This assessment is a tool to be used as the agency drafts or reviews its strategic plan to assess the future needs of the workforce in order to support the agency’s succession plan. This tool should be shared with the agency’s succession planning champion, human resources and budget staff. Answer these questions based on how the agency currently performs, not how you wish it currently performed.

**HIRING DEVELOPMENT PERFORMANCE**

What factors affect your ability to recruit and What information, resources and technology How does your current employee per-

retain the competencies needed for critical and must employees have to be successful? formance management system enable

highly critical positions? your workforce to be successful?

What factors are affecting retention of high How well are managers prepared to coach How effective are your supervisors at

performers? employees for new opportunities and addressing poor performance?

 career growth?

How effective are current retention How well are individuals identified, How well do managers provide formal

strategies? What does data from employee assessed and developed for leader- and informal recognition?

surveys and exit interviews show? ship positions?

**HIRING DEVELOPMENT PERFORMANCE**

What tools will you develop for the agency to What forms of training and development How well do leaders hold managers

use to impact workforce attitudes, and what are needed to teach mission-critical accountable for managing people?

impact do you expect those tools to have on competencies in the next three to five

your agency? years?

Does the agency have a recruitment plan? Does the agency have a training plan? Does the agency have a leadership

 accountability expectation that is

 shared, reviewed and understood

 by all supervisory staff?

If you or your leadership teams would like help on this assessment, need ideas on next steps or just want to have a general conversation, please contact Summer Warner or Susan Hoeye.[[1]](#footnote-1)

1. This form was adapted from an assessment tool provided by GovLoop. [↑](#footnote-ref-1)