VISION
MISSION
BUDGET
STRATEGIC PLAN

MI Strategic Workforce Planning
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The following pages and resources are provided as a guide to a strategic process for reviewing your workforce of today and planning for your workforce of tomorrow. Strategic workforce planning is critical for departments' efforts to increase efficiencies in the delivery of services provided by state government.

MI Strategic Workforce Planning
Mission & Vision

Civil Service Mission

To provide innovative, effective, and timely HR consultation and services to attract, develop, and retain a workforce that is diverse, flexible, creative, and competent to meet the ever-changing needs of state government.

Workforce Planning Mission

Having the right people at the right place at the right time.

Workforce Planning Vision

To equip all state agencies with a seamless approach to proactively address workforce turnover within the state classified service and to ensure efficiency and continuity in the delivery of services and programs to the citizens of Michigan.

MI Strategic Workforce Planning Overview

Introduction

The Governor's Cabinet Action Plan identified "Better Government" as one of the strategic goals for state government. A key component of this goal is having a skilled workforce ready and available to provide cost effective and efficient services to the citizens of Michigan.

Strategic Workforce Planning aids each state department with having "…the right people at the right place at the right time." In late 2004, increased access to retirement data allowed the State Personnel Director to initiate a study to determine projected retirements as well as other turnover data.

The findings indicated possible turnover of half of the state workforce between 2005 and 2015:

- 27.2% of state employees were eligible to retire in 5 years
- 49% were eligible to retire in 10 years
- 52.8% were 45 years of age or older

The trends also showed with each passing year the numbers and impact of employee turnover would increase. Clearly, a systematic means of preparing for and responding to possible turnover of this magnitude was needed.

Definitions

Strategic Workforce Planning in state government is the process through which human resource planning is integrated with an organization's strategic plan. It is a planned approach for department management to identify

necessary organization changes, positions to target for succession planning, training and development, recruitment, redeployment and knowledge transfer.

Succession Planning is a component of strategic workforce planning and focuses on the process of identifying the key leadership positions within each department and developing employees within state government to assume these positions. Succession planning attempts to respond to attrition by ensuring that there are well-qualified employees to assume critical positions in the shortest possible time.

Business Case

Why is Strategic Workforce Planning needed?
The State of Michigan must continuously look for opportunities to realign, redefine and redesign government to better serve its citizens. An organization's success depends on having *"the right people at the right place at the right time."* Having 52.1 percent of the state workforce eligible to retire within 10 years has the potential to significantly impact the services provided by state government. A systematic process of planning for the workforce of tomorrow is needed.

The MI Strategic Workforce Planning Model will provide your department with a systematic process to align your human capital with your strategic plan, mission and vision. The model will guide you through assessing your workforce, and developing a plan for your future human resource needs.

Getting Started

Strategic Workforce Planning may be approached in different ways. A department may choose to look only at their turnover data, analyze

projected data department wide and develop immediate strategies to address any gaps.

Alternatively, a comprehensive analysis would also include an assessment of your organizational structure, program goals, competency profiles, leader attrition, etc.

It is expected each department will approach the planning process in a way that meets their organizational needs based on their size, structure, programs and budget. The key to success is for the Workforce Planning process to be a seamless extension of your overall department Strategic Plan.

Roles & Responsibilities

Executive Overview

The State Personnel Director and the Chief Deputy Director of the Civil Service Commission will meet with the department's Strategic Leadership Team as an introduction to the strategic planning process. The Leadership Team is provided a broad overview of the workforce demographics, turnover rates and information regarding workforce planning.

Strategic Leadership Team

The Leadership of each department owns the development and implementation of the Workforce Plan. The Strategic Leadership Team develops the overall direction and provides guidance to the Department Development and Implementation Team.

Department Development & Implementation Team

The role of the Team is to develop and implement the Strategic Workforce Plan. It is suggested that the department's HR Director serve as the Team Leader.

Department Liaison
The Department Liaison is typically the HR Director, or other identified Leader from the management team, who will coordinate the department's workforce analysis and plan development. This Liaison will also be part of a statewide team utilizing the Human Resources Council to share best practices and have direct support from the Workforce Planning Specialist.

Department Partnership
The Civil Service Commission continues its partnership through the support services of the Workforce Planning Specialist and the Service Teams. The services available include facilitation, training, recruitment, performance management, career planning, data analysis, organizational reviews, classification studies, redeployment options, etc.

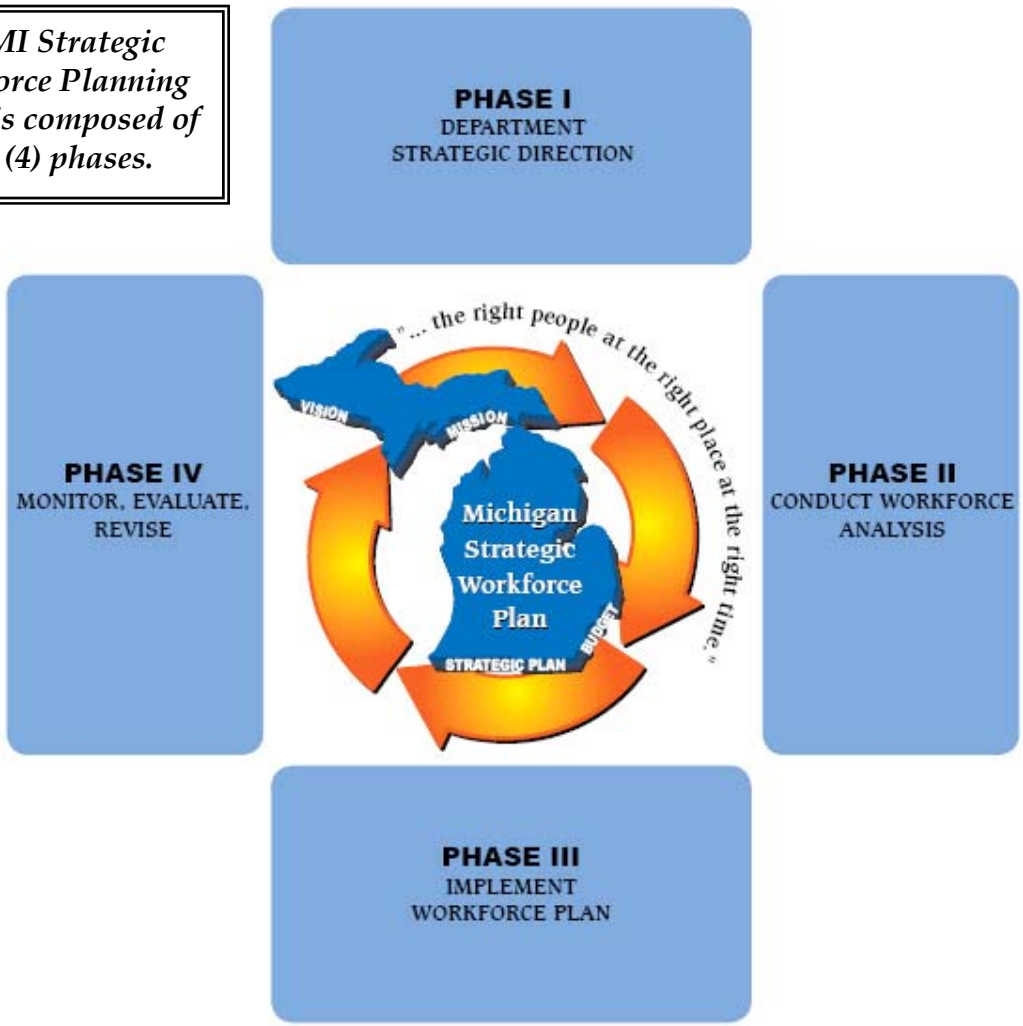
Model

The MI Strategic Workforce Planning Model is a guide for each department to use to connect their strategic plan, mission, vision and human resource needs for the future.

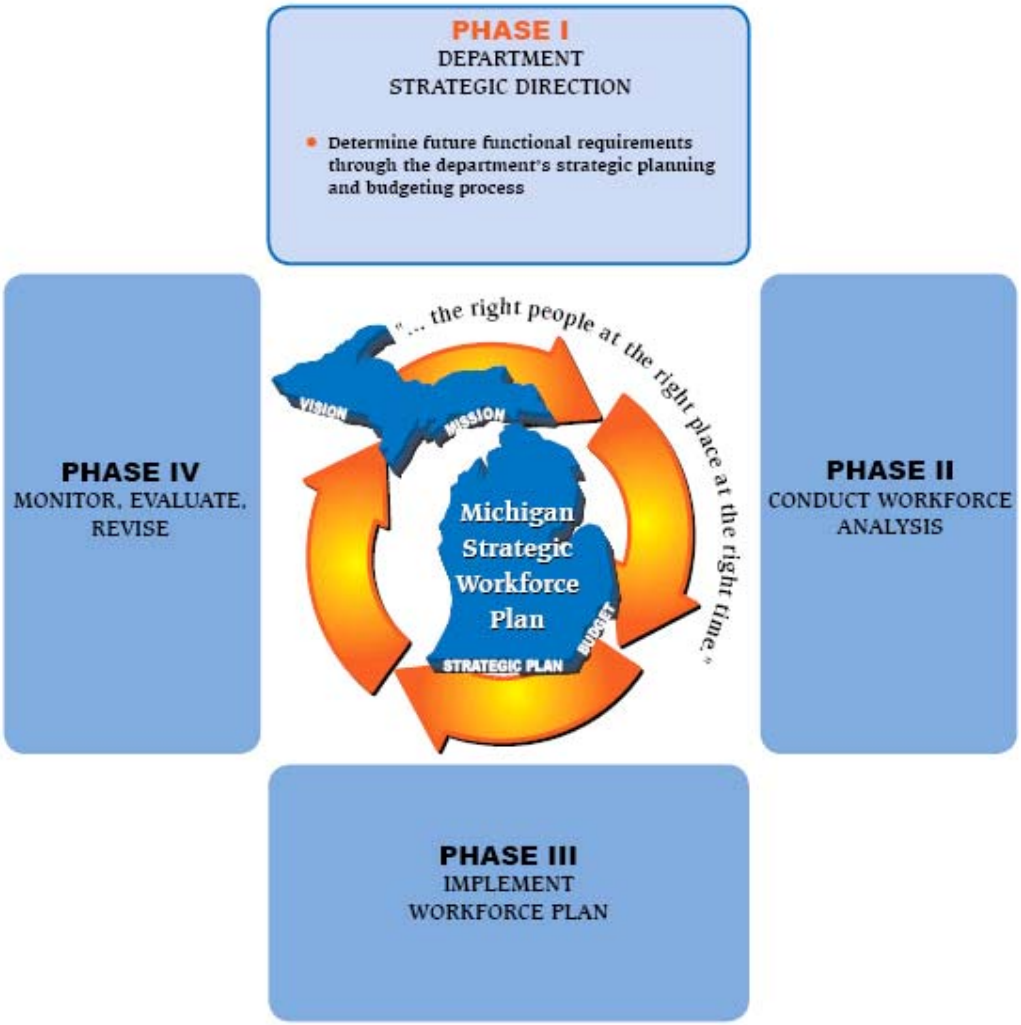
Strategic workforce planning is a seamless approach to ensure human resources decisions support and align with the department's Strategic Plan, goals and objectives. Each department owns the direction, analysis, implementation and evaluation of their Strategic Workforce Plan. The final Workforce Plan may look different for each state department, however, each of them should have the same goal - providing *"the right people at the right place at the right time."* Civil Service will partner with departments to provide tools and resources to achieve success.

Michigan Strategic Workforce Plan

The MI Strategic Workforce Planning Model is composed of four (4) phases.



Michigan Strategic Workforce Plan



Phase I

The goal of Phase I is to determine future functional requirements through the department's strategic planning and budgeting process. This information will serve as the basis for workforce planning.

Strategic Leadership Team	Phase I is led by the Strategic Leadership Team which is typically composed of the department's executive management team; those members of the department who have the responsibility to set the overall direction for implementing the vision and mission of the department. This Team is the primary group implementing Phase I.
Process	The Strategic Leadership Team will know the vision, mission and goals from the Department's Strategic Plan. This knowledge will serve as the basis for strategies to address the department's human capital needs of the future. The Strategic Leaders will be able to: • set the overall alignment with the Strategic Plan • provide a broad overview of needs • commit resources and support to effectively create and implement a Strategic Workforce Plan • identify the members of the Department Development and Implementation Team The Leaders should meet as necessary to develop the framework and provide guidance (See Phase I Outcomes) to the Department Development & Implementation Team which will implement Phase II.

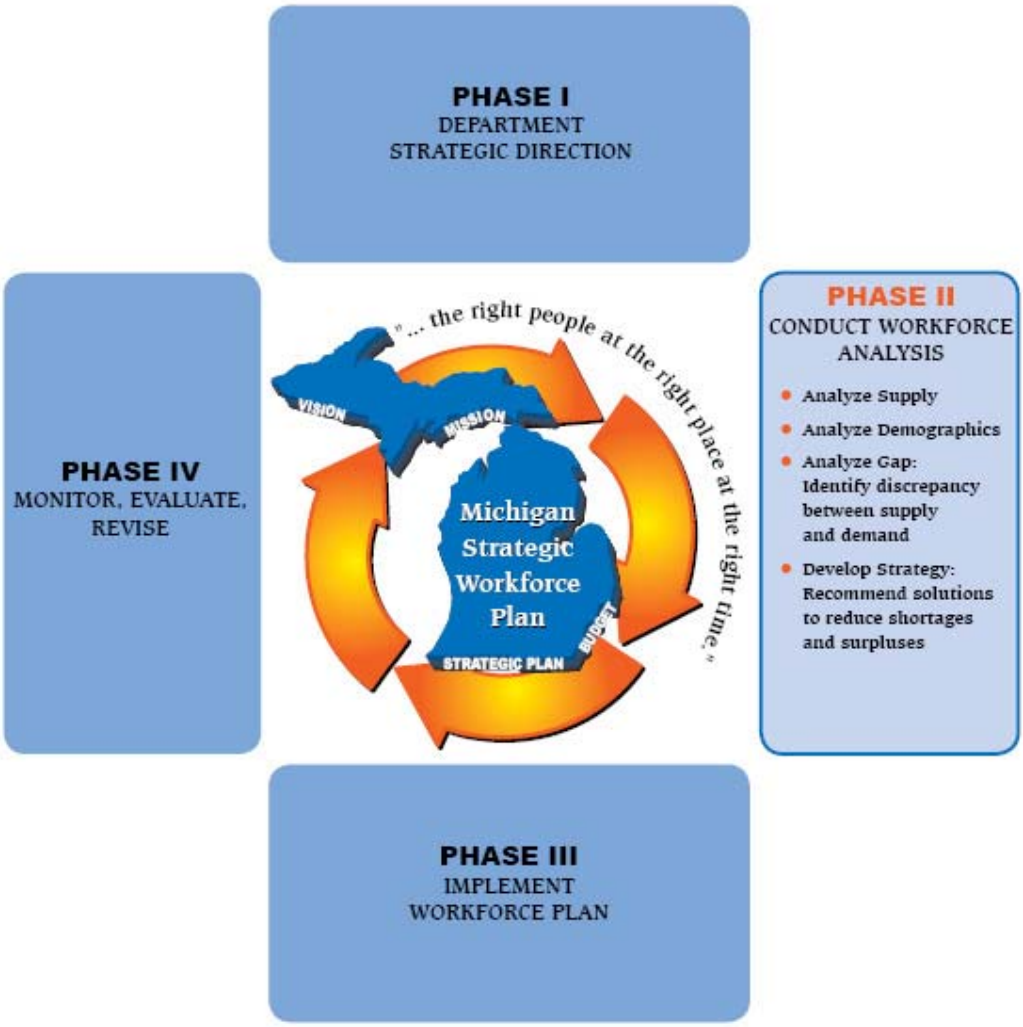
Outcomes	• Identification of Priority Programs • Identification of Program Changes • Identification of Key Leadership and Specialty Positions • Identification of Changes in the Legal Environment • Identification of Changes in Technology • Identification of Competencies (technical & behavioral) • Commitment of Resources

Identification of Priority Programs

Phase I provides the opportunity for the department leadership to begin assessing your current and future priority programs.

Knowing the department's Strategic Plan, goals and objectives, list the priority programs today.
Priority programs today: • • •
Considering any upcoming technological, industry, and/or legal changes, list the future priority programs.
Priority programs tomorrow: • • •
Human capital is essential to accomplishing the department's goals and objectives today and tomorrow. List any classifications/type of jobs that may be a priority.
Priority classifications/types of jobs today: • • •
Priority classifications/types of jobs tomorrow: • • •

Michigan Strategic Workforce Plan



Phase II

Based on the strategic direction outlined in Phase I, the goal of Phase II is to identify the department's gaps in human capital and develop strategies to address them.

Department Development & Implementation Team	Phase II is led by the Development and Implementation Team which is typically composed of managers who know the organization, represent cross-functional areas including Human Resources, have credibility within the department and have the time to commit to the process. It is usually led by the HR Director.
Process	The Department Development and Implementation Team will conduct gap analyses for each of the prioritized demands. The Team will use the gap analyses and develop strategies to address gaps in the department's current and future human capital needs. The Team should: • analyze the identified priority programs to ensure human resources decisions are aligned with the department priorities and program needs • review their area to identify the alignment of their current and future human capital • recommend program changes, where necessary • examine the human capital needs of each area of the department • prepare strategies to address gaps in supply and demand The team leader should be the Department HR Director. That is because the HR Director has

	the knowledge and experience in human resources to guide the process, knows what divisional/departmental growth or reduction plans are expected, and has an overall understanding of the department and its mission and vision. If another person is selected, it should be a member of the management team in order to ensure leadership, commitment, credibility and expertise in developing your Strategic Workforce Plan.
Outcomes	• Department Leadership commitment and approval for Strategy Implementation obtained • Organization changes recommended • Determination of what classifications may need to be revised • Recommendation of key positions to be targeted for Succession Planning • Recruitment strategies determined • Training and development plans developed • Re-deployment strategies developed • Implementation strategies prioritized

Priority Programs and Human Capital Alignment

Phase II analysis are completed by identifying the gaps created by the program demands and the available supply of human capital. Identifying the gap closure strategies will be necessary to ensure alignment for the future. (Use a separate sheet for each program gap.)

Program Name:	
Program Description:	
Gap Present: ☐ Yes *(provide a detailed explanation)* ☐ No	
Gap Closure Strategy Recommendation:	
Career Development ◦ *Rotational Job Assignments* ◦ *Individual Development Plans* ◦ *Training* ◦ *Tuition Reimbursement* ◦ *Mentoring* ◦ *Career Counseling*	Compensation & Benefits ◦ *Coordinated Compensation Panel* ◦ *Bargaining*
Training & Development ◦ *Leadership* ◦ *Competency (Technical & Behavioral)*	Classification / Job Redesign
Recruitment ◦ *Civil Service Web Site* ◦ *E-Recruiting* ◦ *Headhunters* ◦ *Career Fairs* ◦ *Campus*	Other
Strategy Approved: *(provide a detailed explanation)* Assigned To:	
Anticipated Implementation Date:	Review Date:

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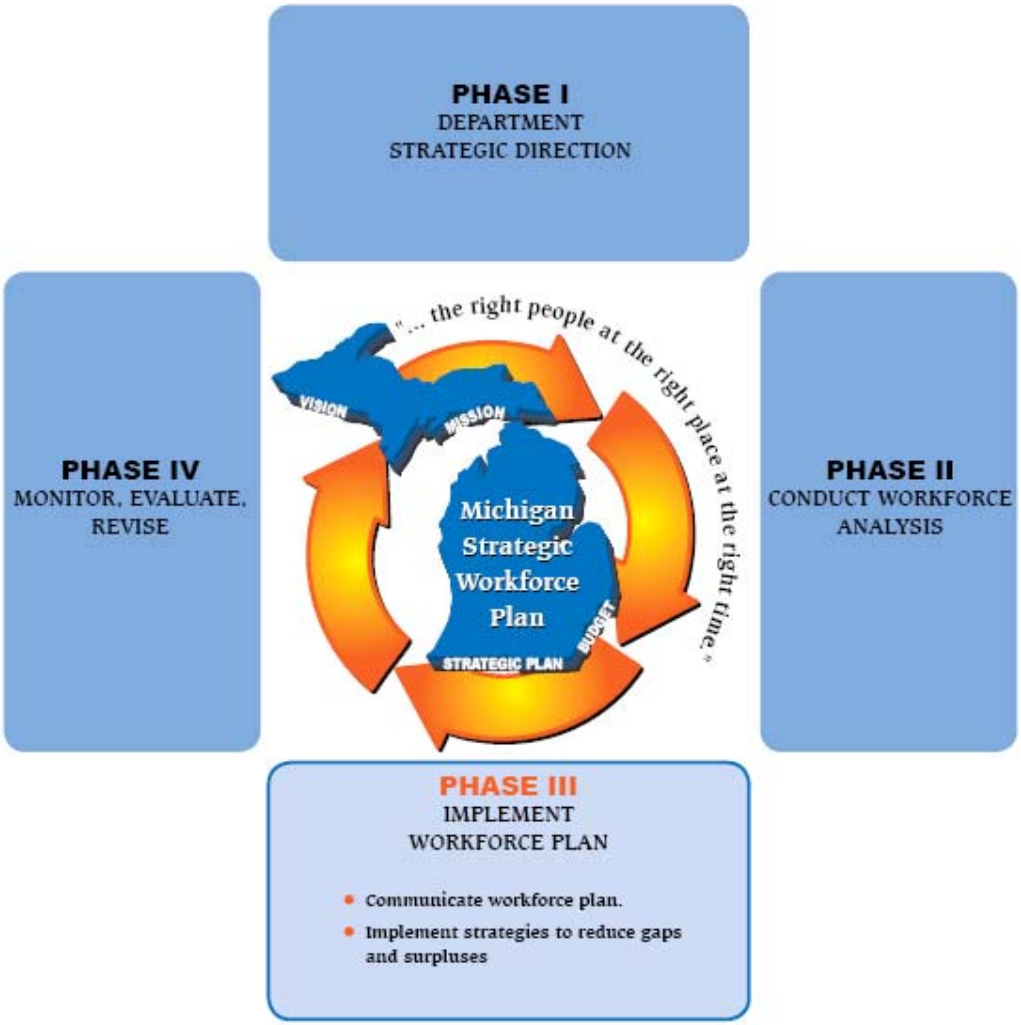
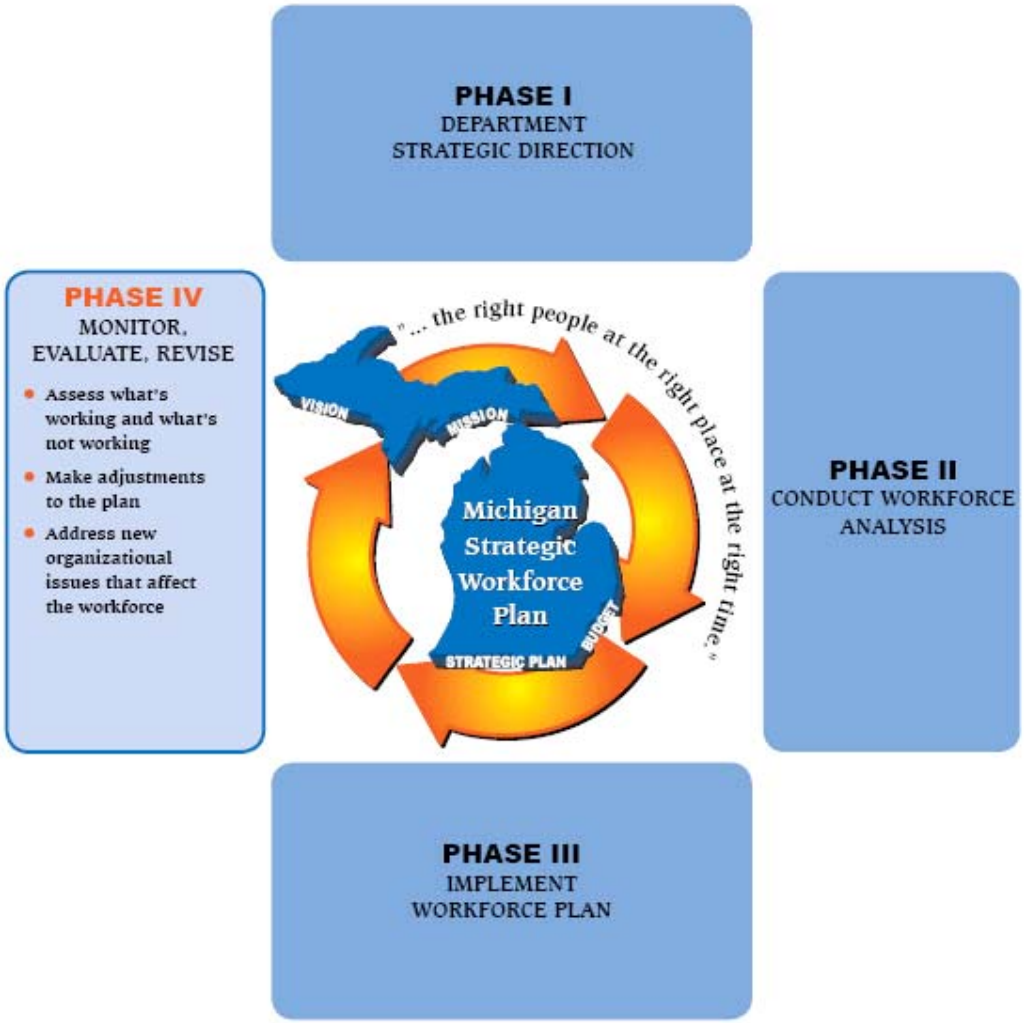


Phase III

The goal of Phase III is to implement the workforce planning strategies developed in Phase II.

Department Development & Implementation Team and Work Groups	The Phase III work groups are selected by the Department Team to implement the Plan developed in Phase II.
Process	Work groups consisting of HR Office staff and line managers are assigned specific strategy goals and timelines for implementation. The Department Development & Implementation Team will oversee the implementation of each of the identified strategies. It is suggested this occur either through regular meetings or each Team member may be assigned individual oversight roles. The Team should: • ensure each Strategy is clear, concise, and measurable • outline steps for each initiative • set timelines • determine work groups to implement the plan • monitor initiatives of the Work Groups and provide periodic updates to the Leadership Team to ensure alignment
Outcomes	• Initiatives are completed within the timelines • Reports are submitted to the Strategic Leadership Team • HR metrics are utilized to assess effectiveness • The Strategic Workforce Plan and its alignment with the department's future is communicated

Michigan Strategic Workforce Plan



Phase IV

Phase IV focuses on the continuous improvement of the workforce planning process.

Strategic Leadership Team	Phase IV is led by the Strategic Leadership Team. Even though the team may have been continuously monitoring the Plan's effectiveness, Phase IV is the identified period for the Team to assess whether the Strategic Workforce Planning goals have been met.
Process	The Strategic Leadership Team should conduct this Phase through the review of reports provided by the Department Development & Implementation Team and necessary follow-up meetings. The Strategic Leaders should: • review the Strategic Workforce Plan in conjunction with the department's Strategic Plan • review the plans, programs and organizational changes to ensure that they align with the overall Plan • make adjustments to ensure optimal alignment • review changes that have occurred in the environment of state government and the department in order to plan for the next fiscal year
Outcomes	• Effectiveness of each strategy examined through quantitative or qualitative information from the Department Development & Implementation Team • "Lessons learned" available as an aid in developing subsequent MI Strategic Workforce Plans, budgeting and overall department Strategic Planning

Sample Template
Strategic Workforce Plan Contents

Introduction

Define the scope of the plan and department commitment.

Executive Summary

A snap shot explanation or chart of each human capital goal, the strategy to achieving the goal, which strategic goal does the strategy address, timeline and who is assigned the implementation. Priority order may also assist in providing a quick reference.

Strategy Description

This is the plan detail section describing the following:

- which goal and objective the strategy is addressing from the department's strategic plan;
- the importance of this objective to the department's mission;
- identification of any other workforce or environmental factors that may drive a need for a change in the department's goals and objectives;
- the current human capital status;
- the gap analysis based on the projected supply and demand workforce data; and
- strategies to address the needs identified by the gap analysis (shortages or surpluses.)

Measurement of Success

How will you define success and what tools will you use to evaluate the strategies identified.

Reference Information

Include the department's mission, vision, strategic goals and objectives and any other information with the potential to influence critical changes within the department. In order to have all related materials together, it may be helpful to add the actual workforce data reports and organizational charts.