

Division Risk Assessment Worksheet (Instructions)

The Division Risk Assessment Worksheet (DRAW) was created as a Workforce and Succession Planning tool to summarize business issues and risks that have been identified within your Unit through the Divisional Environmental Scan and SWOT Analysis. This form will help provide a framework towards creating a plan of action for your Unit. Review the descriptions below for detailed instruction on the elements of this worksheet.

1. EXAMPLE BUSINESS RISKS:

- *Knowledge Transfer Needs:* Is there only one employee (or too-few staff), who possess expertise or knowledge critical to a core process or function?
- *Lack of Essential Competencies:* Do your staff lack the specific (or changing) competencies required by their specific job/position?
- *Leadership Development Needs:* Are leadership staff lacking the skills and abilities to effectively lead the team to successfully meet business initiatives? Is your leadership staff contributing to a cohesive working environment?
- *Difficult to Recruit Positions:* Is the function performed by a position/classification which requires particular competencies or skillsets? Is it hard to find these competencies within the State's current workforce?
- *Difficult to Retain Positions:* Does this function or position have a high rate of turnover?
- *Change Management:* Is your Unit or Division undergoing significant change that is negatively impacting staff?
- *Evolving Technology:* Are new technologies being introduced that will directly affect the way that functions are performed within your unit? Do employees need to be trained on new procedures or applications?
- *Lack of Process Documentation:* Are the core processes or functions performed within your Unit clearly documented and current? Could staff unfamiliar with this process maintain services?
- *Other:* Did the environmental scan reveal an additional business issue that you perceive to be a risk factor? If so, list the specific issue/risk factor.

2. RECOMMENDED SOLUTIONS:

Identify one or more of the following solutions to apply in response to the identified risks. Refer to the Workforce and Succession Planning Manual section IV.B.2 for detailed descriptions on each of these options. The Human Resources Division may assist with recommendations, if necessary.

Knowledge Transfer

- Desk Procedures/Job Aides
- Cross Training
- Limited Term Appointments
- Job Transfer
- Reorganization
- Job Shadowing
- Training and Development (T&D) Assignments
- Out of Class Assignments

Recruitment/Retention

- Individual Development Plan Process
- Reclassification
- Recognition
- Mentoring
- Online Exams
- Training
- Upward Mobility Program/Career Counseling

TIMEFRAME TO IMPLEMENT:

To mitigate these business risks, it is important to implement an action plan. Specify the estimated time that it will take to implement each solution.

STATUS:

Indicate detailed current status of the recommended solution. This section should be continuously updated as progress is made.

Division Risk Assessment Worksheet (Document)

Division:		Date:	
Unit:		Unit Supervisor:	

Business Risk	Recommended Solutions	Timeframe to Implement	Current Status