



# STRATEGIC WORKFORCE PLANNING SUMMIT

## PLANNING FOR THE FUTURE

### GREAT WORKPLACE ACTION TEAM

Strategic Workforce Planning  
Measures & Metrics

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## INTRODUCTION

The state of Michigan is very much interested in being the employer of choice. Several initiatives are underway to assist in aligning future workforce needs with our strategic business decisions. The Great Workplace Action Team (GWAT) identified several employer of choice initiatives for state government. One of these initiatives was Strategic Workforce Planning. A team was organized through GWAT and given four (4) deliverables.

- Deliverable 1: Benchmark best practices, measures, and metrics for rolling out workforce planning.
- Deliverable 2: Garner executive support for all departments to have a plan.
- Deliverable 3: Provide training for facilitating the workforce planning process.
- Deliverable 4: Provide a vehicle for ongoing dialogue and sharing of best practices among departments.

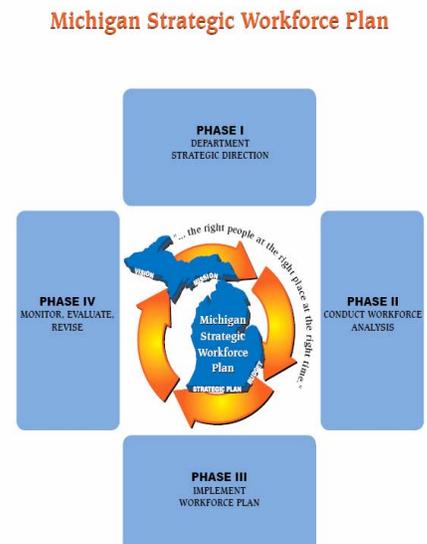
Benchmarking of other state and federal agencies is a common assessment tool. The workforce planning team, Measures & Metrics benchmarked how other states were measuring the effectiveness of their workforce planning model and strategies. Additionally, we dialogued with the researchers at the Pew Center. The Pew Center performs the research for Governing Magazine "Grading of the States". [http://www.pewcenteronthestates.org/gpp\\_report\\_card.aspx](http://www.pewcenteronthestates.org/gpp_report_card.aspx)

Please note this benchmarking effort used two (2) measurement definitions.

1. Measurement of the effectiveness of the workforce planning model and process.
2. Measurement of the effectiveness of the strategies implemented as a result of workforce planning, commonly referred to as strategies to close the gap.

The team was trying to assess if the process steps commonly used in workforce planning are working. Like many other states our model is organized around a four (4) step process of:

*Phase I- Strategic Direction*  
*Phase II-Conduct Workforce Analysis*  
*Phase III-Implement Workforce Plan*



#### *Phase IV-Monitor, Evaluate, Revise*

Moving forward we wanted to assess if the model and process offered to our various departments and agencies is an effective means of assessing the organization's future workforce needs.

We found common measures for the strategies of closing the gaps, but not so common was an assessment of evaluating the models being used and the processes followed. However, after benchmarking several states and discussions with the Pew Center, the workforce planning team believes the model and process available to state departments is in alignment with the best practices available.

## EXECUTIVE SUMMARY

### Strategic Workforce Planning

The Measures & Metrics team posed three questions to seek input regarding the measurement and metrics of workforce planning. We wanted to know 1) which state models are working, 2) what measures are they using to assess the effectiveness of their models and process, and 3) what should Michigan use to measure its efforts.

The team did a listserv inquiry through NASPE (National Association of State Personnel Executives) and participated in a conference call of the workforce planning contacts for each of the states. We also did follow-up with other contacts through ASHTO (Association of State Highway Transportation Organizations) and the Pew Center.

The inquiry went to every NASPE member and subscriber asking the following questions:

1. What are the measures each state uses to evaluate the success of their model?
2. Does anyone know of a study that has reviewed the aspects of the various models?
3. How do the states measure the effectiveness of their models?
4. How do the states measure the effectiveness of their wfp efforts?
5. Do the states have any plans to change their models?
6. What has been their best tool?

The states of Alaska, Colorado, Minnesota, New Hampshire, New York, North Carolina, and Washington responded. Additionally, other states and federal websites were reviewed for benchmarking.

The Measures & Metrics team also had two (2) opportunities to discuss with the Pew Center and the actual researchers who compile data for the Governing Magazine “Grading the States” and what they found as best practices and recommendations for Michigan. <http://www.governing.com/gpp/2008/index.htm>

The researchers told us future reviews will look for a stronger connection between human capital planning, workforce planning, business planning and budgeting.

Pew recommended:

- *Human capital planning* -a link between the environmental scan of the labor market and key labor trends. How occupations are changing, and the need for certain occupations based on the state's future business planning needs.
- *Workforce planning* –can occur at the agency level, however, a link or roll up into statewide plan needs to occur. Have a central human resources office looking at all plans to address actionable items to assist departments.

Pew will be looking for states to have a process to allow a report back and monitoring of the gap closure strategies. Having a decision making body across the state to review the status of workforce plans is another item recommended. They noted the state of Georgia and their workforce advisory committee with private sector members.

<http://www.gms.state.ga.us/agency/services/wfplanning/index.asp>

Pew will also be looking for how states demonstrate how data drives decision-making process. How data is utilized and common definitions and/or language. They noted the state of Washington and their data dictionary. <http://www.dop.wa.gov/HRMPerformanceAndAccountability/Welcome/>

- *Business planning and budgeting* – an articulated link between these processes and data.

Pew had other recommendations to obtain buy-in and strategies to avoid:

- Mandate it. Workforce planning is more effective when a Governor or Legislature requires it. However, second best is the expectation of top leadership to deliver a workforce plan for their agency.
- Over-communication
- Dedicated resources
- Marketing
- Avoid the passive approach. On-line tools are insufficient if the assumption they will be used because they are available.

## **CONCLUSIONS AND RECOMMENDATIONS**

After benchmarking several states and discussions with the Pew Center, the GWAT-Workforce Planning Team believes the model and process available to state departments is in alignment with the best practices available. This information was shared with the GWAT and the charge to ensure workforce planning within every agency was given.

The Executive Office, Civil Service Commission, and the Department of Management and Budget are working cooperatively to deliver the support, tools and resources needed throughout state government to have a comprehensive workforce plan.

A template of questions was developed to guide departments in ensuring their individual plans capture the best practices available and will allow for the measuring of the state of Michigan workforce planning efforts.



## Predictors of Success

Measurement	Discussion
<ul style="list-style-type: none"> <li>Do you have a written workforce plan?</li> </ul>	<ul style="list-style-type: none"> <li>A tangible written plan is needed as a starting point for the evaluation. It creates a common understanding and accountability.</li> </ul>
<ul style="list-style-type: none"> <li>Is the plan connected with the agency's strategic plan or other business plans?</li> </ul>	<ul style="list-style-type: none"> <li>This question addresses the need to have your human capital/ human resources aligned with the future needs of the agency. To have decision makers within the organization, understand the importance of how human capital/human resources is aligned with vision alignment.</li> </ul>
<ul style="list-style-type: none"> <li>Is your agency executive leadership sponsoring and involved in the development and implementation of the plan?</li> </ul>	<ul style="list-style-type: none"> <li>In addition to the above, all the benchmarked plans said in order to be successful this has to occur. It has to be more than leadership sponsoring the process they have to be involved.</li> </ul>
<ul style="list-style-type: none"> <li>Are you using varied data points in your analysis, i.e.; turnover, retirement, diversity, survey data, vacancy fill rate, cost to fill?</li> </ul>	<ul style="list-style-type: none"> <li>The list provided is not exhaustive. The purpose is to further the understanding that plans need to consider more than who is eligible to retire. Remember the state of Michigan has a portable retirement plan that covers 40% of the state workforce. Using various data points to drive decisions and/or the agencies focus provides a more comprehensive approach to planning for the workforce of the future.</li> </ul>
<ul style="list-style-type: none"> <li>Does your plan have a deliverable to increase the percentage of supervisors engaged in the workforce planning process?</li> </ul>	<ul style="list-style-type: none"> <li>This addresses the need to institutionalize strategic workforce as part of the business planning and it is just not a one time event or a human resources office function.</li> </ul>
<ul style="list-style-type: none"> <li>Does your model have a succession planning or bench strength development component?</li> </ul>	<ul style="list-style-type: none"> <li>Workforce planning should take into account the future "to be" of the</li> </ul>

<p>➤ Does your model have a forecasting component, i.e.; future budget, organizational structure, legislative changes, political, competencies, etc.?</p>	<p>organization. As we strive for a better government we can no longer approach staffing with the old lose an employee and fill behind them with the same classification/level without thought to the future needs of the organization.</p>
<p>➤ Does your plan have an education and communication component that engages all levels of your agency?</p>	<p>➤ Benchmarking research states for the process to be institutionalized this needs to occur.</p>
<p>➤ Does your plan require a reporting and/or status updates to your agency leadership?</p>	<p>➤ Benchmarking research states that this provides the executive level leadership and accountability to engage in workforce planning throughout the agency.</p>

Measuring outcomes is essential to government efficiencies. Some of the measurements and metrics listed above are related to behaviors rather than quantity of specific numbers. Measuring behaviors does lead to efficiencies along with objective data.

# On Line Resources

## Associations

- <http://www.naspe.net/>
- <http://www.nga.org/portal/site/nga>
- <http://napawash.org/index.html>
- <http://shrm.org/>

## General

- [http://www.strategy2act.com/solutions/hr\\_metrics.htm](http://www.strategy2act.com/solutions/hr_metrics.htm)
- <http://ddiworld.com/>
- <http://diversityinc.com/>
- [www.salary.com](http://www.salary.com)
- <http://www.successfactors.com/>
- <http://systematichr.com/>
- [www.talentmgt.com](http://www.talentmgt.com)
- <http://nces.ed.gov/ipeds/cool/index.aspx>

## Government

- <http://www.census.gov/>
- <http://stats.bls.gov/>
- <http://www.govleaders.org/>
- <http://govexec.com/>
- [http://opm.gov/hcaaf\\_resource\\_center/](http://opm.gov/hcaaf_resource_center/)
- <http://www.stateline.org/live/>
- <http://workforce.com/index.html>

## Recruitment

- <http://quintcareers.com/>

## Training

- <http://www.astd.org/>

## Workforce Planning-Federal

- Federal Department of Health & Human Services  
<http://www.hhs.gov/ohr/workforce/wfpguide.html>
- United States Department of Transportation  
<http://dothr.ost.dot.gov/Toolkit/WorkPlan/workplan.html>

## Workforce Planning-State

- State of Georgia  
<http://www.gms.state.ga.us//agency/services/wfplanning/index.asp>
- State of New York  
<http://www.cs.state.ny.us/successionplanning/>
- State of Oklahoma  
[http://www.ok.gov/opm/About\\_OPM/Organization/Workforce\\_Planning/](http://www.ok.gov/opm/About_OPM/Organization/Workforce_Planning/)
- State of Pennsylvania  
<http://www.workforceplanning.state.pa.us/portal/server.pt>
- State of North Carolina  
<http://www.osp.state.nc.us/>
- State of South Carolina  
<http://www.ohr.sc.gov/OHR/wfplan/wfplan-home2.htm>
- State of Texas  
<http://sao.hr.state.tx.us/Workforce/>
- State of Virginia  
<http://www.dhrm.virginia.gov/workforceplanning.html>
- State of Washington  
<http://www.dop.wa.gov/HRMPerformanceAndAccountability/Welcome/>