1. Agency Name:

1. Name of person/people designated to lead succession planning efforts:

* Agency Champion:
* Project Manager:
* HR Facilitator:
* Diversity Officer:
* Other Team Members:

**Section 1. Strategic Direction/Assess Mission, Vision and Challenges**

1. Does the agency anticipate agency mission, services or operational changes in the next three to five years?

Yes

No

If yes, please explain:

1. Does the agency anticipate funding, legislative or regulatory changes that will significantly impact the agency in the next three to five years?

Yes

No

If yes, please explain:

1. Does your agency plan to consolidate, close or open new agency locations in the next three to five years?

Yes

No

If yes, please explain:

1. Based on efforts to improve service delivery and current business trends, what skills will be needed in the future that the current workforce does not have today?

1. Are there any occupational short or long-term workforce trends that are likely to impact your ability to recruit and/or retain employees?

Yes

No

If yes, please explain:

**Section 2. Identify Critical Positions and Competencies**

In order to identify challenges in filling positions, the agency must identify critical and highly critical positions. Here is a guide to help (this information can also be found in the Succession Planning Guide).

|  |  |
| --- | --- |
| **Not Critical** | * Vacancy would cause limited impact * Limited specialized knowledge or skills required * Strong recruitment potential * Competitive compensation package * Limited direct promotional opportunities |
| **Critical** | * Vacancy would cause impact * Some specialized knowledge or skills * Challenging recruitment * Moderately competitive compensation package * Skill set in demand * Promotional opportunities * Anticipate vacancy within the next 1 to 5 years |
| **Highly Critical** | * Vacancy would cause significant impact * Specialized knowledge or skills required * Very challenging recruitment * No competitive compensation package/compression issues * Skill set in high demand * Promotional opportunities * Anticipate vacancy within the next year |

1. In light of the agency’s business-related trends and current budget, identify the top three to five critical or highly critical positions or classifications that raise concern regarding potential competencies (defined as knowledge, skills and abilities present to successfully fulfill the duties of a position – a list of competencies can be found in Workday or on the CHRO’s succession planning website) gap.

Position/Class 1:

Position/Class 2:

Position/Class 3:

Position/Class 4:

(Optional)

Position/Class 5:

(Optional)

Select one of the positions or classifications you listed in your response to #8 to begin an agency plan on building bench strength for critical and/or highly critical workforce areas.

1. What is the position or classification that is the primary focus of this plan?

\_\_\_\_\_\_\_\_

1. What is the service type of the position or classification?

Management

Unclassified (executive service)

Classified represented

Classified unrepresented

1. Explain the direct business impact of not having the staff and competencies the agency needs in this position or classification (consider the immediate impact as well as future impact). Specifically detail the consequences.

**Section 3. Identify the Gap(s)**

1. Identify the retention challenge(s) for this position or classification in relation to the existing workforce (what differentiates this position or classification as critical or highly critical from others).

Check all that apply:

Difficulty retaining long-term employees

Difficulty retaining short-term employees

Number of employees who are retirement eligible

Number of employees who are retirement likely

Employees hesitant to accept promotion

No career ladder (vs. several jobs of increasing responsibility that are defined)

Location

Compensation package not competitive with market

Low employee engagement

Not applicable

Other

Please provide some specific information on items checked:

1. Identify what creates a skill development challenge(s) for the agency in relation to the existing and future workforce. (Check all that apply):

Current employees need to develop new skills

Specialized skills are required

Degree or professional license required

Market shortage of this skill or knowledge

Long “ramp up” time after hire – takes time for new employee to be fully proficient

Not applicable

Other

Please provide some specific information on items checked:

1. Which of the following create a recruitment challenge for the agency for this position or classification?

Check all that apply:

Specialized skills are required

Experience level needed in minimum entrance requirements

Difficulty attracting candidates

Competition with federal or local government agencies

Competition with private sector or non-profit companies

A more diverse applicant pool is needed

Location

Compensation package not competitive with market

Other

Please provide some specific information on items checked:

1. What number and percentage of the agency’s total workforce does this position(s) or classification represent?

Number:

Percentage:

1. Do other state agencies use a similar position or classification?

Yes

No

1. If yes, what other state agencies use this position or classification?

1. Are there any diversity concerns with respect to the current composition of your workforce?

Yes

No

If yes, please explain:

1. Are there multi-generational concerns regarding the composition of your current workforce and pending retirements?

Yes

No

1. If yes, please explain:

1. Identify any concerns in terms of turnover trends over the last few years.

1. What number and percentage of the incumbents in critical and highly critical positions are retirement eligible in the next year?

Number:

Percentage:

1. What is the approximate budget set aside to develop staff for critical and highly critical roles?

$

**Section 4. Develop Bench-Building Strategies**

Use this section to identify strategies that, added to the strategies the agency is currently using, may assist in mitigating your talent gap in the future and build the agency’s bench strength.

1. The following are strategies and tools to facilitate a successful recruitment.

* Leverage use of social media (Twitter, LinkedIn, Facebook, etc.)
* Promote participation in the Public Service Loan Forgiveness Program ([PSLF](https://studentaid.ed.gov/sa/repay-loans/forgiveness-cancellation/public-service))
* Diversify your recruitment resources (Indeed.com, Craigslist.org, etc.)
* Participate in or host career fairs (collaborate with targeted organizations that help people with disabilities, ethnic professional organizations or organizations that provide services to women and veterans)
* Partner with colleges and university recruitment centers
* Update job descriptions
* Review and update desired attributes
* Streamline internal hiring procedure
* Survey candidates that did not accept agency job offers to learn why
* Develop an agency public service career brand campaign about the benefits of public service
* Establish an internship or fellowship program (check with HR prior to establishment)
* Offer job shadow days to learn about jobs in your agency (partner with other agencies to have a greater impact – check with HR prior to implementing this practice)

1. The following are strategies and tools to facilitate successful retention.

* Establish or bolster current new employee orientation and onboarding process to get new employees acclimated and ensure they understand job expectations
* Promote participation in the Public Service Loan Forgiveness Program ([PSLF](https://studentaid.ed.gov/sa/repay-loans/forgiveness-cancellation/public-service))
* Establish a mentoring program where two employees of different levels of experience are matched up; one is the role model and sounding board for the other (work with HR prior to establishment)
* Conduct stay interviews or surveys to note retention trends, employee engagement and how employees recommend what needs to be improved or what is working well (discuss with HR prior to conducting interviews)
* Establish a workgroup to conduct employee engagement surveys and implement action plans to increase employee/agency commitment (discuss with HR prior to conducting surveys)
* Organize or support a diversity council
* Offer or partner with other agencies on career counseling support, resume development and interview skills
* Encourage and budget for professional development (training, conferences, professional association memberships)
* Other

1. The following are strategies and tools to facilitate skill development.

* Implement cross-training efforts across and within work teams (work with HR prior to establishment)
* Provide work out-of-class opportunities to allow for career and competency building
* Implement a job rotation program where employees move through one or more jobs and perform those new functions (work with HR prior to establishment)
* Encourage enrollment in training classes to develop or enhance skills
* Partner with local colleges or universities to create programs to provide staff with contemporary knowledge (work with HR prior to establishment)
* Offer job shadow days where an employee is able to observe the work of another employee to learn more about other roles and duties – partner with other agencies, if possible (work with HR prior to establishment)
* Offer assistance to employees to write career development plans
* Require managers to include development of employees as a career growth objective in annual evaluations or scheduled one-on-one meetings (Individual Development Plans – IDPs)
* Work with and offer assistance to employees to enter competencies into Workday
* Other

1. The following are strategies to facilitate organizational preparedness.

* Document institutional knowledge – capture information and experience that is not currently documented or shared with others (knowledge transfer, fireside chats, mentorships)
* Implement succession planning to build a talent pool of employees to fill future critical and highly critical positions during recruitments (bench strength)
* Conduct business process redesign – change the way work is done to eliminate nonessential steps, roadblocks and redundancies (strategic planning)
* Other

1. Does the agency have any resources, tools, suggestions or strategies it is using or has used in the past that the Department of Administrative Services could develop, share or utilize for other agencies?

If yes, please notify DAS, CHRO at [CHRO.Policy@oregon.gov](mailto:CHRO.Policy@oregon.gov).

**Section 5. Implementing the Strategies**

This section will help the agency outline the actions needed to align the agency’s strategic direction and succession plans. List the specific activities the agency will use, steps for completion and timeline to ensure agency’s performance. Agencies can use this as a guide to help determine metrics. Please see example below.

**EXAMPLE ACTIVITY:** Determine any additional positions in the agency are highly critical and map the competencies needed to successfully fill those positions; work with human resources to run reports, develop criteria to determine critical nature of positions/classifications, outline competencies and determine difficult-to-fill positions; create spreadsheets in Excel to track positions and competencies; and discuss a recruitment plan framework for future vacancies.

**Objective:** Identify and map competencies of all agency highly critical positions

**Targeted Completion Date:** 6 months

**Intermediate Milestones:** 3 divisions complete in first 60 days

**Contingencies (if any):** Dependent on funding for temporary staff to assist divisions with mapping position competencies.

**ACTIVITY #1:**

**Objective:**

**Targeted Completion Date:**

**Intermediate Milestones:**

**Contingencies (if any):**

**ACTIVITY #2:**

**Objective:**

**Targeted Completion Date:**

**Intermediate Milestones:**

**Contingencies (if any):**

**ACTIVITY #3:**

**Objective:**

**Targeted Completion Date:**

**Intermediate Milestones:**

**Contingencies (if any):**

**ACTIVITY #4:**

**Objective:**

**Targeted Completion Date:**

**Intermediate Milestones:**

**Contingencies (if any):**

1. List the measures the agency will use to evaluate the overall success of the Agency’s Action Plan including specific quantitative and qualitative metrics. Please see the example below.

**EXAMPLE Metric definition:** Recruitment process improvement – time in workflow step: Calculate the time an applicant spends in each step of the recruitment process once the first pool of candidates is pulled (i.e., screening, referral to hiring manager, interview, selection, hire, etc.). Create the baseline using highly critical positions prior to competency mapping and compare to hires after mapping is complete.

**EXAMPLE Metric target:** Baseline = 78 days, Target = 45 days

**#1 Metric definition:**

**#1: Metric target:**

**#2 Metric definition:**

**#2 Metric target:**

**#3 Metric definition:**

**#3 Metric target:**

**#4 Metric definition:**

**#4 Metric target:**

1. Explain in detail how the agency’s succession plan supports the agency’s strategic, affirmative action and/or diversity plan(s).

**Section 6. Evaluate the Plan**

Once a succession plan is established, monitoring its efficiency and effectiveness is essential. An initial six-month check allows opportunity to make any adjustments necessary prior to full implementation. Annual reviews thereafter would be appropriate with any adjustments to immediately follow.

**Section 7. Approval of the Agency Succession Plan**

Name/title: Name/title:

Date: Date:

Name/title: Name/title:

Date: Date:

\*[Adapted](http://www.mass.gov/anf/docs/hrd/policies/wp/sample-workforce-plan-hrd.pdf) from the Commonwealth of Massachusetts Workforce Planning Initiative