



DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

POLICY 1.90 WORKFORCE PLANNING

APPLICATION: Full-time, Quasi Full-time, and Part-time classified employees; “At-Will” employees and wage employees.

PURPOSE:

It is the policy of the Commonwealth to support agencies in successful workforce planning to ensure that the Commonwealth of Virginia is positioned to acquire, develop, and sustain a diverse, inclusive, agile and productive workforce to successfully deliver services to the people of Virginia.

POLICY SUMMARY:

This policy outlines requirements and guidelines that support agencies in the development of workforce and succession plans.

AUTHORITY & INTERPRETATION:

Title 2.2 of the Code of Virginia

The Director of the Department of Human Resource Management is responsible for official interpretation of this policy, in accordance with §2.2-1201 of the Code of Virginia. The Department of Human Resource Management reserves the right to revise or eliminate this policy.

RELATED POLICIES:

- 1.15 - Employee Recognition and Engagement
- 1.40 - Performance Planning and Evaluation
- 2.10 - Hiring
- 2.20 - Types of Employment
- 3.05 - Compensation
- 5.05 - Employee Training and Development

POLICY HISTORY:

EFFECTIVE DATE	DESCRIPTION
09-25-03	Policy published.
08-25-10	Policy revised.
02-04-22	Policy re-formatted



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ADMINISTRATIVE PROCEDURES

PROCEDURES

General Provisions	Application
<p>DHRM Responsibilities</p> <p>See Workforce Planning page for more information.</p>	<p>Create a comprehensive Commonwealth approach to workforce and succession planning by:</p> <ul style="list-style-type: none">• Providing tools and resources that enable agency workforce management strategies.• Providing enterprise solutions where statewide needs exist.• Facilitating the sharing of workforce planning strategies among agencies.• Providing reporting mechanisms for agencies, including maintaining a workforce data warehouse, developing query tools and report templates, and running ad hoc reports for agencies.• Providing consultative guidance to agencies on: identifying needs; interpreting, analyzing, and reporting data; developing and executing strategies; and evaluating strategy success.• Reporting statewide workforce data.• Providing statewide forecasting.• Supporting the delivery of human resource services through consultation with agencies.
<p>Agency Responsibilities</p>	<ul style="list-style-type: none">• Assess agency talent requirements.• Develop and implement agency workforce planning and talent management strategies.• Develop succession planning strategies.• Integrate workforce planning and strategic planning to support agency goals.• Foster an environment of diversity, equity, and inclusion.• Produce and analyze appropriate data in order to measure results and revise strategies as needs change.• Incorporate workforce planning issues and succession planning into the agency's strategic plan (except for public institutions of higher education) as required by the Code of Virginia, § 2.2-1209 and submit succession plans to the Department of Human Resource Management and their respective Cabinet Secretaries. Each public institution of higher education shall prepare a succession plan for presentation to the board of visitors with a copy to the Department of Human Resource Management.

General Provisions	Application
Human Resources Role	<ul style="list-style-type: none"> • Engage Agency Leaders in Workforce Planning including the development of Agency Succession Plans. • Facilitate the activities of Workforce Planning including understanding and interpreting internal and external workforce metrics, comparing the work and workforce needs of tomorrow to the present, identifying the gaps, and supporting the creation and implementation of a plan to close those gaps.
Manager's Role	<ul style="list-style-type: none"> • Initiate regular discussions with employees about their career development goals. • Provide value-added development feedback to employees. • Support employees' career growth and development needs and interests. • Identify changing work needs and support employee development to meet those changing needs. • "Reinvent" positions for the future as the nature of work changes.
Workforce Planning Considerations	<ul style="list-style-type: none"> • Staffing needs assessment. • Business plan requirements. • Customer needs and expectations. • Workforce composition and demographics. • Skills gap analysis. • Identification of skills needed and those no longer needed. • Assessment of training and development needs and resources. • Assessment of recruiting needs and resources. • Evaluation. • Action plans.

GLOSSARY

- Distressed Roles State roles or individual occupations that demonstrate a pattern of extraordinarily high *voluntary* turnover and low retention rates when compared to statewide averages for all roles. Voluntary Turnover calculations do not include layoffs, retirements, removals, or transfers to other agencies of the Commonwealth.
- Eligible to Retire Employees who are eligible to retire with full or partial benefits at a designated point in time, usually measured in 5-year increments using VRS plan eligibility criteria.
- Essential Positions Designated by agency head. These are employees who are required to work during an authorized closing because their positions are essential to agency operations during emergencies. Essential employees may be required to work during times they are not regularly scheduled to work.

Executive Leadership	Designated by agency head. These are strategy-focused leaders in top management roles (management team or leadership team) who normally report to the agency head and direct major programs, departments, or service areas of the organization.
Operational Leadership	Designated by agency head. Normally these are front-line supervisors, program managers, and senior managers who implement, administer, and/or supervise the day-to-day business systems and processes required for effective organizational performance.
Succession Planning	A sub-set of Workforce Planning. A proactive strategy for identifying, developing and retaining talent to meet short and long range human capital needs in support of the agency mission.
Talent Management	The systematic cycle of planning, execution, and evaluation to manage the flow of organizational talent to achieve goals and meet needs. The Commonwealth's Talent Management program is based on the premise that employees progress through an employment life cycle that consists of the following stages: acquisition; integration; engagement; reward; transition; and exit.
Turnover	Number of Classified Employees Separated from State Service divided by the Number of Classified Employees.
Workforce Planning Mission Critical Positions	Designated by agency head. These are positions at all levels of the organization that are considered to be critically necessary for the accomplishment of the agency's mission and business operations.
Workforce Planning	A process that provides a systematic assessment of agency talent needs and actions necessary to address these needs. The process considers the agency's business goals and includes analysis of demographic information, trends and emerging issues, and staffing and knowledge gaps, it also identifies planned actions and evaluation techniques.