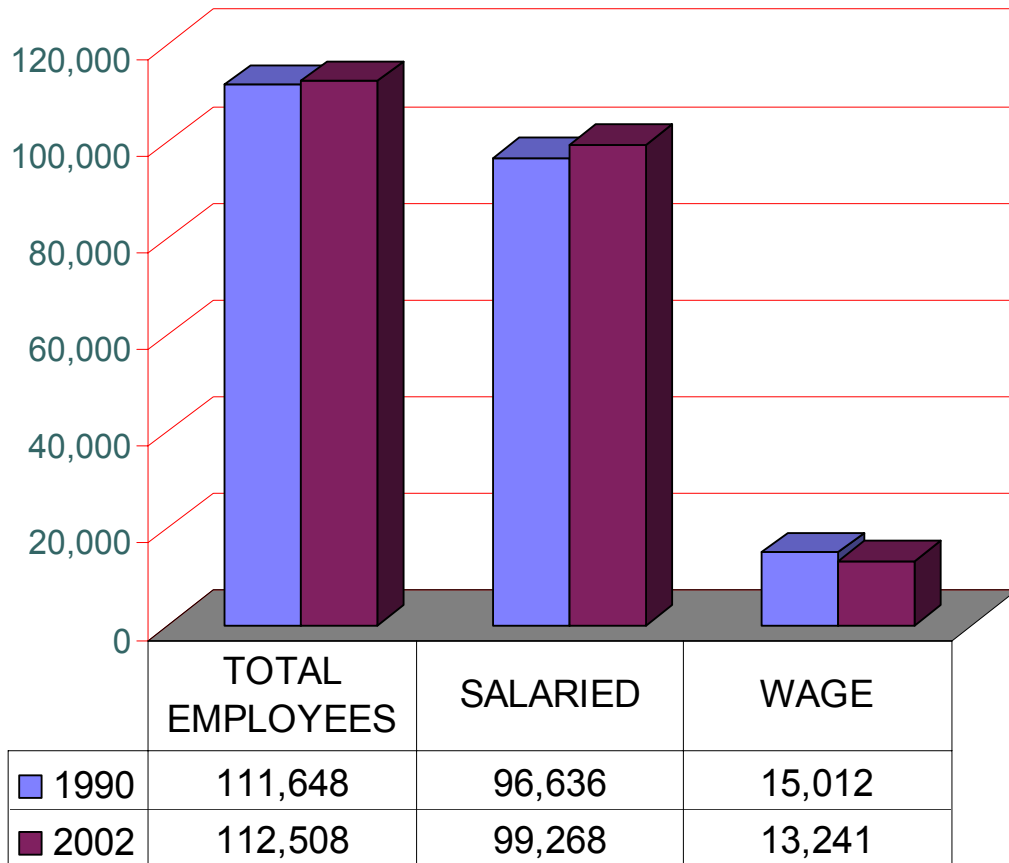
# State Employee Head Counts Faculty and Non-Faculty, 2002



Total Salaried	99,976
Total Wage	34,476
All	134,452

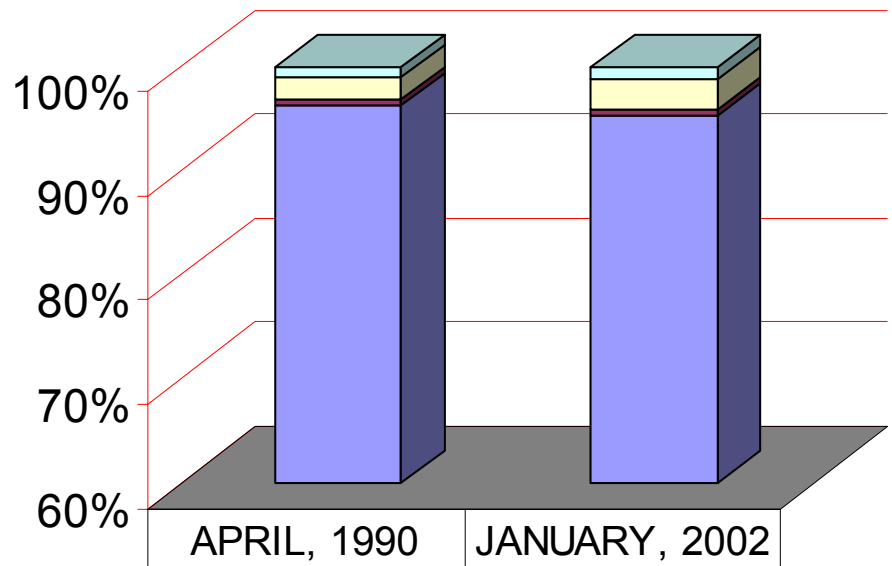
# Total State Employees

## Full Time Equivalent Salaried & Wage



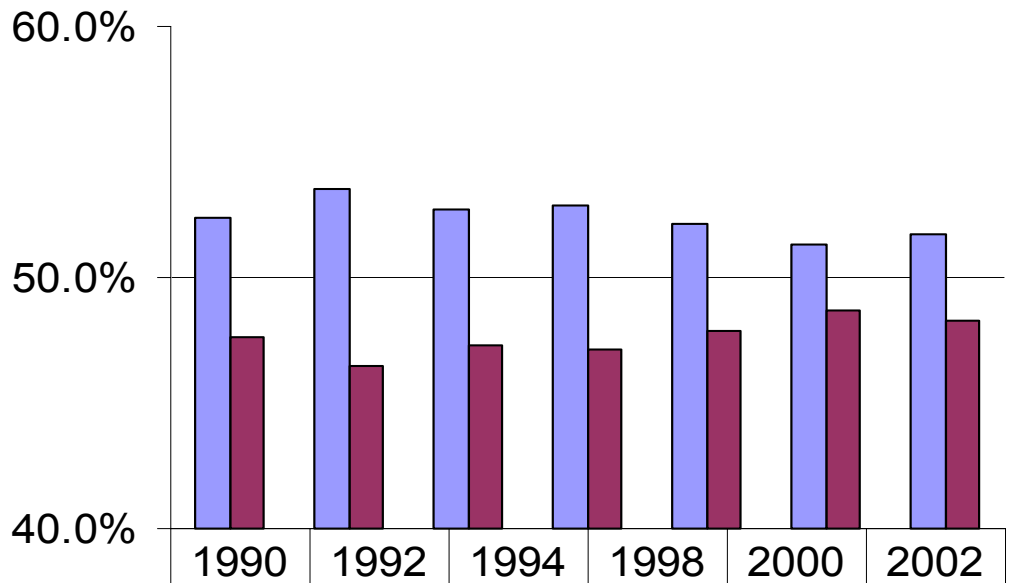
# Workforce Benchmarks

## Total Salaried Employees by Branch



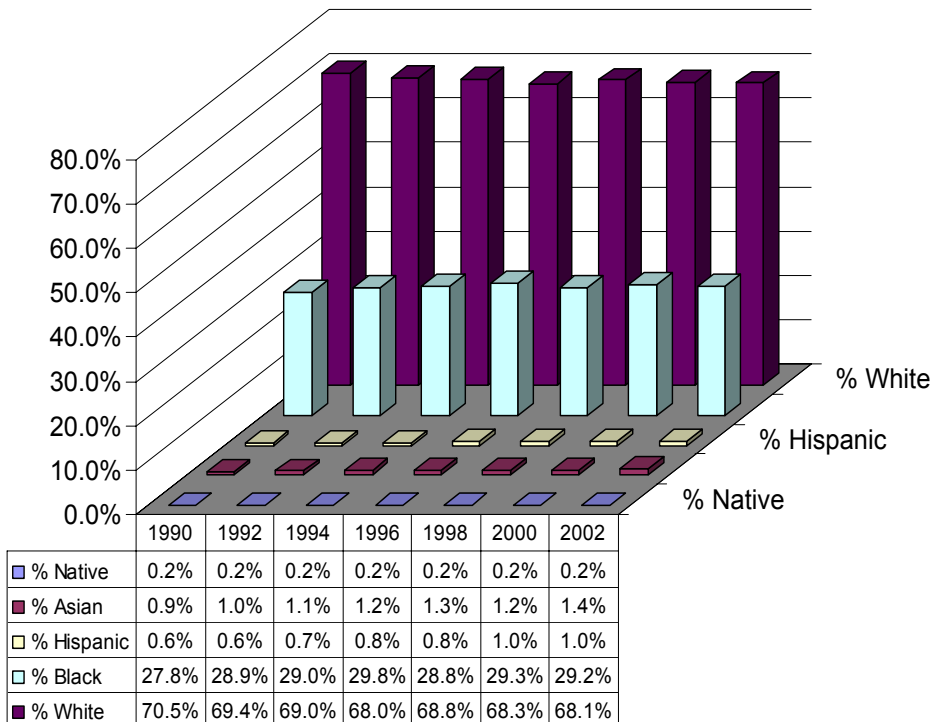
	APRIL, 1990	JANUARY, 2002
INDEPENDENT	961	1253
JUDICIAL	2026	2819
LEGISLATIVE	587	542
EXECUTIVE	93063	94655

*Workforce Benchmarks*  
**Classified State Employees  
 by Gender**



■ Percent Female	52.4%	53.5%	52.7%	52.1%	51.3%	51.7%
■ Percent Male	47.6%	46.5%	47.3%	47.9%	48.7%	48.3%

# Classified State Employees by Race



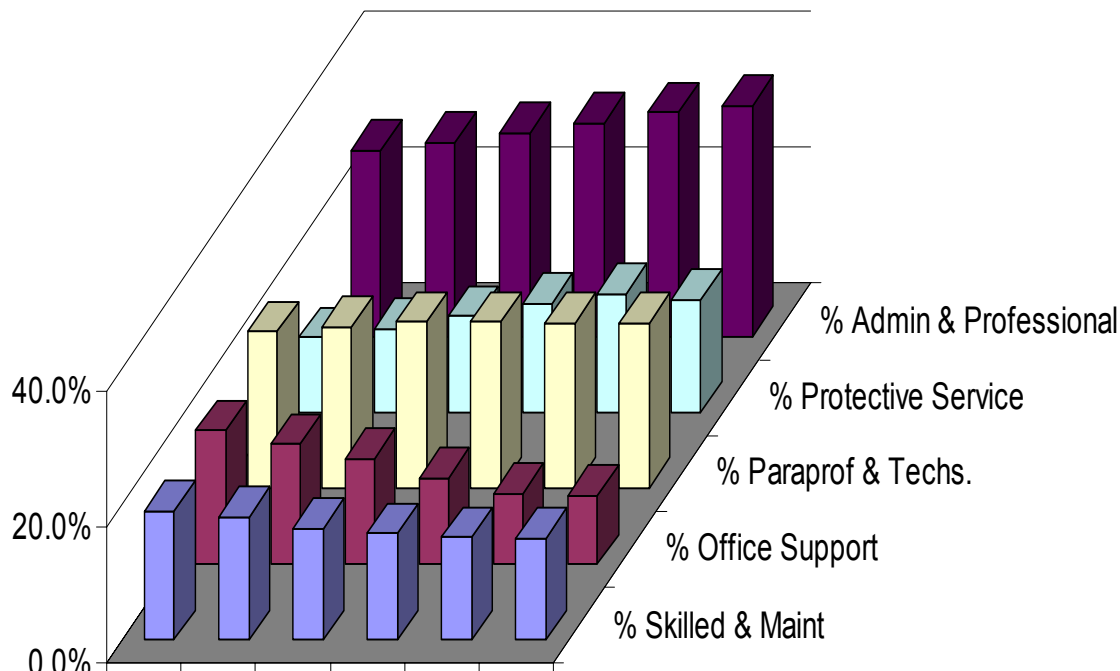
# Comparison of Virginia Population with State Employees by Race

<b>RACE</b>	<b>VA POPULATION*</b>	<b>STATE EMPLOYEES</b>
WHITE	74.6%	68.3%
BLACK	18.9%	29.3%
HISPANIC	2.3%	1.0%
ASIAN	3.8%	1.2%
NATIVE	0.3%	0.2%

\*Source: 2000 Census, population of Virginia 18 years or older

# Workforce Benchmarks

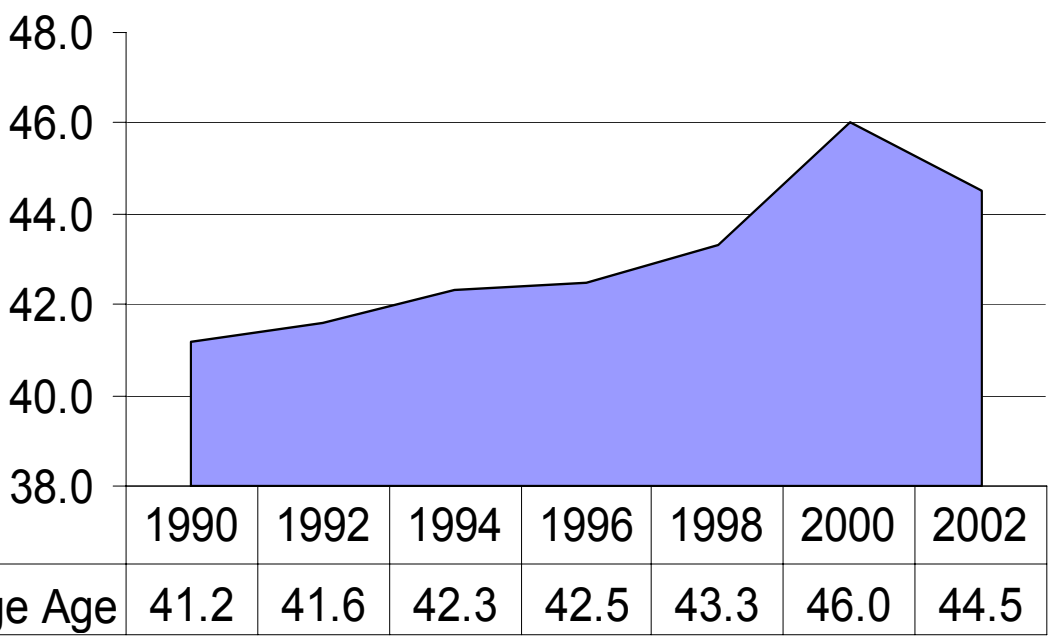
## Classified State Employees by Occupation



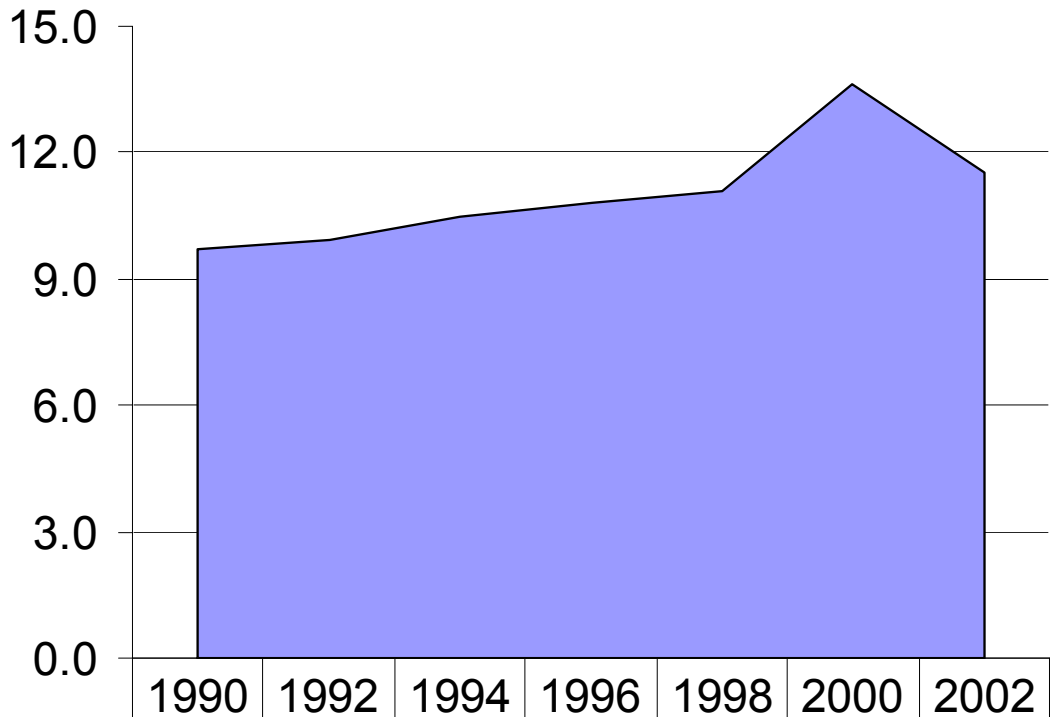
	1990	1994	1996	1998	2000	2002
% Skilled & Maint	19.0%	18.0%	16.3%	15.7%	15.1%	15.0%
% Office Support	19.6%	17.6%	15.4%	12.6%	10.4%	10.1%
% Paraprof & Techs.	23.0%	23.7%	24.4%	24.4%	24.2%	24.3%
% Protective Service	11.0%	12.3%	14.1%	15.9%	17.4%	16.6%
% Admin & Professional	27.4%	28.5%	29.8%	31.3%	32.9%	33.9%



*Workforce Benchmarks*  
**Classified State Employees**  
**Average Age**



# Classified State Employees Average Years of Service



Average Service	9.7	9.9	10.5	10.8	11.1	13.6	11.5
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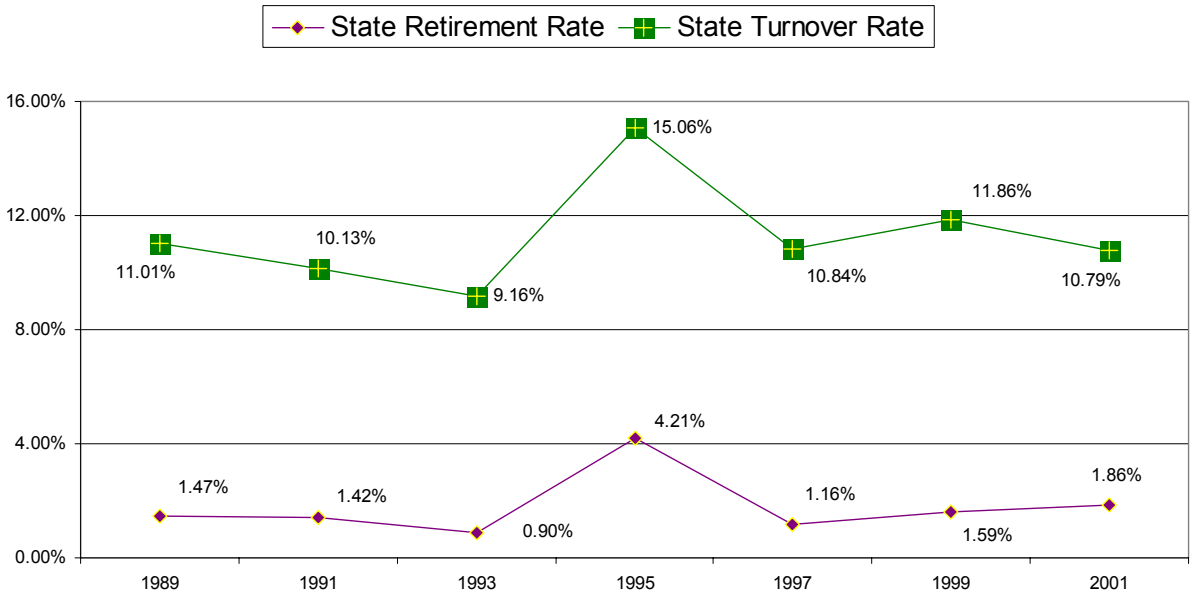
# Top Ten Agencies with Highest Average Service

Agency	Average Service	# Employees
Virginia Parole Board	25.0	3
Dept of Rail & Public Trans	20.3	27
State Milk Commission	18.5	8
Dept of Information Technology	17.6	323
Dept of Forestry	16.3	295
Dept Mines, Minerals & Energy	16.2	231
Dept of Ag & Consumer Services	15.0	486
Virginia Employment Commission	14.9	932
Dept of Accounts	14.8	114
Dept of Motor Vehicles	14.6	2,020

# Top Ten Job Titles with Highest Average Service (Minimum of 10 Employees)

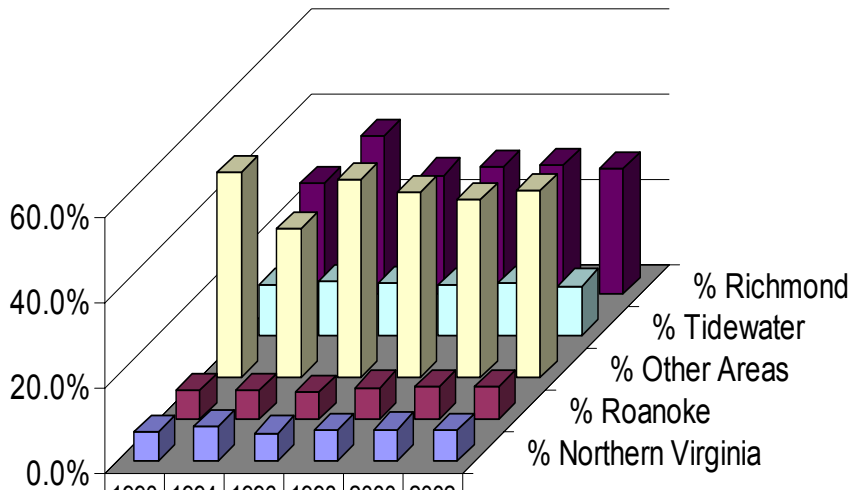
Role Title	Average Service	# Employees	Agencies
Land Acq & Property Mgmt Manager I	27.1	12	VDOT
Security Manager IV	26.7	12	DOC
Transport Operations Manager III	26.6	66	VDOT
Probation Manager II	26.3	21	DJJ, DOC
Law Enforcement Manager II	25.7	175	VSP, OTHER
Transport Operations Manager II	24.6	287	VDOT
Security Manager III	24.3	43	DOC, DJJ
Architecture/Engineering Mgr III	24.0	35	VDOT, DGS
Probation Manager I	23.8	70	DOC, DJJ
Retail Manager III	22.9	16	ABC

# State Retirement and Turnover Rates



# Workforce Benchmarks

## Classified State Employees by Location

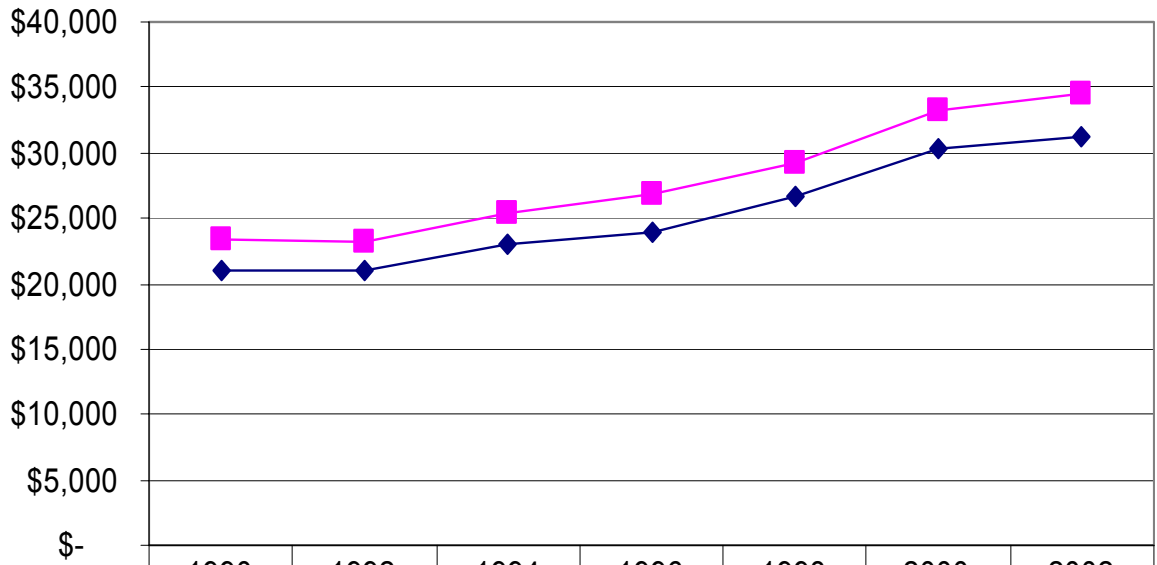


	1990	1994	1996	1998	2000	2002
% Northern Virginia	7.0%	8.0%	6.7%	7.4%	7.5%	7.4%
% Roanoke	7.0%	7.0%	6.6%	7.5%	7.9%	7.7%
% Other Areas	48.0%	35.0%	46.2%	43.2%	41.8%	43.7%
% Tidewater	12.0%	13.0%	12.6%	12.1%	12.4%	11.8%
% Richmond	26.0%	37.0%	27.9%	29.7%	30.4%	29.4%

# Workforce Benchmarks

## Classified State Employees

### Median and Average Salaries



	1990	1992	1994	1996	1998	2000	2002
◆ Median Salary	\$21,079	\$21,079	\$22,931	\$23,975	\$26,604	\$30,248	\$31,229
■ Average Salary	\$23,412	\$23,244	\$25,360	\$26,834	\$29,211	\$33,253	\$34,478

# Workforce Benchmarks

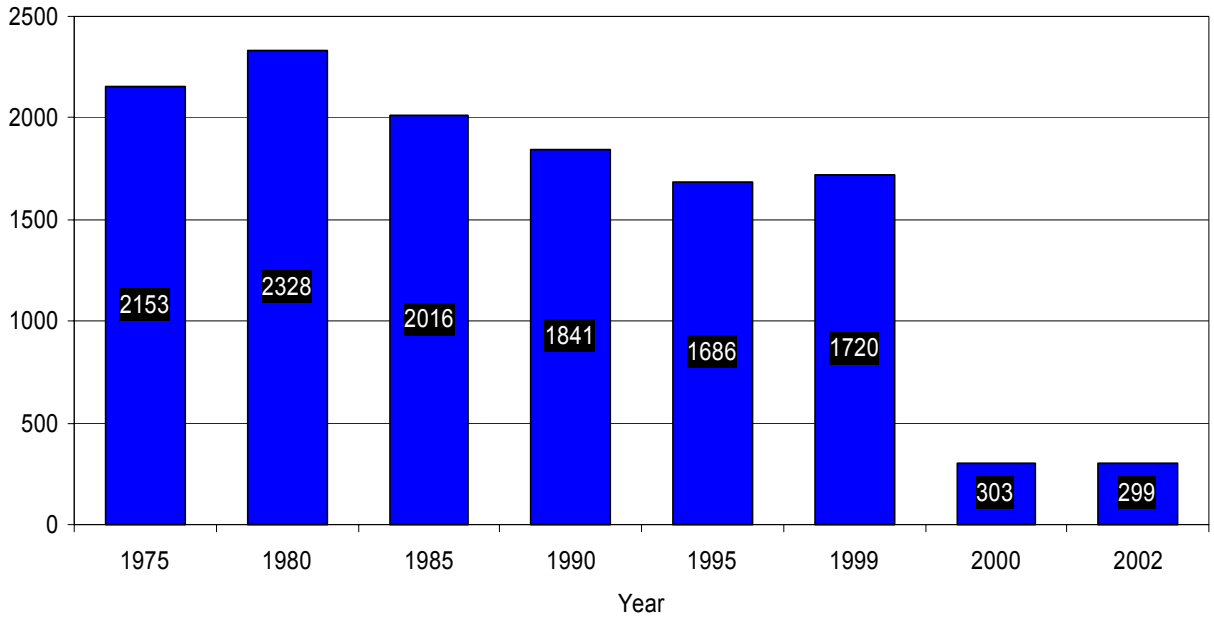
## Classified State Employees by Pay Band

<u>PAY BAND</u>	<u>NUMBER OF EMPLOYEES</u>	<u>PERCENT OF TOTAL</u>	<u>MINIMUM SALARY</u>	<u>AVERAGE SALARY</u>	<u>MAXIMUM SALARY</u>
1	2,609	3.8%	\$13,101	\$17,244	\$26,888
2	12,224	17.7%	17,116	23,306	35,127
3	23,797	34.4%	20,455	28,091	41,980
4	16,827	24.3%	26,722	35,942	54,842
5	10,306	14.9%	34,910	48,642	71,646
6	2,855	4.1%	45,607	66,208	93,599
7	366	0.5%	59,581	87,120	122,281
8	191	0.3%	77,837	129,678	159,747
9	14	0.0%	101,687	158,933	MARKET



## Workforce Benchmarks

# Number of State Classified Job Titles



# Employee Performance Rating Distribution

## 2000

•Exceptional	16.5%
•Exceeds Expectations	54.9%
•Meets Expectations	27.9%
•Fair But Needs Improvement	0.6%
•Does Not Meet Expectations	0.1%

## 2001

•Extraordinary Contributor	8.8%
•Contributor	90.0%
•Below Contributor	0.3%

# *Workforce Planning* **Data Warehouse**



**WORKFORCE  
DATA WAREHOUSE**

**CITIZENS**

**EMPLOYEES**

**MANAGEMENT**

**BENCHMARKS**

# Workforce Planning Employee Data

## WORKFORCE EMPLOYEE DATA

### POSITION

- Employee ID Number
- Position Number
- Agency
- Division
- Occupational Family
- Career Group
- Role
- SOC
- EEO Code
- Level
- FLSA
- Work Title
- Status
- Work Location

### DEMOGRAPHICS

- Employee ID Number
- Employee Name
- Home Address
- Social Security Number
- Age
- Sex
- Marital Status
- Race
- National Origin
- Veteran Status
- Disability
- Education Level
- Hire Date
- Date in Position
- Termination Date
- Termination Reason
- Years of Service

### COMPENSATION

- Employee ID Number
- State Salary
- Non-State Salary
- Total Salary
- Total Salary % of Band
- Benefits Value
- Total Compensation

### BENEFITS

- Employee ID Number
- Health Benefits
- Leave
- VSDP
- Long Term Care
- Life Insurance
- Optional Life Insurance
- Deferred Compensation
- Cash Match
- Retirement
- Holiday Pay
- Savings Bonds
- Flexible Spending Acct

### PAYROLL

- Employee ID Number
- Current Pay
- Current Deductions
- Direct Deposit
- General Ledger Funding
- W2 Reporting

### POSITION KSAs

- Position Number
- Knowledge
- Skills
- Abilities
- Required Training
- Required Trng Frequency

### PAY BAND

- Position Number
- Pay Band
- Band Minimum
- Band Maximum
- Differential Rate
- Funding Source

### PERFORMANCE

- Employee ID Number
- Rater
- Reviewer
- Review Date
- Review Period
- Performance Rating
- Development Plan
- Development Plan Date
- Recognition

### PAY PRACTICES

- Employee ID Number
- Starting Pay
- Performance Pay
- Promotion
- Transfer
- Demotion
- Temporary Pay
- Role Change
- In-Band Adjustment
- Disciplinary
- Competitive
- Sign-on Bonus
- Retention Bonus
- Reward Bonus

### TRAINING & DEVELOPMENT

- Employee ID Number
- Type of Training
- Title
- Start Date
- End Date
- Training Hours
- Cost
- Location
- Delivery Method
- Purpose
- Results
- Competency

### HISTORY

- Employee ID Number
- Position History
- Pay Practice History
- Certifications
- Licenses
- Resume
- Past Work Experience
- Special Projects
- Special Appointments
- Volunteer Experience

# Workforce Planning Management Data

## WORKFORCE MANAGEMENT DATA

### POSITIONS

- Agency
- Position
- Position KSAs
- Pay Band

### EMPLOYEES

- Agency
- Demographics
- Compensation
- Benefits
- Payroll
- Performance
- Pay Practices
- Training & Development
- History

### RECRUITMENT

- Agency
- Position Number
- Number of Times Recruited
- Number of Applications
- Applicant Demographics
- Time to Fill Position
- Recruitment Pool
- Media Used
- Cost of Recruitment
- Cost per Applicant
- Labor Market Issues

### HIRING

- Agency
- Position Number
- No. Applicants
- Applicant Demographics
- No. Qualified Applicants
- Qualified Appl. Demographics
- No. Appl. Interviewed
- Interviewee Demographics
- No. of Offers to Fill
- Time to Hire
- Cost of Hire
- Testing
- Hiring Issues

### TURNOVER

- Agency
- Turnover Reasons
- Voluntary Turnover
- Involuntary Turnover
- Total Turnover

### DISPUTE RESOLUTION

- Agency
- Employee ID Number
- Issue
- Type of Service
- Service Provider
- Date Issue Received
- Date Service Provided
- Time Spent
- Date Issue Concluded
- Outcomes
- Resolution Cost

### RECOGNITION

- Agency
- Employee Suggestions
- Employee of the Year
- Shared Values
- Governor's Awards
- Director Awards
- Special Awards
- Spot Awards
- Service Awards
- CVC
- Volunteers

### COMMUNICATION

- Agency
- Employee Survey
- Town Hall Meeting
- Focus Groups
- Employee Newsletter
- Commonwealth Currents
- Intranet
- Internet

### MANAGEMENT

- Agency
- Strategic Plan
- Programs & Activities
- Workforce
- Succession
- Technology
- Capital
- Financial
- Performance Results

### BENCHMARKS

- Agency
- Other Agencies
- VEC
- Other States
- NASPE
- Council of State Govts.
- OPM
- DOL
- BNA
- Conference Board
- Corp Leadership Council
- GPP
- NAPA
- NPR

# Workforce Planning Toolkit



Size and Distribution Worksheets



Demographics Worksheets



Recruitment Worksheet



Hiring Worksheet



Turnover Worksheet



Compensation Worksheet



Knowledge, Skills, and Abilities Worksheet



Training and Development Worksheet



Performance Worksheet



Management Worksheet



Grievances and Complaints Worksheet



Communication Worksheet

# Workforce Size and Distribution

Count	Employee Name	Position Number	Occupational Family	Career Group	Role	SOC	Level	Work Title	EEO Code	Status	Work Location
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											

## Workforce Planning

# Workforce Size and Distribution

Role Size and Distribution	FY _____		FY _____		FY _____	
	#	%	#	%	#	%
Employees in Role						
Status						
Full Time Classified						
Part Time Classified						
Full Time Nonclassified						
Part Time Nonclassified						
Wage						
Temporary						
TOTAL						
Work Titles						
_____						
_____						
_____						
Work Locations						
_____						
_____						
_____						
Standard Occupational Category						
_____						
_____						
_____						
EEO Code						
_____						
_____						
_____						



# Workforce Planning Demographics

Count	Employee	Years of Service	Age	Sex	Race	National Origin	Marital Status	Disability	Veteran Status	Education Level
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										

## Workforce Planning

# Race, Sex to Age Demographics

DEMO- GRAPHICS	White		Black		Hispanic		Asian Asian American		American Indian Alaskan Native		TOTAL	
	% Male	% Female	% Male	% Female	% Male	% Female	% Male	% Female	% Male	% Female	% Male	% Female
< 25 yrs												
25 ≤ X < 30 yrs												
30 ≤ X < 35 yrs												
35 ≤ X < 40 yrs												
40 ≤ X < 45 yrs												
45 ≤ X < 50 yrs												
50 ≤ X < 55 yrs												
55 ≤ X < 60 yrs												
60 ≤ X < 65 yrs												
≥ 65 yrs												
TOTAL												

# Workforce Planning Performance

Count	Employee	Rater	Reviewer	Review Date	Review Period	Performance Rating
1						
2						
3						
4						
5						
6						
7						
8						
9						
10						

# Workforce Planning Compensation

Count	Employee	State Salary	Non-State Salary	Total Salary	Total Salary % of Band	Benefit Value	Total Compensation
1							
2							
3							
4							
5							
6							
7							
8							
9							
10							

# Workforce Planning Leave

Count	Employee	Adminis- trative	Annual	Compen- satory	Educa- tional	Education Assistance	FMLA	Family & Personal	Military	Overtime	Sick
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											

# Workforce Planning Turnover

<b>TURNOVER</b>	<b>FY __</b>	<b>FY __</b>	<b>FY __</b>
Resign - Home Responsibilities			
Resign - Better Job			
Resign - Dissatisfied			
Resign - Ill Health			
Resign - School			
Resign - Leaving Area			
Resign - During Probation			
Resign - Military Service			
Resign - Other			
Separated - Completion of Limited Appointment			
Separated - Transfer to Local			
<b>Total Voluntary Turnover</b>			
Separated - Layoff Leave Expired			
Separated - Layoff			
Retirement - Disability			
Retirement - Service			
Death			
Removed - Unadapted for Assigned Work			
Removed - Violations of Standards of Conduct			
Removed - Unsatisfactory Performance During Probationary Period			
Removed - Neglect of Duty			
Removed - Failure to Report After Approved Leave			
<b>Total Involuntary Turnover</b>			
<b>Total Turnover</b>			

# Workforce Planning Recruitment

POSITION RECRUITMENT	FY ____	FY ____	FY ____
Number of applications			
Number times recruited			
Date began recruitment			
Date completed recruitment			
Time to fill position			
Recruitment pool			
General public			
State employee only			
Agency only			
Continuous			
Media used to recruit			
_____			
_____			
Cost of recruitment			
Cost per applicant			
% of budget spent on recruiting			
Labor market issues			
_____			
_____			
Applicant demographics			

# Workforce Planning Hiring

<b>POSITION HIRING</b>	<b>FY _____</b>	<b>FY _____</b>	<b>FY _____</b>
Number of qualified applicants			
Applicant demographics			
Number of applicants interviewed			
Interviewed Applicant demographics			
Number of offers to fill position			
Time to hire			
Cost of hiring			
Cost to hire position			
Average cost of agency hire			
Cost to hire position : average cost of agency hire			
Relocation costs			
Hiring bonus paid			
Testing time			
Hiring issues			
_____			
_____			