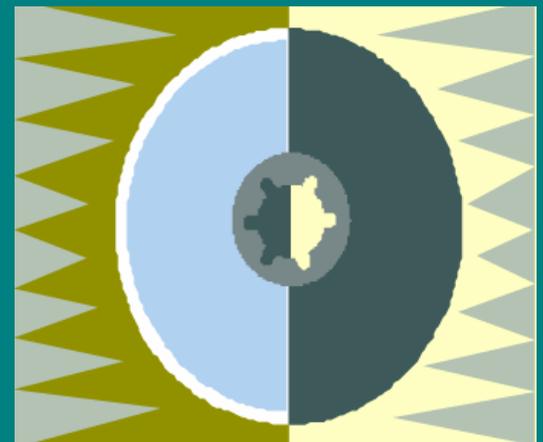




# 2006 Workforce Planning Web Conference Series

## Session I Getting Started

Wednesday, January 11, 2006  
2:00 – 4:00 p.m., EST



# ***Presenters***

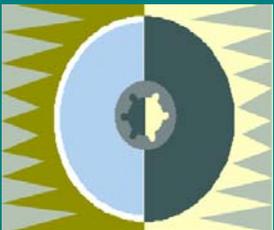
**Marjorie H. Young, SE Regional Manager  
CPS Human Resource Services, Facilitator**

**Sam Wilkins, Director, Office of Human Resources,  
Budget and Control Board, South Carolina**

**Ann Schluter, Deputy Commissioner and Laurie Hansen,  
HRM Division Manager, Minnesota Department of Employee Relations**

**Nancy Kiyonaga, Director, Workforce and Occupational Planning  
New York State Department of Civil Service**

**Charles K. Brooks and Jeff Maile, HR Strategy Managers  
Workforce Planning, Georgia Merit System**



# AGENDA

What is Workforce Planning?

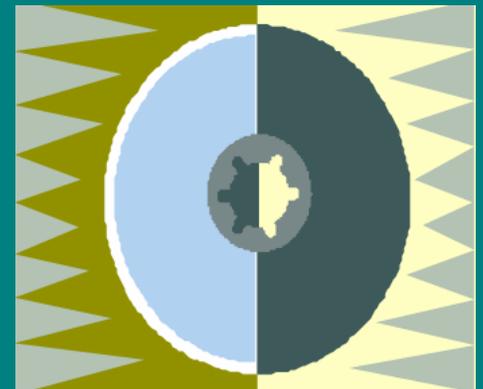
Why do workforce planning?

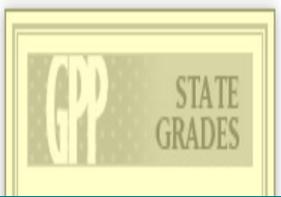
How to get started?

Benefits Experienced and Lessons Learned

The Importance of Data

Workforce Planning Tools





## 2005 Governing Performance Project

“Looming retirements will cause a potential brain drain, in 40 states. In the next five years, more than half of the states may lose at least 20 percent of their workforces to retirement. The challenge facing state Governments is a worldwide problem that will require states to think strategically about how to prepare for the exit of a substantial share of their state workforce.”

# Rehiring Retirees

According to a recent study, one-third of the newly retired (with an average age of 61) returned to work after an eighteen-month retirement.

*“Sixty is the new Forty”*

Putnam Investments, the Boston-based money management firm

## **In 1965**

Applicant pool in US was growing at 2.6% per year

## **In 1995**

Growth down to 1% per year

## **By 2025**

Applicant pool will be shrinking at rate of 1.5% per year  
Despite cyclical ups and downs the economy will expand in  
the long term

## **Between 1970 and 1980**

Workforce Segment Aged 25-34 increased 72.4%

Workforce Segment Aged 55-64 increased 5.5%

## **Between 1996 - 2006**

Workforce Segment Aged 25-34 Will Decrease by 8.8%

Workforce Segment Aged 55-64 Will Increase by 54%

# Where are the workers?

State employment is concentrated in areas like health care, institutional care, law enforcement, and education. Demand for workers in these jobs is not significantly affected by economic downturns, and these are areas where jobs cannot be shipped offshore.

# More competition for workers in 2006

SHRM Forecast: 2006 will demand more  
of employers

Expect competition for qualified workers to intensify as the U.S. population ages, the economy gains steam and turnover soars.

# The Reality

Long term population trend resulting from  
the baby boom retirements

+

a shrinking workforce

+

the types of jobs we have

+

our poor salary progression

=

**A tough job ahead for government**

# What is Workforce Planning?

Workforce planning is a systematic process for identifying the workforce competencies required to meet the agency's strategic goals and for developing the strategies to meet these requirements --- GA

# What is Workforce Planning?

Workforce planning can be defined as predicting and preparing for changes in an organization's workforce. This includes retirements, changes in job responsibilities and changes in required skill sets of incumbents. Workforce planning is a process; it is dynamic. It involves identifying workforce needs and the strategies to meet those needs. -- MN

# What is Workforce Planning?

Workforce planning is a systematic process for identifying the human resources required to meet organizational goals and developing strategies to meet those requirements. It defines the activities necessary to have "the right people with the right skills in the right place at the right time."

-- NY

# Why do Workforce Planning?

- Retirements
  - Loss of institutional knowledge
  - Leadership gaps in states
- Continuity of services
- Changing demand
- Improved technology
- Competition

**“Make workforce planning the foundation  
– the glue that integrates all HR practices”**

**Common steps in most workforce planning models:**

- Assess the organization’s future workforce needs**
- Forecast the supply of the KSAs and competencies based upon current and future turnover/attrition**
- Evaluate the gap between projected supply**
- Develop a plan for closing the gap between supply and demand**

# Critical Success Factors

- Senior Management Commitment And Support
- Clear Workforce Planning Mission
- Committed Resources
- Communications



# GPP Criteria: Strategic Workforce Planning

*The state regularly conducts and updates a thorough analysis of its human resource needs.*

- a.** The state has a multi-year strategic workforce plan that identifies its current and future human resource needs.
- b.** The state's human resource plan links to the state budget and supports the state's strategic direction.
- c.** The state has comprehensive and readily available data about its current workforce and its future workforce needs that can be used to make decisions involving human resource management.

# Strategic Workforce Planning in Georgia

**Legislatively Mandated  
WFP is interlinked with strategic  
direction**

**Strategic Plan incorporates**

- Business Planning**
- Technology**
- Workforce**
- Budget Planning**

# Workforce Planning Strategies in Georgia

The Georgia Merit System (GMS) links WFP to HR strategies:

Recruitment

Development

Retention

Succession Planning

Knowledge Management

Total Rewards

Performance Management

# Workforce Planning Strategies in South Carolina

The Office of Human Resources (OHR) runs quarterly meetings with agency Workforce “champions” to facilitate information sharing and best practice efforts. One of the main areas of focus for workforce planning is the transfer of knowledge to help combat the loss of retirees.



# Workforce Planning Strategies in Virginia

Workforce plan includes current profiles of the workforce, future workforce needs and action plans to meet those needs.

A great deal of resources are devoted to training. Employees have access to career tools online and senior management programs.

Employee feedback and suggestion programs are provided.

# Workforce Planning Strategies in Minnesota

State agencies are required to develop workforce plans annually and update them on a quarterly basis.

Yahoo!-based Resumix job system allows applicants to establish their own personal job search and receive an email notification whenever a job matching their skills and interests opens up.

Offers an Effective Leadership Program, which consists of a 32-hour program intended for all levels of management, from front-line supervisors to senior managers.

# Workforce Planning Strategies in New York

The Office of Civil Service and the Office of Employee Relations have encouraged agencies to work on transferring knowledge from employees who are about to retire and to plan for their replacement. A website has been set up for managers in the state's 70 agencies to share their experiences.

# WORKFORCE PLANNING

## *Workshop Presentation*

South Carolina  
Budget & Control Board  
Office of Human Resources

## SESSION PURPOSE AND TOPICS

**Purpose:** To develop a common understanding of workforce planning in terms of:

- why it is needed
- how it is done
- activities to date
- information and resources available

### **Topics:**

- Demographics of today's workforce
- Who needs to be involved in workforce planning and why
- Steps in the workforce planning process
- Identifying gaps and surpluses, and strategies for addressing them
- Your next steps

## **WORKFORCE PLANNING IS:**

Good management

Identifying and responding to the future HR needs of the organization

Having the right number of people with the right skills and experience in the right jobs at the right time

## **WORKFORCE PLANNING IS NOT:**

Projections are not predictions...and even your best projections will not be precise!

- An exact science

## WORKFORCE PLANNING PROVIDES

- a framework for making staffing decisions based on mission and priorities
- a means of aligning program priorities with fiscal and human resources needs
- a connection between HR services and the strategic plan
- a tool to use with the Legislature when presenting your budget and FTE needs

## IT IS IMPORTANT TO US NOW BECAUSE:

- ☑ Impacts of an aging workforce
- ☑ Budget crunch
- ☑ Competitive advantages and disadvantages of state government employment
- ☑ Continuing change

## WORKFORCE PLANNING STATUS CHECK – SELF ASSESSMENT

*Workforce planning results in having the right people with the right skills in the right place.*

The items below represent actions organizations typically take when implementing a workforce planning initiative. Your pattern of responses will give you a snapshot of the status of your workforce planning efforts.

<b>Item:</b>	<b>Yes</b>	<b>No</b>	<b>?</b>
1. We can identify our critical “must fill if vacant” positions.			
2. We know our aggregate current and project turnover rates			
3. We know why those who leave choose to do so.			
4. We know why those who stay choose to do so.			
5. Our strategic plan addresses the human resources needed to accomplish goals.			
6. Outcomes of workforce planning efforts are reflected in our Accountability Report			
7. Our recruiting efforts identify and attract the kind of applicants we need.			
8. Our managers create a work climate that fosters retaining high performers.			
9. Employees have individualized training plans designed to support organization’s needs.			
10. We use a variety of methods to assure transfer of knowledge by experienced employees prior to retirement.			
11. We use employee surveys to identify opportunities for organizational improvements.			
12. We make optimum use of flexible pay options, work, arrangements, dress codes, etc., throughout the organization.			
<b>Totals:</b>			

# Three groups to consider...

Future  
Employees

Issues

Recruiting

Selecting

Becoming Productive

Those who will  
be with you

Issues

▪ Retaining

▪ Developing

▪ Succession preparation

▪ Adding Value

Those who will  
be leaving

Issues

▪ Transfer of knowledge/  
skills

▪ Replacing

▪ Leaving a legacy

# COLLABORATION INVOLVES



- **Strategic planning**
- **Budgeting**
- **Program management**
- **Human resource development**
- **Human resource management**

## Potential Activities:

- identify key players from each area
- develop a planning team
- define roles
- determine priority goals and critical areas of need
- review current T&D plan
- review relevant policies

## **RESOURCES NEEDED**

- ◆ **Commitment of top leadership and senior management**

  - Communicate

  - Assure plans are aligned with strategic direction

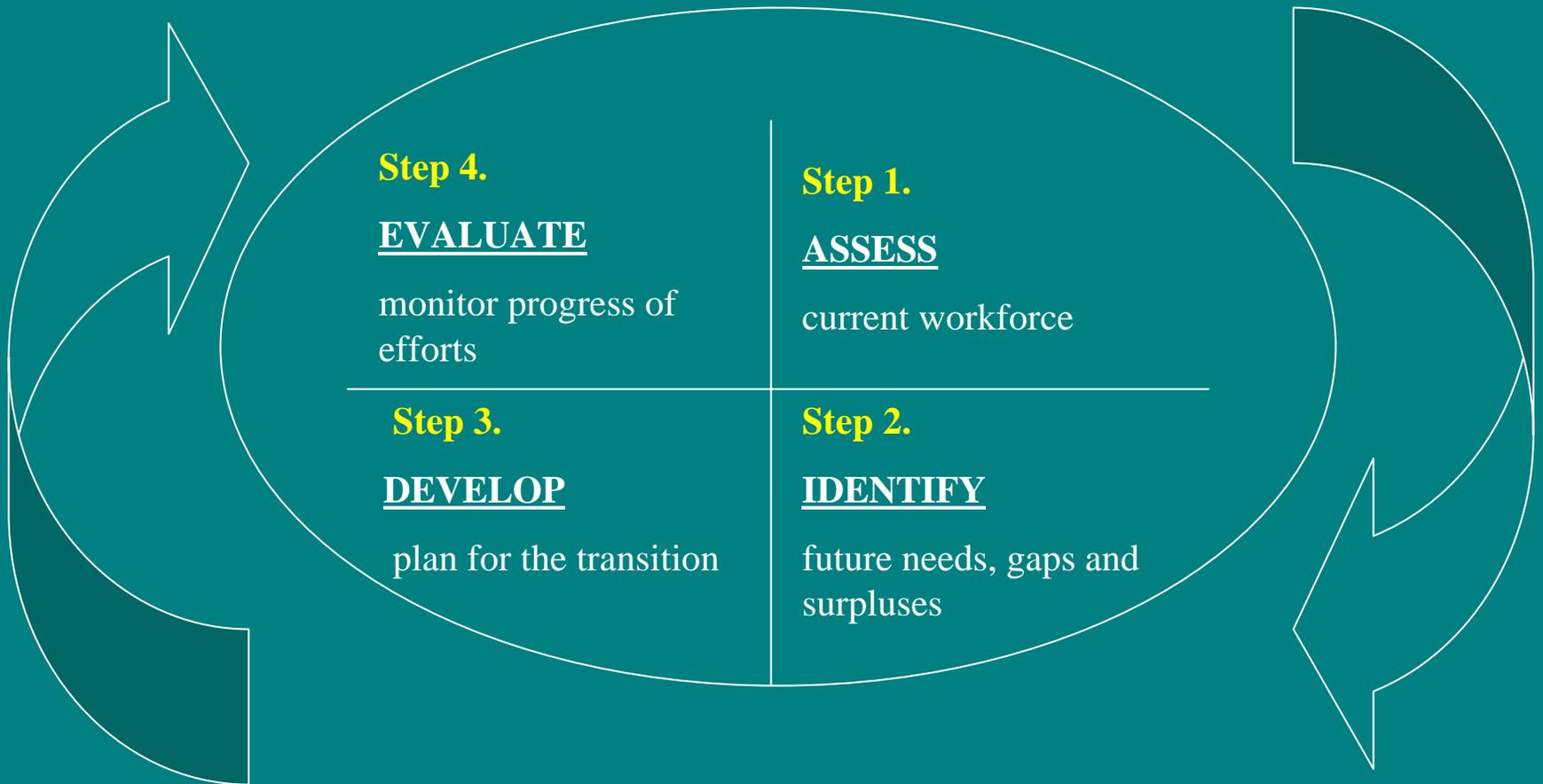
  - Hold subordinate managers accountable

- ◆ **Commitment of Program Managers**

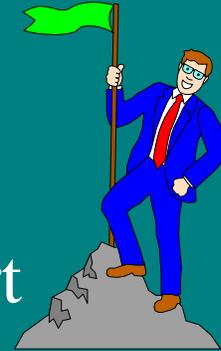
  - Lead the process in their own program areas

- ◆ **An automated system or a hand calculator and tablet**

# A FOUR STEP PROCESS



# IMPLEMENTATION



Basic project management:

- Ensure buy-in, collaboration and support
- Allocate resources
- Clarify roles and responsibilities
- Establish timelines and milestones
- Monitor success measures at designated intervals
- Address new issues and adjust as needed
- Communicate

# Workforce Data Analysis in Minnesota

Reports have been created to assist agencies in their workforce planning efforts

Reports are available on the State of Minnesota workforce planning site

Agencies can retrieve data when they need it

Historical data is available for comparison

Data assumptions and parameters are described for each report

Reports display data by varying factors such as bargaining unit, career family, EEO4 category and employment condition

# Workforce Data Analysis in Minnesota

## Reports Available to State Agencies

- Age Distribution – An overview of the Mean/Median ages of employees
- Appointment Counts – Report shows the number of employees appointed from outside and inside state service
- Loss Rates – Data is used to compare current year to prior year staffing ratios
- Resignation Counts by Length of Service – Data is used to ascertain trends when looking at the amount of time employees are working before they resign

# Workforce Data Analysis in Minnesota

Separation Counts – Report displays the number of separations and the types of separations

Time to Fill – Report shows the number of days from the time a job is opened until the time the offer is accepted and the number of days from the date the job was opened until the employees' first date of employment.

Churnover Within State Service – Report shows the internal movement of employees within and among state agencies

Executive Branch Employment Statistics – Report shows summary data of some demographic and appointment – type data of state employees

# Workforce Data Analysis in Minnesota

## Benefits of WFP

- Succession Planning
- Identification of trends in workforce turnover
- Identification of developmental needs of the workforce
- Strategic Planning
- Identifies talent shortages
- As the environmental scan takes place, allows for the ability to analyze the current organizational structure and determine the best structure based on current and forecasted business needs

# Workforce Data Analysis in Minnesota

## Lessons Learned

- Involve agencies in identifying data sets
- Identify and communicate the data source used to produce the data and also the timing of data
- Discuss and communicate data definitions throughout the HR community so that there is a consistent understanding of the data
- Explain the underlying assumptions used to create the data so that data is interpreted

# New York's Approach

**Centralize?**

**De-centralize?**

# NY: WFP Components



# Work Groups

- **Interagency groups organized around topics to:**
  - Find out what agencies are doing
  - Benchmark other jurisdictions
  - Recommend best practices and tools
- **6-10 members: enthusiastic & energetic**
- **6 months duration**

# Work Group Topics

- Recruitment/  
Selection
- Retiree Resource  
Pool
- Retention
- Knowledge  
Transfer
- Employee  
Development
- Competencies
- Management  
Mobility
- Rotation/  
Mentoring
- Data Analysis

# New York's Website

- [www.cs.state.ny.us](http://www.cs.state.ny.us)
- Expands on the agency examples in the guide
- Provides the opportunity for more depth of information
- Information can be current

# What's On the Web Page?

## → Guide

- with links to other parts of the web page
- PDF version of the Guide for printing out or reading on screen

## → Agency Initiatives—bullets linked to more detailed descriptions and exhibits

## → Areas of Interest—most of same bullets organized by topic

## → Tools & Resources—exhibits, guide appendices, etc.

# GMS Workforce Planning Tools/Support

Workforce Planning Model

Guidelines

SWiFT

Overview Training for Execs

SWiFT Technical Training

Modular Training (Process Training)

Workforce Planning WebPages

- [www.gms.state.ga.us//agency/services/wfplanning/index.asp](http://www.gms.state.ga.us//agency/services/wfplanning/index.asp)
- [www.gms.state.ga.us//agency/services/spplanning/index.asp](http://www.gms.state.ga.us//agency/services/spplanning/index.asp)
- [http://www.gms.state.ga.us//ppt/hr\\_changemgmt/SP\\_Overview\\_2004\\_02\\_24.ppt](http://www.gms.state.ga.us//ppt/hr_changemgmt/SP_Overview_2004_02_24.ppt)

Vendor List

GMS Consultant Support



# **SWiFT**

## **Electronic Reporting Tool**

**Sample Communication Plan**

**Readiness Assessor**

**gScan Environmental Scanning Tool**

**Diversity Profiler**

**Turnover Calculator**

**Retirement Projector**

**Competency Profiling Guidelines**

**G-Comps, Competency Dictionary**

**Competency Profiler & Analyzer**



# SWiFT

## Strategic Workforce Tools

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**Read the SWiFT Instruction Manual before proceeding.**  
**(double-click to open, toggle back and forth using windows toolbar)**



Link to GMS Web Site

Link to Strategic Planning Web Site

Link to Phoenix Web Site

## RESOURCES

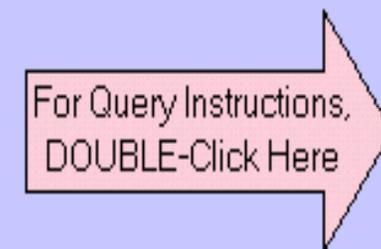
1. I need to know more about workforce planning.



Link to **Workforce Planning Website:**

2003 Guidelines  
G-Comps Competency Dictionary  
List of Deliverables

2. I need to know how to obtain WFP data.



# Workforce Planning Model

[Back to START Page](#)

[Link to Summary Template](#)

**STEP 1**  
Strategic Planning

Mission  
Environmental Scan  
Vision  
Goals  
Objectives  
Functions  
CSF's  
Long-term measures

**STEP 2**  
Assess WFP Readiness

Resources & Capability:  
Commitment, Expertise, Time, Money, Technology, etc.

**STEP 3**  
Business and Staffing Outlook

Identify New & At-risk Business, and FTE Projections

**STEP 4**  
Diversity and Turnover Outlook

Current Demographics: Age, Tenure, Gender, Ethnicity; Permanent vs. Contingent; etc.

**STEP 5**  
Identify Outcome Priorities

Prioritize Workforce Targets Based on Opportunities and Risks Related to Outcomes, Results, Productivity, Turnover, Costs, Strategic Factors, Trends, etc.

**STEP 6**  
Identify Needed Competencies

Based on what is needed to accomplish organizational goals and objectives

**STEP 7**  
Identify Current Competencies

Individuals, Jobs, Occupational Groups, Teams, Organizational Units, etc.

**STEP 8**  
Competency Gap Analysis

Identify Competency Gaps for People, Jobs, Occupations, Teams, Functions, Units, etc.; Consider Supply and Demand Issues

**STEP 9**  
Integrate HR Strategies

Select and Integrate HR Strategies Based on Cost-Benefit; Make Buy vs. Grow Decisions

**STEP 10**  
Evaluation

Evaluation, Validation, Cost-Benefit, Return on Investment (ROI)

Click buttons at right to proceed with desired step of workforce plan.

Click here to access a template that will assist planners in documenting findings and conclusions.

Rationale

Deliverables

A list of WFP team members including the name, job title, role within the team, and contact information for each

Before using the Assessor, please read these instructions. Double-click here

Completed WFP Readiness Assessment with recommended approach

General summary of findings describing the agency's state of readiness and proposed approach to completing the workforce plan. It includes plans to use internal and/or vendor resources for each section of the workforce plan.

To complete the assessment, click here.

READINESS  
ASSESSOR

ess

To view the report, click here.

ANALYSIS  
REPORT



# WORKFORCE PLANNING READINESS ASSESSOR

[Back To Assess WFP Readiness](#)

[VIEW REPORT](#)

AGENCY

SUBAGENCY

**1 Has your agency established a Workforce Planning Team?**

**2 From the list below, select the term that best describes the number of employees in your agency who are assigned to participate on the Workforce Planning Team.**

**3 Who will be involved in your Workforce Planning Team?**

**Executive Level Staff**

<b>Spreadsheet Applications</b>	<input type="text" value="NO"/>
<b>Email</b>	<input type="text" value="NO"/>
<b>Internet Service</b>	<input type="text" value="NO"/>
<b>PeopleSoft or Phoenix</b>	<input type="text" value="NO"/>
<b>CD R or CD RW burner</b>	<input type="text" value="NO"/>

**13 Because you indicated in number 12 that your agency does not**

# Workforce Planning Model

[Back to START Page](#)

[Link to Summary Template](#)

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**STEP 3a (required deliverable):**

If you have conducted an Environmental Scan that does NOT include a list of **Trends, Issues, and Challenges**, then use this template to conduct one sufficient for Workforce planning (**Double-click** to open and edit). This process should create a list for inclusion in the following table.



List of Trends, Issues and Challenges

The following matrix is **optional** for both strategic and workforce planning purposes. It may also assist in completion of the next matrix.

**STEP 3b (required deliverable):**

**Update this Pivot Table and then...**

Describe the Impact of Trends, Issues, and Challenges on the Goals/Outcomes of the agency

Describe the Impact of Trends, Issues, and Challenges on Functional Activities of the Agency

**Step 3b (required deliverable):**

Use information collected in environmental scan to complete this matrix.

Impact of Trends, Issues and Challenges on the Workforce.

**Step 3d:**

From information in previous two matrices, project the number of employees needed for next five years.

Staffing Projections Table

# Workforce Planning Model

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[Link to Summary Template](#)

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# Diversity and Turnover Outlook

[Back To Model](#)[Link to Summary](#)

**STEP 4a:**  
Analyze Current  
Diversity Profiles



Representational  
Diversity Gap  
Analysis

**STEP 4b:**  
Analyze Turnover



Calculate Turnover  
Ratios

# Diversity Gaps

**STEP 1.** Start by looking at **Department of Labor's** Affirmative Action data for the State of Georgia.

**GEORGIA's -**  
State Labor  
Force Data

**STEP 2a.** Then compare to your agency's data by **updating** the following table...

Diversity Table -  
Ethnic Group

**STEP 2b.** ...**and** the following table.

Diversity Table -  
Gender

Use this information in conjunction with previously developed internal diversity charts to prepare summary.

Link to  
Summary

Additional labor force data on Metropolitan Statistical areas or counties can be downloaded from the **Department of Labor's** website.

**Georgia**  
**Department of**  
**Labor -** Labor  
Force Data

# STEP 4a: Analyze Current Diversity

[Back To Diversity and Turnover Outlook](#)

[Link to Summary](#)

**STEP 1.** Download Current Employee data from **P.S. Query WP001** and paste into this data sheet.

Current Employee  
**QUERY DATA**

**Step 2.** Run the Retirement Projections Report.

Retirement Projections Table  
**(level 1 analysis)**

Then refresh the following tables to do a **Level 1** analysis.

For All Jobs and Jobs within Business Function.

For Business Functions

For Job Families

For FLSA Status

For Pay Grade

Gender

Gender

Gender

Gender

Gender

Ethnic Group

Ethnic Group

Ethnic Group

Ethnic Group

Ethnic Group

Age

Age

Age

Age

Tenure

Tenure

Tenure

Tenure

To conduct a **Level 2** analysis, prepare similar tables for Organizational Units, Geographic Areas, etc. by inserting relevant data into the PeopleSoft query and preparing new pivot tables for each demographic variable.

	A	B	C	D	E	F	G	
1	Name	Empl Rcd#	Position	Status	Business Function	Job Code	Job Title	Sta
2	Alegg, Armand	0	104694	Active	Screening	12345	Intake Counselor	Appr
3	Allogist, Anastasia	1	166767	Active	Eligibility Determination	41234	Accountant 1	Appr
4	Antenna, Ariel	0	104793	Active	Referral	51212	Staff Coordinator 2	Appr
5	Anything, Aldo	0	104754	Active	Eligibility Determination	13579	Benefits Specialist 1	Appr
6	Arm, Al	0	104766	Active	Assessment	13579	Benefits Specialist 1	Appr
7	Back, Aiken	0	170835	Active	Screening	61234	Clerk 1, General	Appr
8	Baum, Adam	0	104937	Active	Referral	12355	Services Counselor 2	Appr
9	Bellum, Ann T.	0	104873	Active	Assessment	54321	Division Director, Asst	Appr
10	Biotic, Anna	0	170571	Active	Screening	13579	Benefits Specialist 1	Appr
11	Birthday, Abbie	0	172735	Active	Assessment	13579	Benefits Specialist 1	Appr
12	Blues, Agatha	0	104672	Active	Eligibility Determination	13631	Eligibility Analyst 1	Appr
13	Bodeed, Abel	0	104711	Active	Eligibility Determination	13631	Eligibility Analyst 1	Appr
14	Buddyhome, Annie	0	104747	Active	Screening	12345	Intake Counselor	Appr
15	Bugg, Ada	0	104786	Active	Eligibility Determination	23456	Customer Service Sup Coord	Appr
16	Bummermann, Ariel	0	104777	Active	Assessment	13582	Benefit Eligibility Advocate	Appr
17	Choke, Artie	0	104693	Active	Eligibility Determination	54321	Division Director, Asst	Appr
18	Chovie, Ann	0	172295	Active	Referral	12355	Services Counselor 2	Appr
19	Clock, Ada	0	104768	Active	Screening	61235	Clerk 2, General	Appr
20	Conda, Anna	0	104902	Active	Screening	13582	Benefit Eligibility Advocate	Appr
21	Day, Avery	0	104726	Active	Assessment	51212	Staff Coordinator 2	Appr
22	Deco, Art	0	104757	Active	Eligibility Determination	13569	Benefit Transactions Tech	Appr
23	Dente, Al	0	172296	Active	Referral	12354	Services Counselor 1	Appr
24	Droid, Ann	0	104903	Active	Screening	12345	Intake Counselor	Appr

Back To Calculate Turnover Ratios	# In Job at Beginning of Period	AVG Salary Of Employees in this job	# Leaving Job During the Period	% Turnover	TOTAL ESTIMATED COST
Job Code Descr					
Accountant 1	1	\$39,586.59	0	0.0%	\$0.00
Administrative Ops Coord 1	1	\$39,407.70	1	100.0%	\$55,170.78
Benefit Eligibility Advocate	8	\$41,761.38	4	50.0%	\$233,863.72
Benefit Transactions Tech	2	\$24,916.98	1	50.0%	\$34,883.77
Benefit Unit Mgr	2	\$45,493.23	0	0.0%	\$0.00
Benefits Specialist 1	8	\$27,096.03	5	62.5%	\$189,672.23
Benefits Specialist 2	1	\$35,010.00	1	100.0%	\$49,014.00
Clerk 1, General	1	\$14,174.00	5	500.0%	\$99,218.00
Clerk 2, General	2	\$26,404.26	0	0.0%	\$0.00
Communications & Mktng Spec	1	\$46,443.46	0	0.0%	\$0.00
Customer Service Sup Coord	2	\$32,496.66	2	100.0%	\$90,990.64
Division Director	2	\$97,688.95	2	100.0%	\$273,529.06
Division Director	2	\$104,952.93	0	0.0%	\$0.00
Division Director, Asst	5	\$80,189.77	2	40.0%	\$224,531.35
Eligibility Analyst 1	8	\$27,625.05	5	62.5%	\$193,375.35
Eligibility Analyst 2	3	\$34,262.27	2	66.7%	\$95,934.37
Executive Assistant	1	\$41,588.00	0	0.0%	\$0.00
Intake Counselor	8	\$20,011.68	4	50.0%	\$112,065.39
Needs Assessment Specialist	7	\$31,575.86	3	42.9%	\$132,618.60
Professional Staff Assistant	1	\$48,210.03	1	100.0%	\$67,494.04
Program Team Ldr	2	\$41,420.36	1	50.0%	\$57,988.50
Secretary 3	2	\$20,178.68	1	50.0%	\$28,250.17

° [YOUR-AGENCY-NAME-HERE] ° ¶¶

## SUMMARY OF WORKFORCE PLAN ¶¶

### FY-2003 ¶¶

#### SECTION 1: CONDUCT STRATEGIC AND TECHNOLOGY PLANNING ¶¶

Summarize here the agency's mission, environmental context, vision, functions, goals, objectives, critical success factors, and long-term measures. ¶¶

Include a brief, high-level summary of the process(es) used to generate the agency's strategic and technology plans, including how were they created and who was involved. ¶¶

\*\*\*Summarize findings in the space below\*\*\* ¶¶

#### SECTION 2: ASSESS WORKFORCE PLANNING READINESS ¶¶

Describe the level of readiness and the approach to workforce planning as recommended by the Workforce Planning Readiness Assessment and, briefly,

## SECTION-8: GAP-AND-PRIORITY-ANALYSIS

In this section, introduce the analysis of competency gaps for the targeted jobs or job groups. What approach did the agency select for these assessments? Include a brief, high-level summary of the process(es) used, including how the information was obtained or created and who was involved.]

\*\*\*Summarize findings below\*\*\*

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Summarize the matrix depicting competency gaps for targeted jobs and job groups.

Points to consider:

- Describe for each job the pattern of competency gaps.
- Explain how the gaps relate to strategic factors, workforce process outcomes, costs, changes, and overall importance.
- Describe significant commonalities and differences in the gaps among the jobs.]

# Resources

[naspe.net/index.cfm?PageID=97](http://naspe.net/index.cfm?PageID=97)

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