



# 2013 Workforce Planning Guide and Sample Plan

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# Section 1: Agency Overview

## **Executive Summary of Workforce Plan:**

The purpose of an executive summary is to summarize the key points of a document for its readers, saving them time and preparing them for the upcoming content. An executive summary is an overview. The executive summary is typically authored, or written for, the agency's appointing authority.

Think of the executive summary of the workforce plan as an advance organizer for the reader. Above all else, an executive summary of the workforce plan has to be clear and concise.

The executive summary is often called the most important part of the business plan as it sells the document to the reader. If it doesn't do what it's supposed to, the business plan will be set aside unread.

## ***Sample Executive Summary of Workforce Plan:***

The ABC's Workforce Plan (WFP) was developed based on a format, guidelines, and requirements outlined in two documents published by the Ohio Department of Administrative Services-Office of Workforce Administration. These documents include: 1.) Workforce Planning: Ohio, The State of Perfect Balance; and 2.) State of Ohio Workforce Planning Guide 2012.

The WFP represents a thorough analysis of the ABC's workforce data and the collective opinion of key agency senior leaders and staff persons within the organization. The WFP also represents the current challenges faced by our organization and the future challenges we anticipate facing that will have a direct impact on the operations of our agency. The challenges we will anticipate facing in the near future include: possible additional budget constraints, increased workload, rising costs, employee retention, and the transfer of institutional knowledge. Although these challenges will have some impact on the timeliness and level of services our organization provides, we do not believe they will keep the organization from accomplishing its overall mission.

More specifically, the ABC's WFP provides us with:

- A framework for making staffing decisions linked to agency mission, goals, and objectives
- A means of aligning fiscal, technological, and human resources to meet agency needs
- A tool to use when analyzing and presenting agency budget and resource needs

The ABC's WFP followed traditional strategic processes. These processes include:

- Evaluating the agency mission, goals, and objectives
- Assessing projected workloads
- Analyzing associated workforce data
- Determining where gaps exist and how to close them
- Creating a workforce plan

- Implementing established future actions
- Systematically and constantly evaluating the plan to adhere to both statewide and agency specific operational needs

To reduce the risk of not meeting our strategic plan, goals, and objectives the ABC has developed a workforce plan of action that includes the following efforts: exit interviews, cross training, employee development, annual classification reviews, workforce data reporting, and the increased use of technology to speed-up document processing. We are confident that our WFP directly addresses our current workforce challenges and we remain very optimistic about our ability to address foreseeable challenges.

### **Agency Mission:**

Refer to your agency's business plan documents. Each State agency should have a mission statement.

#### ***Sample Agency Mission:***

To provide service, support and solutions that improves state government in Ohio.

### **Agency Goals and Objectives:**

Refer to your agency's business plan documents. Each State agency should have agency goals and objectives. List each goal that your agency has adopted in this section.

#### ***Sample Agency Goals and Objectives:***

1. Create less complex services delivery with fair and logical payment systems that are federally compliant.
2. Continue to be good stewards of limited resources.
3. Provide quality outcomes through a combination of people and processes.
4. Design service delivery models in response to choices made by the people we serve, in alliance with community supports.
5. Develop a system-wide vision of long-range strategic plan by listening to our funding partners, constituents and stakeholder.

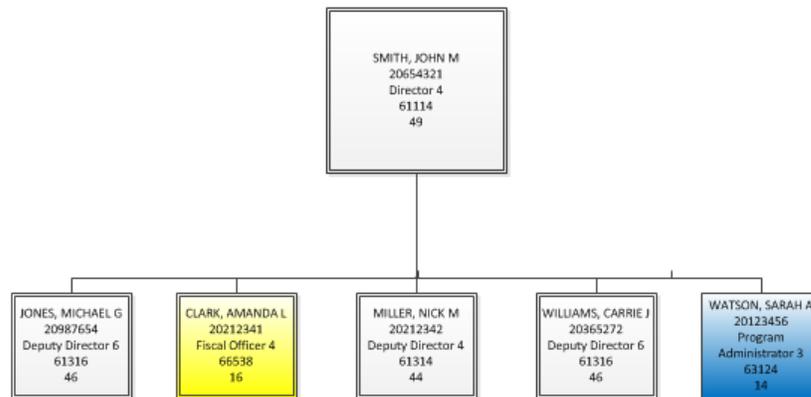
### **Agency Table of Organization:**

Attach your agency's table of organization to this document. Your agency's table of organization must comply with the [DAS Table of Organization Guidelines](#) and include every

office/division within your organization. Eligibility to retire should be visually depicted (i.e., Green = eligible immediately, Yellow = within 1 year, Blue = within 5 years).

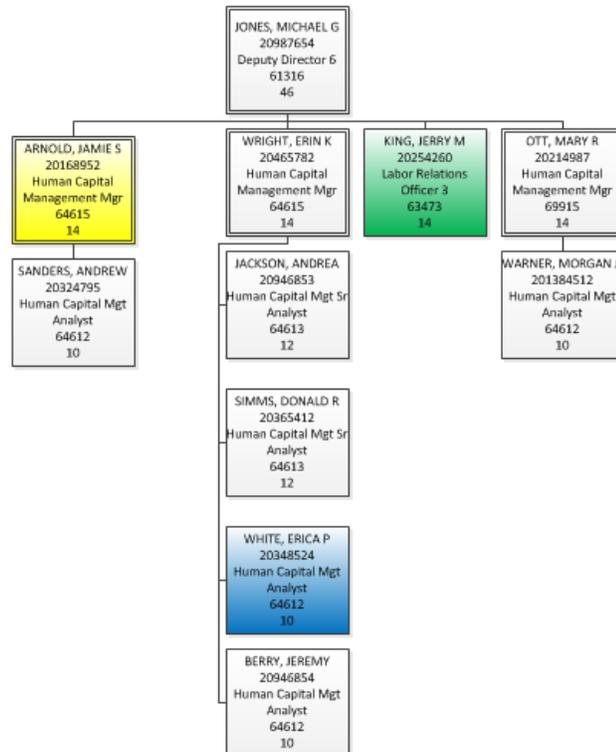
If you do not have an existing, up to date table of organization, you can create one by using OAKS BI (Point in Time Table of Organization report) and Visio.

**Sample Agency Table of Organization:**



Updated 2/13/13

Department of ABC  
Director & Division Heads



Updated 2/22/13

Department of ABC  
Human Resources Division

## Section 2: Demand

### Agency Demand/Workload Analysis:

#### Important Questions to Answer:

What programs do you expect to expand? What programs are expected to be consolidated?  
What programs or activities are expected to shrink or be consolidated?

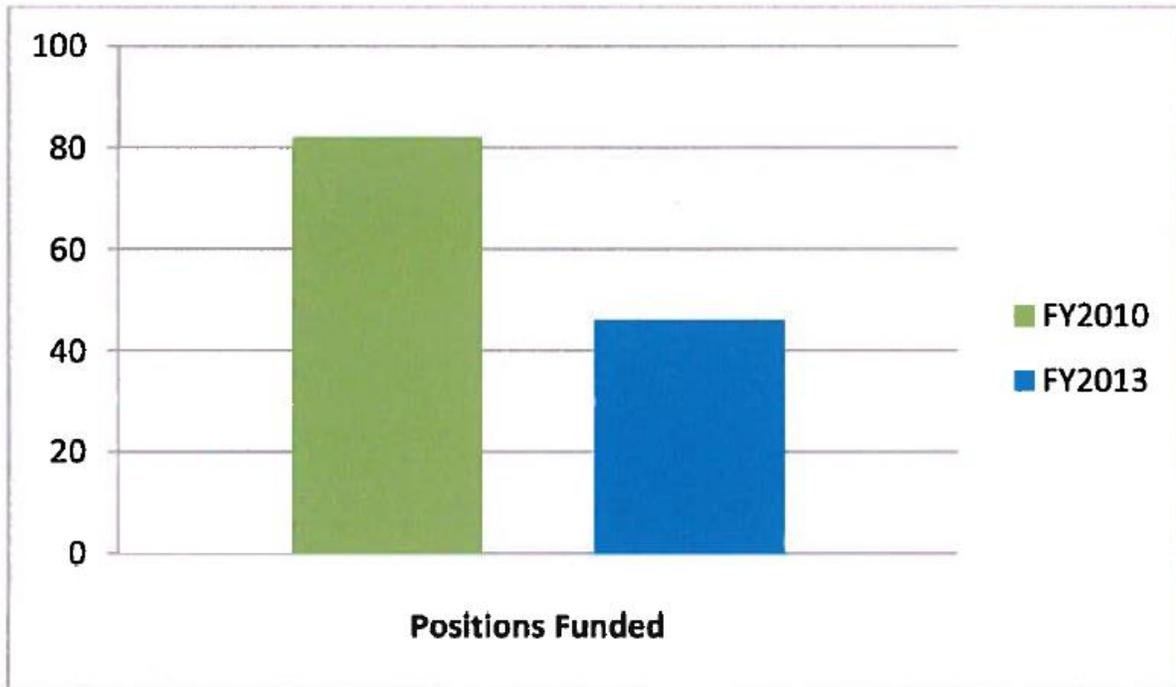
What employee classifications would be impacted by these changes? What employee classifications do you expect to have an increased demand for?

Reference your agency's business documents to research projected workflow. Consult with senior management, program managers and budget staff to arrive at an accurate workforce planning forecast.

**Sample Agency Demand/Workload Analysis:**

The ABC has seen a steady decline in staffing since FY 2010. In FY 2010, the ABC had 82 positions. In FY 2013, the ABC has 46 positions. Eleven are currently vacant.

The chart below illustrates the reduction in staffing levels at ABC since FY 2010.



The decrease in staffing is primarily due to a reduction in workforce that was necessitated by a significant (33.6%) reduction in the agency’s budget at the beginning of FY 2012. As additional positions were vacated over the last two years, various of these positions were left unfilled due to further anticipated budget reductions, among other things.

The ABC’s funding was maintained at its FY 2012 level through FY 2013, by the General Assembly and Governor in the Mid-Biennium review (House Bill 487). Since this funding has been secured, the ABC has begun the search for qualified candidates to assume some of the open positions. Some positions have remained vacant due to the challenges associated with recruiting qualified employees. These hiring challenges reflect that there is competition for hiring, including from private industry that offers greater compensation. Some of ABC’s current employees have absorbed the duties of some of the unfilled positions.

## Summary of Workload Transaction Measurements and Numerical Data:

Provide a summary and **numerical** values of data that have been collected internally to measure employee work outputs. Keep in mind that measurements and measurement methodology for different employee groups may be very different. Analyzing this data may show the need for restructuring or whether it's necessary to backfill a position.

### ***Sample Summary of Workload Transaction Measurements and Numerical Data:*** **Division of Fiscal Administration:**

#### Audits

1. Total budgeted hours for review = 6102.3
2. Total actual hours used for reviews = 5728.45
3. 61 of the 73 waiver transaction reviews completed

#### Accounting and Support Services

1. Number of payment card transactions = 366
2. Number of deposits = 3492
3. Number of vouchers = 2051
4. Number of purchase orders = 665
5. Number of checks = 11389
6. Number of telephone service requests = 179
7. Number of invoices = 1930

Managers in Fiscal are spending so much time on day-to-day activities that other important work is not getting done. Managers also perform their own administrative tasks and taking on other work because there is not enough staff. Fiscal plans to hire an administrative assistant and create some lead worker positions, which would also provide promotional opportunities for bargaining unit staff. Fiscal will also explore contracting to get some sort of short term projects completed (e.g., updating very old and outdated procedures).

## **Division of Human Resources:**

### Personnel Services

1. Unclassified Background Check
  - a. Number processed 98
  - b. Average turnaround 15 days
2. Personnel Actions (department-wide)
  - a. Number processed 1371
  - b. Average turnaround 4 days
3. Position Descriptions
  - a. Number processed 333
  - b. Average turnaround 7 days
4. Governor's Office Requests
  - a. Number processed 56
  - b. Average turnaround
    - i. PA approvals – 16 days
    - ii. Advanced step – 27 days
    - iii. Approval to post – 6 days
5. Unemployment Claims
  - a. Number processed 5
6. Recruitment/Hires – Central Office Only
  - a. Number processed 42
  - b. Average turnaround 95 days
7. Office of Budget and Management Position Requests
  - a. Number processed 121
  - b. Average turnaround 4 days

## Section 3: Supply

### **Agency Supply/Workforce Analysis:**

This section should be a breakdown of how many employees are in your entire agency and within your agency's divisions/offices.

Example:

Agency ABC Office of XYZ has 123 employees  
Agency ABC Office of EFG has 10 employees  
Agency ABC has a total of 133 employees.

There is also an OAKS BI report available to assist you with this calculation (Workforce Composition).

### ***Sample Agency Supply/Workforce Analysis:***

ABC encompasses one office/division and currently has 49 positions: five in the Administration; five in the Finance Department; 13 in the Operations Department; 14 in the Information Technology Department; and 12 in the Marketing Department. There are six senior staff and department managers and two supervisory positions. Current FTEs is 37.

With the planned implementation of a new operational model expected to be completed by June 30, 2013, the workforce planning forecast for FY 2014 is 40 positions: two in the Administration Department; six in the Finance Department; 12 in the Operations Department; nine in the Information Technology Department; and 11 in the Marketing Department. There will be five senior staff and department managers and two supervisory positions.

### **Open/Filled Positions by Divisions:**

Use the OAKS BI report to obtain the needed information (WFP-0010 Open/Filled Positions). Sort the report to arrange the positions by division. Please run the report on Monday, September 23<sup>rd</sup>.

**Sample Open/Filled by Divisions:**

Department Group	Current Headcount Status	Department ID-Position	Department Description - Position	Full/Part Time - Position	Appointment Type - Position
DAS	Open	DAS	Administrative Services	Full-Time	P: Permanent
DAS	Filled	DAS101100	Director/Assistant Director	Full-Time	P: Permanent
DAS	Filled	DAS101100	Director/Assistant Director	Full-Time	P: Permanent
DAS	Filled	DAS101100	Director/Assistant Director	Full-Time	P: Permanent
DAS	Filled	DAS101100	Director/Assistant Director	Full-Time	P: Permanent
DAS	Filled	DAS101100	Director/Assistant Director	Full-Time	P: Permanent
DAS	Open	DAS101100	Director/Assistant Director	Full-Time	P: Permanent
DAS	Filled	DAS101200	Office of Communications	Full-Time	P: Permanent
DAS	Filled	DAS101200	Office of Communications	Full-Time	P: Permanent
DAS	Filled	DAS101200	Office of Communications	Full-Time	P: Permanent
DAS	Filled	DAS101200	Office of Communications	Full-Time	P: Permanent
DAS	Filled	DAS101200	Office of Communications	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Filled	DAS102100	Office of Employee Services	Part-Time	P: Permanent
DAS	Open	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Open	DAS102100	Office of Employee Services	Part-Time	T: Temporary
DAS	Open	DAS102100	Office of Employee Services	Part-Time	T: Temporary
DAS	Open	DAS102100	Office of Employee Services	Full-Time	P: Permanent
DAS	Open	DAS102100	Office of Employee Services	Part-Time	T: Temporary
DAS	Open	DAS102100	Office of Employee Services	Part-Time	T: Temporary
DAS	Filled	DAS102310	Office of Finance Admin	Full-Time	P: Permanent
DAS	Filled	DAS102310	Office of Finance Admin	Full-Time	P: Permanent

## **Supervisor Span of Control:**

Identify supervisors with only one direct report. These supervisors can be determined by running the Supervisor Span of Control report in BI and entering 1 in both “Number of Reporting Employees Greater Than or Equal To:” and “Number of Reporting Employees Less Than or Equal To:”. Please provide a copy of this report.

Enter each supervisor on the Future Action form and select ‘Other’ from the Future Action column drop-down menu. Develop an action plan for each supervisor in order to come into compliance with either the Ohio Administrative Code 123:1-7-15 or the class plan and enter it in the Justification column on the Future Action form.

Note: Agencies don’t have to report or develop an action plan for supervisors who are designated Administrative Staff.

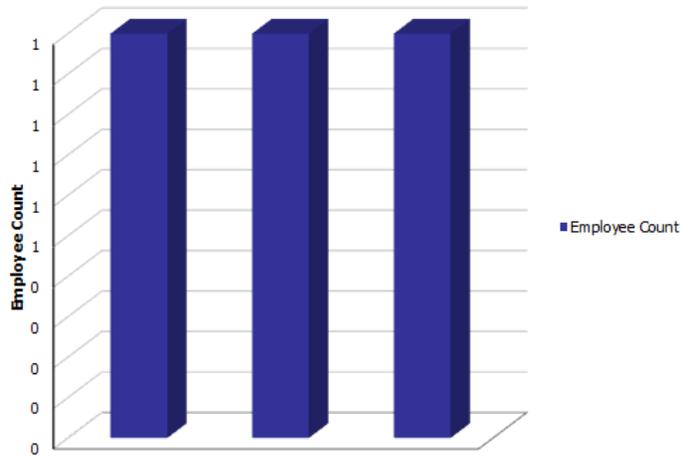
**Sample Supervisor Span of Control:**



**WFP-0014 Supervisor Span of Control**

[Data Dictionary](#)

04/12/13 3:49 PM



Supervisor Name	Supervisor Employee ID	Supervisor Job Title	Employee Count
		Fiscal Officer 2	1
		Inventory Control Special Supv	1
		Program Administrator 3	1

Page No : 1 of 2

Report Path : folder[@name='BI Reporting Folders']/folder[@name='BI Standard Reports']/folder[@name='HCM']/folder[@name='Position Management']/folder[@name='Organizational Structure']/report[@name='WFP-0014 Supervisor Span of Control']

**FY 2014 Workforce Plan  
Future Action Form**

**Agency:** ABC

**Submitter:** John Smith

**Date:** 4-5-13

**Data Reflected:** Supervisor

*To insert an additional row, right click on the last row and select Insert.*

*Enter new information, if applicable.*

Department ID	PN	Open/Filled	Retirement Eligible?	Classification	Future Action	New Classification	New Department ID	Justification
ABC100100	20325421	Filled	Eligible within 5 years	Fiscal Officer 2	Other			In the process of filling PN 20457253 that will report to supervisor, giving her 2 direct reports. This is currently shown on the TO.
ABC300300	20168952	Filled	Eligible within 1 year	Program Administrator 3	When vacant eliminate position			This position will be eliminated once it becomes vacant and PN 20324795 will report to PN 20214987
ABC300300	20214987	Filled	Not Eligible	Inventory Control Specialist Supervisor	Other			PN 20324795 will report to this supervisor after PN 20168952 is eliminated.

Revised 2/13

## Summary of Workforce Indicators from BI Data:

In addition to providing an overview of the agency workforce, each agency must provide DAS your agency's workforce indicators. This information can be obtained via OAKS BI.

The following chart contains a list of reports that your agency should run to obtain information regarding your agency's workforce indicators. **Please give a brief summary of the data obtained from each report and how it impacts your agency. Please do not send copies of these reports.**

We suggest reviewing these reports on an ongoing basis in order to analyze how your agency is changing.

Workforce Indicator:	Use this OAKS BI Report:	What this Report Shows:
Recruitment	Workforce Composition	Report describes the composition of workforce as it relates to various attributes of the employees by Gender, Education Level, Appointment Type, Full/Part Time, Union, Bargaining Unit Code, Union Code, and Classified/Unclassified Status. The employees returned in the report are affected by the HR or Payroll Status chosen and the department entered.
	Hires/Separation Report	Report provides listing of hires and separations by department grouping. The report is flexible and the data can be filtered 6 different ways: (1) Hires Including Transfers, Hires Not Including Transfers, Separations Including Transfers, Separations Not Including Transfers, Both Hires and Separations Including Transfers, or Both Hires and Separations Not Including Transfers.
	Internal/External Fills	Report provides a listing of movement into positions, by department group, with the associated information about whether the position was filled internally or externally (as determined by the action/action reason code).

<b>Workforce Indicator:</b>	<b>Use this OAKS BI Report:</b>	<b>What this Report Shows:</b>
<b>Internal Movement</b>	Internal/External Fills	Report provides a listing of movement into positions, by department group, with the associated information about whether the position was filled internally or externally (as determined by the action/action reason code).
<b>Turnover</b>	Vacancy Rate	Report provides an easy way to view the count and percentage of headcount statuses: Open; Filled; Partially Filled; and Over Allocated. Open: Current Headcount in the position is 0 Filled: Current Headcount in position equals Max Headcount for position Over Allocated: Current Headcount in position greater than Max Headcount for position Partially Filled: Current Headcount in position less than Max Headcount for position but greater than 0
	Highest Longevity Job Codes	Report provides an easy way to see what job codes have the highest longevity figures within a specified department or entire agency based upon Vacation Service Years. Job codes are ranked in descending order by the average number of service years that the count of employees (for a specified department or entire agency) has occupied the job.
	Separation Rate	Report provides visibility to overall separations as well as separations by Job Code. Both counts and rates of separation compared to the total number of employees (overall or in the job code) are provided. The report has drill through capabilities to identify the separated employees.

<b>Workforce Indicator:</b>	<b>Use this OAKS BI Report:</b>	<b>What this Report Shows:</b>
<b>Management Leadership</b>	Open/Filled Positions	Report produces a list, by a variety of available department groupings, of both Open, Filled, Over Allocated, and Partially Filled positions with corresponding position details.
<b>Workforce Indicator:</b>	<b>Use this OAKS BI Report:</b>	<b>What this Report Shows:</b>
<b>Compensation</b>	Average Compensation Rate	Report provides a listing, by nine different attributes – Department; Location; Gender; Race; Job code; Appointment Type; Bargaining Unit; and Education Level – as well as three different rate types – Base Rate; Annual Rate, and Compensation Rate of the Average Compensation Rate for the department entered.
	Employees at Max Salary	Report shows a list of employees who have compensation rates greater than or equal to the maximum hourly salary of their classification.
<b>Workforce Indicator:</b>	<b>Use this OAKS BI Report:</b>	<b>What this Report Shows:</b>
<b>Workforce Information</b>	Retirement Projections	Report projects retirement eligibility for those immediately eligible as well within 1 year and 5 years. Projections are based off the retirement system the employee is in, the employee's age, and the vacation service years for the employee. Counts and retirement eligible employees as a percentage of total headcount are provided for the immediate, 1 year, and 5 years. In addition, running totals are provided to see the cumulative count and percentage of employees who will be eligible when immediate, 1 year, and 5 year eligible employees are combined. Drill through to WFP-0031 available to show names for each count.
	Most Populated Job Codes	Report provides an easy way to see what job code classifications contain the highest count of employees. Job codes are ranked in ascending order by number of employees in each.

**Sample Summary of Workforce Indicators from BI Data:**

**Internal Movement** – The Agency had 3 promotions for FY 2012 and 2 promotions for the current fiscal year.

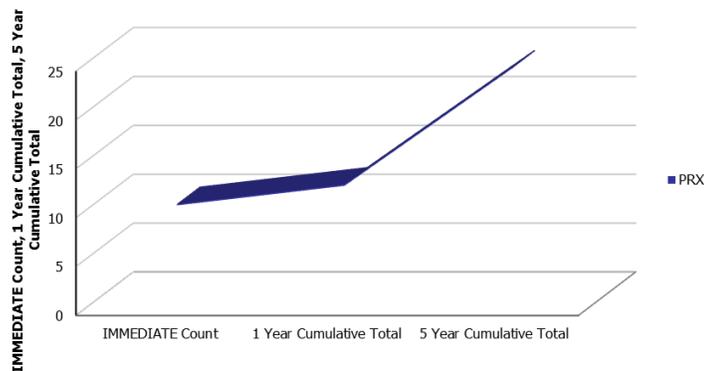
**Turnover** – 91.94 percent of Agency positions are filled with a vacancy rate of 8.06 percent. Since 2010 ABC had a 22.86 percent separation rate.

**Open/Filled Positions** – The ABC currently maintains 57 filled positions, with 4 positions showing open in OAKS.

**Compensation** – Figures appear in the table below and include average hourly rate, max/min hourly rate and number of employees at maximum salary.

Hourly Compensation (including longevity)	Average	Max	Min	Employees at Max Salary
All Employees	\$33.96	\$58.12	\$16.78	20

**Retirement Projections** – 42 percent of the Agency’s employees will be eligible to retire within the next 5 years.



## Section 4: Gaps

### Internal/External Challenges:

#### Important Questions to Answer:

What internal or external challenges are impacting your workforce? Items such as compensation, benefits and geographic location of your agency should be included in this section. Are there any skill gaps or opportunities to engage in knowledge transfer as a result of IT Optimization? Does your agency lack training resources?

#### *Example of an Internal Challenge:*

Your agency has a high turnover rate for a particular job classification due to nature of the work.

#### *Example of an External Challenge:*

Your agency has a difficult time recruiting and attracting talent because your agency is located in a remote area of the state that is not easily accessible to major cities.

### **Sample Internal/External Challenges:**

The greatest internal challenge that faces the ABC workforce is to transform the existing culture through communication and training, while recruiting and on-boarding new talent to support the transformation underway in our agency.

### **Internal Challenges:**

#### Agency-wide

- Need to improve core technical knowledge, staff skills and leadership/managerial competencies
- Need to improve technological capabilities
- Capacity to re-skill current staff for new work demands and leadership roles
- Hiring of qualified individuals, retention of talent and staff turnover
- Navigating multiple collective bargaining agreements during implementation of workforce transformation
- Retirement eligibility in key positions
- Recruitment and high turnover in licensed and/or certified classifications due to compensation level and lack of scheduling flexibility
- Unnecessary bureaucracy in policy and procedures
- Lack of resources to manage data
- Expectations to increase customer service levels with less resources

### **External Challenges:**

Budgetary constraints are major external challenges in ABC's future. All transformational change to meet our mission must be implemented within the confines of an increasingly limited budget.

#### Agency-wide

- Budgetary constraints of state government
- Legislation changes
- Shifts in policy direction
- External competition for talent
- Need for organization realignments in response to continued cost pressures and implementation of new initiatives

### **Gap Analysis:**

Agencies will need to list the following information:

*Where do the anticipated project workloads and analysis of qualified human resources differ?*

Example: Agency ABC needs an increased number of Bond Accountants to work on an agency program. However, there is lack of qualified employees that have the ability to progress to that skill level.

*What resources are required to assure the gap is closed between the workload and availability of resources?*

Example: In order to obtain additional Bond Accountants, the agency will need to provide on the job training to existing employees and/or provide them with the opportunity to learn the essential functions of the Bond Accountant classification.

*Has the agency requested feedback to learn if the workforce is currently deployed to maximize effectiveness and efficiency?*

Example: DAS can provide you with suggestions to assist you with determining if your employees are accurately classified to ensure maximum workflow flexibility.

### **List of Identified Gaps Prioritized:**

Your agency will need to provide a list of skill gaps that have been identified in the workforce planning process. The gaps that have been identified will need to be prioritized by order of importance.

### ***Sample Gap Analysis and List of Identified Gaps Prioritized:***

As long-tenured staff members retire, the following needs must be taken into consideration as new hires are brought on board:

1. Better writing skills—business, technical and journalistic
2. Greater comfort with fiscal analysis and reporting
3. Experience with personnel and state accountability requirements
4. Greater research skills and ability to shape policy
5. Greater comfort with evaluation and basic competence in program evaluation and working with outcomes
6. Strategic and project planning and management skills
7. Greater skill for interagency work
8. Proven experience with fund-raising/proposal writing
9. Social media skills

There also needs to be an understanding on the part of new and existing employees that work in state government and within the ABC is ever changing based on the conditions of the state and the needs of constituents. Additionally, there must be commitment to continually strive for excellence and efficiency, have a strong work ethic, and be flexible and adaptable.

As stated above, agency management is looking for strong abilities for analysis and synthesis, writing, personnel and management, project planning, cultural policy, and computer skills as areas that need to be taken into consideration as future hires are made. For a number of years, the agency has devoted one staff meeting per month for professional development. Recently, staff began outlining a year's worth of training topics that address some of the training needs mentioned earlier in this document as well as identified gaps in skill sets the agency needs to have today and in the future. For 2012-2013 topics include: state and agency plans and policies (e.g., Equal Opportunities and Workforce plans, Records Retention and Privacy policies) program evaluation, grant-making procedures, applying for federal funding, biennial budget requirements and development, changes in federal reporting, documentation processes by office, etc.

Another professional development program was designed to cover grant-making fundamentals—the entire grant-making process from start to finish. This was started because management wanted to forge a closer working relationship among all staff involved in grantmaking, provide a refresher for those staff, and initiate training for a new grant program coordinator. This program will occur on an annual basis and will help new employees assume their duties as the long-tenured staff members retire.

## Section 5: Actions

### **Agency Action Plan:**

Your agency will need to list how it intends to manage its workforce to eliminate or sharply reduce each skill gap going forward. Your agency will need to list specific examples of how the action plan will be executed (e.g., holding frequent employee development trainings, on the job training, etc.).

### **Important Questions to Answer:**

*Are senior staff employees of your agency aware of what will change and how it will be changed?*

*Once a decision has been made, how will these changes be communicated to agency employees?*

### **Sample Agency Action Plan:**

The Ohio ABC analyzes critical staffing needs and manages its workforce to eliminate or sharply reduce skill gaps going forward. Within divisions, chiefs and managers assess the current workload in each location and identify gaps in the amount of human capital available to meet local workload demands. Within each division, vacant positions are reallocated across locations (and then filled) to close the identified gaps. The Agency has been proactive in developing a Succession Plan that will leave us well prepared for the loss of key employees and enable us to build bench strength.

The Succession Plan includes the following steps:

1. HR provides Agency Senior Management with a color-coded table of organization showing those employees currently eligible to retire based on state service and those employees eligible within one year and five years.
2. Senior Management survey employees and determine who is likely to retire within the year.
3. From that list, High Priority Retirement Positions (HPRPs) are identified. These positions include those that are determined to be critical and would result in a major impact to the Agency's mission and vision.
4. Senior Management works with potential HPRP retirees on transition plans. Those plans include information about other employees in the Agency who would have the knowledge, skills and abilities to assume all or a portion of the job duties as part of the transition. Training is considered and whether a restructuring of the division (temporary or otherwise) would be necessary. Managers work with the potential HPRP in developing a written transition plan that encompasses the ongoing status of all projects and other responsibilities so that there can be minimal disruption in work flow upon the retirement of the HPRP. The written transition plan is a "living" document and the manager works as frequently as possible with the HPRP to ensure that the plan is kept current.
5. Senior Management works with HR to identify vacant positions that can be used or reclassified to create a duplicate (or replacement) positions for HPRPs.

6. Senior Management prepares posting documentation for each duplicate HPRP and gain approval from Fiscal, HR and the Director's Office. For those positions that are IT and Fiscal, an OBM justification is necessary.

7. HR posts the duplicate HPRPs and screen applications as quickly as possible.

8. Managers interview and select candidates for the duplicate HPRPs, with the goal of replacing those employees before or shortly after their retirement.

Management is made aware of any changes to the plan as they are discussed in monthly meetings. Once decisions have made, they are communicated to the Agency through the Intranet, employee newsletters and face-to-face meetings.

### **Agency Future Action(s):**

Use the following forms, found in the Agency Toolkit, to assist your agency with future recruitments. One version of the Future Action Form, containing all active positions in your agency, and the Position Prioritization Tool must be submitted with your agency's workforce plan. Make sure to also list any future actions not related to recruitment.

- Future Action Form
  - Excel version
  - Table of Organization version (must contain all information found on Excel version)
- Position Prioritization Tool (optional)

### ***Sample Agency Future Actions and Position Prioritization Tool:***



## Position Prioritization Tool

This tool can assist in prioritizing future actions. For example, if you have several difficult to replace positions, you would know to put those positions at the beginning of the list as they are likely to take longer to fill. Place an "x" in each applicable category (i.e., Single Incumbent, Specialized Expertise, Difficult to Replace, Difficult to Retain, Fills Critical Core Function, Retirement Vulnerable). Note: More than one category may apply.

Position Number	Single Incumbent	Specialized Expertise	Difficult to Replace	Difficult to Retain	Fills Critical Core Function	Retirement Vulnerable
20111111		x	x			
20222222	x					
20333333				x		
20444444					x	
20555555						x
20666666		x				
20777777	x					
20888888			x			
20999999					x	
20101010		x				x
20111111						x
20121212			x			

\*tab from the last row, last cell to add a new line

### Critical Talent Classes or Positions

- **Single Incumbent** – only one person occupies that position or class in the agency
- **Extensive experience/knowledge in their field/area of expertise** – incumbent has specialized technical knowledge that is only acquired over time or through specialized education and training.
- **Difficult to replace from inside or outside the agency** – position or class for which the agency has difficulty finding qualified candidates, despite recruitment efforts.
- **Difficult to retain** – position or class 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 function/operation** – exerts critical influence on organizational activities – operationally, strategically or both. When the agency lacks a key position incumbent or Critical Talent Class incumbent (can be at any level, any function or any location) it is apparent because important decisions cannot be reached, orders cannot be filled, production/projects cannot proceed, customers' needs cannot be satisfied, or bill are left unpaid.
- **Retirement Vulnerable** – Classifications and work units in which 10% or more of the employees are or will become eligible to retire by the end of FY 2014.

### **Critical Milestones to Ensuring Workforce Planning Implementation:**

List all milestones that need to take place to ensure implementation of your agency's workforce plan (e.g., buy-in from your local union, updated agency strategic plan, etc.).

#### ***Sample Critical Milestones to Ensuring Workforce Planning Implementation:***

The agency Workforce Action Plan is aimed at developing internal employees and/or recruiting qualified employees to avoid gaps in filling critical staffing needs. While ABC will align its Workforce Plan with its biennial operating budget request process, the intent going forward will be to monitor and evaluate commitment and progress on a much more regular basis in a variety of ways including quarterly meetings and discussion at key agency management and leadership sessions. As indicated in Directive #HR-D-15, ABC will ensure that its plan is updated and submitted annually to DAS in conjunction with established operating budget submission timeframes. Additionally, a workforce planning committee will be created inside the agency for the purpose of involvement in this initiative.

Critical Milestones	Success Indicators
<ul style="list-style-type: none"> <li>Continue to streamline/ restructure agency operations in order to maximize productivity within given budget constraints.</li> </ul>	<ul style="list-style-type: none"> <li>Establish agency goal to decrease # of existing supervisors by agreed to percentage</li> <li>Increase existing span of control ratio</li> <li>Complete revamp of grant management application process to more closely scrutinize application submission process</li> </ul>
<ul style="list-style-type: none"> <li>Implement an agency succession planning process that evaluates leadership readiness and development needs for key positions</li> </ul>	<ul style="list-style-type: none"> <li>Identify deficiencies in technical knowledge &amp; managerial competencies</li> <li>Begin implementation of knowledge transfer best practices</li> <li>Incorporate cross training activities into performance review process</li> <li>Begin staff/service integration with other Health Transformation agencies</li> </ul>
<ul style="list-style-type: none"> <li>Address skill shortages in public health professionals; effectively attract and retain talent required for the future</li> </ul>	<ul style="list-style-type: none"> <li>Develop agency competency framework</li> <li>Achieve accreditation</li> <li>Increase use of PSMQs for highly specialized positions</li> <li>Interface with DAS to develop agency – specific classifications</li> </ul>
<ul style="list-style-type: none"> <li>Build leadership and management capability within the agency and ensure competency levels meet future needs</li> </ul>	<ul style="list-style-type: none"> <li>Implement new performance review process</li> <li>Develop new formal supervisory training process</li> <li>Assign managers &amp; supervisors to cross-functional project teams</li> <li>Increase number of leadership development opportunities</li> </ul>
<ul style="list-style-type: none"> <li>Develop and communicate a comprehensive, consistent approach to workforce planning and management across the agency</li> </ul>	<ul style="list-style-type: none"> <li>Incorporate workforce planning goals into the agency strategic planning process</li> <li>Establish a regular, quarterly workforce planning committee and meeting schedule</li> <li>Increase existing workforce development budget</li> </ul>

## Challenges if Gaps and Future Actions go Unaddressed:

### Important Questions to Answer:

- What will happen if your agency does not address gaps? How will this impact the ability of your agency to execute its mission? What will the impact on the public be if your agency cannot perform its mission?
- What are the consequences if your agency does not effectively implement the findings in your workforce plan? How will this affect your agency's goals and objectives? How will this affect divisions or offices within your agency?

### ***Sample Challenges if Gaps and Future Actions go Unaddressed:***

ABC understands the challenges that face this agency in the coming year and expects to take the necessary steps to ensure the agency continues to thrive. Should ABC ignore its most critical challenge, losing key staff without ensuring knowledge transfer, many of our divisions will be unable to provide the level of customer service expected. It is imperative that our skills gaps are closed and our challenges are addressed to put ABC in the best position possible as it continues to serve its customers. If ABC is unsuccessful in implementing its action plan, some of our goals and objectives may be much more difficult to meet. As such, ABC will continue to monitor the achievement of its goals through metrics and employee feedback.

### **\*Note:**

#### **Electronic Submission**

Workforce plans must be submitted electronically to the workforce planning email ([WFP@das.state.oh.us](mailto:WFP@das.state.oh.us)). In addition to the Table of Organization contained within the electronic workforce plan, agencies should also submit a separate electronic file of the agency Table of Organization.