

Regional – Divisional Workforce Planning

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Concepts to Define

1. **Workforce Planning/Management** (WFP)

- o Right people, right skills, right jobs, right time
- o People requirement of strategic plan

2. **Succession Planning** (SP)

- o Identify and develop internal people with potential to fill key leadership positions
- o Caution - pre-selection

3. **Leadership Development** (LD)

- o Develop staff along identified competencies to be leaders or more effective leaders
- o “leaders at all levels” or “grow our own”

WFP Levels

- State
- DFW & OTD
- Region
- Supervisor/Manager
- Individual



State of CA Seven-Step Workforce Planning Model

1. Review strategic plan
2. Identify work functions required to accomplish the plan
3. Identify staffing requirements
4. Project workforce supply
5. Analyze workforce gaps
6. Develop priorities and implement solutions
7. Evaluate the plan



What's the Department Doing?

- o Mid-Level Manager Project
- o SCD and CD/UMP
- o Supervisor Toolkit
- o Lead Person Training
- o Stepping Up to Supervision Webinar
- o Basic Supervision Training
- o Supervisor Series
- o Leadership Through Communication Series
(Mastering Work of Leaders, Command Presence)
- o Leadership Academy, NCLI
- o 360 Degree Assessment
- o Periodic assessment of workforce aging/service



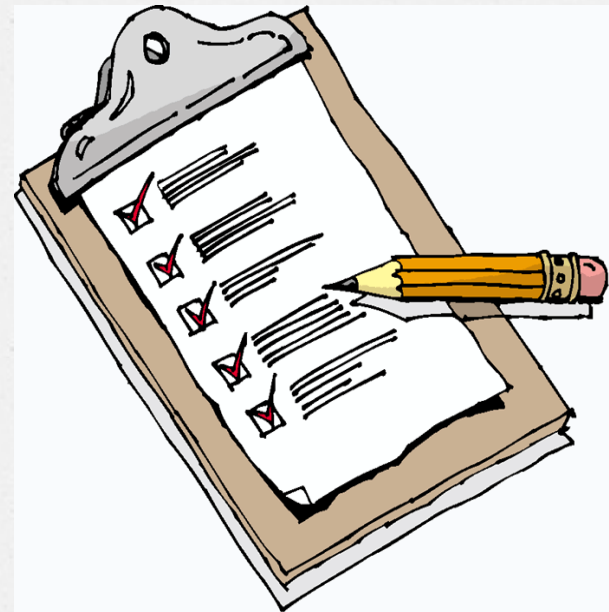


Supervisor/Manager

- o Cautions – asking & identifying
- o Hire hard, manage easy, probation reports
- o Performance appraisals (PAS/IDP)
- o Mid-year development checks
- o One-on-one meetings, recurring
- o Career planning discussions
- o Supervisors accountable for staff development
- o Model the way
- o Growth assignments
- o Capture institutional knowledge, transfer it

Institutional Knowledge

- o Shared drives
- o Desk guides, job aids
- o Shadowing
- o Individual work plans
- o Transition documents
- o Action plans
- o Annual/Strategic plans
- o Mentor vs. Coach vs. Develop





Individual Level

- o Career Development and Upward Mobility Program (CD/UMP)
- o Participate in IDP/PAS
- o Career Development Plan (CDP)
- o Discuss plans
- o Ask for growth assignments
- o Take an interest

What Will Our Region/Division Do?

- o Assess vulnerabilities
- o Look ahead at needs
- o Develop strategies
- o Who will lead the effort?



Resources Available



- o [CalHR Workforce Planning Resources online](#)
- o [Office of Training & Development \(OTD\)](#)
- o [Human Resources Branch \(HRB\)](#)

Thank You