WORKFORCE PLANNING AND DEVELOPMENT
CONTINUITY OF OPERATIONS • RECRUITMENT • ENGAGEMENT • RETENTION • DEVELOPMENT

AGENCY STRATEGY

WORKFORCE PLANNING AND DEVELOPMENT
SUB AGENCY, INTERNAL DEPARTMENT, OR TEAM REVIEW

INSTRUCTIONAL GUIDE

UPDATED: MAY 2023

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1.0 Workforce Planning Background

In 2017, the Virginia General Assembly created a legislative mandate (§ 2.2-1209. Agency director human resource training and agency succession planning) which requires the director of each agency in the executive branch of state government include in the agency's annual strategic plan its key workforce planning issues. DHRM's charge is to establish guidelines for the content of such workforce and succession plans.

Since then, DHRM has provided various tools and an Excel based Workforce Planning and Development report template to guide agencies on what workforce planning information to evaluate and include.

DHRM has focused on realigning the strategy to workforce planning that incorporates a more holistic approach and focuses on the areas of continuity of operations, recruitment, retention/engagement, and workforce development. DHRM is developing tools and templates using a modular design approach, which enables DHRM to build a suite of integrated and customizable workforce planning tools for agencies.

Interested in keeping up to date with workforce planning announcements?
All Announcements are published in the monthly DHRM Highlights

2.0 Agency Strategy Template

As part of the modular design approach, DHRM has created an Agency Strategy Template, which is an excel based template around the areas of continuity of operations, recruitment, retention and engagement, and workforce development.

The Agency Strategy template brings together elements from different tools and templates, such as the Agency Profile or Identifying Critical Roles tool, to allow the agency to view the full picture of workforce metrics, risks, challenges, and preparedness to craft an overall workforce strategy.

Though it is based in Microsoft Excel, it is not designed as a traditional workbook or worksheet. The template is organized by grouping key information on various tabs, indicated at the bottom of the template, which builds upon previous tabs.

- **Home** - The Home tab is a central place for users to navigate to the different tabs, track their progress of each step, and to see what version of the template is being used.
- **Getting Started** – The Getting Started tab reviews important features, setup, and instructions for using this template to its full potential. ***It is highly encouraged for users to review this tab.***
- **Agency Profile** – The Agency Profile tab directly corresponds to information entered in the Agency Profile template. All information can be directly imported or entered manually.
- **Internal Plan Review** – The Internal Plan review tab allows for Agencies who use the Internal Sub-Agency, Department, or Team Input Tool to import internal plans and review free response questions to assist with the for the workforce planning process. ***Hidden unless the tool is enabled in the Agency Profile and at least one internal group has been added.***
- **Continuity of Operations** – The Continuity of Operations tab focuses on critical elements of the workforce that significantly impact agency operations, such as workforce planning critical roles, agency retirements, and executive risk.
- **Recruitment** – The Recruitment tab identifies key metrics to the related to the applicant and hiring trends at the agency, for positions, critical roles, and demographics of applicants and hires.
- **Retention and Engagement** – The Retention and Engagement tab focuses on understanding how employees move within or out of the agency, how long they serve the agency, and more of their experience at the agency.
- **Workforce Development** – The Workforce Development tab focuses on assisting agencies with answering the question “how does the agency develop its workforce?” and can specifically focus on development for critical roles, to address upcoming retirements, and executive development.

- **Future** – The Future Direction tab focuses on examining the future direction of the agency through the strategic objectives included in the Agency Profile. For each strategic objective, actions already taken, expected outcomes, and impact to each of the WFP areas are explored.
- **Agency Strategy** – The Agency Strategy tab identifies the objectives and action items the agency intends to take to address their workforce needs, risks, and preparedness levels.
- **WFP Summary** – The WFP Summary compiles the information from the previous tabs into a single report. It begins with an executive summary, presents key metrics and information regarding the areas of workforce planning, and the agency strategy.

The template also uses a series of Excel Macros, specific procedures that can automate processes, to increase the template's functionality and ease of use. Macros must be enabled in order to use these functions. However, the template is also designed so that it can be used without Marcos if an agency wishes, but would requires some manually steps when completing specific sections. More information on the design on the template are reviewed in the "Getting Started Tab" section.

3.0 Sub-Agency, Internal Department, or Team Input Tool

The Sub-Agency, Internal Department, or Team Input Tool is initially enabled in the Agency Profile Template and can be used to assist with the workforce planning process. This tool is derived from the Agency Strategy Template, using the exact same structure and format.

Completing the Sub-Agency, Internal Department or Team Input Tool

It can be completed using the same procedures for the Agency Strategy templated described in the following sections of this instructional guide; however, some sections may be hidden from view depending on the settings selected in the Agency Profile.

After the Sub-Agency, Internal Department or Team Input Tool is Returned

Once the internal tool is completed by the respective group, it can then be imported back to the Agency Profile and then the Agency Strategy Template. Data elements, such as specific data points for EEO Codes or Classifications, will automatically be added to the specific fields if the "add data" setting is selected for the respective group.

Free response questions are presented on the Internal Plan Review Tab of either the Agency Profile or Agency Strategy template. More information to review the plans for the Agency Profile can be found in the Agency Profile instructional guide. More information to review the plans for the Agency Strategy can be found in **Section 6** of this instructional guide.

4.0 Workforce Planning Data Definitions

The Agency Strategy is a core element of the Workforce Planning and Development process at the Agency. To promote alignment, definitions for specific data metrics are outlined in the Workforce Planning Data Definitions document on the DHRM Website.

The Agency Strategy includes data elements defined in both the General Definitions and Agency Strategy Template sections of the data definitions document.

Please review the data definitions document for specific definitions as needed.

5.0 Tab Guides

The Agency Strategy template is divided into several tabs that house similar information. It is recommended for users to progress through the tabs from left to right, beginning with the Home Tab.

Home Tab

The Home tab is a central place for users to see a description of and navigate to the different tabs, track their progress of each step, and to see what version of the template is being used. The version number is located in the bottom right corner of the home tab, and is represented by the icon.

Each of the tab names, highlighted in blue, are hyperlinks to the tabs. Click on any of the names to navigate to the respective tab.

To being using the template, click on the "Getting Started" Tab name in blue.

Getting Started Tab

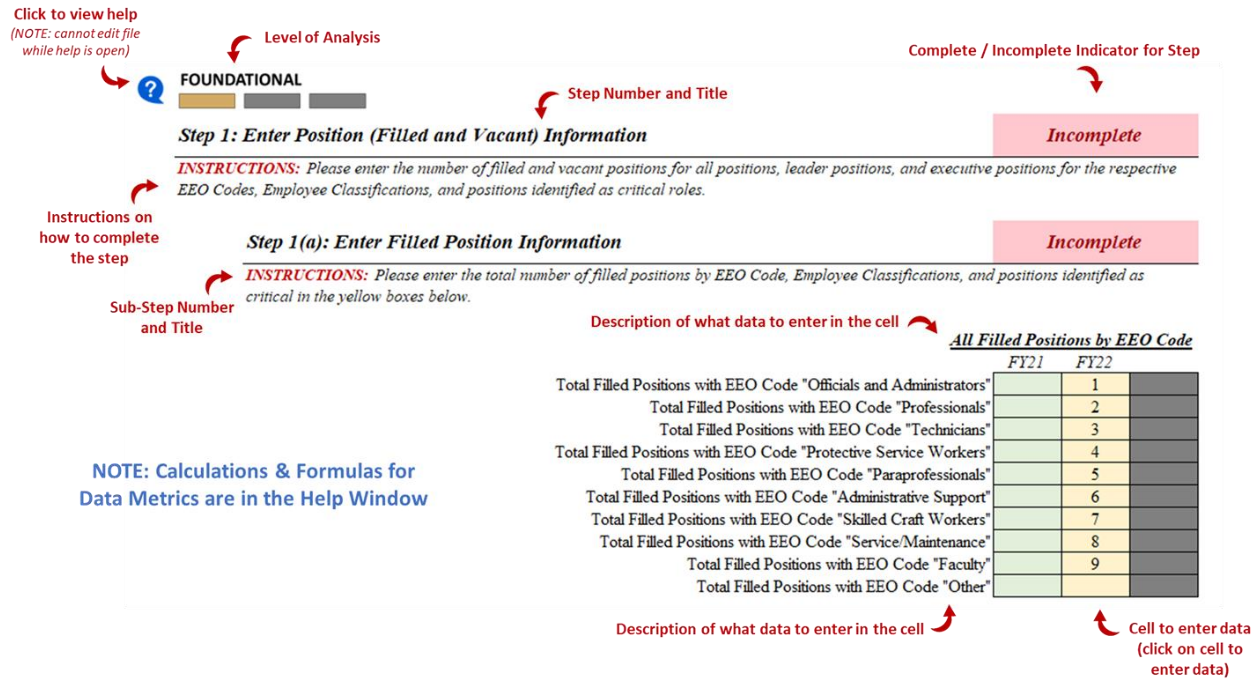
The Getting Started tab reviews important features, overall setup, and some instructions on how to begin using the Agency Strategy template. Though it is not required to review, **it is highly recommended users spend time to review this information.**

The tab begins with a quick overview and description of the contents.

<u>Step 1: Review Overall Setup</u>

The Getting Started tab provides a breakdown of the overall setup for the remaining tabs. Each tab follows the general setup of having the step number and title on the left hand side, a set of instructions underneath, and the required data to be entered labeled (either above or to the left).

Cells with a yellow background indicate required information to be entered and cells with a green background are optional. Once all the required information is entered, the step indicator will change from **Incomplete** to **Complete**.

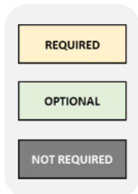


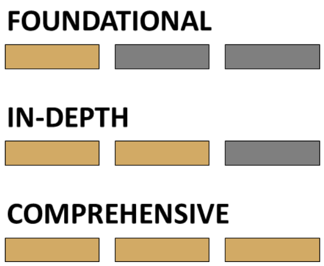
Some steps may include sub steps, indicated by the step number and letters slightly indented from the left.

<u>Step 2: Review Important Features of This Template</u>

The Getting Started tab provides a breakdown of the important features of the template, used to assist with entering and interpreting workforce information. Below are descriptions of the template's key features.

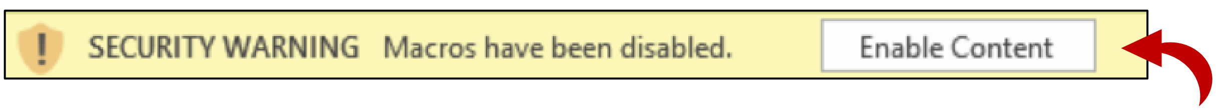
	**USE OF EXCEL MACROS** This template utilizes a series of Excel macros, which are custom actions used to automate specific tasks. This template performs best when using Excel 2016 or later. **NOTE: Excel Macros must be enable to use them.** The template can also be used without the Macros, but will require some manual edits.

	**EASY FILE NAVIGATION** Each Excel Worksheet, or tab, houses related information which is compiled together into a single report. Links to each tab are frozen at the top of each tab to easily navigate between them.
	**COLOR CODED DATA ENTRY** Colors are used to identify what data should be entered and where. Yellow indicates required information. Green indicates optional information, and Gray indicates information is not required.
	**BUILT-IN HELP FEATURES** This template has a built in help feature. Click on the question mark in the blue circle to open a window with additional information, definitions, and steps to complete. **NOTE: Macros must be enabled. The template cannot be edited while help windows are open.**
COMPLETE **INCOMPLETE**	**PROGRESS INDICATORS** The home tab provides progress indicators for each step of the template. Each tab also provides progress indicators for each step or sub-step, which show if the step is complete or incomplete.
	**DATA IMPORT** This template is part of a suite of integrated workforce planning and development tools. Using these tools allows for information to easily be imported from one tool to the next. Data cannot be imported unless using a specific template, provided by DHRM upon request. **NOTE: MACROS MUST BE ENABLED TO UTILIZE THIS FEATURE.**
	**EASILY REVIEW PRIOR INFORMATION** This template, if the prior year information as imported, has select areas of the template that allow for easy viewing of the prior year responses, noted by the magnifying glass icon in the blue call out bubble. **NOTE: MACROS MUST BE ENABLED TO UTILIZE THIS FEATURE.**
	**TEMPLATE VERSIONS** As we continue to enhance this template, integrate it with other elements of workforce planning and development, or as changes to any mandates or guidance occurs, new versions of this template may be released. The version number is located on the Home tab in the bottom right corner.

	It is important to be using the most up to date version, which will be noted on the DHRM Workforce Planning Website. As new versions are released, the prior version data can be imported so no progress is lost.
	**INCREASING LEVELS OF ANALYSIS** To better assist with navigating the landscape of workforce planning and development, the suite of integrated tools and templates provide indicators for three levels of analysis: foundational, in-depth, and comprehensive. These levels are used to better identify why information is collected and how it can be used throughout the tools and templates. All foundational level elements are required and both the in-depth and comprehensive elements are highly encouraged, but optional.

(Optional) Step 3: Enable Macros to Utilize Full Functionality

To ensure Macros are enabled, when first opening the file or anytime the filename changes, you will see a "Security Warning" at the top (shown in the picture below) indicating Macros have been disabled. Click the "Enable Content" button to enable macros for the file.



Click to Enable Macros

(Optional) Step 4-9: Import Data from Other Sources

For efficiency and integration to other workforce planning and development tools, data from other sources can be imported. Imported data, shown in the table below, will automatically enter the information into the respective cells. Agencies are encouraged to still review the information for accuracy.

Data Source	Data Imported
Agency Profile	Agency Name & Mission Employee Classifications Executive Team Positions (background) Agency Position Information Agency Workforce Information
Employment Opportunities Plan (EOP)	SWOT Analysis Elements (Strengths, Weakness, Opportunities, and Threats) for Recruitment, Retention and Engagement, and Workforce Development areas
Prior Year Agency Strategy*	All Continuity of Operations Data All Recruitment Data All Retention & Engagement Data Internship Required Responses Agency Strategy Objectives & Actions Items

****When importing the prior year agency strategy, only one section of the template can be imported at a time. Select the tab of the template from the dropdown menu in Step 6 of the Getting Started Tab and then follow the procedures (detailed below) to import the prior year agency strategy*.**

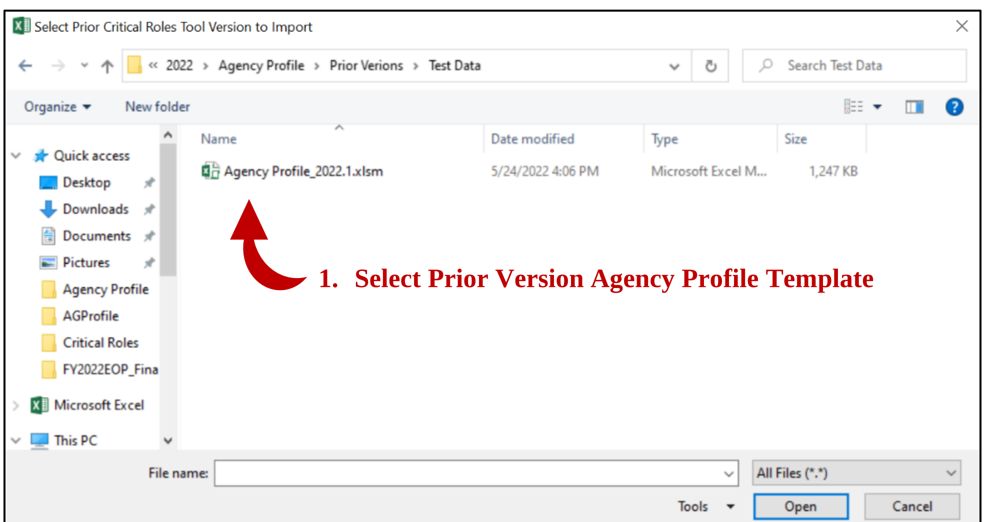
What information should be imported from the prior year?

Select which Tab to Import the PY Agency Strategy. Repeat until all desired workforce plan areas are imported.

The example below is how to import data from the Agency Profile template, however, the process is the same for all data import options.

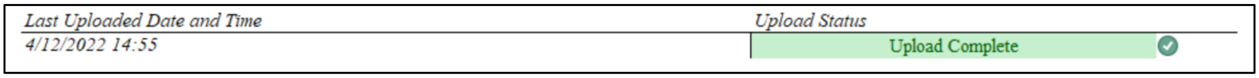
To import the data, click on the Import Data Icon for the tool the data is imported from (such as a previous version of the Agency Profile).

This will open the standard "Open File" dialog box. Simply locate and select the previous version Agency Profile template and click "Open". (Shown in the picture below).

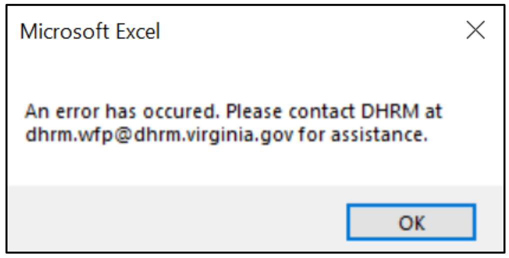


2. Click Open

If the data is imported successfully, the template will indicate the date and time the data was imported (shown in the picture below).



If the data import was unsuccessful, the dialog box (in the picture below) will indicate an error occurred and to contact DHRM Workforce Planning at dhrm.wfp@dhrm.virginia.gov.



Agency Profile Tab

The Agency Profile Tab directly correspond to the full Agency Profile Template to include general information, position information, and workforce demographics. All this information, except the Agency Logo, can be directly imported from the Agency Profile or entered manually.

This tab mirrors the same setup as the full Agency Profile Template. The Agency Profile Template Instructions can be found on the DHRM Workforce Planning website.

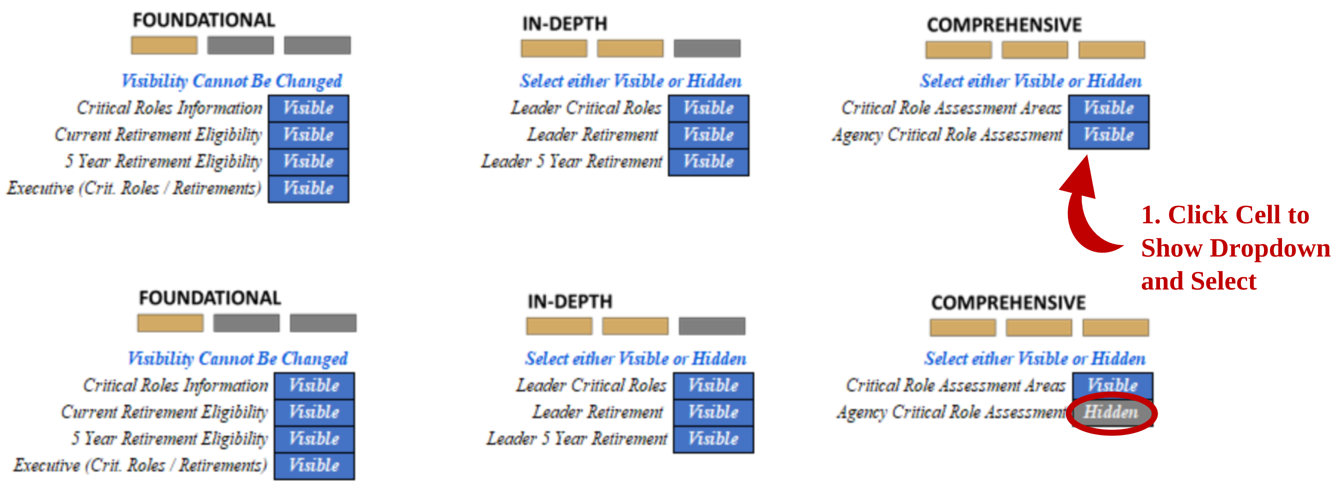
Continuity of Operations Tab

The Continuity of Operations tab focuses on critical elements of the workforce that could significantly impact agency operations, to include workforce planning critical roles, agency retirements, and executive risk. These three elements form the core of an agency's workforce planning strategy and are followed throughout each workforce planning area in the Agency Strategy template.

(Optional) Step: Adjust Data Visibility as Needed

To assist with data entry and for ease of use, in-depth and comprehensive levels of analysis data elements (which are optional) can have their visibility toggled to prevent having to continually scroll between different elements.

To change the visibility, select visible or hidden from the dropdown menu next to the respective data element for the In-Depth and Comprehensive elements. **All items are visible by default but can be changed between visible or hidden at anytime**



Each time the visibility of data elements are changed, the tab will need to be refreshed. If the tab needs to be refreshed, the indicator will display “Need to Refresh Visibility”. The tab can be refreshed by clicking the blue “Click to Refresh Data Entry Visibility” button. After, the indicator will say “All Selected Data Elements are Visible”.

If not using Macros, the employee classification list can be refreshed by going to cell “W1” and clicking the filter icon. After, ensure the “0” box is unchecked, click Ok.

Step 1: Enter Critical Roles Information

If the Identifying Critical Roles Tool was used, the information from the tool can be directly imported using the “Import Data from Other Sources” steps outlined in the Getting Started Tab section.

Using the 2 step process to import the information will identify the information for critical roles and enter it into the respective cells. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for critical roles manually.

Step 1(a): Enter Positions Assessed for Criticality

To complete step 1(a), enter the total number of positions assessed for criticality by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

All Positions Assessed for Criticality by EEO

	FY21	*FY22*	*FY23*
Total EEO Code "Officials and Administrators" Positions Assessed			
Total EEO Code "Professionals" Positions Assessed			
Total EEO Code "Technicians" Positions Assessed			
Total EEO Code "Protective Service Workers" Positions Assessed			
Total EEO Code "Paraprofessionals" Positions Assessed			
Total EEO Code "Administrative Support" Positions Assessed			
Total EEO Code "Skilled Craft Workers" Positions Assessed			
Total EEO Code "Service/Maintenance" Positions Assessed			
Total EEO Code "Faculty" Positions Assessed			
Total EEO Code "Other" Positions Assessed			

1. Enter the total number of positions assessed for criticality for each EEO Code.

All Positions Assessed for Criticality by Classification

	FY21	*FY22*	*FY23*
Total Classified Positions Assessed			
Total Wage Positions Assessed			
Total Agency Head Positions Assessed			

2. Enter the total number of positions assessed for criticality for each classification.

Step 1(b): Enter Positions Identified as Critical

To complete step 1(b), enter the total number of positions identified as critical by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Critical Positions by EEO Code

	FY21	*FY22*	*FY23*
Total EEO Code "Officials and Administrators" Positions Identified as Critical			
Total EEO Code "Professionals" Positions Identified as Critical			
Total EEO Code "Technicians" Positions Identified as Critical			
Total EEO Code "Protective Service Workers" Positions Identified as Critical			
Total EEO Code "Paraprofessionals" Positions Identified as Critical			
Total EEO Code "Administrative Support" Positions Identified as Critical			
Total EEO Code "Skilled Craft Workers" Positions Identified as Critical			
Total EEO Code "Service/Maintenance" Positions Identified as Critical			
Total EEO Code "Faculty" Positions Identified as Critical			
Total EEO Code "Other" Positions Identified as Critical			

1. Enter the total number of positions identified as critical for each EEO Code.

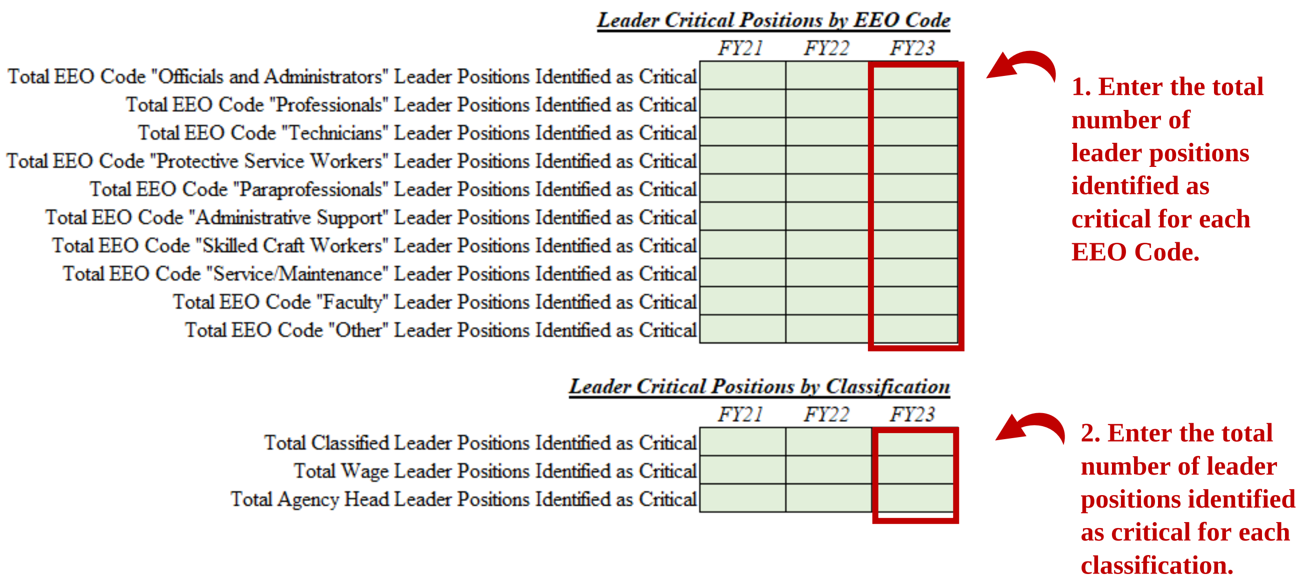
Critical Positions by Classification

	FY21	*FY22*	*FY23*
Total Classified Positions Identified as Critical			
Total Wage Positions Identified as Critical			
Total Agency Head Positions Identified as Critical			

2. Enter the total number of positions identified as critical for each classification.

(Optional) Step 1(c): Enter Leader Positions Identified as Critical

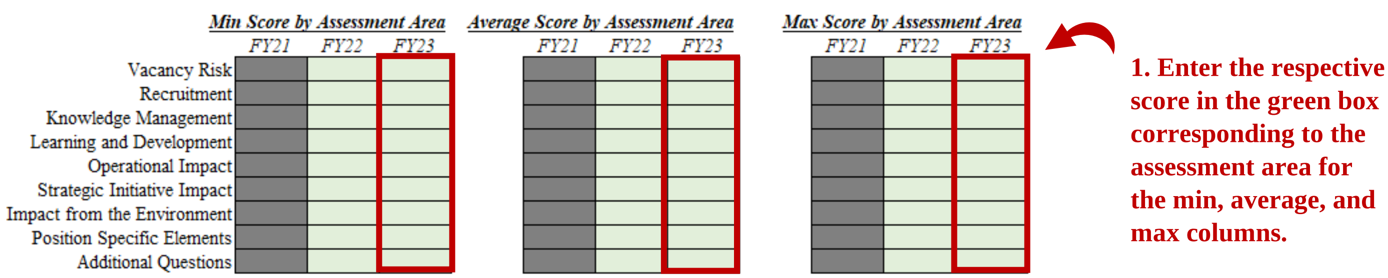
To complete step 1(c), enter the total number of leader positions identified as critical by EEO Code and classification in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.



(Optional) Step 1(d): Identifying Critical Roles Tool Assessment Area Score Breakdown

If the Identifying Critical Roles Tool data was imported, the assessment scores for each of the assessment areas (vacancy risk, recruitment, knowledge management, learning and development, operational impact, strategic initiative impact, impact from the environment, position specific elements, and additional questions) will be entered into the respective cells for the minimum, average, and maximum scores for each area.

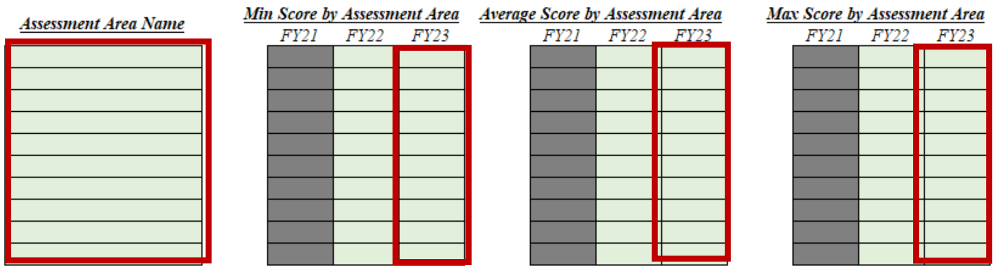
The following steps can be used to enter the respective information for critical roles assessment manually.



(Optional) Step 1(e): Critical Roles Breakdown from Agency Own Assessment

If the Agency assessed positions using their own assessment and would like to include the areas of the assessment, the same procedures listed above in Step 1(d) can be used to manually enter the information. However, one additional step is required for entering the agency's own assessment, by entering the name of the assessment area in the respective green boxes (shown below).

1. Enter the assessment area name from the Agency assessment.



2. Enter the respective score in the green box corresponding to the assessment area for the min, average, and max columns.

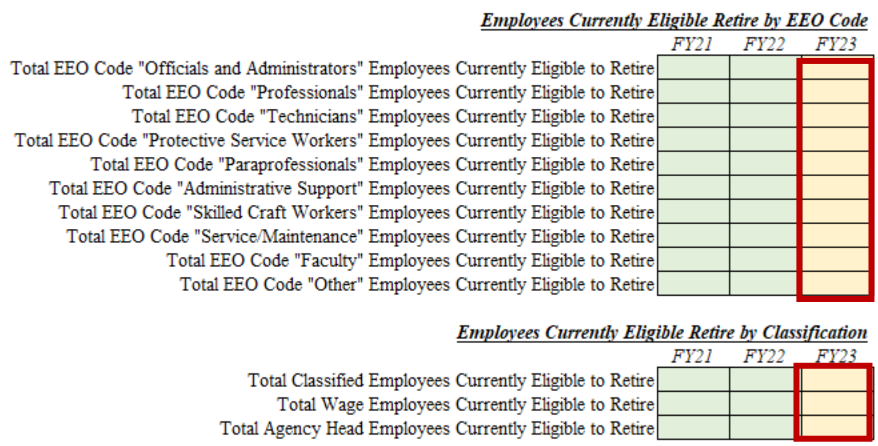
Step 2: Enter Agency Retirement Information

If the employee information for the continuity of operations metrics was imported, then retirement eligibility is automatically calculated using the parameters identified in the Agency Profile Template and entered into the respective cells. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for retirements manually.

Step 2(a): Enter Employees Currently Eligible to Retire

To complete step 2(a), enter the total number of employees eligible to retire by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.



1. Enter the total number of employees currently eligible to retire for each EEO Code.

2. Enter the total number of employees currently eligible to retire for each classification.

Step 2(b): Enter Employees in Critical Roles Currently Eligible to Retire

To complete step 2(b), enter the total number of employees in critical roles eligible to retire by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

	Employees in Critical Roles Currently Eligible to Retire		
	FY21	*FY22*	*FY23*
Total EEO Code "Officials and Administrators" Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Professionals" Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Technicians" Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Protective Service Workers" Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Paraprofessionals" Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Administrative Support" Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Skilled Craft Workers" Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Service/Maintenance" Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Faculty" Employees Currently in Crit. Roles Eligible to Retire			
Total EEO Code "Other" Employees Currently in Crit. Roles Eligible to Retire			

1. Enter the total number of employees in critical roles currently eligible to retire for each EEO Code.

	Employees in Critical Roles Currently Eligible to Retire		
	FY21	*FY22*	*FY23*
Total Classified Employees in Crit. Roles Currently Eligible to Retire			
Total Wage Employees in Crit. Roles Currently Eligible to Retire			
Total Agency Head Employees in Crit. Roles Currently Eligible to Retire			

2. Enter the total number of employees in critical roles currently eligible to retire for each classification.

Step 2(b): Enter Future Employee Retirement Eligibility

To complete step 2(c), enter the total number of employees who will become eligible to retire for each of the upcoming 5 fiscal years by EEO Code and classification in the yellow boxes (shown in the picture below). **Employees should only be counted once in the year they become eligible to retire and not subsequent years.** Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

	Next 5 Fiscal Year Retirements by EEO Code				
	FY23	*FY24*	*FY25*	*FY26*	*FY27*
Total EEO Code "Officials and Administrators" Employees Eligible to Retire for each FY					
Total EEO Code "Professionals" Employees Eligible to Retire for each FY					
Total EEO Code "Technicians" Employees Eligible to Retire for each FY					
Total EEO Code "Protective Service Workers" Employees Eligible to Retire for each FY					
Total EEO Code "Paraprofessionals" Employees Eligible to Retire for each FY					
Total EEO Code "Administrative Support" Employees Eligible to Retire for each FY					
Total EEO Code "Skilled Craft Workers" Employees Eligible to Retire for each FY					
Total EEO Code "Service/Maintenance" Employees Eligible to Retire for each FY					
Total EEO Code "Faculty" Employees Eligible to Retire for each FY					
Total EEO Code "Other" Employees Eligible to Retire for each FY					

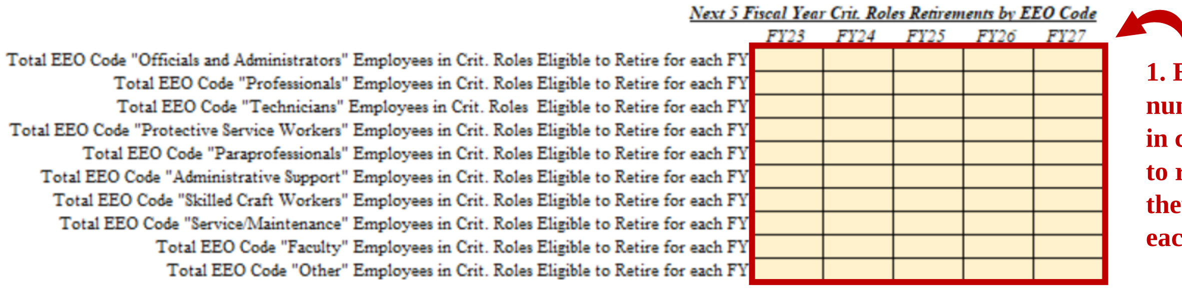
1. Enter the total number of employees eligible to retire in the FY they will be eligible for each EEO Code.

	Next 5 Fiscal Year Retirements by Classification				
	FY23	*FY24*	*FY25*	*FY26*	*FY27*
Total Classified Employees Eligible to Retire for each FY					
Total Wage Employees Eligible to Retire for each FY					
Total Agency Head Employees Eligible to Retire for each FY					

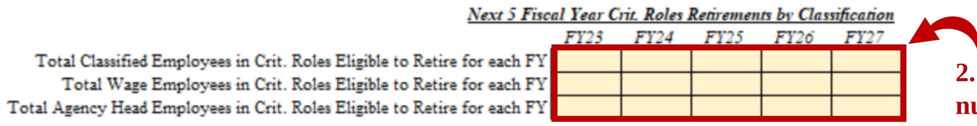
2. Enter the total number of employees eligible to retire in the FY they will be eligible for each classification.

Step 2(b): Enter Future Employees in Critical Roles Retirement Eligibility

To complete step 2(c), enter the total number of employees in critical roles who will become eligible to retire for each of the upcoming 5 fiscal years by EEO Code and classification in the yellow boxes (shown in the picture below). **Employees should only be counted once in the year they become eligible to retire and not subsequent years.** Please note, classifications are unique to the Agency. The classifications below are to provide an example only.



1. Enter the total number of employees in critical roles eligible to retire in the FY they will be eligible for each EEO Code.



2. Enter the total number of employees in critical roles eligible to retire in the FY they will be eligible for each classification.

(Optional) Step 2(e) through Step 2(h): Leader Retirement Information

To complete step 2(e) through Step 2(h), the same information for all employees can be entered in the respective green boxes for employees who are leaders, defined as having at least one direct report. This includes the number of leaders currently eligible to retire, leaders in critical roles currently eligible to retire, leaders who will be eligible to retire in the upcoming five fiscal years, and leaders in critical roles who will be eligible to retire in the upcoming five fiscal years.

The same process described above for each section can be repeated to enter this information, with the exception of the boxes being green instead of yellow (since the information is optional).

Step 3: Enter Agency Executive Risk Information

To have imported information for executives calculate automatically, the Agency Profile, which identifies the specific positions of the executive team, must be imported. If not, the executive metrics will not be calculated.

After the Agency Profile is imported, the critical roles assessment and employee information can both be imported to calculate the executive metrics. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for retirements manually.

Step 3(a): Executive Position Information (Appointed and Degree from Agency Head)

To complete Step 3(a), enter total number of appointed executive positions and the number of positions for each degree of separation from the agency head in the yellow boxes (shown in the picture below).

Number of Appointed Executive Positions	*FY21*	*FY22*	*FY23*
Total Appointed Executive Positions			

1. Enter the total number of appointed executive positions.

Executive Position Degree From Agency Head	*FY21*	*FY22*	*FY23*
Total Executive Position 1 Degree from Agency Head			
Total Executive Position 2 Degree from Agency Head			
Total Executive Position 3 Degree from Agency Head			
Total Executive Position 4 Degree from Agency Head			
Total Executive Position 5 Degree from Agency Head			
Total Executive Position Greater than 5 Degrees from Agency Head			

2. Enter the total number of executive positions for each degree of separation from the Agency head

Step 3(b): Enter Executive Positions Identified as Critical

To complete step 3(b), enter the total number of executive positions identified as critical by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Executive Critical Positions by EEO Code	*FY21*	*FY22*	*FY23*
Total EEO Code "Officials and Administrators" Executive Positions Identified as Critical			
Total EEO Code "Professionals" Executive Positions Identified as Critical			
Total EEO Code "Technicians" Executive Positions Identified as Critical			
Total EEO Code "Protective Service Workers" Executive Positions Identified as Critical			
Total EEO Code "Paraprofessionals" Executive Positions Identified as Critical			
Total EEO Code "Administrative Support" Executive Positions Identified as Critical			
Total EEO Code "Skilled Craft Workers" Executive Positions Identified as Critical			
Total EEO Code "Service/Maintenance" Executive Positions Identified as Critical			
Total EEO Code "Faculty" Executive Positions Identified as Critical			
Total EEO Code "Other" Executive Positions Identified as Critical			

1. Enter the total number of executive positions identified as critical for each EEO Code.

Executive Critical Positions by Classification	*FY21*	*FY22*	*FY23*
Total Classified Executive Positions Identified as Critical			
Total Wage Executive Positions Identified as Critical			
Total Agency Head Executive Positions Identified as Critical			

2. Enter the total number of executive positions identified as critical for each classification.

Step 3(c): Enter Executive Employees Currently Eligible to Retire

To complete step 3(c), enter the total number of executive employees eligible to retire by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Executives Currently Eligible to Retire by EEO Code

	FY21	FY22	FY23
Total EEO Code "Officials and Administrators" Executive Employees Currently Eligible to Retire			
Total EEO Code "Professionals" Executive Employees Currently Eligible to Retire			
Total EEO Code "Technicians" Executive Employees Currently Eligible to Retire			
Total EEO Code "Protective Service Workers" Executive Employees Currently Eligible to Retire			
Total EEO Code "Paraprofessionals" Executive Employees Currently Eligible to Retire			
Total EEO Code "Administrative Support" Executive Employees Currently Eligible to Retire			
Total EEO Code "Skilled Craft Workers" Executive Employees Currently Eligible to Retire			
Total EEO Code "Service/Maintenance" Executive Employees Currently Eligible to Retire			
Total EEO Code "Faculty" Executive Employees Currently Eligible to Retire			
Total EEO Code "Other" Executive Employees Currently Eligible to Retire			

1. Enter the total number of executive employees currently eligible to retire for each EEO Code.

Executives Currently Eligible to Retire by Classification

	FY21	FY22	FY23
Total Classified Executive Employees Currently Eligible to Retire			
Total Wage Executive Employees Currently Eligible to Retire			
Total Agency Head Executive Employees Currently Eligible to Retire			

2. Enter the total number of executive employees currently eligible to retire for each classification.

Step 3(d): Enter Executive Employees in Critical Roles Currently Eligible to Retire

To complete step 3(d), enter the total number of executive employees in critical roles eligible to retire by EEO Code and classification in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Executives in Critical Roles Currently Eligible to Retire by EEO Code

	FY21	FY22	FY23
Total EEO Code "Officials and Administrators" Executive Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Professionals" Executive Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Technicians" Executive Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Protective Service Workers" Executive Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Paraprofessionals" Executive Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Administrative Support" Executive Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Skilled Craft Workers" Executive Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Service/Maintenance" Executive Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Faculty" Executive Employees in Crit. Roles Currently Eligible to Retire			
Total EEO Code "Other" Executive Employees in Crit. Roles Currently Eligible to Retire			

1. Enter the total number of executive employees in critical roles currently eligible to retire for each EEO Code.

Executives in Critical Roles Currently Eligible to Retire by Classification

	FY21	FY22	FY23
Total Classified Executive Employees in Crit. Roles Currently Eligible to Retire			
Total Wage Executive Employees in Crit. Roles Currently Eligible to Retire			
Total Agency Head Executive Employees in Crit. Roles Currently Eligible to Retire			

2. Enter the total number of executive employees in critical roles currently eligible to retire for each classification.

Step 3(e): Enter Future Executive Employee Retirement Eligibility

To complete step 3(e), enter the total number of executive employees who will become eligible to retire for each of the upcoming 5 fiscal years by EEO Code and classification in the yellow boxes (shown in the picture below). **Executives should only be counted once in the year they**

become eligible to retire and not subsequent years. Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Next 5 Fiscal Year Executive Retirements by EEO Code

	FY23	FY24	FY25	FY26	FY27
Total EEO Code "Officials and Administrators" Executives Eligible to Retire for each FY					
Total EEO Code "Professionals" Executives Eligible to Retire for each FY					
Total EEO Code "Technicians" Executives Eligible to Retire for each FY					
Total EEO Code "Protective Service Workers" Executives Eligible to Retire for each FY					
Total EEO Code "Paraprofessionals" Executives Eligible to Retire for each FY					
Total EEO Code "Administrative Support" Executives Eligible to Retire for each FY					
Total EEO Code "Skilled Craft Workers" Executives Eligible to Retire for each FY					
Total EEO Code "Service/Maintenance" Executives Eligible to Retire for each FY					
Total EEO Code "Faculty" Executives Eligible to Retire for each FY					
Total EEO Code "Other" Executives Eligible to Retire for each FY					

1. Enter the total number of executive employees eligible to retire in the FY they will be eligible for each EEO Code.

Next 5 Fiscal Year Executive Retirements by Classification

	FY23	FY24	FY25	FY26	FY27
Total Classified Executives Eligible to Retire for each FY					
Total Wage Executives Eligible to Retire for each FY					
Total Agency Head Executives Eligible to Retire for each FY					

2. Enter the total number of executive employees eligible to retire in the FY they will be eligible for each classification.

Step 3(f): Enter Executive Future Employees in Critical Roles Retirement Eligibility

To complete step 3(f), enter the total number of executive employees in critical roles who will become eligible to retire for each of the upcoming 5 fiscal years by EEO Code and classification in the yellow boxes (shown in the picture below). **Executives should only be counted once in the year they become eligible to retire and not subsequent years.** Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Next 5 Fiscal Year Executive Crit. Roles Retirements by EEO Code

	FY23	FY24	FY25	FY26	FY27
Total EEO Code "Officials and Administrators" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Professionals" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Technicians" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Protective Service Workers" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Paraprofessionals" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Administrative Support" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Skilled Craft Workers" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Service/Maintenance" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Faculty" Executives in Crit. Roles Eligible to Retire for each FY					
Total EEO Code "Other" Executives in Crit. Roles Eligible to Retire for each FY					

1. Enter the total number of executive employees in critical roles eligible to retire in the FY they will be eligible for each EEO Code.

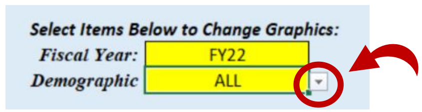
Next 5 Fiscal Year Executive Crit. Roles Retirements by Classification

	FY23	FY24	FY25	FY26	FY27
Total Classified Executives in Crit. Roles Eligible to Retire for each FY					
Total Wage Executives in Crit. Roles Eligible to Retire for each FY					
Total Agency Head Executives in Crit. Roles Eligible to Retire for each FY					

2. Enter the total number of executive employees in critical roles eligible to retire in the FY they will be eligible for each classification.

(Optional Use): Workforce Insights Section

The workforce insights section provides a brief review of the information entered above to assist with interpreting continuity of operations information that can help with completing the remaining steps. To adjust the graphics, select a fiscal year and demographic group from the drop down menus in the yellow boxes.

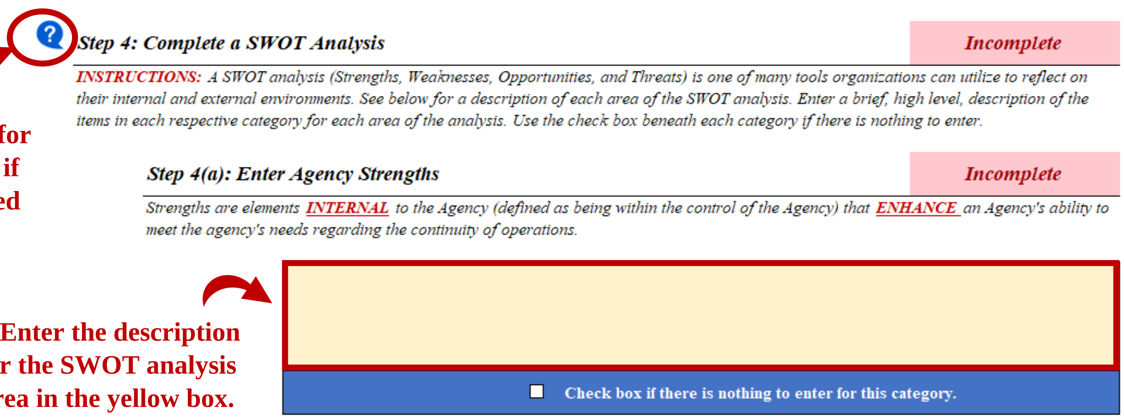


1. Click on the yellow box to show the dropdown arrow. Click the dropdown arrow to the select a different group.

Step 4: Complete a SWOT Analysis

To complete Step 4, enter a brief, high level, description of the items in each respective category (Strengths, Weaknesses, Opportunities, and Threats) for the area of continuity of operations in the yellow box beneath the respective category.

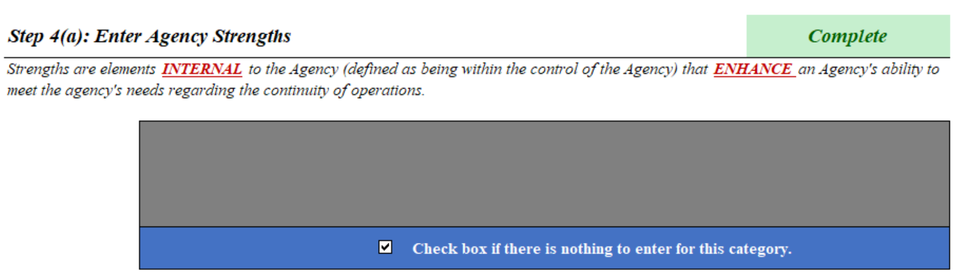
NOTE: See the SWOT help feature for additional information on the different categories.



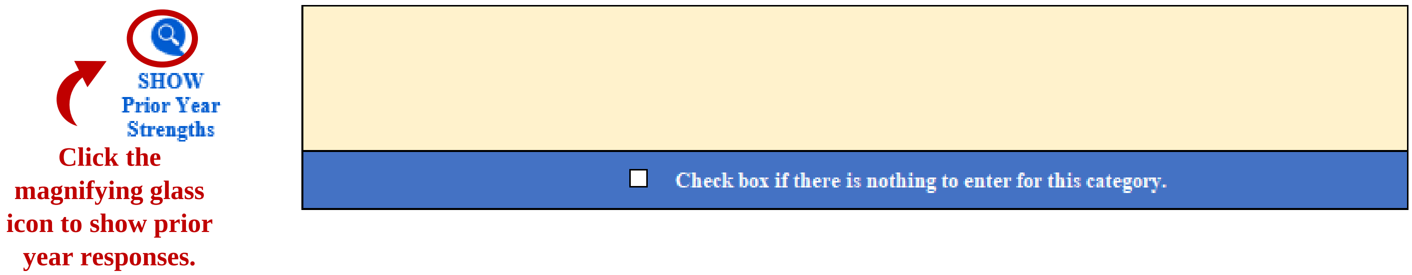
Click for Help if needed

1. Enter the description for the SWOT analysis area in the yellow box.

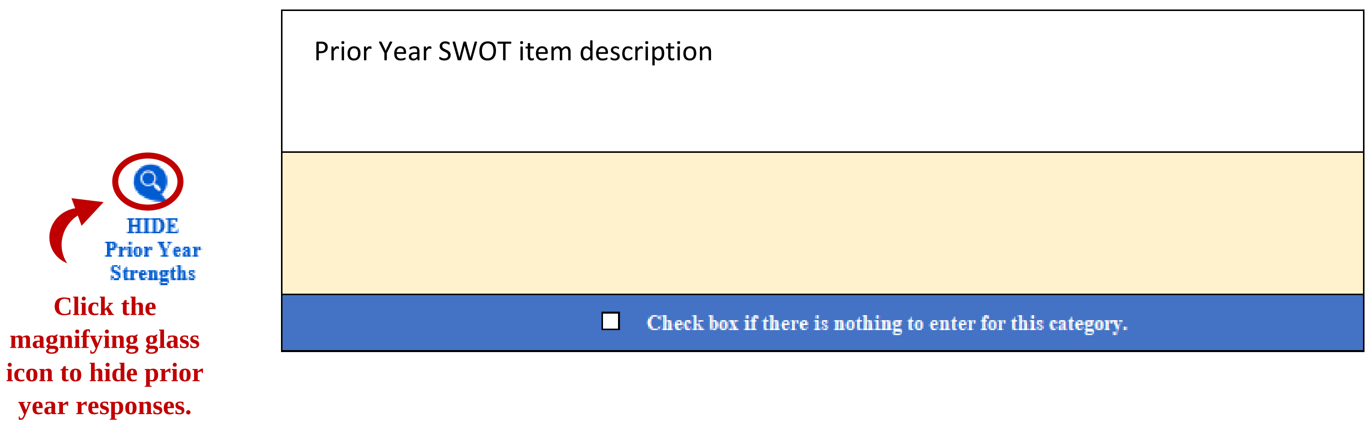
If there is nothing to enter for the respective SWOT Analysis category, the checkbox in the blue bar beneath the yellow can be selected. This will gray out the area for the respective SWOT Analysis area.



To view prior year responses to the SWOT Analysis, click the magnifying glass icon (shown in the picture below) to display the responses from the prior year. **NOTE: Prior responses will only be displayed in the prior year agency strategy template is imported.**



The prior year responses can be hidden again by clicking the same icon.



Repeat this process for each of the areas of the SWOT Analysis.

Step 5: Overall Continuity of Operations Risk and Agency Preparedness

To complete step 5, identify the overall risk level and agency preparedness level regarding the continuity of operations by using entering the specific level of risk and preparedness. After, enter a brief description of the agency needs to address any gaps between the risk and preparedness level or to maintain the current level of preparedness.

Step 5(a): Identify Continuity of Operations Risk

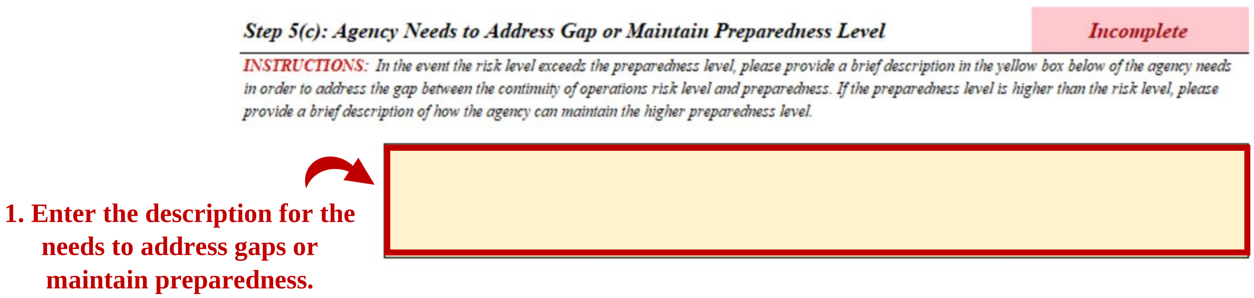
To complete Step 5(a), enter a number between 1 and 100 to indicate the level of risk and click enter. The graphic will then be updated to show the respective level of risk. Continue to adjust the risk number until the chart displays the correct level of risk to the agency.

Step 5(b): Identify Continuity of Operations Preparedness

To complete Step 5(b), use the same procedure as Step 5(a) to identify the agency preparedness level related to the continuity of operations.

Step 5(c): Identify Agency Needs to Address Gap or Maintain Preparedness Level

To complete Step 5(c), enter a brief description of the agency needs to address any gaps between the risk level and preparedness level identified for continuity of operations, or to maintain the current preparedness level in the yellow box (shown in the picture below).



(Optional) Step 6: Check Spelling

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the "Spell Check This Tab" purple button, which will launch the Excel spell check function.

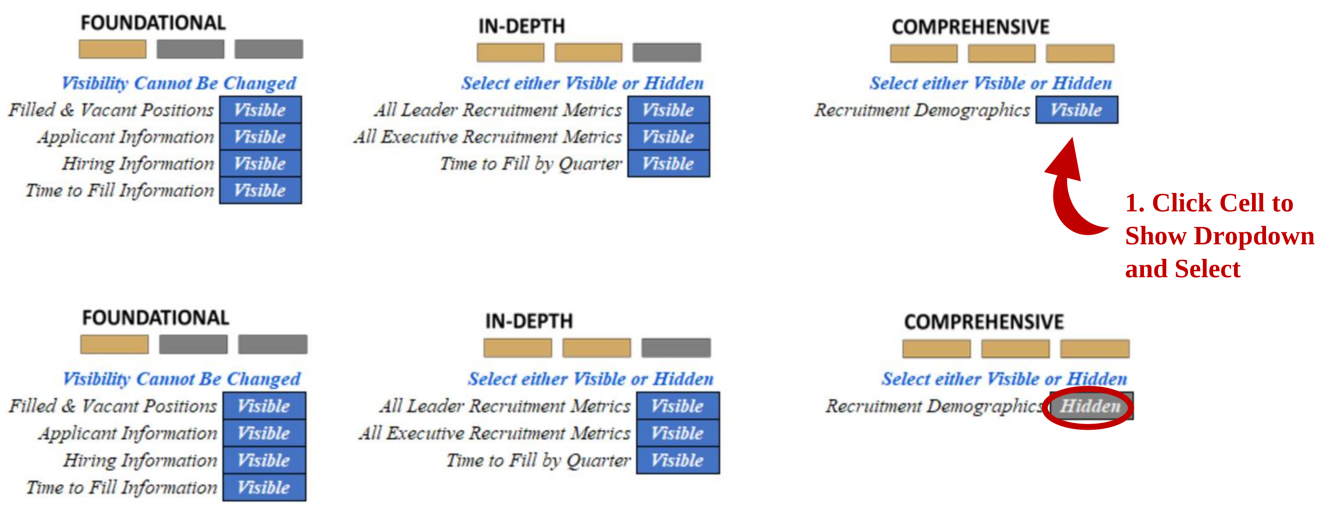
Recruitment Tab

The Recruitment Tab identifies key metrics related to the applicant and hiring trends at the agency, focusing on position information (including position criticality) and demographics of applicants and hires for all positions, leader positions, and executive positions. Time to fill for the fiscal year is explored through the lens of EEO Code, Classification, Critical Positions, Leader, and Executive Positions.

(Optional) Step: Adjust Data Visibility as Needed

To assist with data entry and for ease of use, in-depth and comprehensive levels of analysis data elements (which are optional) can have their visibility toggled to prevent having to continually scroll between different elements.

To change the visibility, select visible or hidden from the dropdown menu next to the respective data element for the In-Depth and Comprehensive elements. **All items are visible by default but can be changed between visible or hidden at anytime**



Each time the visibility of data elements are changed, the tab will need to be refreshed. If the tab needs to be refreshed, the indicator will display "Need to Refresh Visibility". The tab can be refreshed by clicking the blue "Click to Refresh Data Entry Visibility" button. After, the indicator will say "All Selected Data Elements are Visible".

If not using Macros, the employee classification list can be refreshed by going to cell "W1" and clicking the filter icon. After, ensure the "0" box is unchecked, click Ok.

Step 1: Enter Position (Filled and Vacant Information)

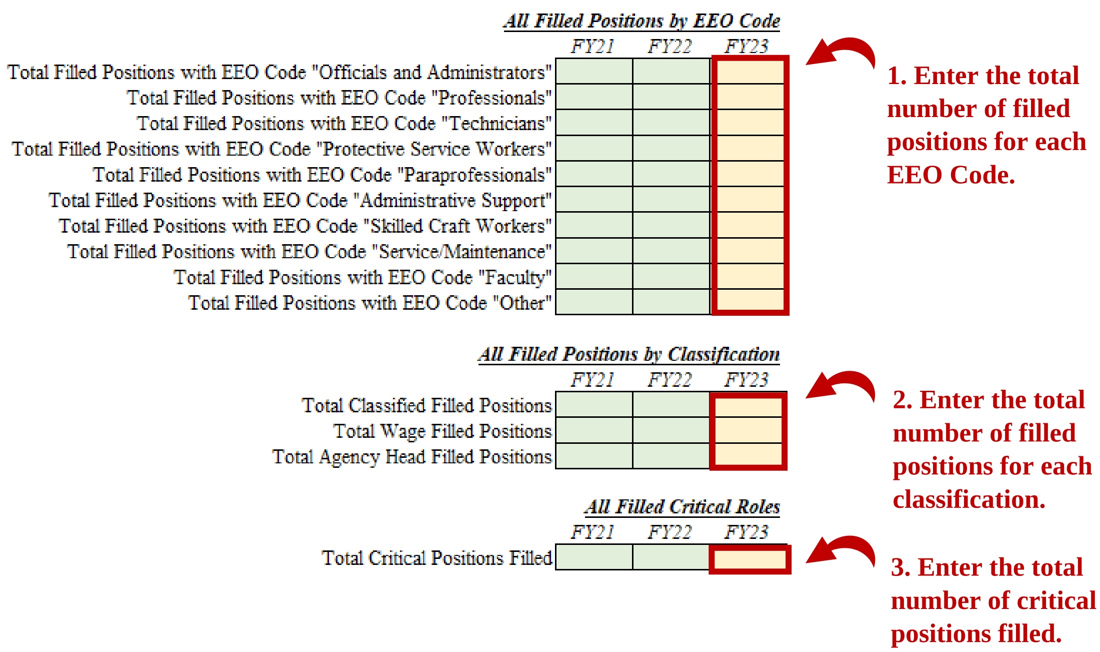
If the RMS Report was used, the information from the report can be directly imported using the "Import Data from Other Sources" steps outlined in the Getting Started Tab section.

Using the 2 step process to import the information will identify the information for total positions filled, vacant positions (if posted in the RMS), hires, applicant information, and time to fill. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for filled and vacant positions manually.

Step 1(a): Enter Filled Position Information

To complete step 1(a), enter the total number of filled positions at the agency during the fiscal year by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

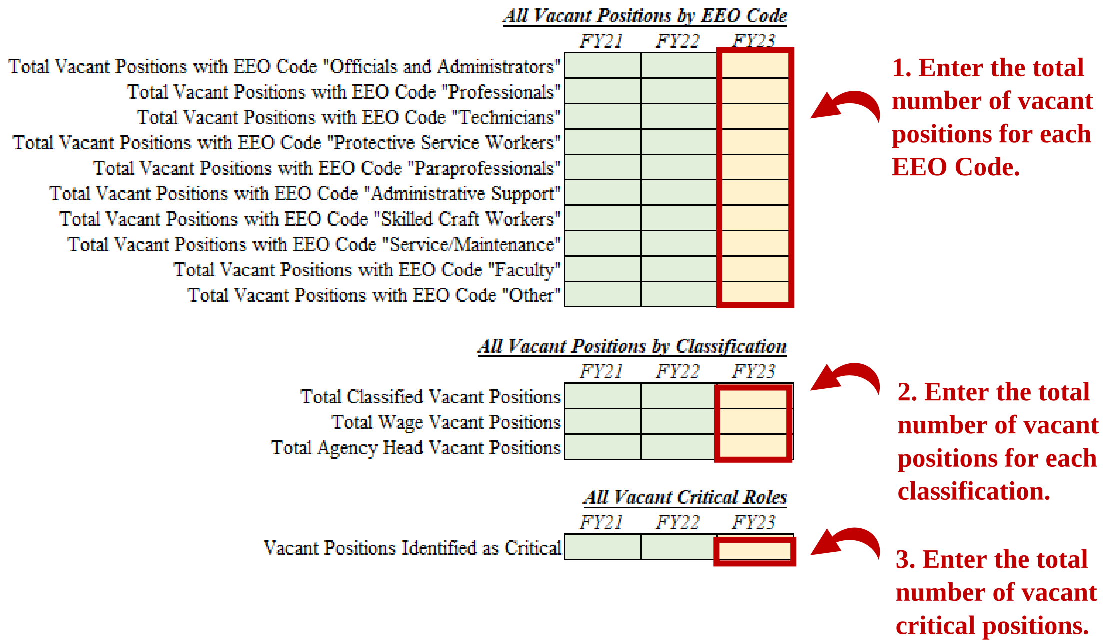


(Optional) Step 1(b) and Step 1(c): Leader and Executive Filled Positions

To complete step 1(b) and step 1(c), enter the total number of filled leader and executive positions at the agency during the fiscal year by EEO Code, classification, and critical roles using the same procedures as step 1(a), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

Step 1(d): Enter Vacant Position Information

To complete step 1(d), enter the total number of vacant positions at the agency (at the end of the reporting fiscal year) by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.



(Optional) Step 1(e) and Step 1(f): Leader and Executive Vacant Positions

To complete step 1(e) and step 1(f), enter the total number of vacant leader and executive positions at the agency at the end of the reporting fiscal year by EEO Code, classification, and critical roles using the same procedures as step 1(d), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

Step 2: Enter Applicant Totals and Demographic Information

If the RMS Report was used, the information from the report can be directly imported using the "Import Data from Other Sources" steps outlined in the Getting Started Tab section.

Using the 2 step process to import the information will identify the information for total positions filled, vacant positions (if posted in the RMS), hires, applicant information, and time to fill. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for applicants manually.

Step 2(a): Enter Applicant Information

To complete step 2(a), enter the total number of applicants at the agency during the fiscal year by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Total Applicants by EEO Code

	FY21	FY22	FY23
Total Applicants to EEO Code "Officials and Administrators" Positions			
Total Applicants to EEO Code "Professionals" Positions			
Total Applicants to EEO Code "Technicians" Positions			
Total Applicants to EEO Code "Protective Service Workers" Positions			
Total Applicants to EEO Code "Paraprofessionals" Positions			
Total Applicants to EEO Code "Administrative Support" Positions			
Total Applicants to EEO Code "Skilled Craft Workers" Positions			
Total Applicants to EEO Code "Service/Maintenance" Positions			
Total Applicants to EEO Code "Faculty" Positions			
Total Applicants to EEO Code "Other" Positions			

1. Enter the total applicants to positions for each EEO Code.

Total Applicants by Classification

	FY21	FY22	FY23
Total Classified Applicants			
Total Wage Applicants			
Total Agency Head Applicants			

2. Enter the total applicants to positions for each classification.

Total Applicants to Critical Roles

	FY21	FY22	FY23
Applicants to Critical Positions			

3. Enter the total applicants to critical positions.

(Optional) Enter Applicant Demographic Information

To complete this optional step, enter the total number of applicants for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency during the fiscal year in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Total Applicants by Gender

	FY21	FY22	FY23
Male Applicants			
Female Applicants			

1. Enter the total number of applicants for each gender.

Total Applicants by Race

	FY21	FY22	FY23
American Indian or Alaskan Native Applicants			
Asian Applicants			
Black or African American Applicants			
Hispanic or Latino Applicants			
Native Hawaiian or Other Pac. Islander Applicants			
White Applicants			
Two or More Races			
Race Unknown or not Entered Applicants			

2. Enter the total number of applicants for each race.

Total Applicants for Additional Demographics

	FY21	FY22	FY23
Applicants with Disabilities			
Veteran Applicants			

3. Enter the total number of applicants for each demographic.

(Optional) Step 2(b) and Step 2(c): Leader and Executive Applicants

To complete step 2(b) and step 2(c), enter the total number of applicants to leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 2(a), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

Step 3: Enter Hire Totals and Demographic Information

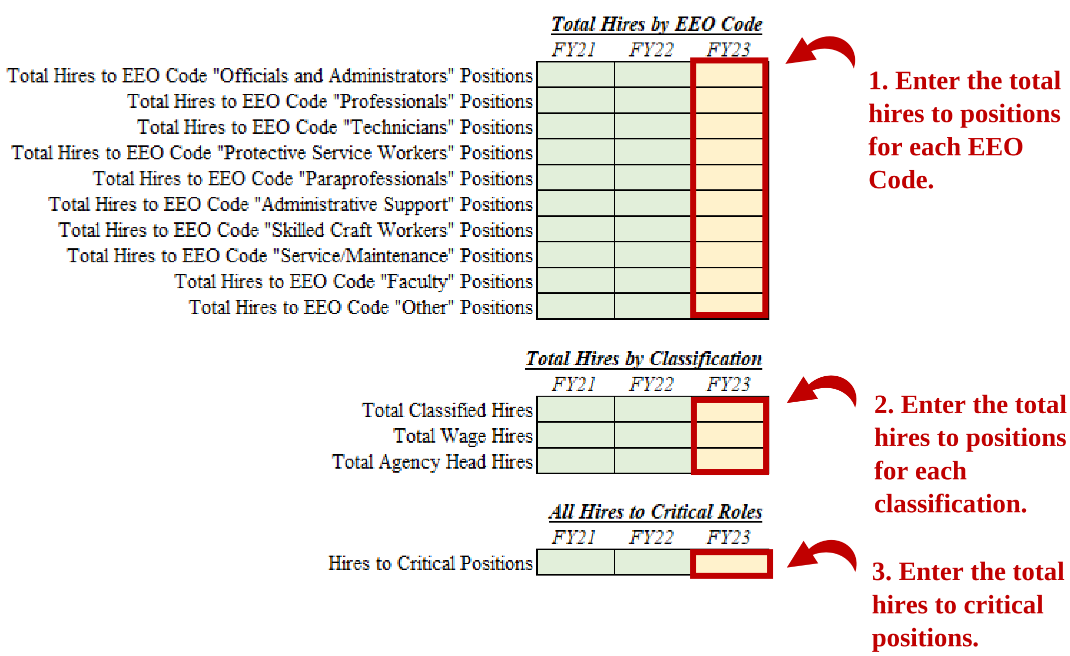
If the RMS Report was used, the information from the report can be directly imported using the "Import Data from Other Sources" steps outlined in the Getting Started Tab section.

Using the 2 step process to import the information will identify the information for total positions filled, vacant positions (if posted in the RMS), hires, applicant information, and time to fill. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for hires manually.

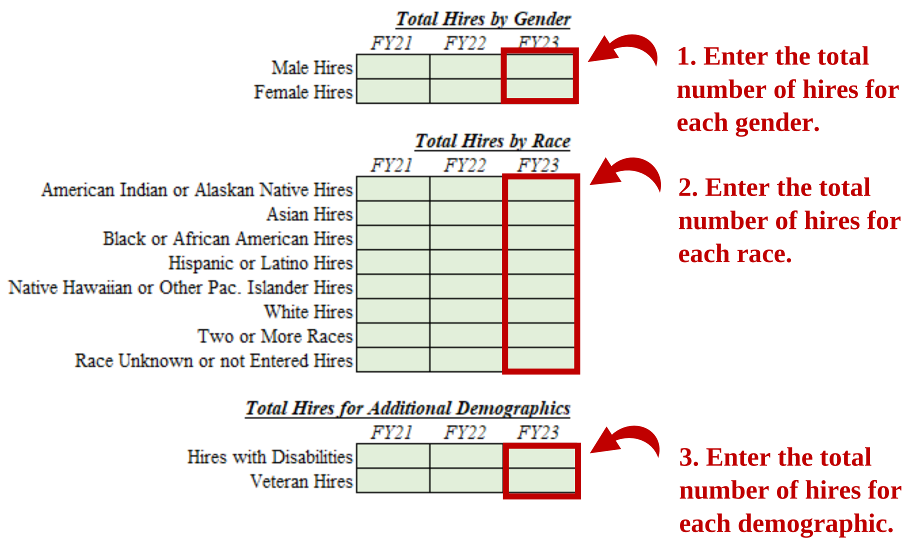
Step 3(a): Enter Hiring Information

To complete step 3(a), enter the total number of hires at the agency during the fiscal year by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.



(Optional) Enter Hire Demographic Information

To complete this optional step, enter the total number of hires for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency during the fiscal year in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.



(Optional) Step 3(b) and Step 3(c): Leader and Executive Hires

To complete step 3(b) and step 3(c), enter the total number of hires to leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 3(a), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

Step 4: Enter Time to Fill Information

If the RMS Report was used, the information from the report can be directly imported using the "Import Data from Other Sources" steps outlined in the Getting Started Tab section.

Using the 2 step process to import the information will identify the information for total positions filled, vacant positions (if posted in the RMS), hires, applicant information, and time to fill. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective information for time to fill manually.

Step 4(a): Enter Time to Fill Information

To complete step 4(a), enter the average time to fill for all positions and the average time to fill for by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Average Time to Fill (All Positions)

	FY21	*FY22*	*FY23*
Average Time to Fill			

1. Enter average time to fill for all positions.

Average Time to Fill by EEO Code

	FY21	*FY22*	*FY23*
Average Time to Fill for EEO Code "Officials and Administrators" Positions			
Average Time to Fill for EEO Code "Professionals" Positions			
Average Time to Fill for EEO Code "Technicians" Positions			
Average Time to Fill for EEO Code "Protective Service Workers" Positions			
Average Time to Fill for EEO Code "Paraprofessionals" Positions			
Average Time to Fill for EEO Code "Administrative Support" Positions			
Average Time to Fill for EEO Code "Skilled Craft Workers" Positions			
Average Time to Fill for EEO Code "Service/Maintenance" Positions			
Average Time to Fill for EEO Code "Faculty" Positions			
Average Time to Fill for EEO Code "Other" Positions			

2. Enter the average time to fill for each EEO Code.

Average Time to Fill by Classification

	FY21	*FY22*	*FY23*
Average Time to Fill for Classified Positions			
Average Time to Fill for Wage Positions			
Average Time to Fill for Agency Head Positions			

3. Enter the average time to fill for each classification.

Average Time to Fill for Critical Roles

	FY21	*FY22*	*FY23*
Average Time to Fill for Critical Positions			

4. Enter the average time to fill for critical positions.

(Optional) Step 4(b) and Step 4(c): Leader and Executive Time to Fill

To complete step 4(b) and step 4(c), enter the average time to fill for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 4(a), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

(Optional) Step 4(d): Enter Time to Fill Information by Quarter

To complete step 4(d), enter the average time to fill for all positions, leader positions, executive positions, and the average time to fill for by EEO Code, classification, and critical roles for each quarter in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

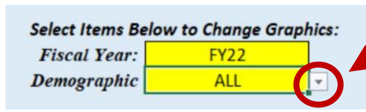
	Quarter 1			***Quarter 2***			***Quarter 3***			***Quarter 4***		
	FY21	*FY22*	*FY23*	*FY21*	*FY22*	*FY23*	*FY21*	*FY22*	*FY23*	*FY21*	*FY22*	*FY23*
Average Time to Fill for All Positions												
Average Time to Fill Leader Positions												
Average Time to Fill Executive Positions												

1. Enter the average time to fill for the respective positions (label on the left) for each quarter.

Repeat this process for each EEO Code, Classification, and Critical Positions.

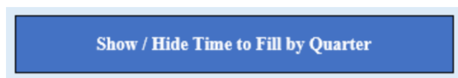
(Optional Use): Workforce Insights Section

The workforce insights section provides a brief review of the information entered above to assist with interpreting recruitment information that can help with completing the remaining steps. To adjust the graphics, select a fiscal year and demographic group from the drop down menus in the yellow boxes.



1. Click on the yellow box to show the dropdown arrow. Click the dropdown arrow to the select a different group.

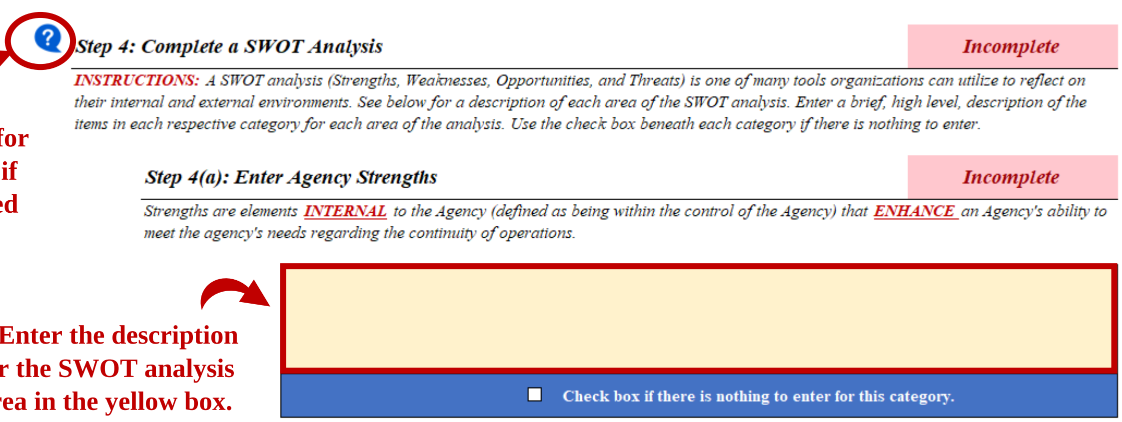
Optional information can also be viewed or hidden within the workforce insights section by clicking the respective blue button (example shown below) to show or hide the respective section.



Step 5: Complete a SWOT Analysis

To complete Step 5, enter a brief, high level, description of the items in each respective category (Strengths, Weaknesses, Opportunities, and Threats) for the area of recruitment in the yellow box beneath the respective category.

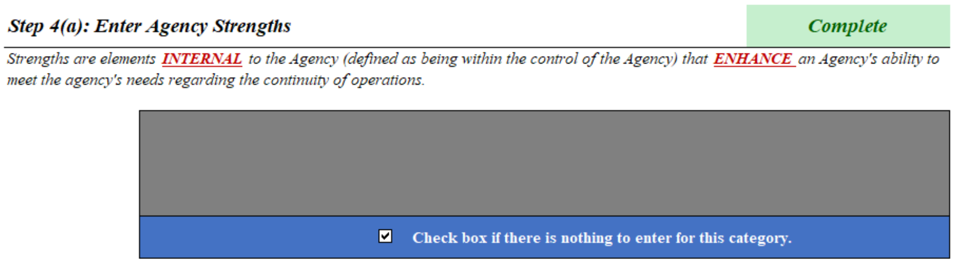
NOTE: See the SWOT help feature for additional information on the different categories.



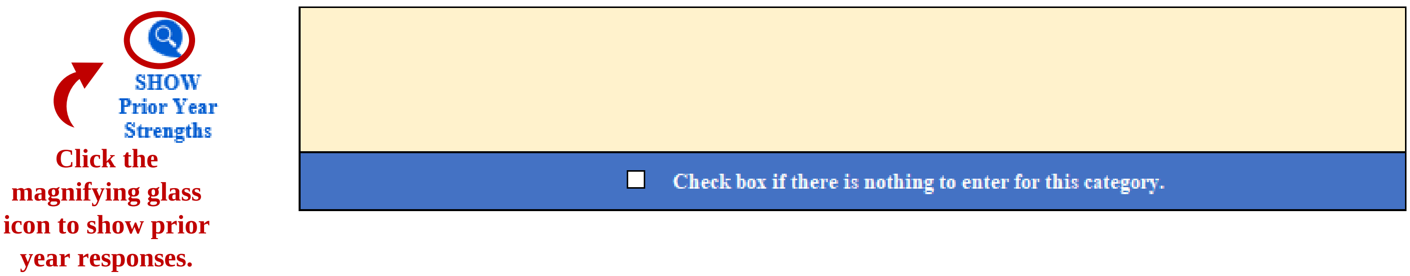
Click for Help if needed

1. Enter the description for the SWOT analysis area in the yellow box.

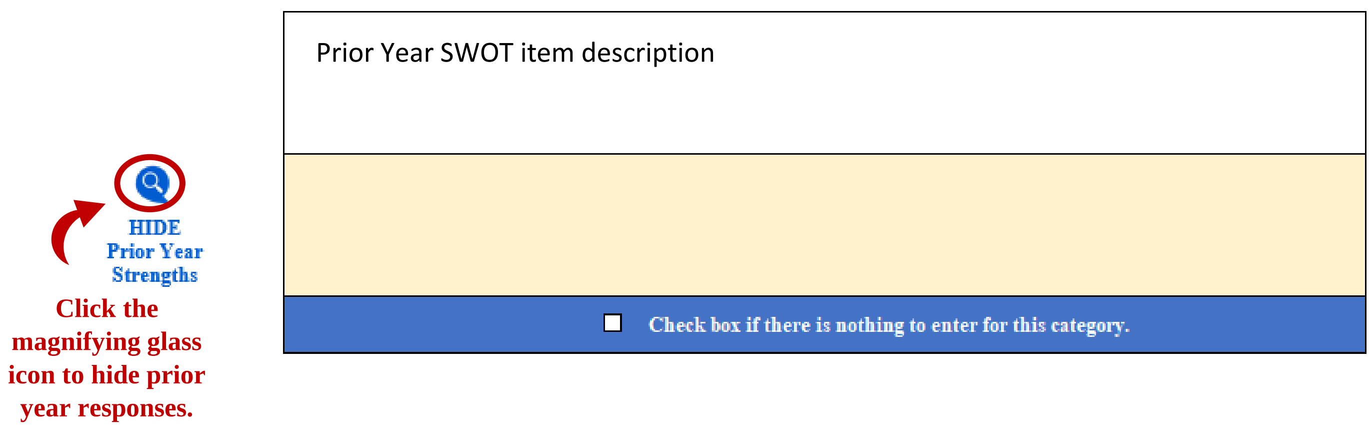
If there is nothing to enter for the respective SWOT Analysis category, the checkbox in the blue bar beneath the yellow can be selected. This will gray out the area for the respective SWOT Analysis area.



To view prior year responses to the SWOT Analysis, click the magnifying glass icon (shown in the picture below) to display the responses from the prior year. **NOTE: Prior responses will only be displayed in the prior year agency strategy template is imported.**



The prior year responses can be hidden again by clicking the same icon.



Repeat this process for each of the areas of the SWOT Analysis.

Step 6: Overall Recruitment Risk and Agency Preparedness

To complete step 6, identify the overall risk level and agency preparedness level regarding the recruitment by entering the specific level of risk and preparedness. After, enter a brief description of the agency needs to address any gaps between the risk and preparedness level or to maintain the current level of preparedness.

Step 6(a): Identify Recruitment Risk

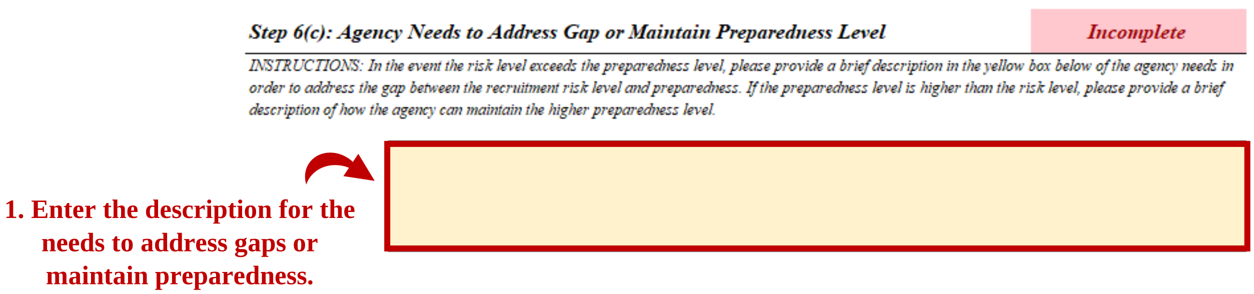
To complete Step 6(a), enter a number between 1 and 100 to indicate the level of risk and click enter. The graphic will then be updated to show the respective level of risk. Continue to adjust the risk number until the chart displays the correct level of risk to the agency.

Step 6(b): Identify Recruitment Preparedness

To complete Step 6(b), use the same procedure as Step 6(a) to identify the agency preparedness level related to recruitment.

Step 6(c): Identify Agency Needs to Address Gap or Maintain Preparedness Level

To complete Step 6(c), enter a brief description of the agency needs to address any gaps between the risk level and preparedness level identified for recruitment, or to maintain the current preparedness level in the yellow box (shown in the picture below).



(Optional) Step 7: Check Spelling

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the “Spell Check This Tab” purple button, which will launch the Excel spell check function.

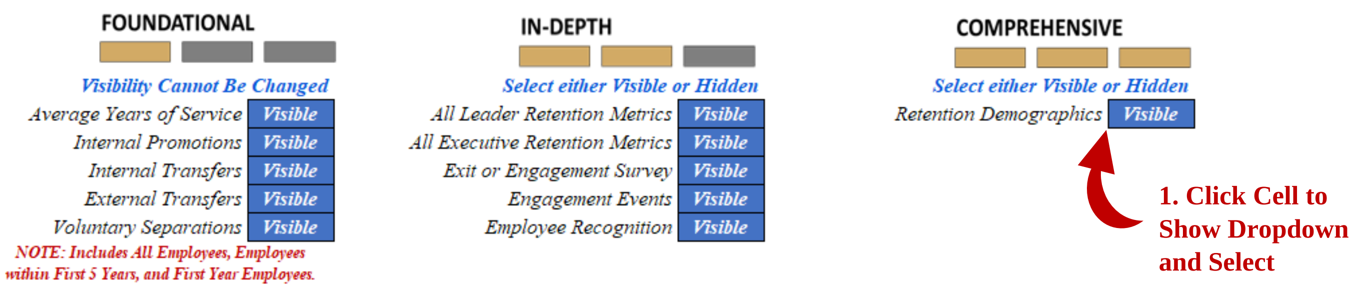
Retention & Engagement Tab

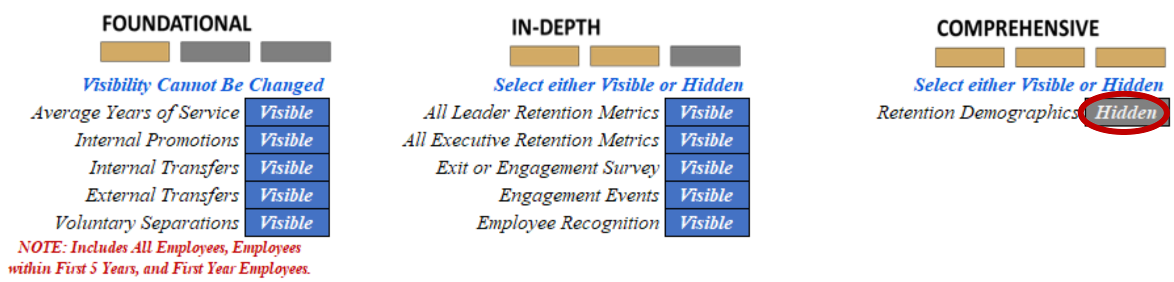
The Retention and Engagement tab identifies key metrics related to retention and engagement of agency employees, which makes up the majority of the workforce metrics. This tab focuses on understanding how employees move within or out of the agency, how long they serve the agency, and more of their experience at the agency.

(Optional) Step: Adjust Data Visibility as Needed

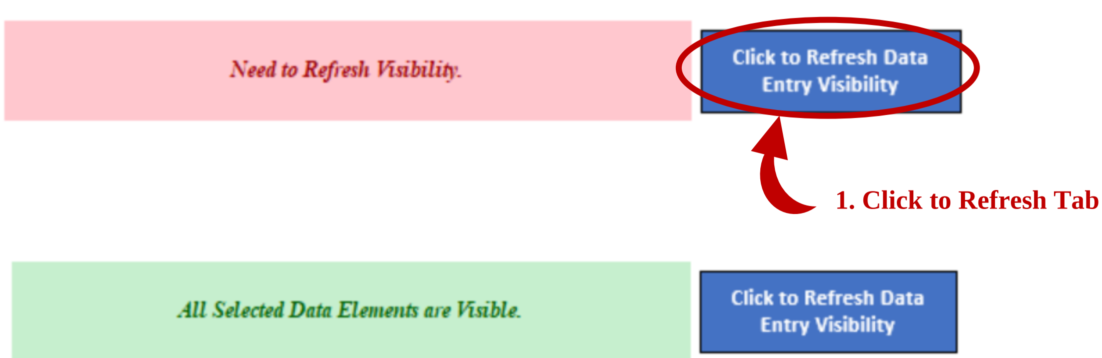
To assist with data entry and for ease of use, in-depth and comprehensive levels of analysis data elements (which are optional) can have their visibility toggled to prevent having to continually scroll between different elements.

To change the visibility, select visible or hidden from the dropdown menu next to the respective data element for the In-Depth and Comprehensive elements. **All items are visible by default but can be changed between visible or hidden at anytime**





Each time the visibility of data elements are changed, the tab will need to be refreshed. If the tab needs to be refreshed, the indicator will display "Need to Refresh Visibility". The tab can be refreshed by clicking the blue "Click to Refresh Data Entry Visibility" button. After, the indicator will say "All Selected Data Elements are Visible".



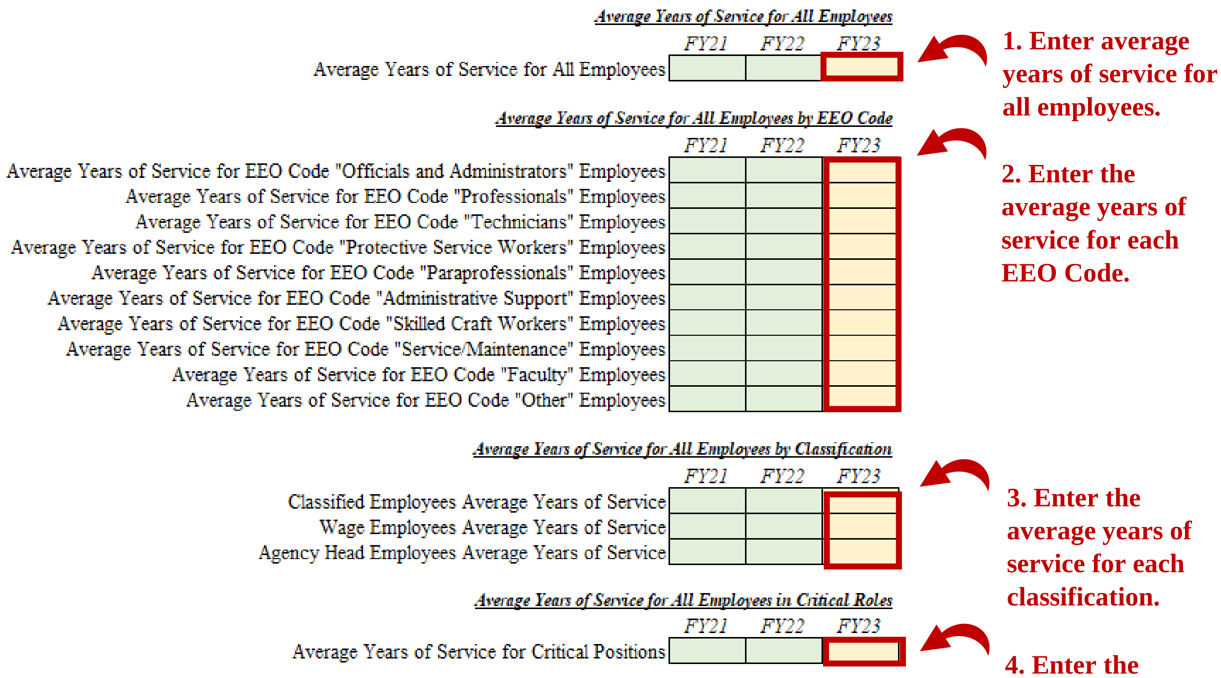
If not using Macros, the employee classification list can be refreshed by going to cell "W1" and clicking the filter icon. After, ensure the "0" box is unchecked, click Ok.

Step 1: Enter Retention Information for All Employees

The following steps can be used to enter the respective retention information manually.

Step 1(a): Enter Average Years of Service for All Employees

To complete step 1(a), enter the average years of service for all employees by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.



(Optional) Enter Average Years of Service Demographic Information

To complete this optional step, enter average years of service for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency in the green boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Average Years of Service for All Employees by Gender

	FY21	FY22	FY23
Male Average Years of Service			
Female Average Years of Service			

1. Enter the average years of service for each gender.

Average Years of Service for All Employees by Race

	FY21	FY22	FY23
American Indian or Alaskan Native Average Years of Service			
Asian Average Years of Service			
Black or African American Average Years of Service			
Hispanic or Latino Average Years of Service			
Native Hawaiian or Other Pac. Islander Average Years of Service			
White Average Years of Service			
Two or More Races Average Years of Service			
Race Unknown or not Entered Average Years of Service			

2. Enter the average years of service for each race.

Average Years of Service for All Employees of Additional Demographics

	FY21	FY22	FY23
Average Years of Service for Employees with Disabilities			
Veteran Average Years of Service			

3. Enter the average years of service for each demographic.

(Optional) Step 1(a-i) and Step 1(a-ii): Leader and Executive Average Years of Service

To complete Step 1(a-i) and Step 1(a-ii) enter the average years of service for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 1(a), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

Step 1(b): Enter Internal Promotions for All Employees

To complete step 1(b), enter the total internal promotions for all employees by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

Internal Promotions of All Employees

	FY21	FY22	FY23
Internal Promotions of All Employees			

1. Enter total internal promotions for all employees.

Internal Promotions of All Employees by EEO Code

	FY21	FY22	FY23
Internal Promotions of EEO Code "Officials and Administrators" Employees			
Internal Promotions of EEO Code "Professionals" Employees			
Internal Promotions of EEO Code "Technicians" Employees			
Internal Promotions of EEO Code "Protective Service Workers" Employees			
Internal Promotions of EEO Code "Paraprofessionals" Employees			
Internal Promotions of EEO Code "Administrative Support" Employees			
Internal Promotions of EEO Code "Skilled Craft Workers" Employees			
Internal Promotions of EEO Code "Service/Maintenance" Employees			
Internal Promotions of EEO Code "Faculty" Employees			
Internal Promotions of EEO Code "Other" Employees			

2. Enter the internal promotions for each EEO Code.

Internal Promotions of All Employees by Classification

	FY21	FY22	FY23
Classified Employees Internal Promotions			
Wage Employees Internal Promotions			
Agency Head Employees Internal Promotions			

3. Enter the internal promotions for each classification.

Internal Promotions of All Employees in Critical Roles

	FY21	FY22	FY23
Internal Promotions of Critical Positions			

4. Enter the internal promotions for critical positions.

Optional) Enter Internal Promotions Demographic Information

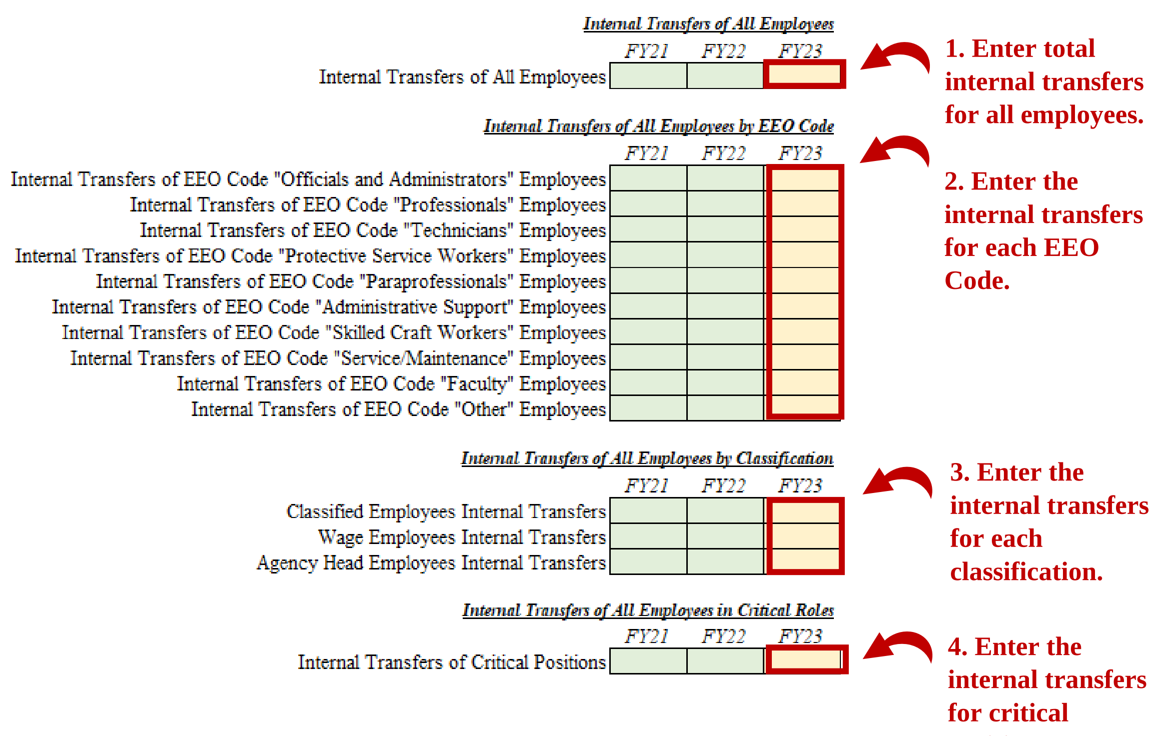
To complete this optional step, enter the internal promotions for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency in the green boxes (the same as the average years of service). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

(Optional) Step 1(b-i) and Step 1(b-ii): Leader and Executive Internal Promotions

To complete Step 1(b-i) and Step 1(b-ii) enter the internal promotions for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 1(b), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

Step 1(c): Enter Internal Transfers for All Employees

To complete step 1(c), enter the total internal transfers for all employees by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.



(Optional) Enter Internal Transfers Demographic Information

To complete this optional step, enter internal transfers for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency in the green boxes (the same as the average years of service). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

(Optional) Step 1(c-i) and Step 1(c-ii): Leader and Executive Internal Transfers

To complete Step 1(c-i) and Step 1(c-ii) enter the internal transfers for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 1(c), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

Step 1(d): Enter External Transfers for All Employees

To complete step 1(d), enter the external transfers for all employees by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

External Transfers of All Employees

	FY21	FY22	FY23
External Transfers of All Employees			

1. Enter total external transfers for all employees.

External Transfers of All Employees by EEO Code

	FY21	FY22	FY23
External Transfers of EEO Code "Officials and Administrators" Employees			
External Transfers of EEO Code "Professionals" Employees			
External Transfers of EEO Code "Technicians" Employees			
External Transfers of EEO Code "Protective Service Workers" Employees			
External Transfers of EEO Code "Paraprofessionals" Employees			
External Transfers of EEO Code "Administrative Support" Employees			
External Transfers of EEO Code "Skilled Craft Workers" Employees			
External Transfers of EEO Code "Service/Maintenance" Employees			
External Transfers of EEO Code "Faculty" Employees			
External Transfers of EEO Code "Other" Employees			

2. Enter the external transfers for each EEO Code.

External Transfers of All Employees by Classification

	FY21	FY22	FY23
Classified Employees External Transfers			
Wage Employees External Transfers			
Agency Head Employees External Transfers			

3. Enter the external transfers for each classification.

External Transfers of All Employees in Critical Roles

	FY21	FY22	FY23
External Transfers of Critical Positions			

4. Enter the external transfers for critical positions.

Optional) Enter External Transfers Demographic Information

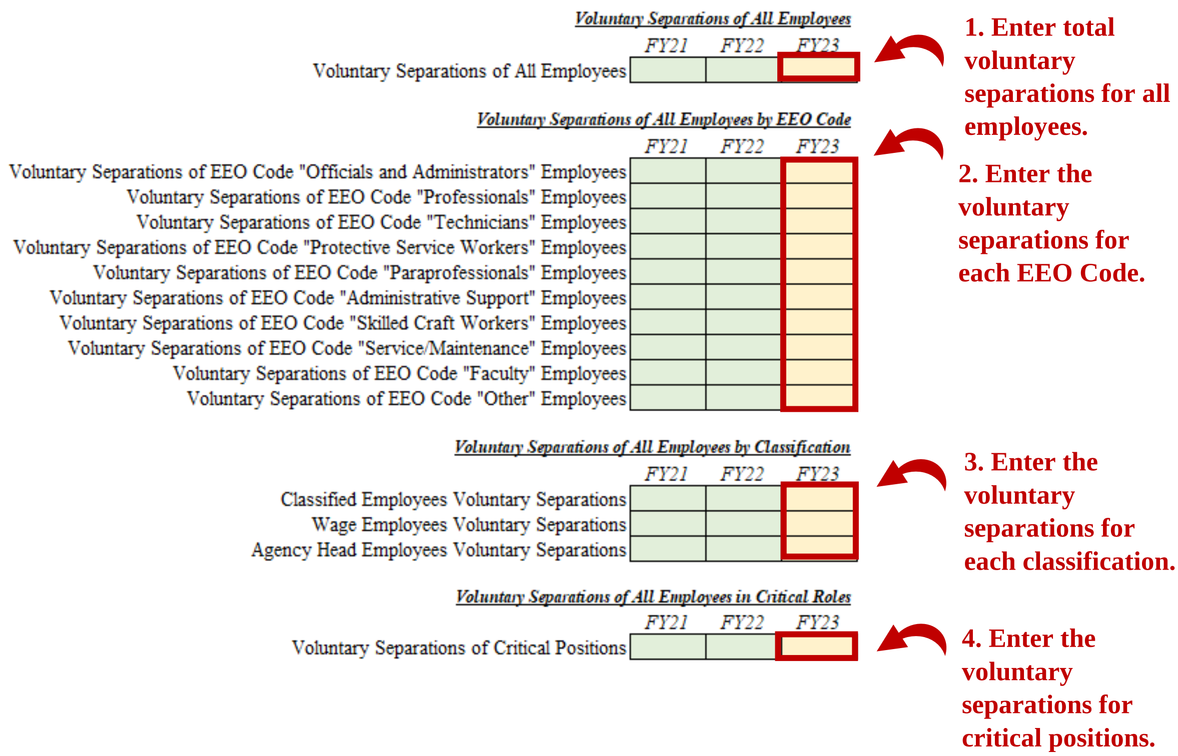
To complete this optional step, enter external transfers for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency in the green boxes (the same as the average years of service). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

(Optional) Step 1(d-i) and Step 1(d-ii): Leader and Executive External Transfers

To complete Step 1(d-i) and Step 1(d-ii) enter the external transfers for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 1(d), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

Step 1(e): Enter Voluntary Separations for All Employees

To complete step 1(e), enter the voluntary separations for all employees by EEO Code, classification, and critical roles in the yellow boxes (shown in the picture below). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.



(Optional) Enter Voluntary Separations Demographic Information

To complete this optional step, enter voluntary separations for each gender, race, and additional demographics (individuals with disabilities and veterans) at the agency in the green boxes (the same as the average years of service). Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

(Optional) Step 1(e-i) and Step 1(e-ii): Leader and Executive Voluntary Separations

To complete Step 1(e-i) and Step 1(e-ii) enter the voluntary separations for leader and executive positions at the agency by EEO Code, classification, critical roles and demographics using the same procedures as step 1(e), with the exception of entering the information in the green boxes instead of yellow (as the information is optional).

Step 2: Enter Retention Information for Employees in their First Five Years

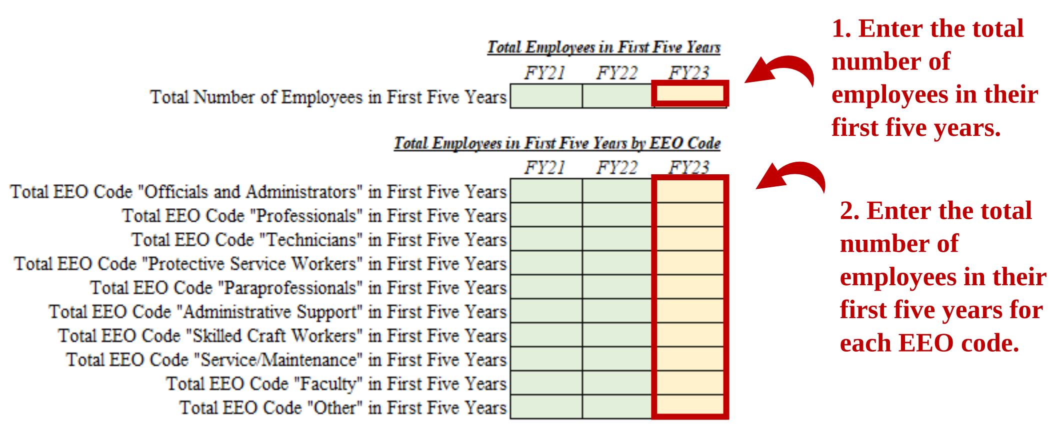
If the HuRman or Cardinal Transaction Report was used, the information from the report can be directly imported using the "Import Data from Other Sources" steps outlined in the Getting Started Tab section. The transaction codes are identified as either internal promotion, internal transfer, external transfer or voluntary separation based on the categoricalization map in the Agency Profile.

Using the 2 step process to import the information will identify the respective metrics for employees within their first five years, and employees in their first year. This information is broken down for all employees, leaders, and executives by EEO code, classification, critical roles and demographics. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective retention information manually.

Step 2(a): Enter Total Employees within First Five Years

To complete step 2(a), enter the total number of employees in their first five years at the agency and the total number of employees in their first five years at the agency by EEO Code in the yellow boxes (shown in the picture below).



Step 2(a)-Step 2(e): Enter Total Employees within First Five Years

To complete the remaining steps for employees within their first five years, follow the same process used to complete step 1. Step 2 follows the exact same pattern of average years of service, internal promotions, internal transfers, external transfers, and voluntary separations.

Step 3: Enter Retention Information for Employees in their First Year

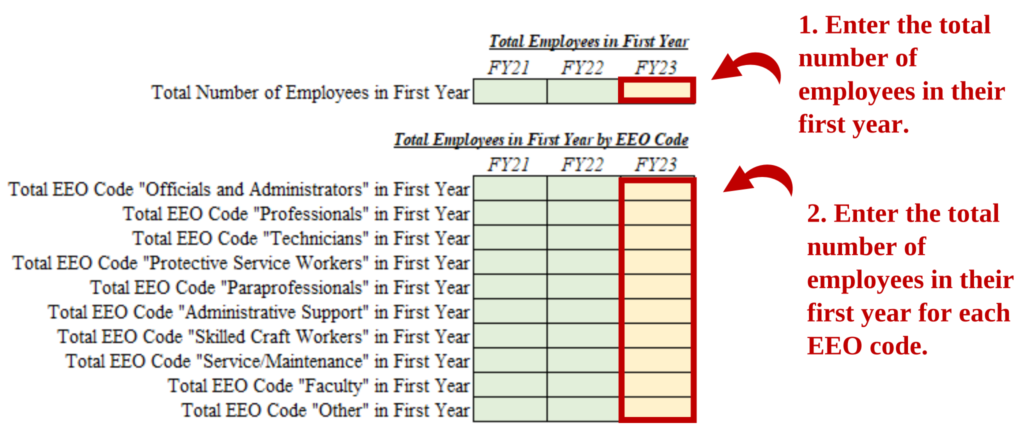
If the HuRman or Cardinal Transaction Report was used, the information from the report can be directly imported using the “Import Data from Other Sources” steps outlined in the Getting Started Tab section. The transaction codes are identified as either internal promotion, internal transfer, external transfer or voluntary separation based on the categoricalization map in the Agency Profile.

Using the 2 step process to import the information will identify the respective metrics for employees within their first five years, and employees in their first year. This information is broken down for all employees, leaders, and executives by EEO code, classification, critical roles and demographics. The information entered should be verified and can be adjusted as needed to ensure numbers are correct.

The following steps can be used to enter the respective retention information manually.

Step 2(a): Enter Total Employees within First Year

To complete step 2(a), enter the total number of employees in their first year at the agency and the total number of employees in their first five years at the agency by EEO Code in the yellow boxes (shown in the picture below).



Step 3(a)-Step 3(e): Enter Total Employees within First Year

To complete the remaining steps for employees within their first \year, follow the same process used to complete step 1 and step 2. Step 3 follows the exact same pattern of average years of service, internal promotions, internal transfers, external transfers, and voluntary separations.

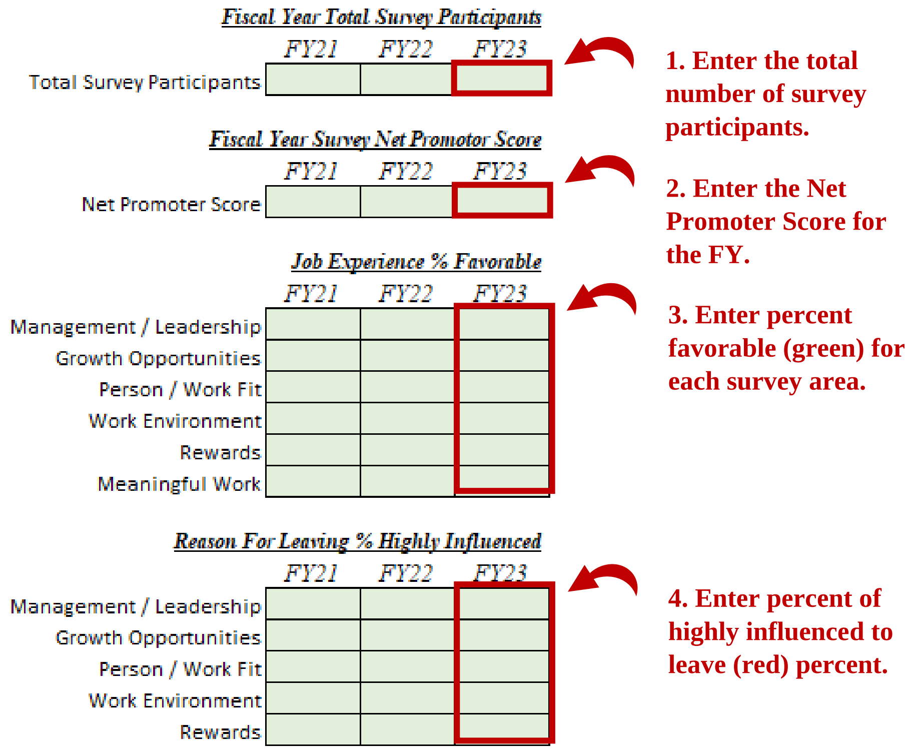
(Optional) Step 4: Enter Engagement Information

To complete Step 4, enter information pertaining to employee engagement, to include the exit surveys, any agency exit or engagement surveys, any engagement events held during the fiscal year and any employee recognition awarded.

(Optional) Step 4(a): Enter Commonwealth of Virginia Exit Survey Results

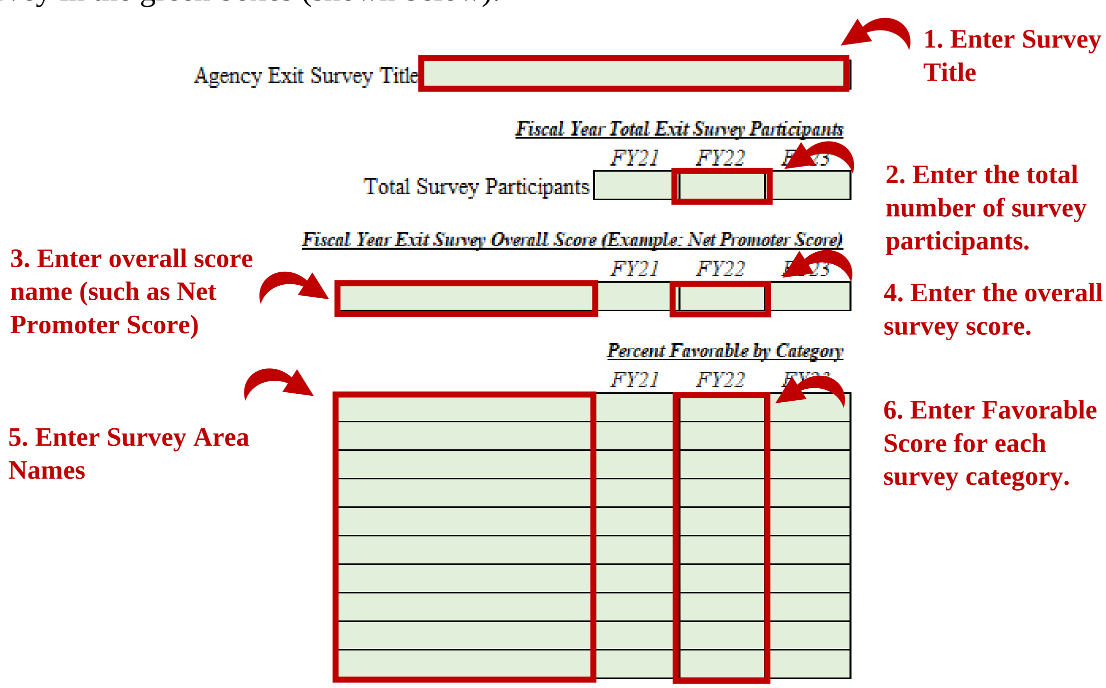
To complete Step 4(a), enter the total survey participants, net promoter score, percent favorable and percent highly influenced to leave scores for the respective survey categories in the green boxes (shown below).

Reports for the Commonwealth of Virginia Exit Survey can be accessed by select individuals at the Agency or DHRM can run reports for agencies upon request.



(Optional) Step 4(b): Enter Agency Exit or Engagement Survey Results

To complete Step 4(b), enter the survey title, total survey participants, overall score name and score, and survey area names and percent favorable for either the agency exit survey or agency engagement survey in the green boxes (shown below).



NOTE: This process can be repeated to enter the information for both the agency’s own exit survey and/or engagement survey.

(Optional) Step 4(c): Enter Agency Engagement Events

To complete Step 4(c), enter the event name, purpose, date held, and attendance by clicking blue button (shown in the pictures below). Up to 15 events can be added.

If Not Using the Excel Macros, Skip to Step 4(c-i)


(Optional) Step 4(c): Enter Agency Engagement Events

INSTRUCTIONS: Please enter any events hosted by the agency to promote employee engagement (such as social events, recognition events, thank you events, etc.). Please enter the name, a very brief description or purpose of the event, the date the event was held and the number of individuals who attended the event by clicking the blue "Add Event" button. Up to 15 events can be added.

Event Name	Very Brief Description / Event Purpose	Date Held	Attendance
Eample Event	Example	8/10/2021	10

(Optional) Step 4(c): Enter Agency Engagement Events

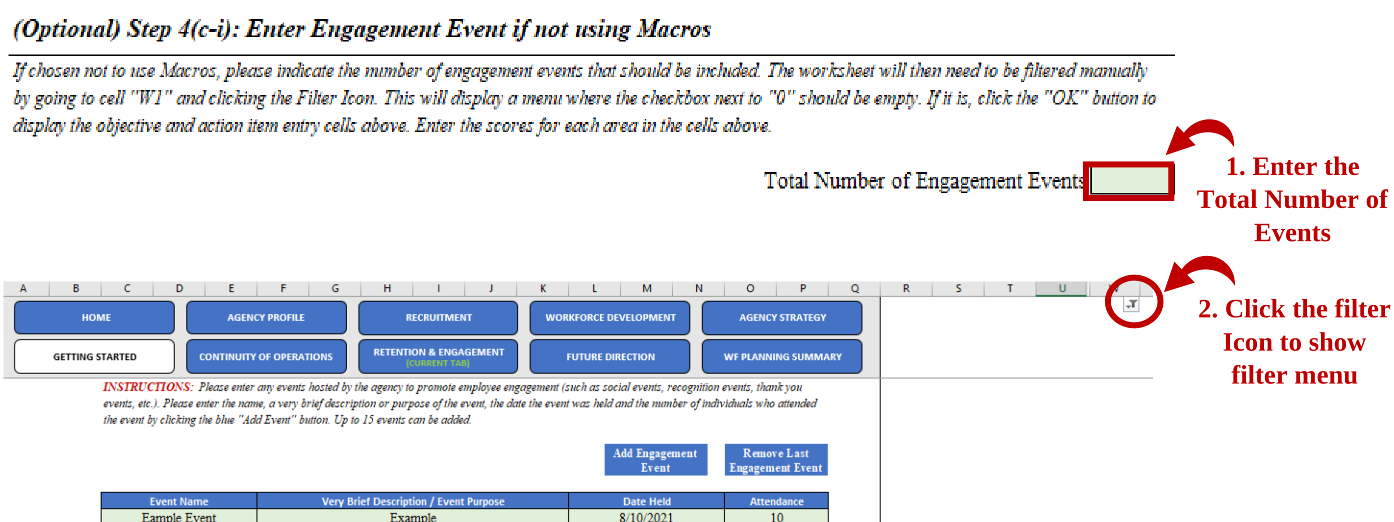
INSTRUCTIONS: Please enter any events hosted by the agency to promote employee engagement (such as social events, recognition events, thank you events, etc.). Please enter the name, a very brief description or purpose of the event, the date the event was held and the number of individuals who attended the event by clicking the blue "Add Event" button. Up to 15 events can be added.

Event Name	Very Brief Description / Event Purpose	Date Held	Attendance
Eample Event	Example	8/10/2021	10

(Optional) Step 4(c-i): Enter Agency Engagement Events without Macros

If the blue buttons were used to add engagement events, this step can be skipped.

In the event Macros are not being used, agency engagement events can be entered by first entering the total number in the green box.

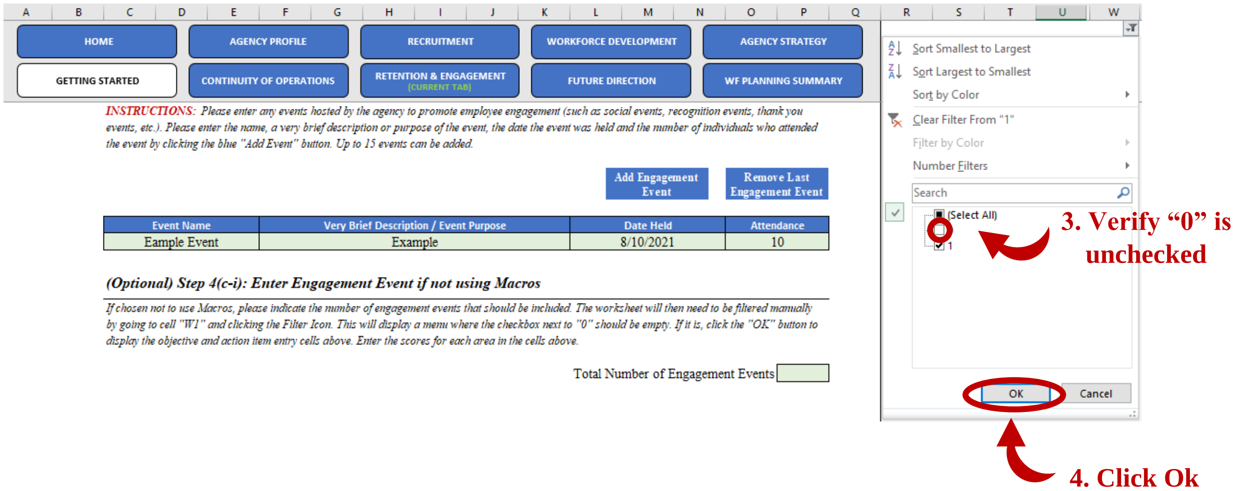

(Optional) Step 4(c-i): Enter Engagement Event if not using Macros

If chosen not to use Macros, please indicate the number of engagement events that should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the scores for each area in the cells above.

Total Number of Engagement Events

INSTRUCTIONS: Please enter any events hosted by the agency to promote employee engagement (such as social events, recognition events, thank you events, etc.). Please enter the name, a very brief description or purpose of the event, the date the event was held and the number of individuals who attended the event by clicking the blue "Add Event" button. Up to 15 events can be added.

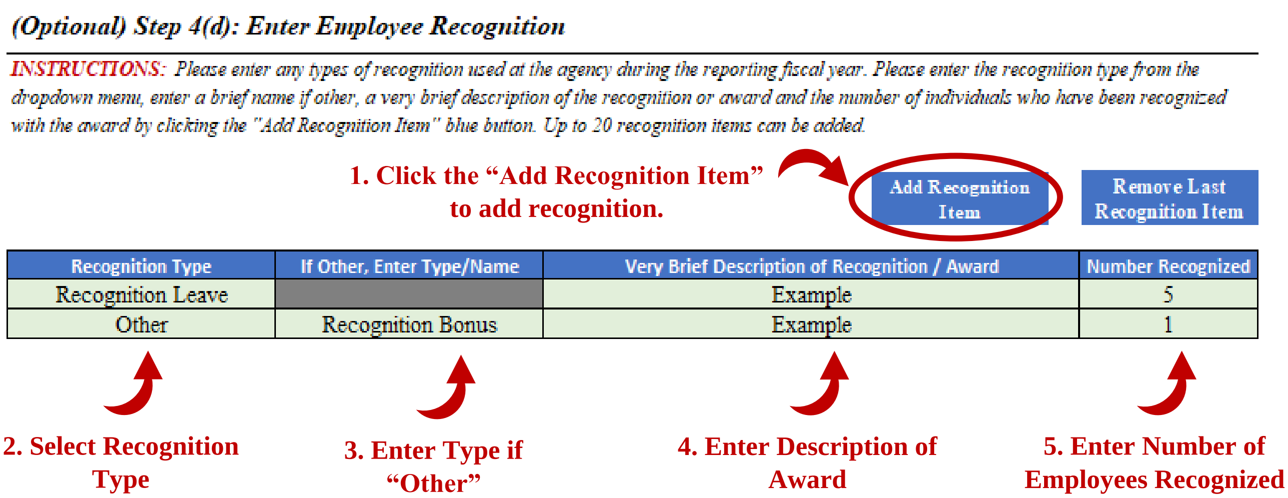
Event Name	Very Brief Description / Event Purpose	Date Held	Attendance
Eample Event	Example	8/10/2021	10

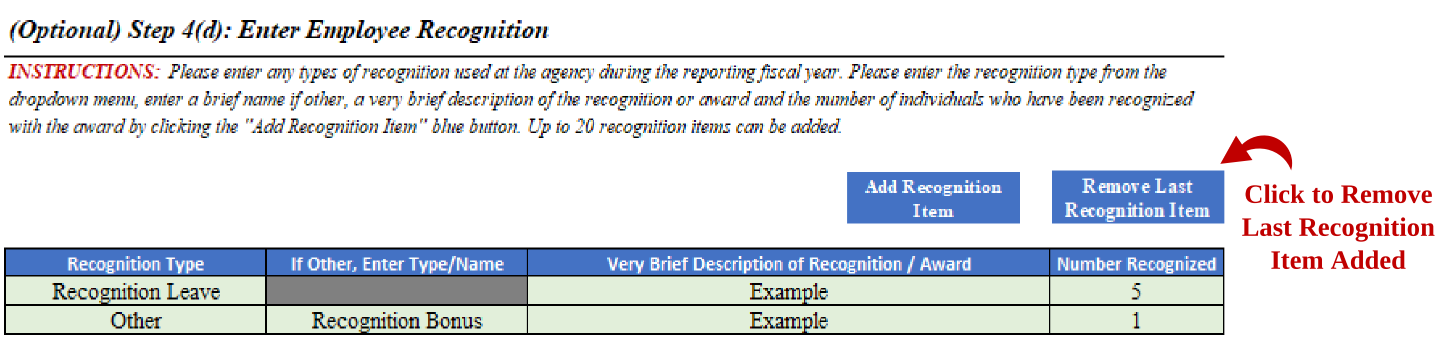


(Optional) Step 4(d): Enter Employee Recognition

To complete Step 4(d), select the recognition type from the dropdown that best aligns with the recognition or select other, enter the recognition type if other is selected, a brief description of the recognition and the number of employees recognized by clicking the blue button and entering the information in the green boxes (shown in the pictures below). Up to 20 recognition items can be added.

If Not Using the Excel Macros, Skip to Step 4(d-i)

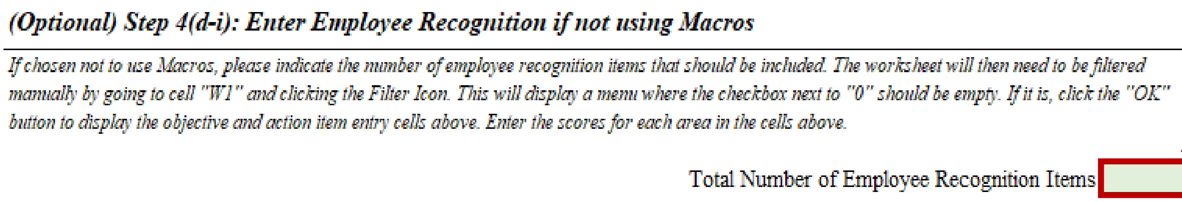




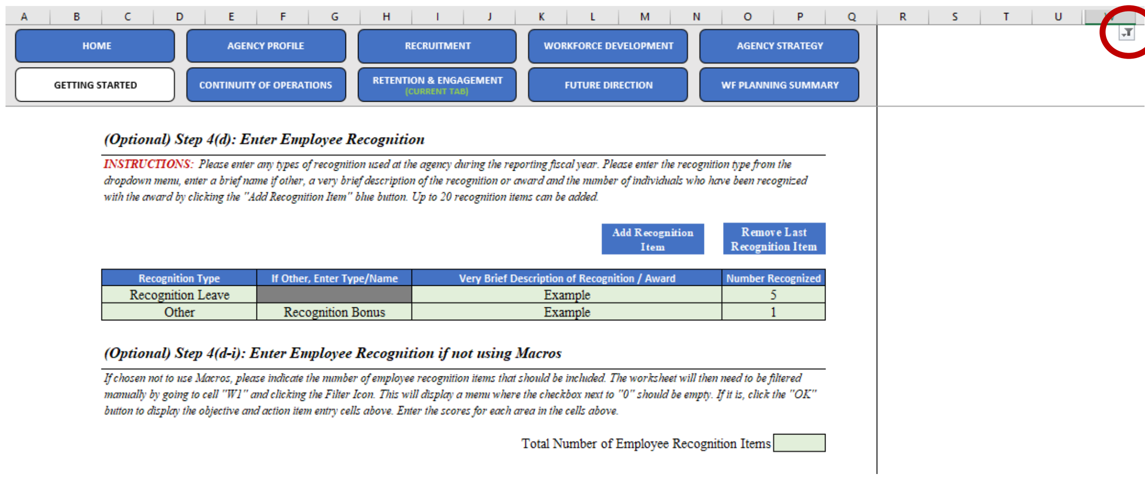
(Optional) Step 4(d-i): Enter Employee Recognition without Macros

If the blue buttons were used to add recognition items, this step can be skipped.

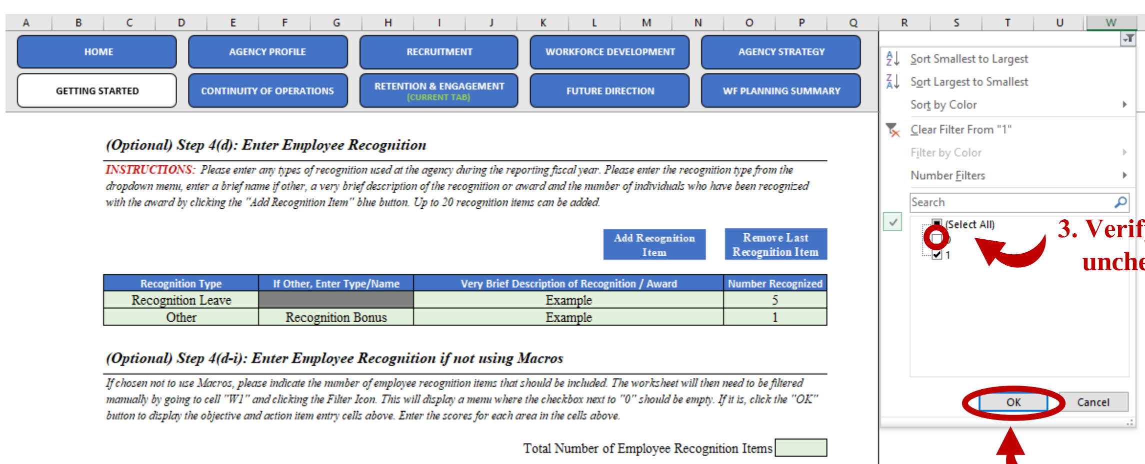
In the event Macros are not being used, agency recognition items can be entered by first entering the total number in the green box.



1. Enter the Total Number of Recognition Items



2. Click the filter Icon to show filter menu

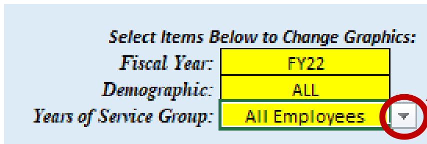


3. Verify "0" is unchecked

4. Click Ok

(Optional Use): Workforce Insights Section

The workforce insights section provides a brief review of the information entered above to assist with interpreting retention and engagement information that can help with completing the remaining steps. To adjust the graphics, select a fiscal year, demographic group, and years of service group from the drop down menus in the yellow boxes.



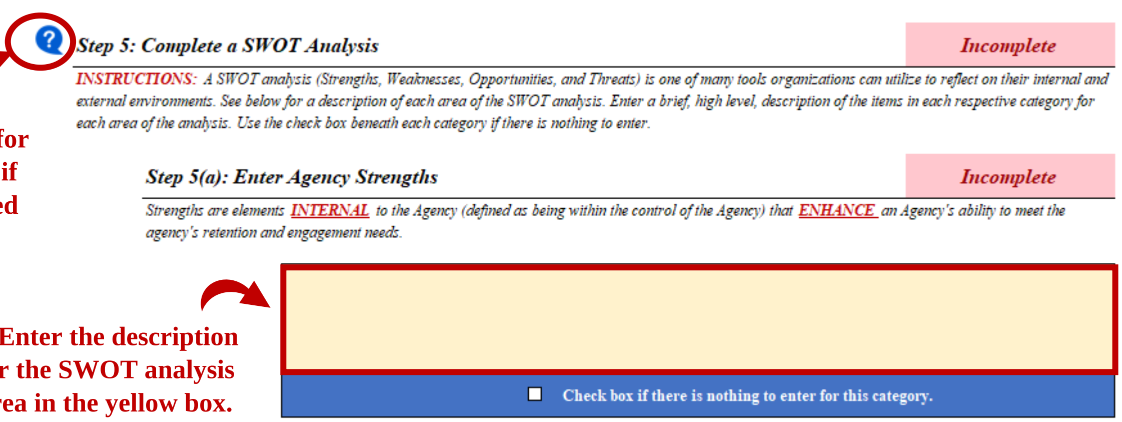
1. Click on the yellow box to show the dropdown arrow. Click the dropdown arrow to the select a different group.

Optional information can also be viewed or hidden within the workforce insights section by clicking the respective blue button (example shown below) to show or hide the respective section.

Step 5: Complete a SWOT Analysis

To complete Step 5, enter a brief, high level, description of the items in each respective category (Strengths, Weaknesses, Opportunities, and Threats) for the area of retention and engagement in the yellow box beneath the respective category.

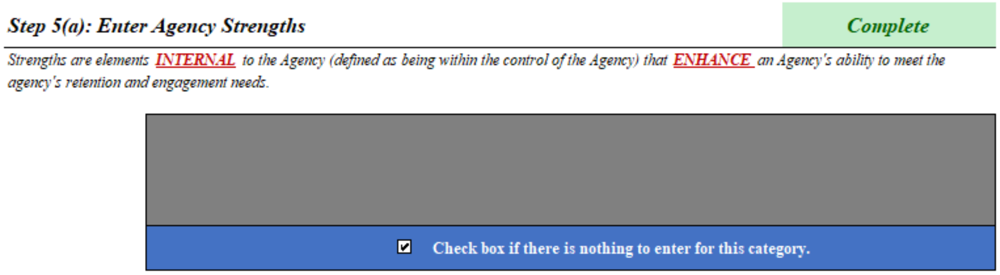
NOTE: See the SWOT help feature for additional information on the different categories.



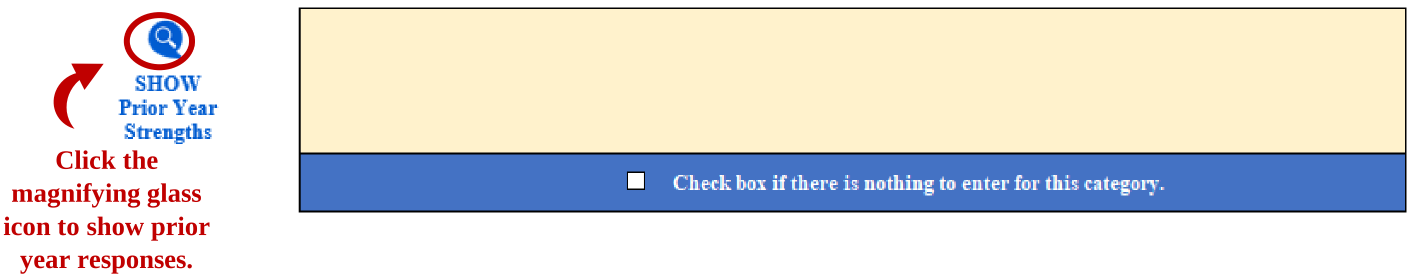
Click for Help if needed

1. Enter the description for the SWOT analysis area in the yellow box.

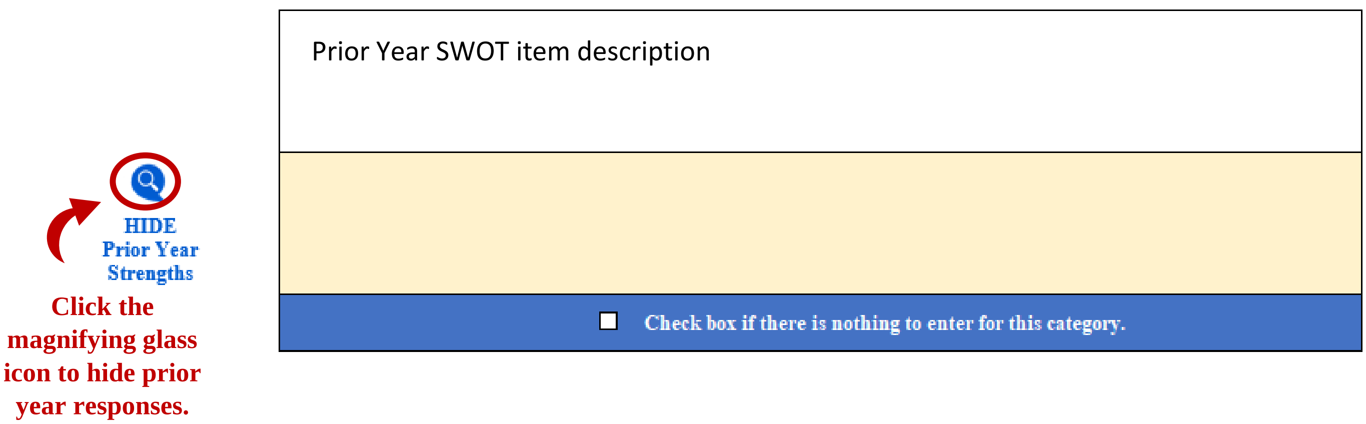
If there is nothing to enter for the respective SWOT Analysis category, the checkbox in the blue bar beneath the yellow can be selected. This will gray out the area for the respective SWOT Analysis area.



To view prior year responses to the SWOT Analysis, click the magnifying glass icon (shown in the picture below) to display the responses from the prior year. **NOTE: Prior responses will only be displayed in the prior year agency strategy template is imported.**



The prior year responses can be hidden again by clicking the same icon.



Repeat this process for each of the areas of the SWOT Analysis.

<u>Step 6: Overall Retention and Engagement Risk and Agency Preparedness</u>

To complete step 6, identify the overall risk level and agency preparedness level regarding the retention and engagement by entering the specific level of risk and preparedness. After, enter a brief description of the agency needs to address any gaps between the risk and preparedness level or to maintain the current level of preparedness.

Step 6(a): Identify Retention and Engagement Risk

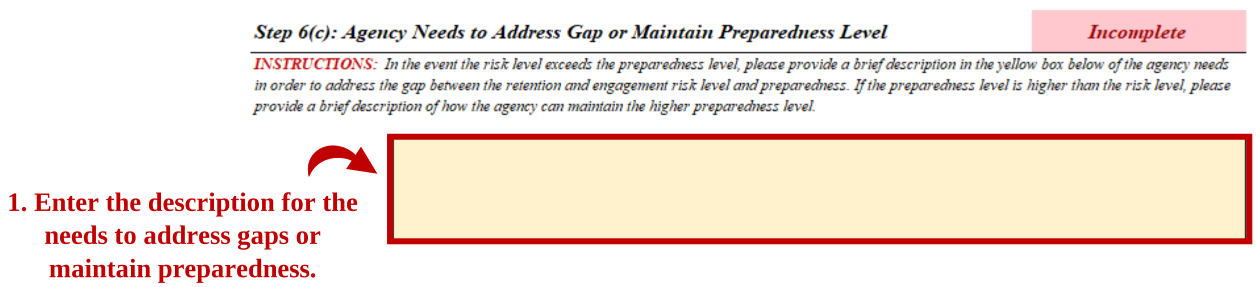
To complete Step 6(a), enter a number between 1 and 100 to indicate the level of risk and click enter. The graphic will then be updated to show the respective level of risk. Continue to adjust the risk number until the chart displays the correct level of risk to the agency.

Step 6(b): Identify Retention and Engagement Preparedness

To complete Step 6(b), use the same procedure as Step 6(a) to identify the agency preparedness level related to retention and engagement.

Step 6(c): Identify Agency Needs to Address Gap or Maintain Preparedness Level

To complete Step 6(c), enter a brief description of the agency needs to address any gaps between the risk level and preparedness level identified for retention and engagement, or to maintain the current preparedness level in the yellow box (shown in the picture below).



(Optional) Step 7: Check Spelling

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the "Spell Check This Tab" purple button, which will launch the Excel spell check function.

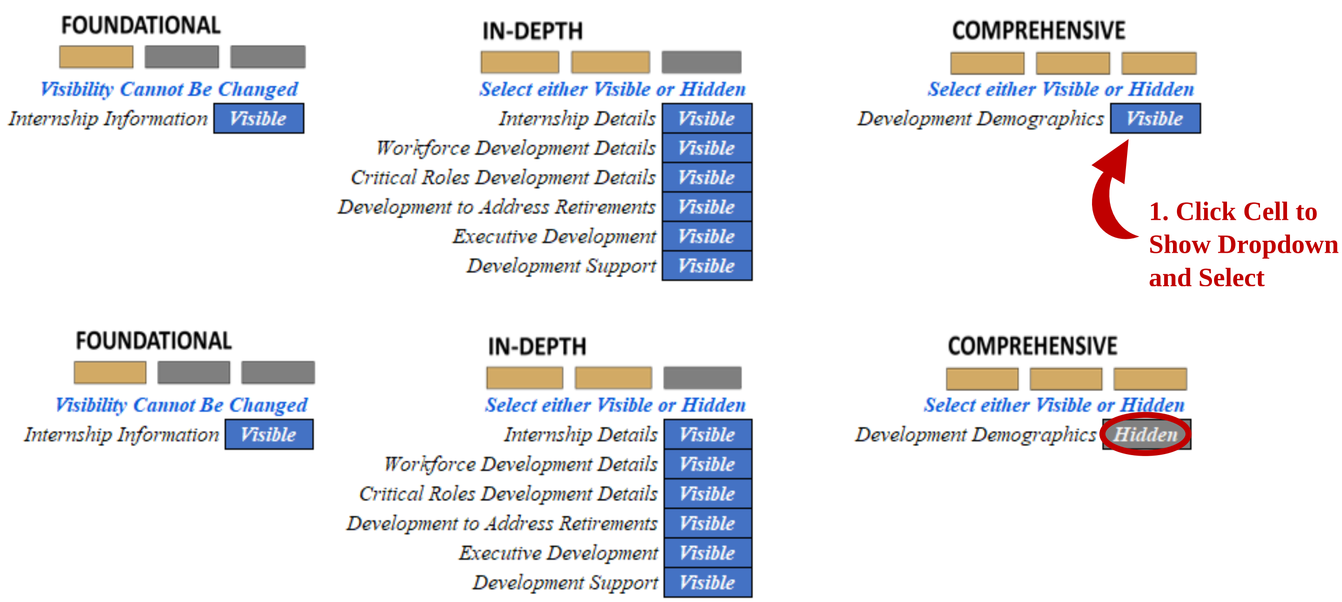
Workforce Development Tab

The Workforce Development Tab focuses on answering the question “how does the agency develop its workforce?” by providing agencies the ability to explore the impacts of development initiatives. Specifically, agencies explore initiatives related to critical roles, executive positions, to address upcoming retirements, or any other agency practices that support the development of employees.

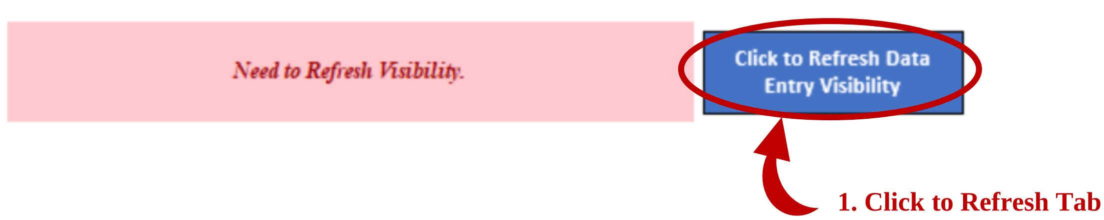
(Optional) Step: Adjust Data Visibility as Needed

To assist with data entry and for ease of use, in-depth and comprehensive levels of analysis data elements (which are optional) can have their visibility toggled to prevent having to continually scroll between different elements.

To change the visibility, select visible or hidden from the dropdown menu next to the respective data element for the In-Depth and Comprehensive elements. **All items are visible by default but can be changed between visible or hidden at anytime**



Each time the visibility of data elements are changed, the tab will need to be refreshed. If the tab needs to be refreshed, the indicator will display “Need to Refresh Visibility”. The tab can be refreshed by clicking the blue “Click to Refresh Data Entry Visibility” button. After, the indicator will say “All Selected Data Elements are Visible”.



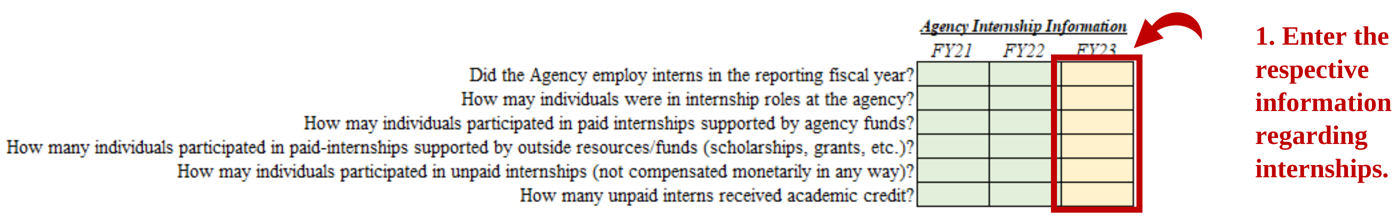
If not using Macros, the employee classification list can be refreshed by going to cell "W1" and clicking the filter icon. After, ensure the "0" box is unchecked, click Ok.

Step 1: Enter Internship Information

Please enter information pertaining to any internships offered at the Agency. If the agency did provide a formal internship, please provide additional details regarding the internship. Agencies can also provide participant demographics for the internship program.

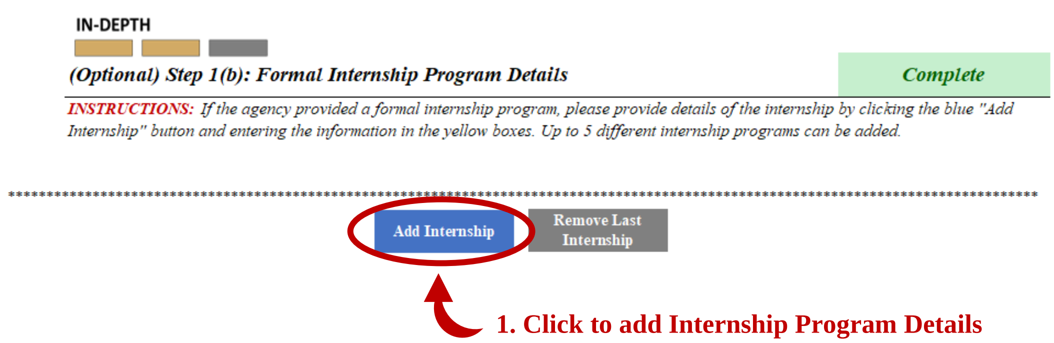
Step 1(a): Enter Internship Information

To complete step 1(a), enter the internship information indicating if the agency employed interns, the number of interns at the agency, the number of interns that participated in paid internships from agency funds, those that participated in paid internships from outside sources, those who participated in unpaid internships and those that received academic credit for their internships in the yellow boxes (shown in the picture below).

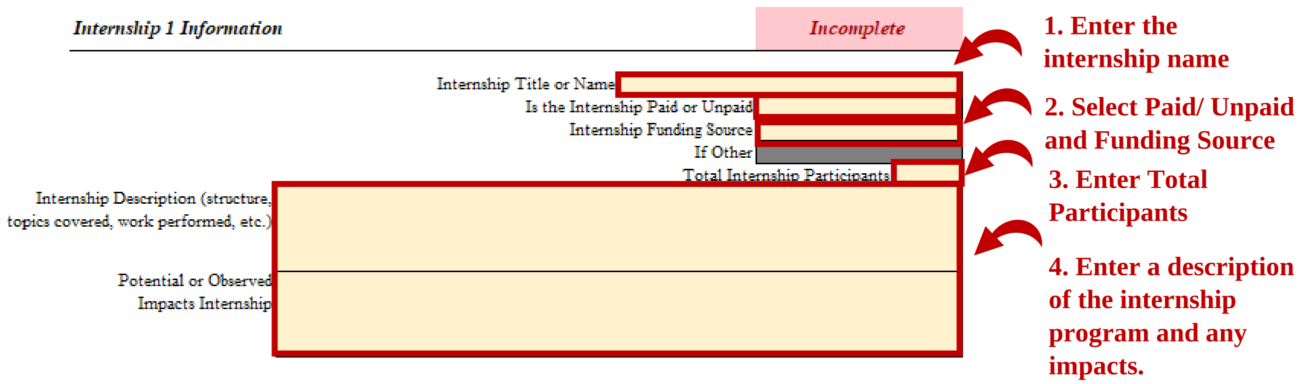


(Optional) Step 1(b): Formal Internship Program Details

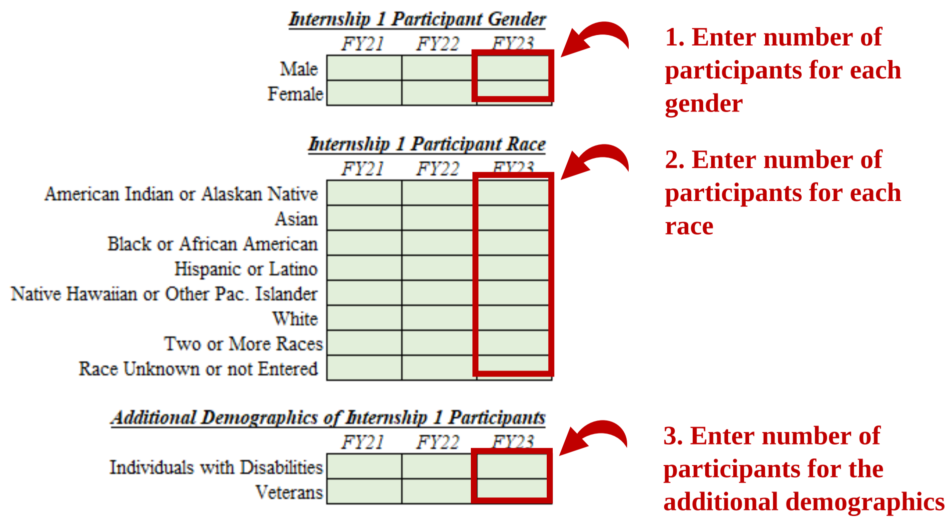
To complete step 1(b), click the blue "add internship" button and enter the information for the internship program. Participant demographic can also be added for the internship. Up to 5 different internship programs can be added.

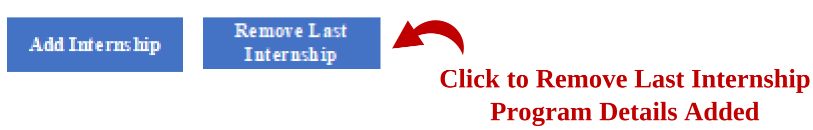


Enter the required information for the internship program, noted in the yellow boxes below.



Demographics of participants can also be entered in the green boxes (shown below) but are optional to include.



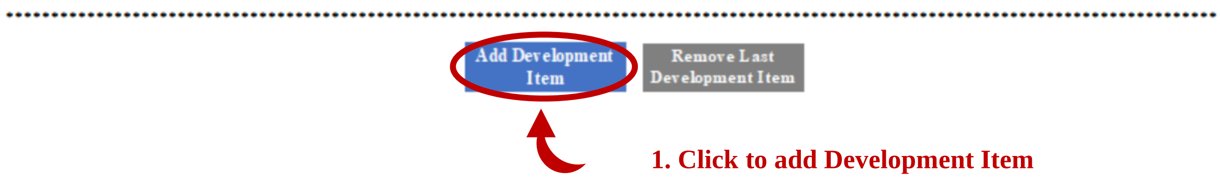


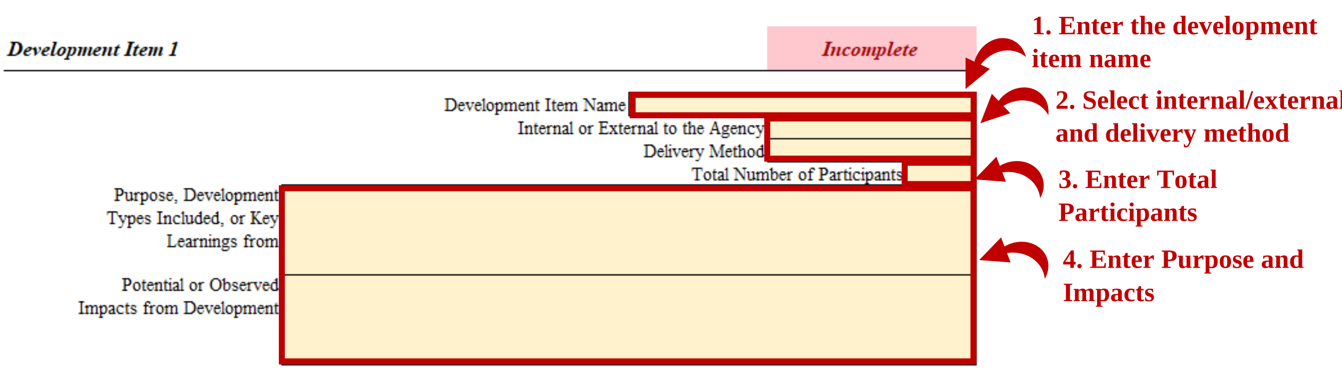
(Optional) Step 2: Enter Workforce Development Information

To complete step 2, enter any workforce development items that took place during the reporting fiscal year. Workforce development items should reflect professional development or growth opportunities that support an employee's ability to take on or complete additional responsibilities, gain additional knowledge to support specific agency initiatives, or to prepare for a higher level position.

If any workforce development items were specifically designed to address elements related to critical roles, retirements, or executive development, please enter that information in steps 3 through 5.

To enter workforce development items, click the blue "Add development item" button (shown in the picture below) and enter the development item name, select if it was internal or external to the agency, select the delivery method, enter the total number of participants, the purpose and any impacts in the yellow boxes (shown below). Up to 10 development items can be added.



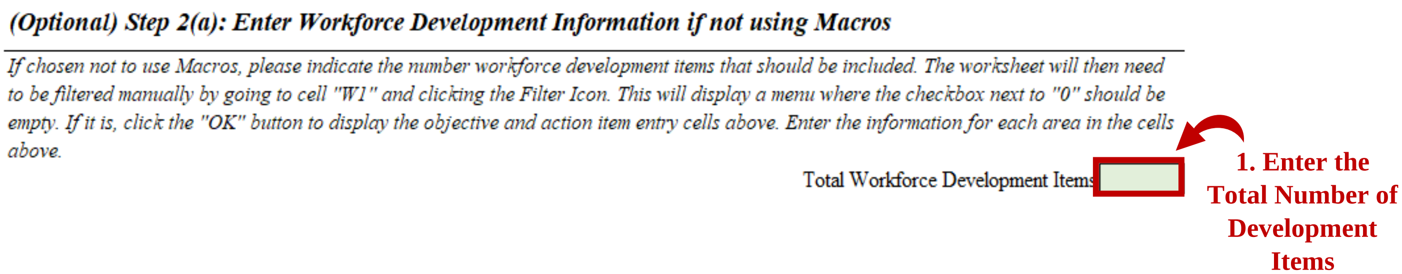


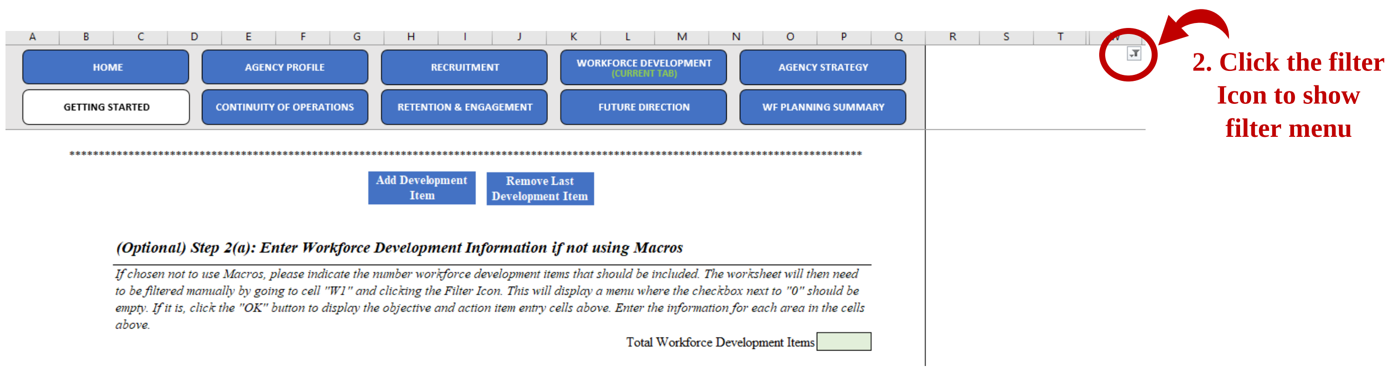
Demographics of participants can also be entered in the green boxes (similar to the prior tabs) but are optional to include. Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

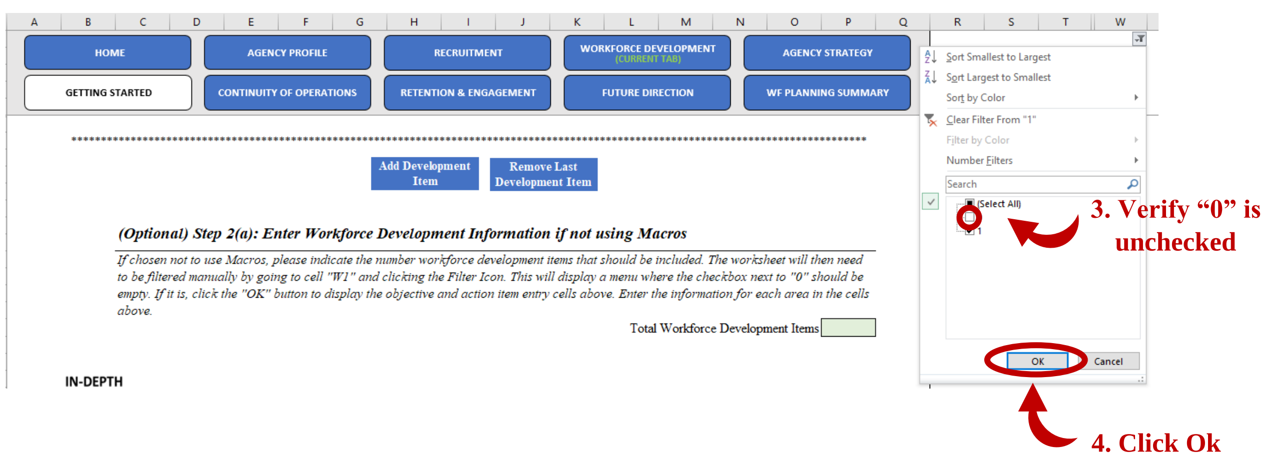
(Optional) Step 2(a): Enter Development Items without Macros

If the blue buttons were used to add development items, this step can be skipped.

In the event Macros are not being used, agency development items can be entered by first entering the total number in the green box.



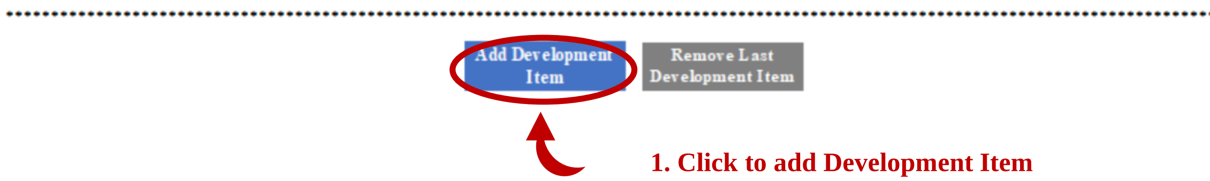


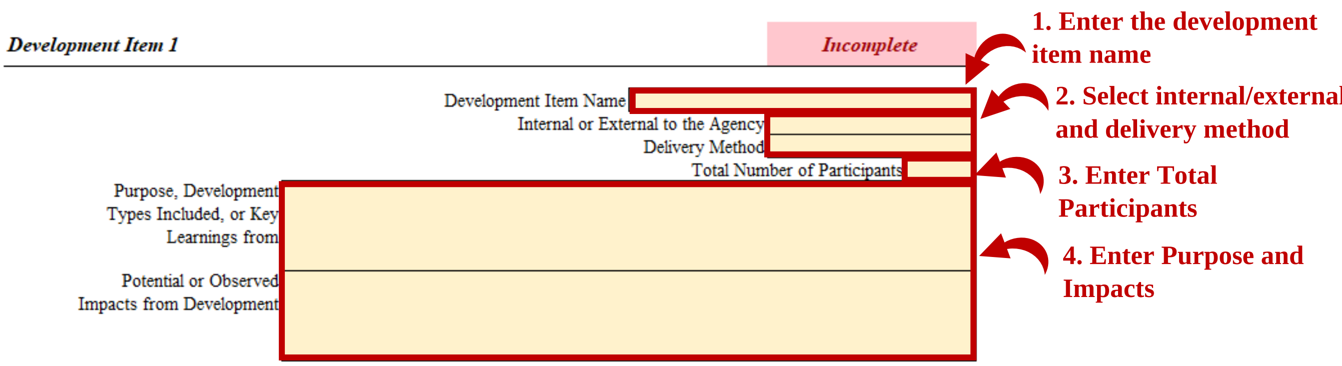


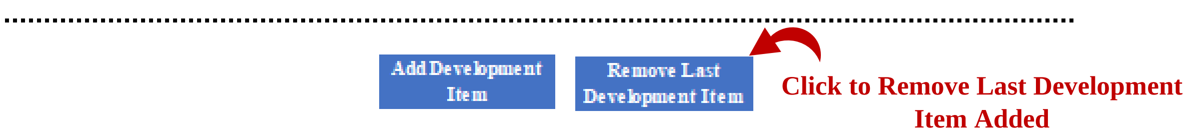
(Optional) Step 3: Enter Workforce Development Information Specific to Critical Roles

To complete step 3, enter any workforce development items specific to critical roles that took place during the reporting fiscal year. Workforce development items should reflect professional development or growth opportunities that support an employee's ability to take on or complete additional responsibilities, gain additional knowledge to support specific agency initiatives, or to prepare for a higher level position.

To enter workforce development items, click the blue "Add development item" button (shown in the picture below) and enter the development item name, select if it was internal or external to the agency, select the delivery method, enter the total number of participants, the purpose and any impacts in the yellow boxes (shown below). Up to 5 development items specific to critical roles can be added.



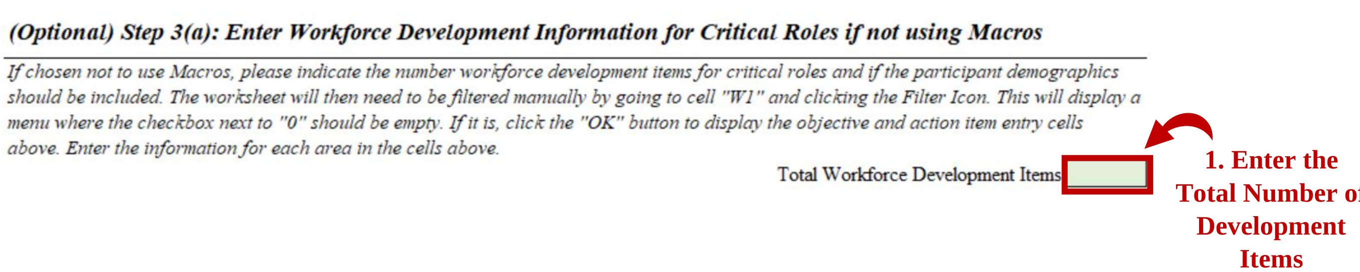


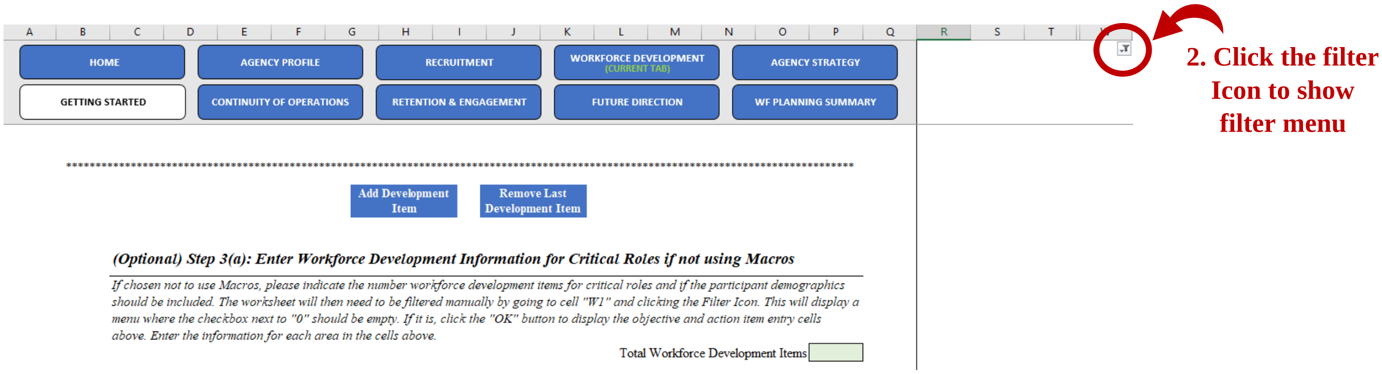


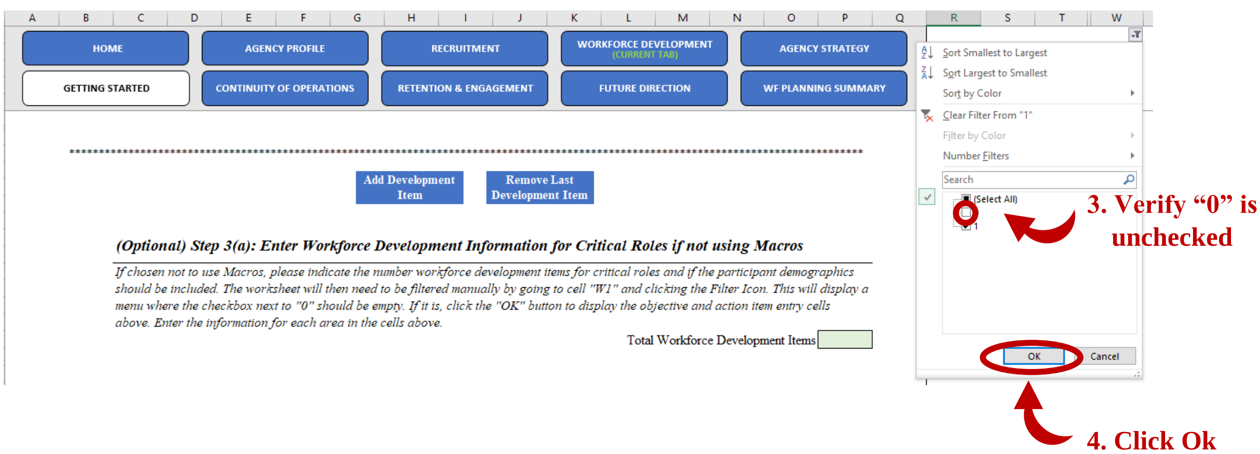
<u>*(Optional)* Step 3(a): Enter Development Items specific to critical roles without Macros</u>

If the blue buttons were used to add development items specific to critical roles, this step can be skipped.

In the event Macros are not being used, agency development items specific to critical roles can be entered by first entering the total number in the green box.



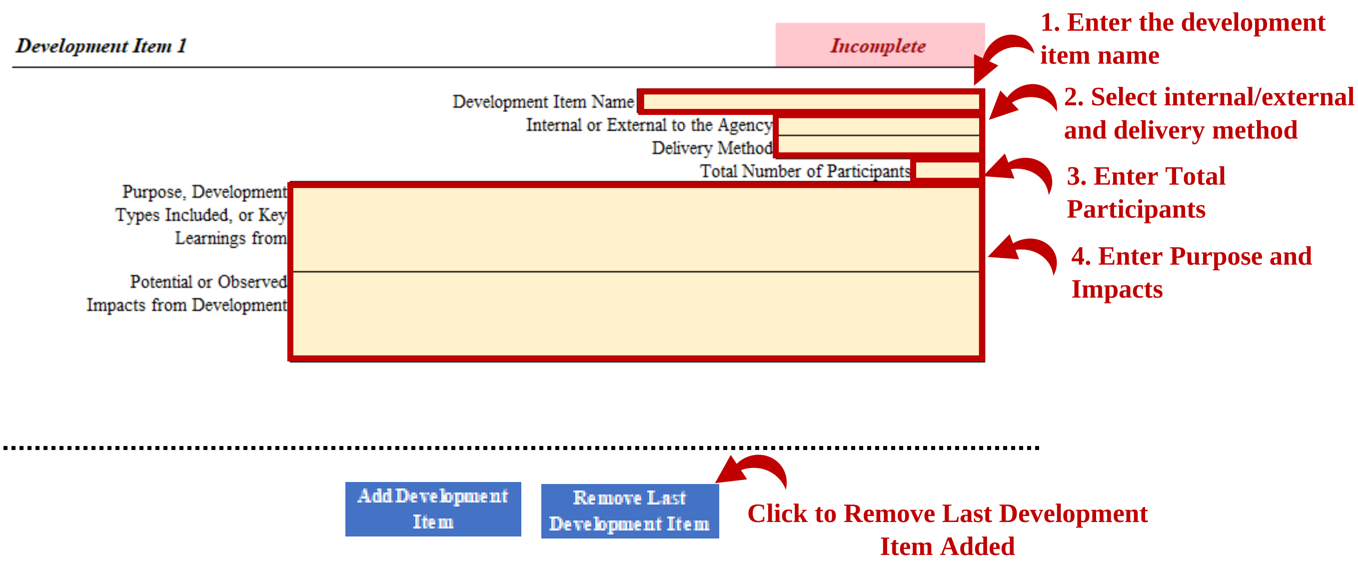




<u>(Optional) Step 4: Enter Workforce Development Information for Retirements</u>

To complete step 3, enter any workforce development items for retirements that took place during the reporting fiscal year. Workforce development items should reflect professional development or growth opportunities that support an employee's ability to take on or complete additional responsibilities, gain additional knowledge to support specific agency initiatives, or to prepare for a higher level position.

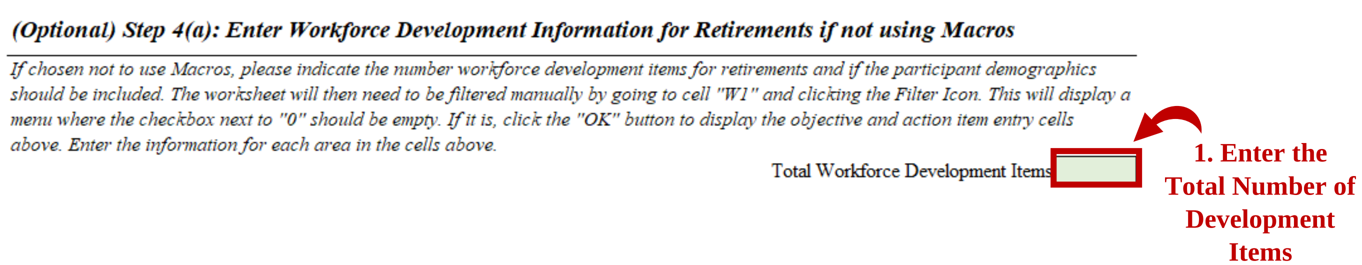
To enter workforce development items, click the blue "Add development item" button (shown in the picture below) and enter the development item name, select if it was internal or external to the agency, select the delivery method, enter the total number of participants, the purpose and any impacts in the yellow boxes (shown below). Up to 5 development items for retirements can be added.

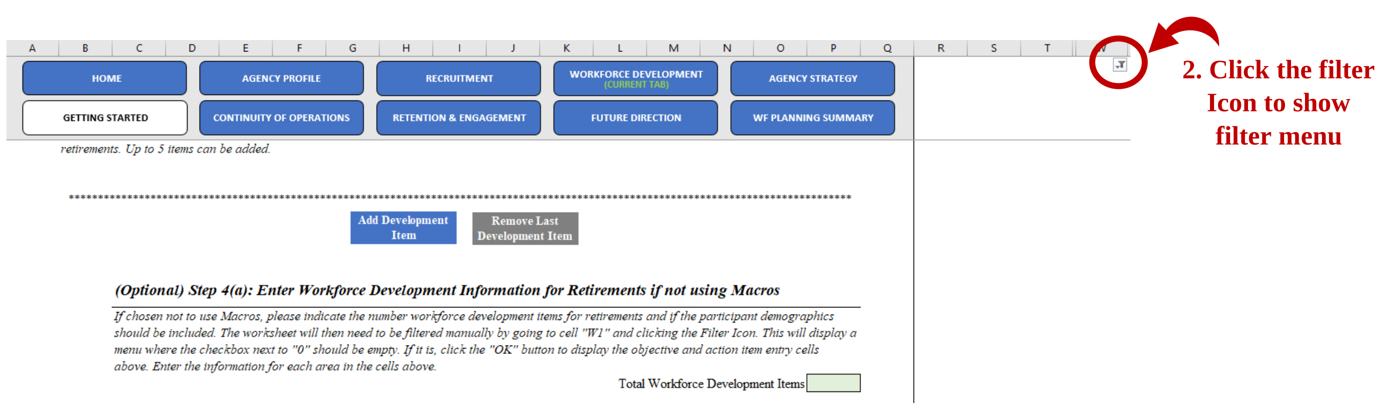


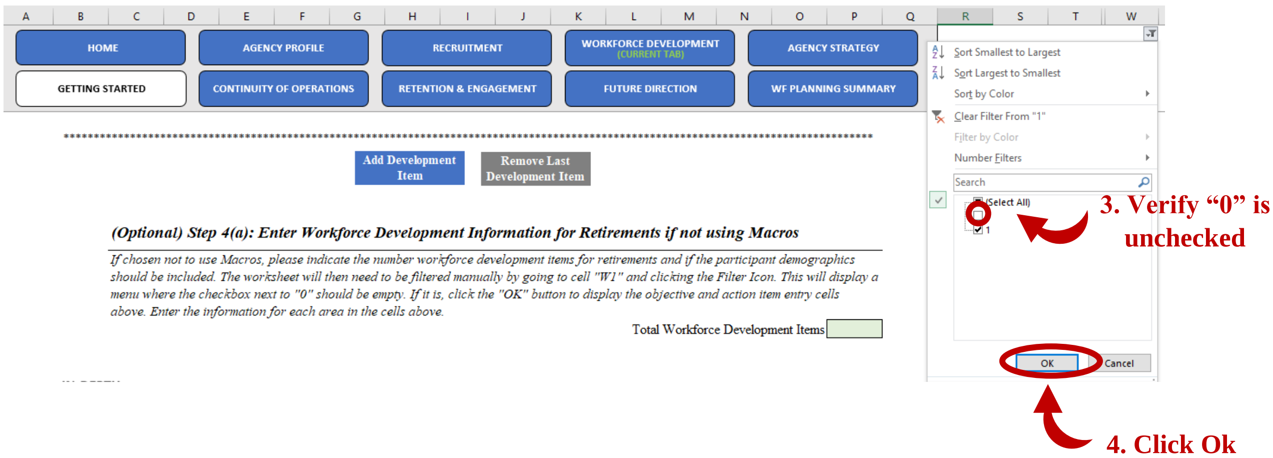
(Optional) Step 4(a): Enter Development Items for retirements without Macros

If the blue buttons were used to add development items for retirements, this step can be skipped.

In the event Macros are not being used, agency development items for retirements can be entered by first entering the total number in the green box.



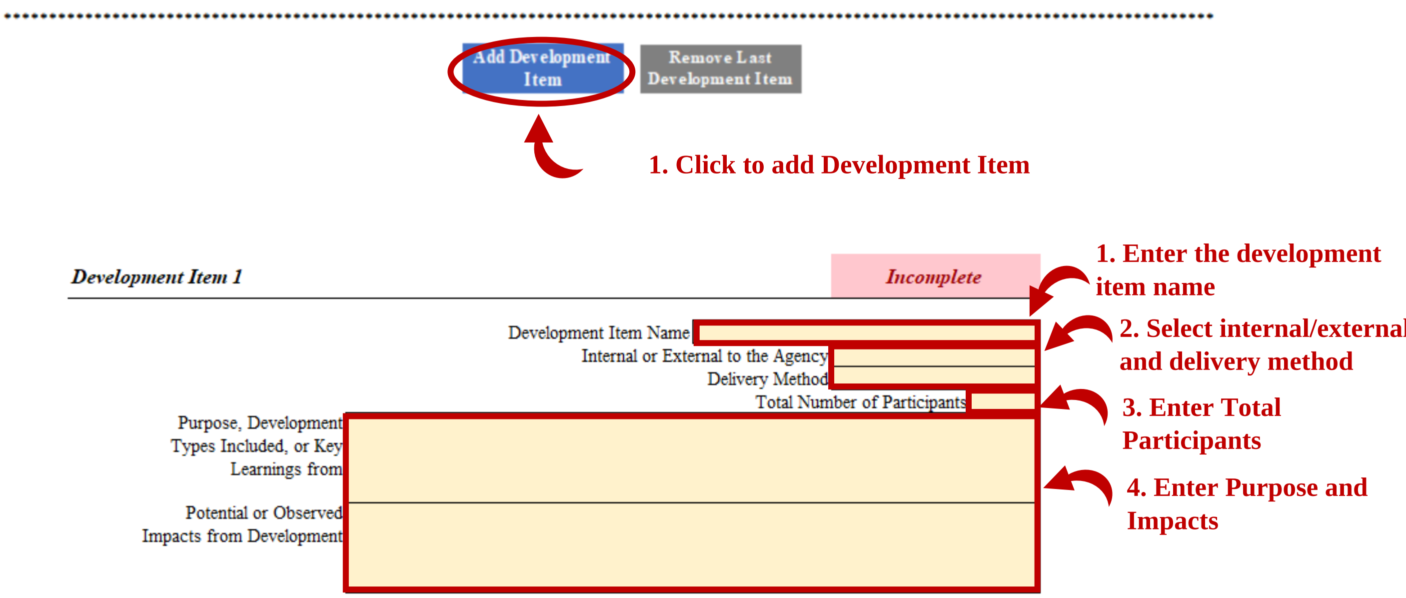




(Optional) Step 5: Enter Workforce Development Information for Executives

To complete step 3, enter any workforce development items for executives that took place during the reporting fiscal year. Workforce development items should reflect professional development or growth opportunities that support an employee's ability to take on or complete additional responsibilities, gain additional knowledge to support specific agency initiatives, or to prepare for a higher level position.

To enter workforce development items, click the blue "Add development item" button (shown in the picture below) and enter the development item name, select if it was internal or external to the agency, select the delivery method, enter the total number of participants, the purpose and any impacts in the yellow boxes (shown below). Up to 5 development items for executives can be added.

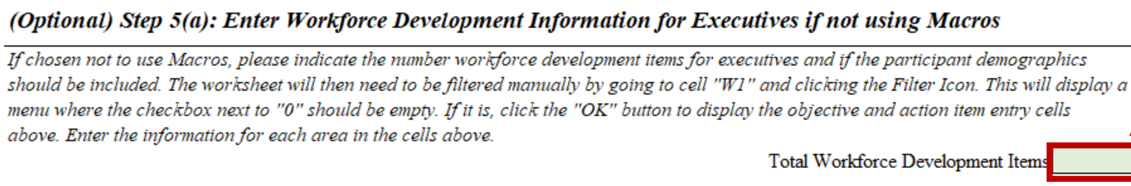


Click to Remove Last Development Item Added

(Optional) Step 5(a): Enter Development Items for executives without Macros

If the blue buttons were used to add development items for executives, this step can be skipped.

In the event Macros are not being used, agency development items for executives can be entered by first entering the total number in the green box.

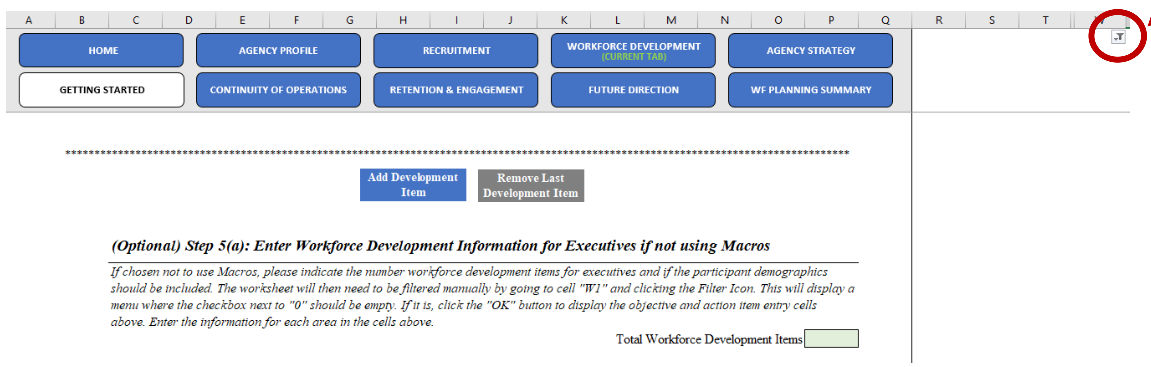


(Optional) Step 5(a): Enter Workforce Development Information for Executives if not using Macros

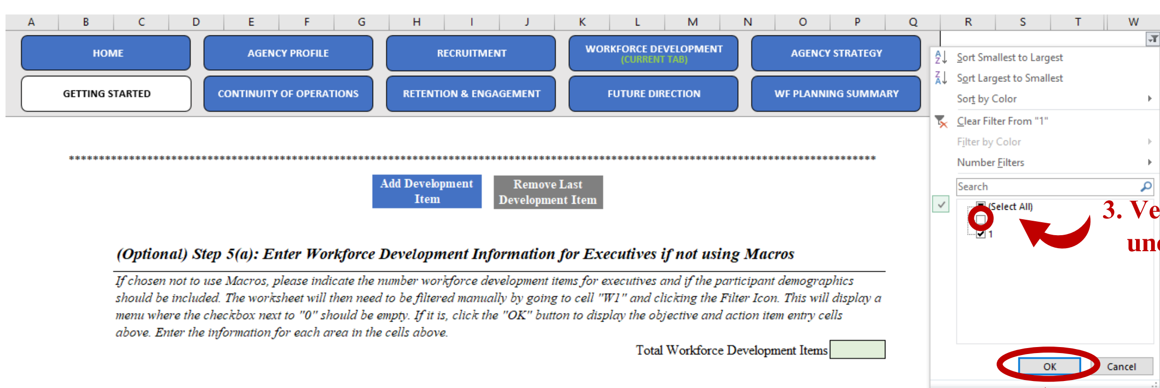
If chosen not to use Macros, please indicate the number workforce development items for executives and if the participant demographics should be included. The worksheet will then need to be filtered manually by going to cell "W1" and clicking the Filter Icon. This will display a menu where the checkbox next to "0" should be empty. If it is, click the "OK" button to display the objective and action item entry cells above. Enter the information for each area in the cells above.

Total Workforce Development Items

1. Enter the Total Number of Development Items



2. Click the filter Icon to show filter menu



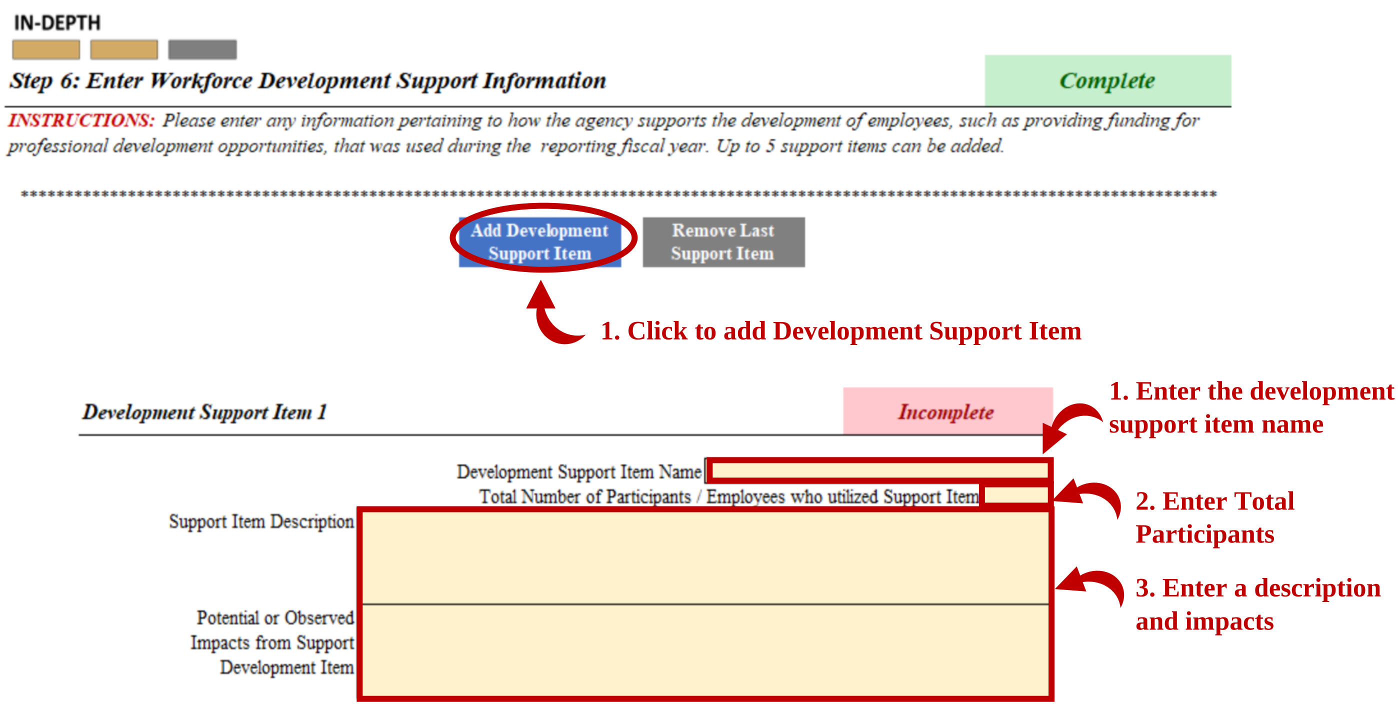
3. Verify "0" is unchecked

4. Click Ok

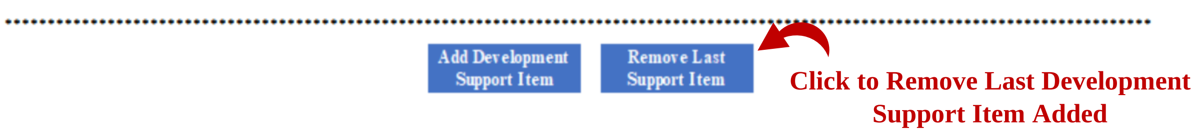
<u>Optional) Step 6: Enter Workforce Development Support Information</u>

To complete step 3, enter any workforce development support items that took place during the reporting fiscal year. Workforce development items should reflect professional development or growth opportunities that support an employee's ability to take on or complete additional responsibilities, gain additional knowledge to support specific agency initiatives, or to prepare for a higher level position.

To enter workforce development items, click the blue "Add development item" button (shown in the picture below) and enter the development item name, select if it was internal or external to the agency, select the delivery method, enter the total number of participants, the purpose and any impacts in the yellow boxes (shown below). Up to 5 development support items.



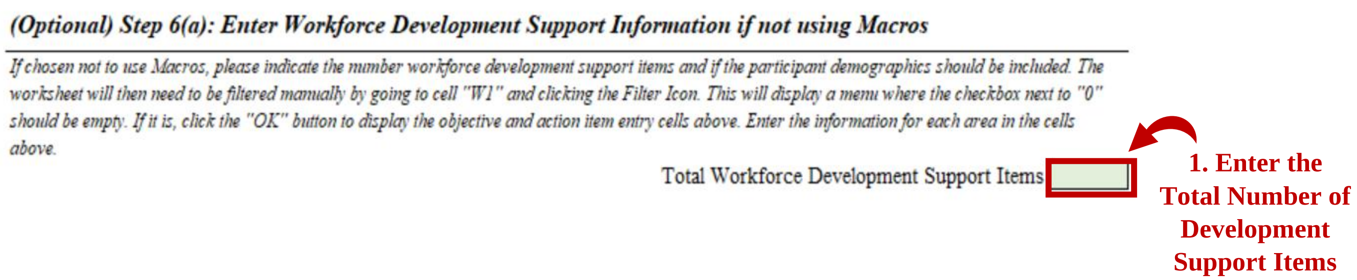
Demographics of participants of the support items can also be entered in the green boxes (prior to the other tabs) but are optional to include. Please note, classifications are unique to the Agency. The classifications below are to provide an example only.

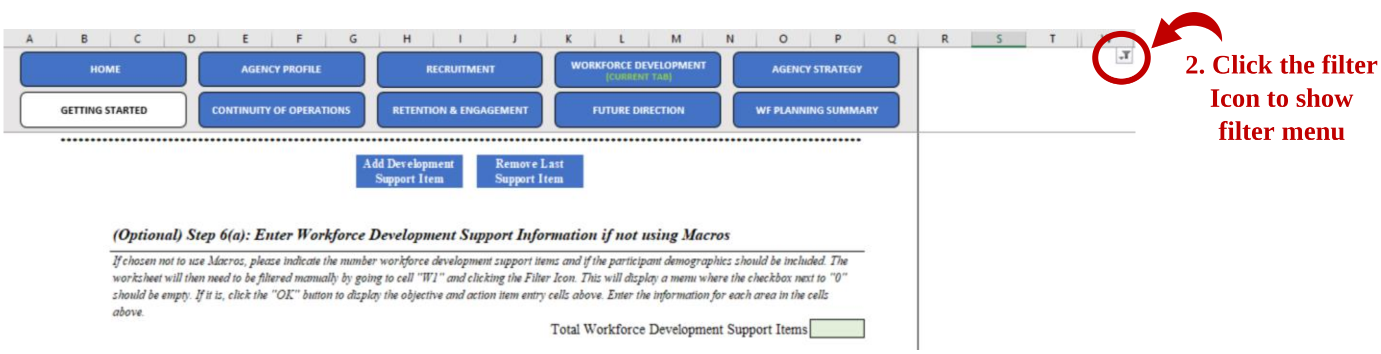


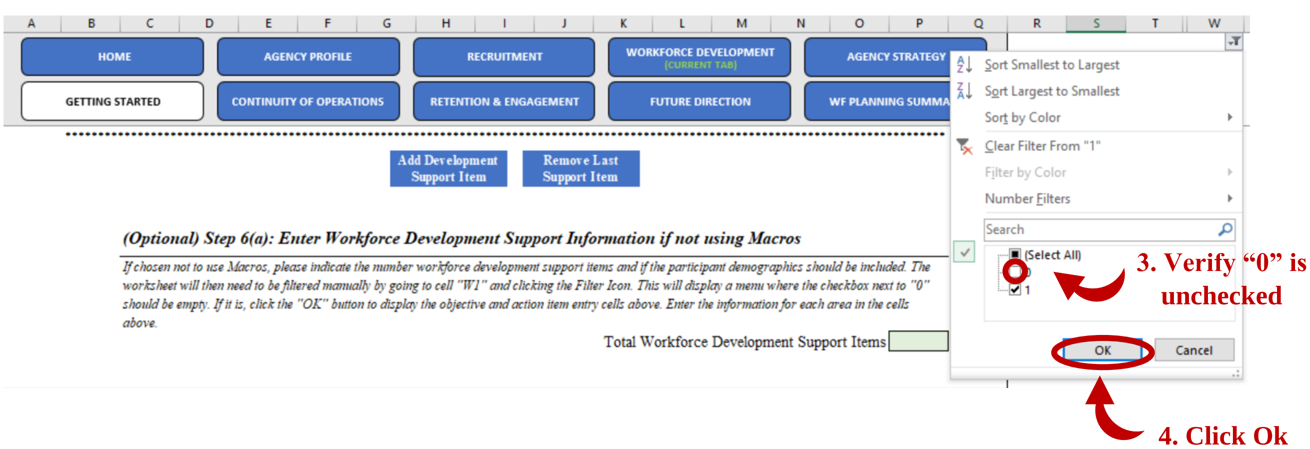
(Optional) Step 6(a): Enter Development support items without Macros

If the blue buttons were used to add development support items, this step can be skipped.

In the event Macros are not being used, agency development support items can be entered by first entering the total number in the green box.







Optional Use): Workforce Insights Section

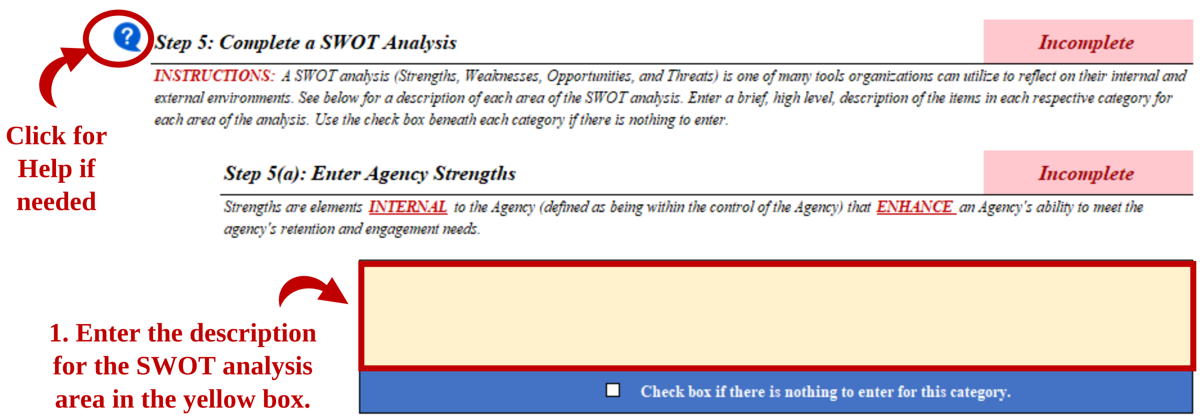
The workforce insights section provides a brief review of the information entered above to assist with interpreting workforce development information that can help with completing the remaining steps.

Optional information can also be viewed or hidden within the workforce insights section by clicking the respective blue button (example shown below) to show or hide the respective section.

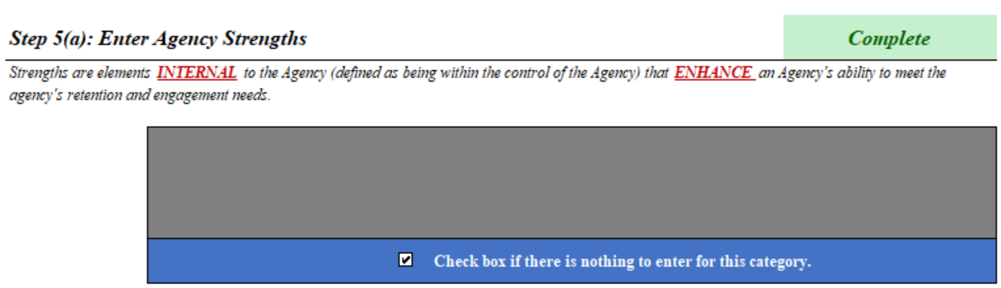
Step 7: Complete a SWOT Analysis

To complete Step 7, enter a brief, high level, description of the items in each respective category (Strengths, Weaknesses, Opportunities, and Threats) for the area of retention and engagement in the yellow box beneath the respective category.

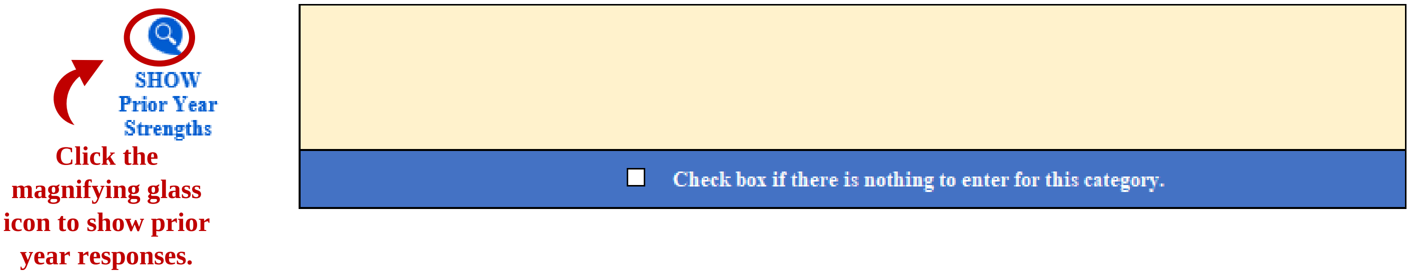
NOTE: See the SWOT help feature for additional information on the different categories.



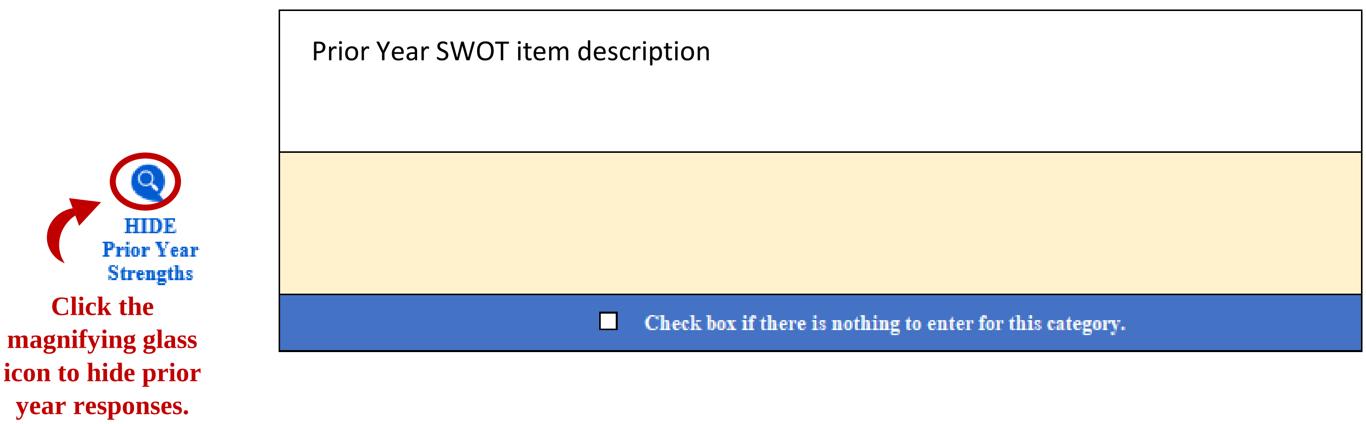
If there is nothing to enter for the respective SWOT Analysis category, the checkbox in the blue bar beneath the yellow can be selected. This will gray out the area for the respective SWOT Analysis area.



To view prior year responses to the SWOT Analysis, click the magnifying glass icon (shown in the picture below) to display the responses from the prior year. **NOTE: Prior responses will only be displayed in the prior year agency strategy template is imported.**



The prior year responses can be hidden again by clicking the same icon.



Repeat this process for each of the areas of the SWOT Analysis.

Step 8: Overall Workforce Development Risk and Agency Preparedness

To complete step 8, identify the overall risk level and agency preparedness level regarding the workforce development by entering the specific level of risk and preparedness. After, enter a brief description of the agency needs to address any gaps between the risk and preparedness level or to maintain the current level of preparedness.

Step 8(a): Identify Workforce Development Risk

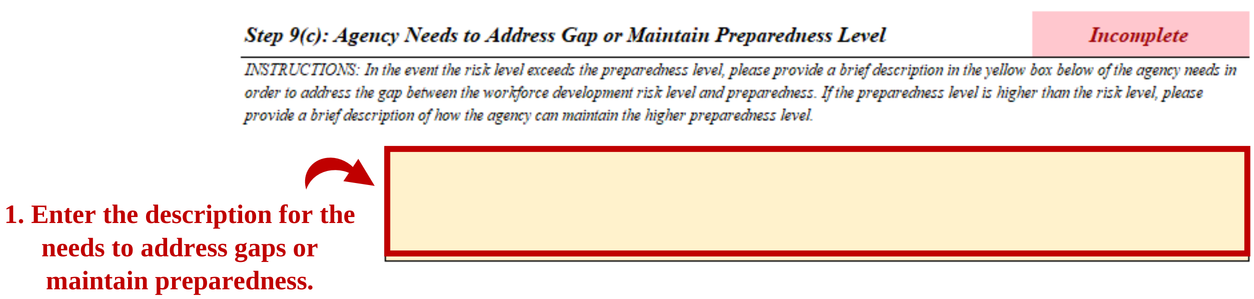
To complete Step 8(a), enter a number between 1 and 100 to indicate the level of risk and click enter. The graphic will then be updated to show the respective level of risk. Continue to adjust the risk number until the chart displays the correct level of risk to the agency.

Step 8(b): Identify Retention and Engagement Preparedness

To complete Step 8(b), use the same procedure as Step 8(a) to identify the agency preparedness level related to workforce development.

Step 8(c): Identify Agency Needs to Address Gap or Maintain Preparedness Level

To complete Step 8(c), enter a brief description of the agency needs to address any gaps between the risk level and preparedness level identified for workforce development, or to maintain the current preparedness level in the yellow box (shown in the picture below).



(Optional) Step 9: Check Spelling

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the "Spell Check This Tab" purple button, which will launch the Excel spell check function.

Future Direction Tab

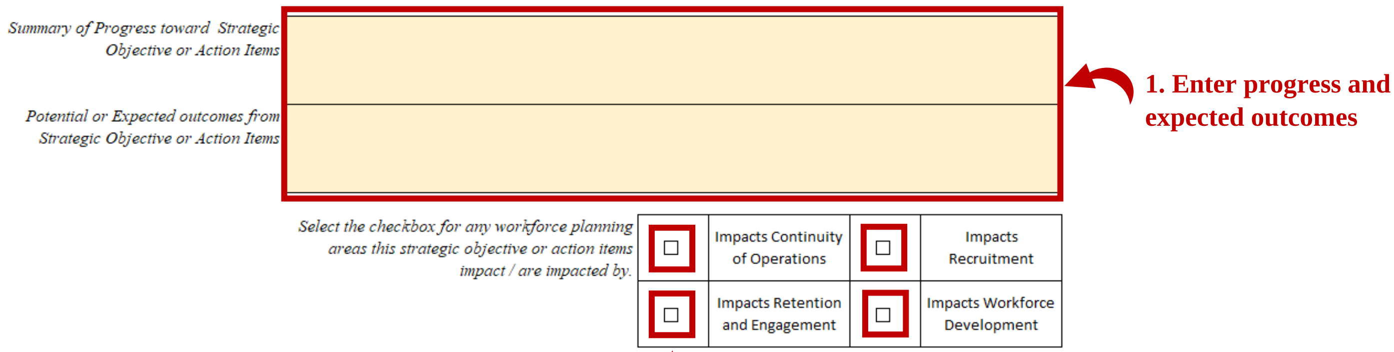
The Future Direction tab examines past workforce trends but also includes the future direction of the agency by classifying the strategic objectives or action items in the Agency Profile Template to each of the workforce planning areas. For each strategic objectives, actions already taken and expected impacts are explored. Lastly, agencies identify potential actions needed to bridge the gap between actions taken and expected outcomes.

NOTE: If the Agency Profile was not imported, skip to Step 1(a) to enter the information manually.

Step 1: Identify Impact of Strategic Initiatives to Workforce Planning

If the Agency Profile was imported, the strategic objectives and action items of the Agency will be visible (up to 15).

To complete Step 1, identify any progress towards the respective strategic objective and action items from the Agency Profile and the expected outcomes. Next, classify the objective or actions items into the any or all workforce planning areas it impacts (continuity of operations, recruitment, retention and engagement, and workforce development)



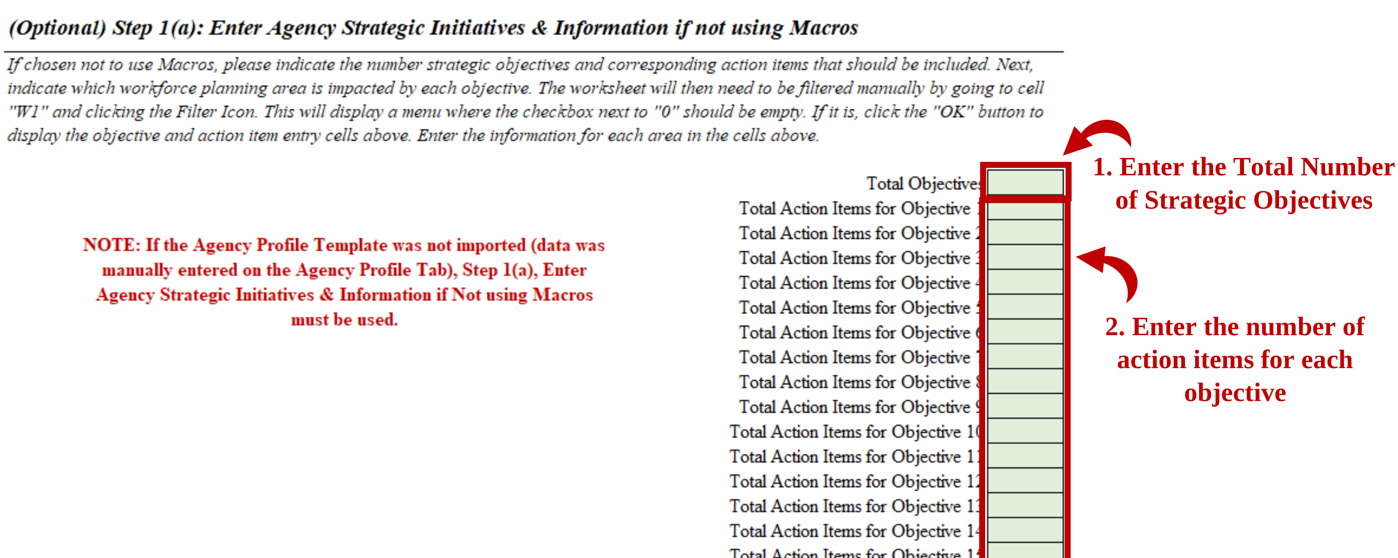
Repeat this process for all strategic objectives in Step 1.

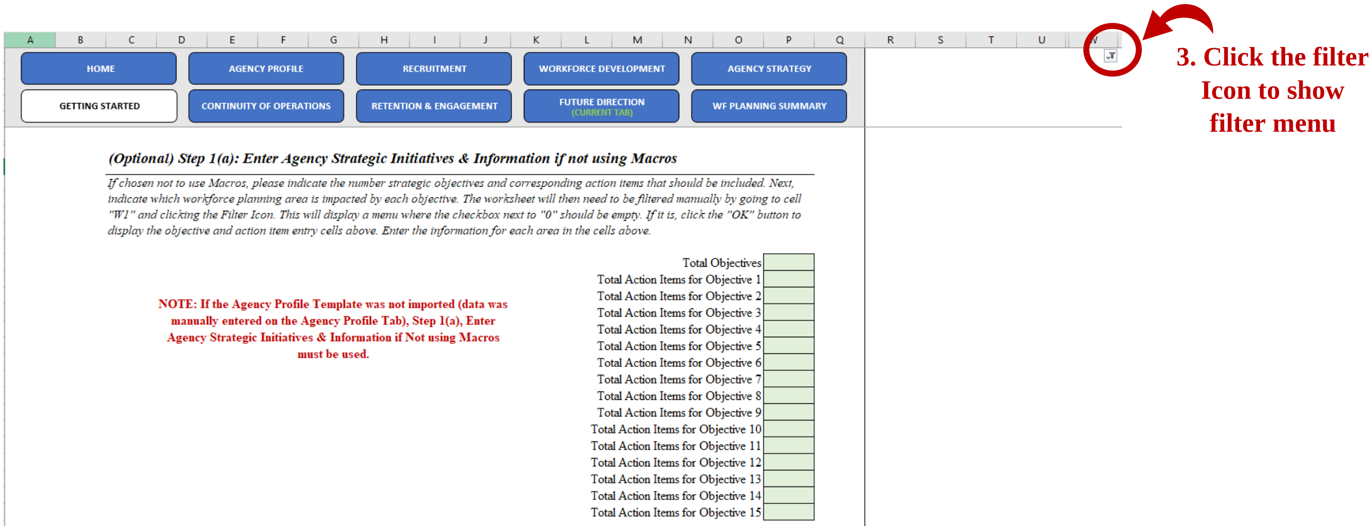
2. Select any or all workforce planning areas impact using the checkbox

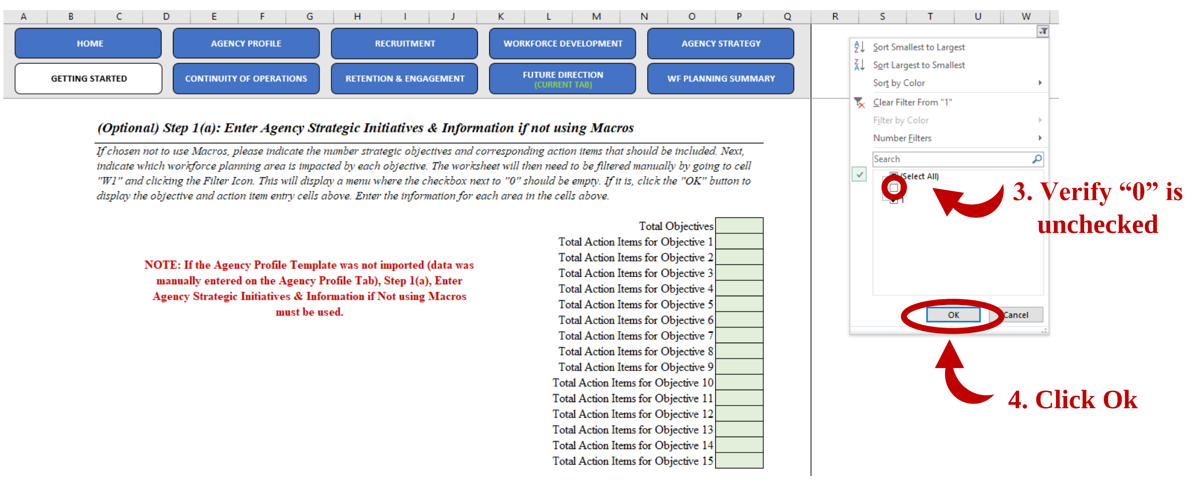
(Optional) Step 1(a): Identify Impact of Strategic Initiatives without using Macros

If the Agency Profile was imported, this step can be skipped.

In the event Macros are not being used, strategic objectives can be added by entering the total number of objectives and the total number of action items for each objective (shown below).





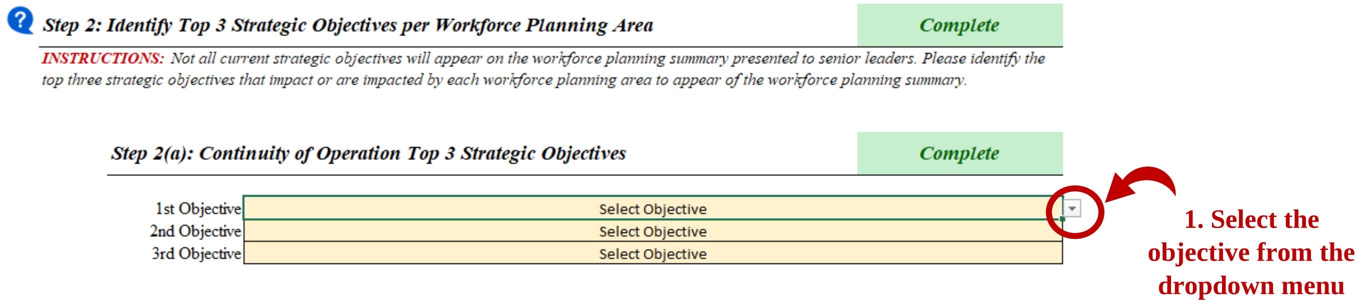


Scroll up to then enter the strategic objectives and action items to include and follow the procedure described in Step 1 to complete the step.

<u>Step 2: Identify Top 3 Strategic Objectives per Workforce Planning Area</u>

For each of the workforce planning areas, select the top three strategic objectives from Step 1 that impacts or is impacted by the workforce planning area. This information is showed on the summary to communicate which current strategic objectives are related to the workforce planning area.

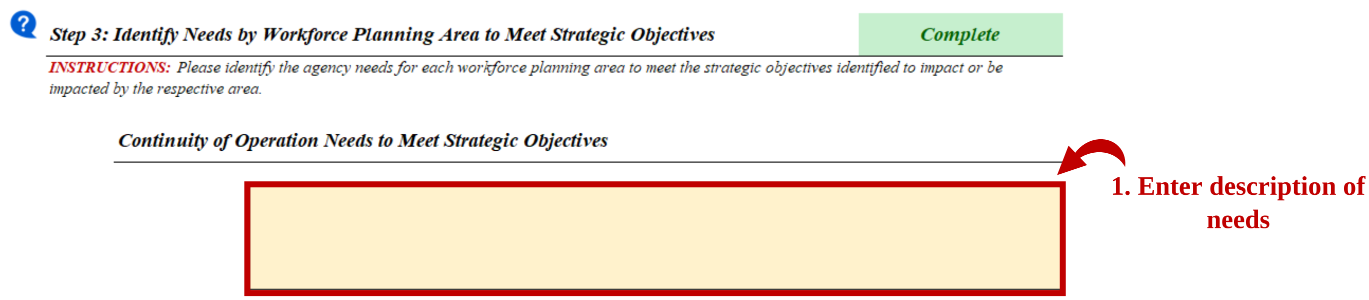
To complete Step 2, select the objective for the 1st, 2nd, and 3rd objective dropdown menus by first clicking on the cell and then using the gray dropdown arrow to the right. Only the objectives identified as part of the specific workforce planning area will be displayed.



If there are no objectives for the specific area or level, "None" can be selected.

Step 3: Identify Needs by Workforce Planning Area to Meet Strategic Objectives

For each of the workforce planning areas, enter a brief description of the agency needs for each workforce planning area in order to meet the strategic objectives or the top three objectives from Step 1 and Step 2 in the yellow box below the workforce planning area (shown below).



Repeat this process for the remaining workforce planning areas. If no objectives are related to the specific workforce planning area, the yellow box can be left blank.

(Optional) Step 4: Check Spelling

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the "Spell Check This Tab" purple button, which will launch the Excel spell check function.

Agency Strategy Tab

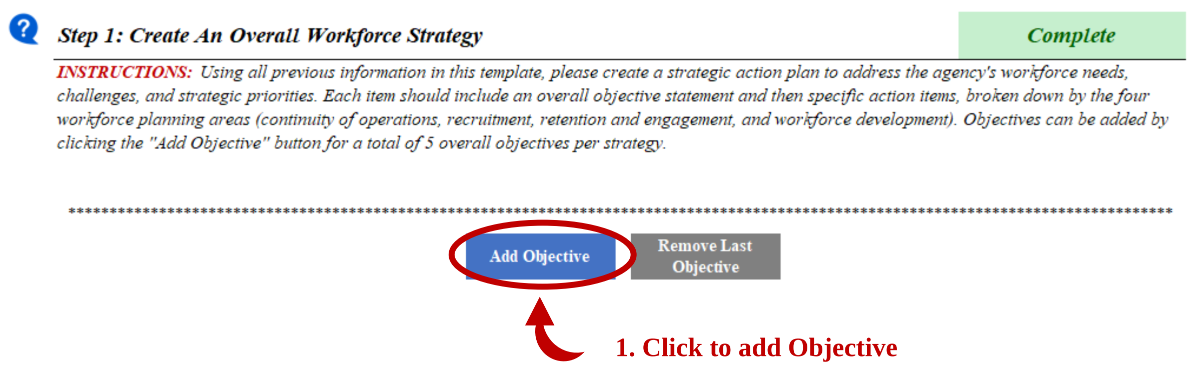
The Agency Strategy tab are the objectives and action items the agency intends to take to address their workforce needs, risks, and preparedness levels.

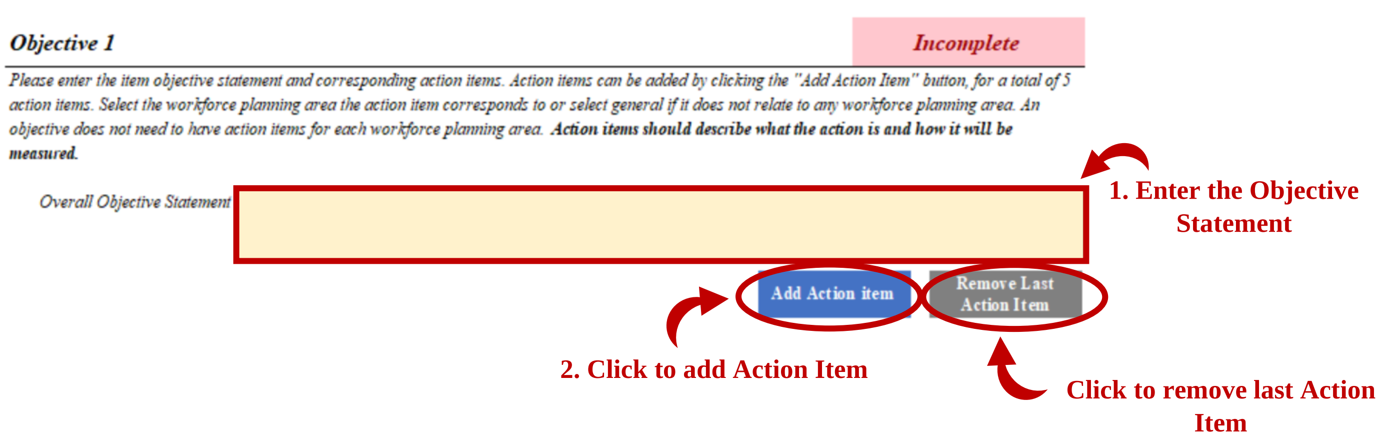
Optional Use): Workforce Insights Section

The workforce insights section provides a brief review of the information entered from the previous tabs to show the risks and preparedness levels and needs for each of the workforce planning areas.

Step 1: Create an Overall Workforce Strategy

To complete Step 1, create an overall workforce strategy by clicking the blue "Add Objective" button and then entering an overall objective statement in the yellow box (shown below). After, add any specific action items needed to meet the objective by clicking the blue "add action item button". Up to 5 objectives, with up to 5 action items each, can be added.



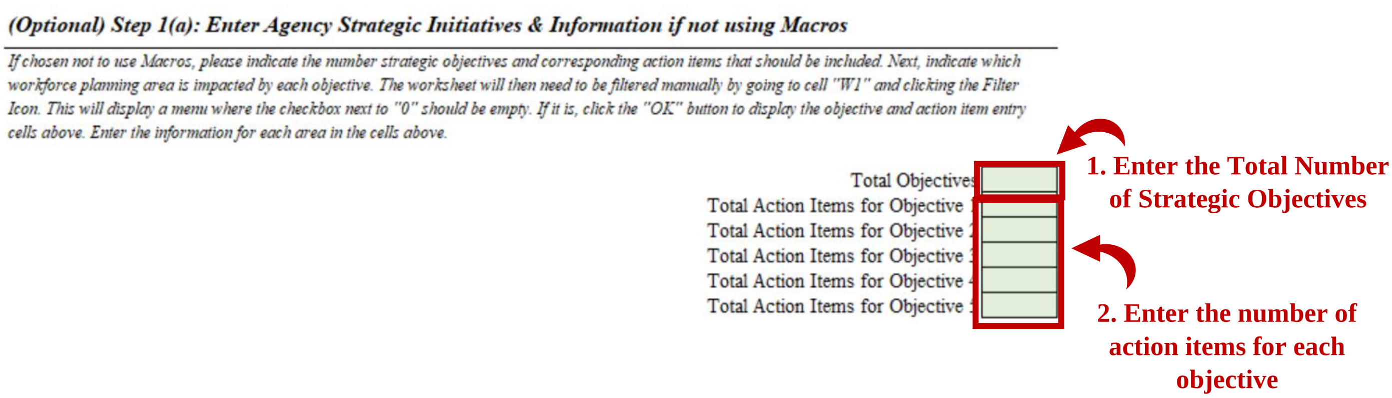


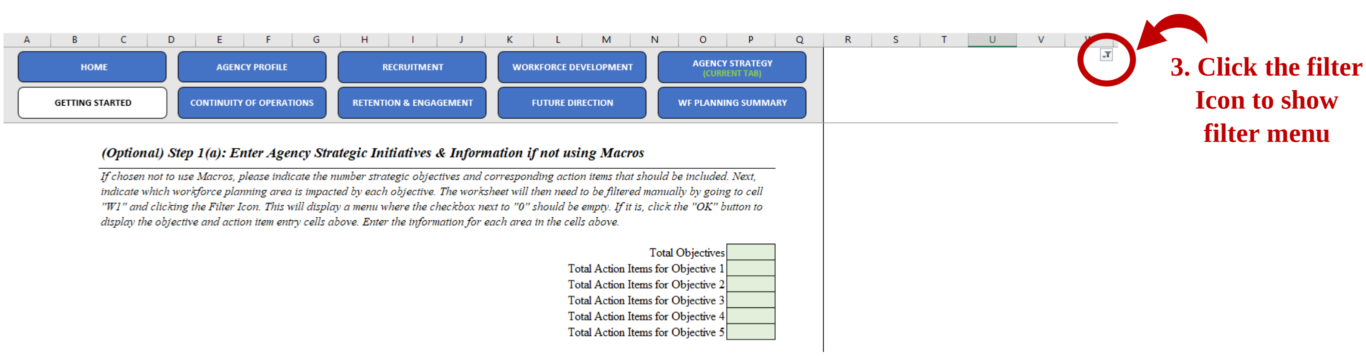
Repeat this process to add additional objectives and corresponding action items. An objective and all action items can be removed by clicking the "remove last objective" button (shown below).

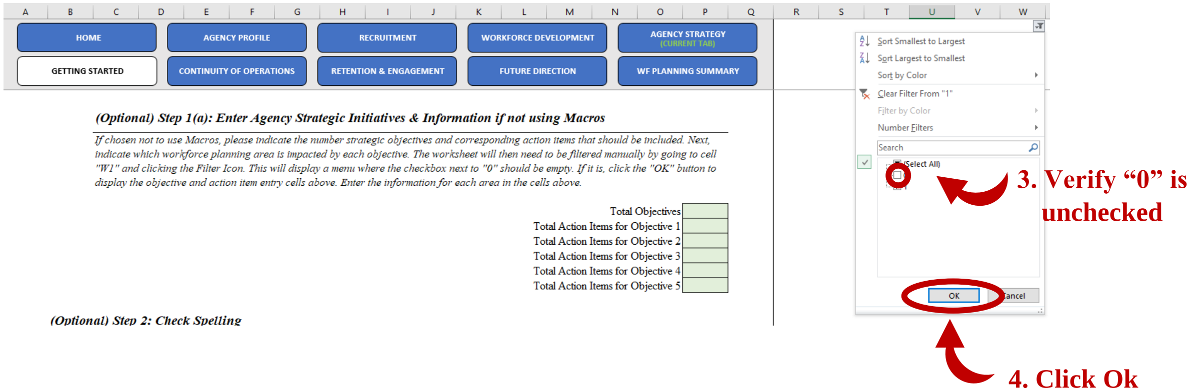
Optional) Step 1(a): Create Overall Workforce Strategy without using Macros

If the blue buttons were used to add objectives and action items, this step can be skipped.

In the event Macros are not being used, strategic objectives can be added by entering the total number of objectives and the total number of action items for each objective (shown below).







Scroll up to then enter the strategic objectives and action items to include and follow the procedure described in Step 1 to complete the step.

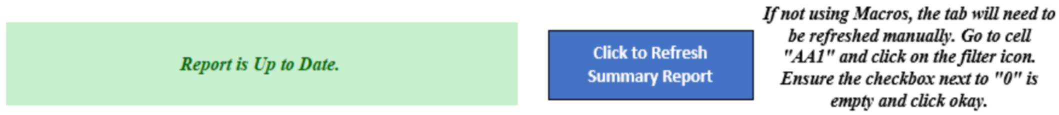
<u>(Optional) Step 2: Check Spelling</u>

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the "Spell Check This Tab" purple button, which will launch the Excel spell check function.

Workforce Planning Summary Tab

The Workforce Plan Summary compiles information from the previous tabs into a single report. It begins with an executive summary and then presents key metrics and information regarding the areas of workforce planning (continuity of operations, recruitment, retention and engagement, and workforce development). The report then presents the agency strategy.

Before viewing the report, it will need to be refreshed by clicking the blue "Click to Refresh Summary Report" if the indicator says "Report needs to be Refreshed. Click the Refresh button to the right". After, the indicator will turn green and say "Report is Up to Date".

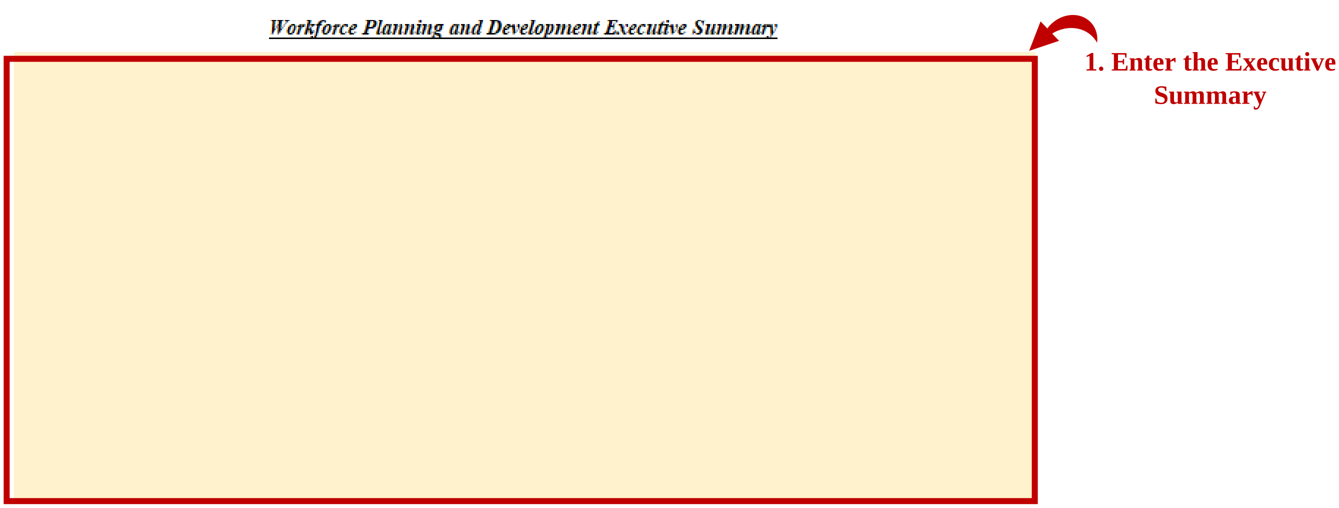


Step 1: Complete Workforce Plan Summary Report

To complete Step 1, enter the remaining required information into the respective sections on the report.

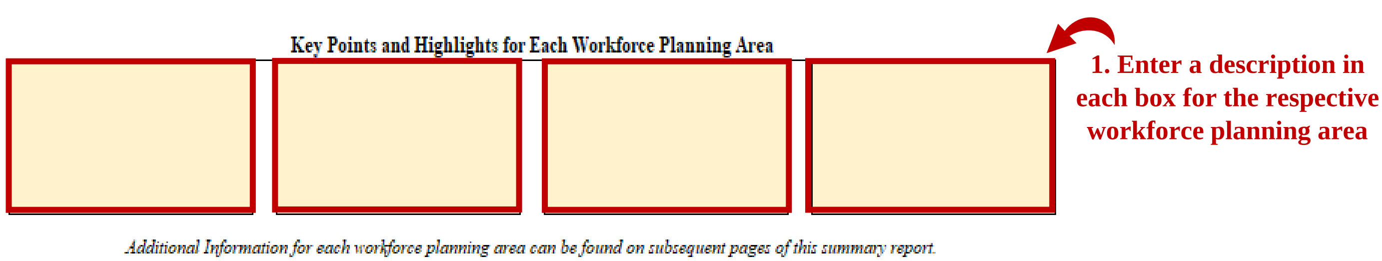
Step 1(a): Enter Executive Report Summary

To complete Step 1(a), enter an executive summary in yellow box in the first section of the report. The executive summary can be an overview of the contents of the report, key findings or learnings from the workforce planning process, and key elements of the workforce strategy and how it aligns with the needs or strategic direction of the agency.



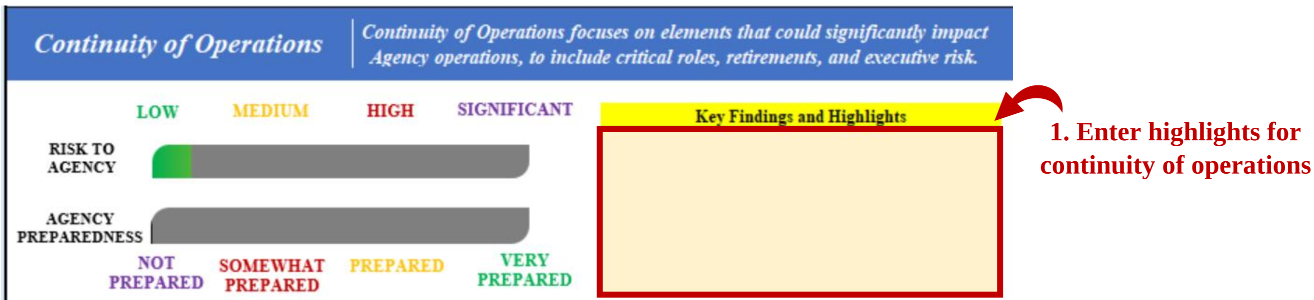
Step 1(b): Enter Key Findings or Highlights in Agency at a Glance

To complete Step 1(b), enter a very brief 1-2 sentence description of any key highlights that a senior leader should be aware of for each respective workforce planning area.



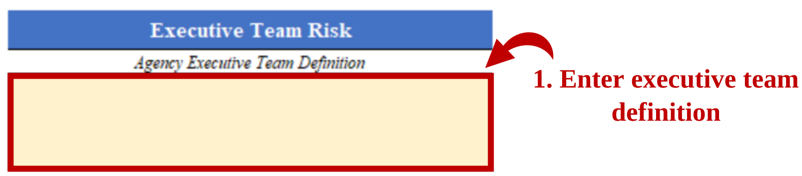
Step 1(c): Enter Key Findings for Continuity of Operations

To complete Step 1(c), in the top right corner of the continuity of operations page, enter a more detailed description of any highlights or key information regarding the continuity of operations as a continuation of what was entered in the Agency at a Glance section.



Step 1(d): Enter Executive Team Definition

To complete Step 1(d), enter a very brief definition of how the agency defined the executive team for the report in the yellow box on the continuity of operations page.

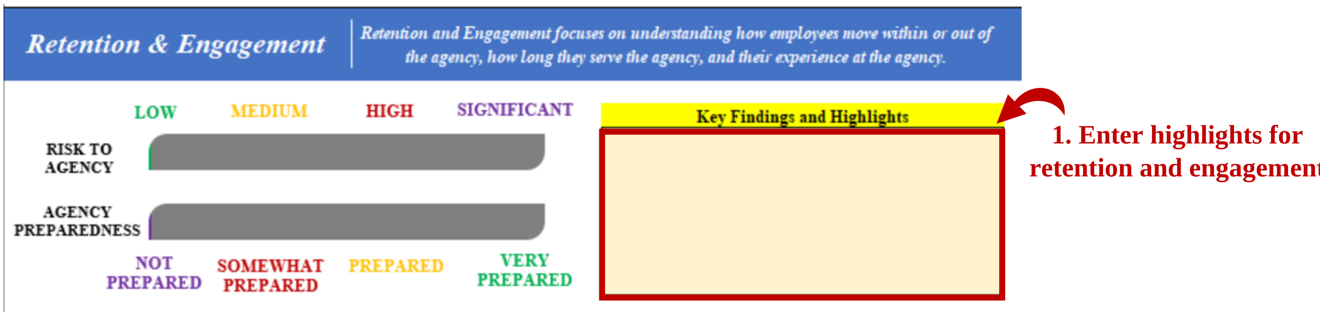


Step 1(e): Enter Key Findings for Recruitment

To complete Step 1(e), in the top right corner of the recruitment page, enter a more detailed description of any highlights or key information regarding the recruitment as a continuation of what was entered in the Agency at a Glance section.

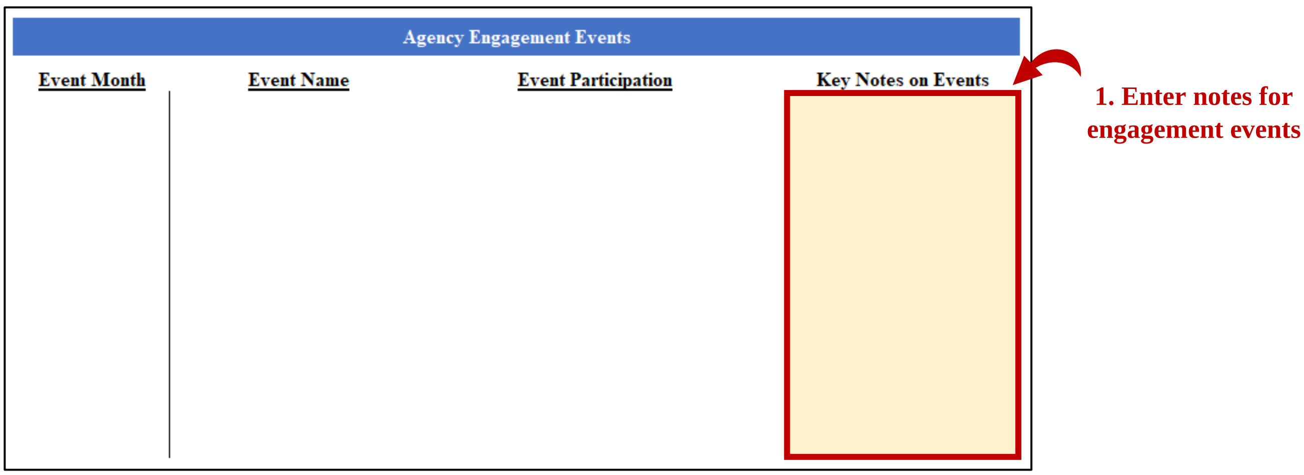
Step 1(f): Enter Key Findings for Retention and Engagement

To complete Step 1(f), in the top right corner of the retention and engagement page, enter a more detailed description of any highlights or key information regarding the retention and engagement as a continuation of what was entered in the Agency at a Glance section.



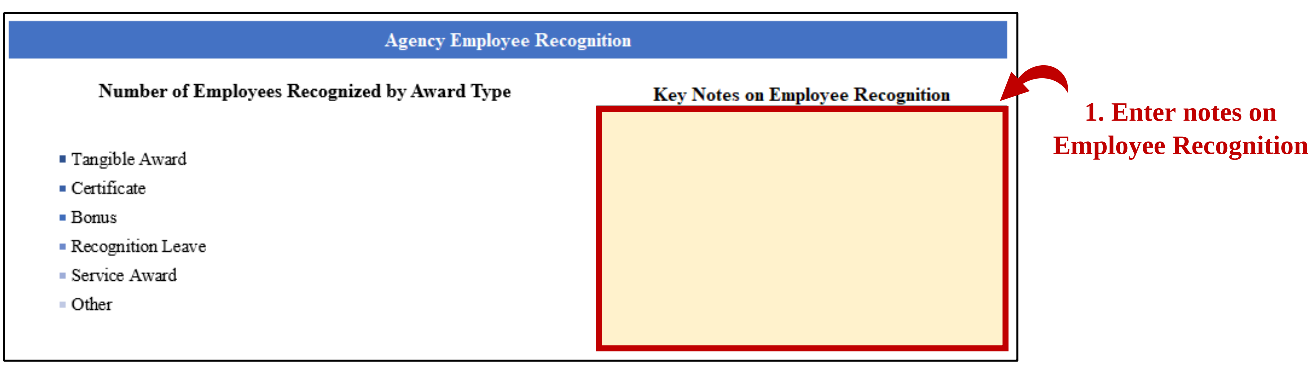
(Optional) Step 1(f-i): Enter Agency Events Additional Details

To complete Step 1(f-i), enter a brief description of the agency engagement events on the second page of the retention and engagement section.



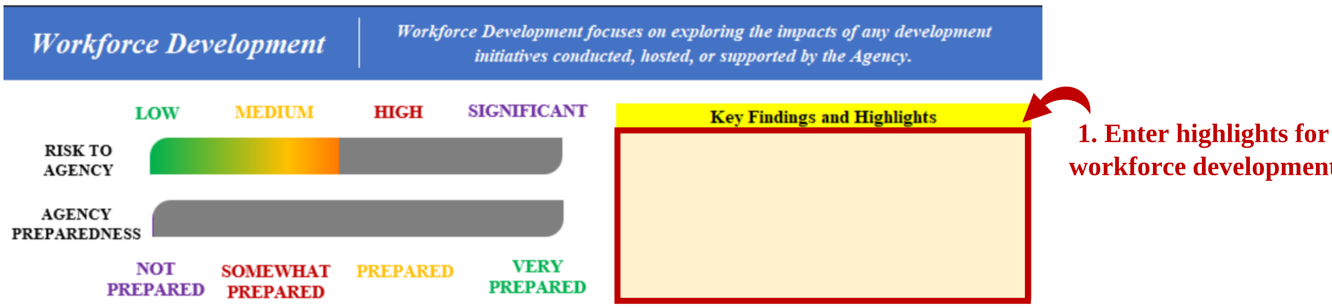
(Optional) Step 1(f-ii): Enter Employee Recognition Additional Details

To complete Step 1(f-ii), enter a brief description or additional details of employee recognition on the second page of the retention and engagement section.



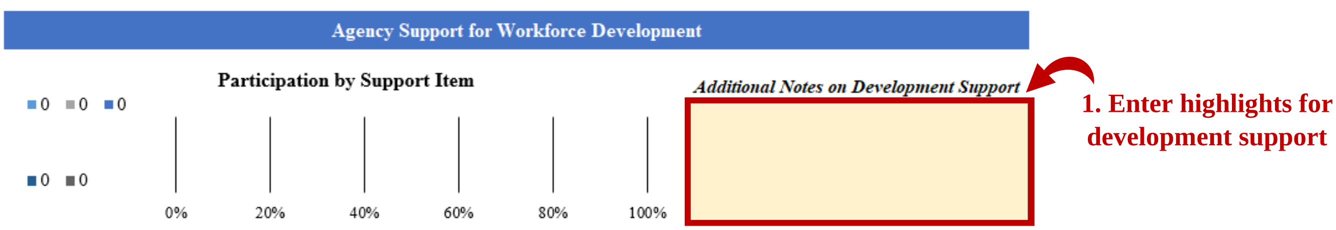
Step 1(g): Enter Key Findings for Workforce Development

To complete Step 1(g), in the top right corner of the workforce development page, enter a more detailed description of any highlights or key information regarding workforce development as a continuation of what was entered in the Agency at a Glance section.



(Optional) Step 1(g-i): Enter Development Support Additional Details

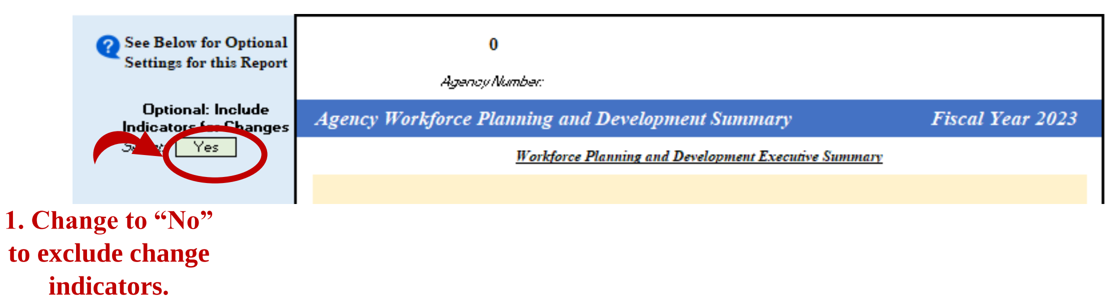
To complete Step 1(g-i), enter a brief description or additional details development support for employee professional development on the workforce development page.



(Optional Use): Custom Settings for the Report

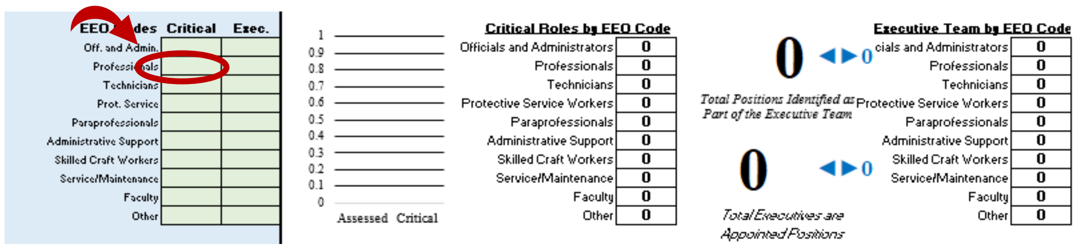
The Workforce Planning Summary allows for some settings to be customized for the agency, to include identified of changes from the prior year for certain metrics, colors of specific metrics for data callouts, specific optional sections to be omitted to the report, objective titles for the agency strategy, and a page break to ensure the signature does not fall on two pages.

To change any of the settings, select the setting from the dropdown menu for the respective metric or section in the light blue bar on the left side of the report.



Colors for the key data metrics can be customized between green, yellow, red, or purple to highlight specific metrics. Colors for the metrics can be changed by selecting the color from the dropdown menu for the respective metric in the “Optional: Change Colors to Identify Key metrics” section. The metric and change indicator colors are separate from one another.

Click the respective box and select desired color from drop down menu.



Sections of the Agency Strategy template that were optional can be omitted from the final summary by selecting “No” from the respective drop down in the optional column.

1. Change to “No” to exclude specific optional section.

Step 2: Refresh Report

After all information has been entered or settings adjusted, the report may need to be refreshed. The report can be refreshed by clicking the blue “Click to Refresh Summary Report” if the indicator says “Report needs to be refreshed. Click the Refresh button to the right”. After, the indicator will turn green and say “Report is Up to Date”.

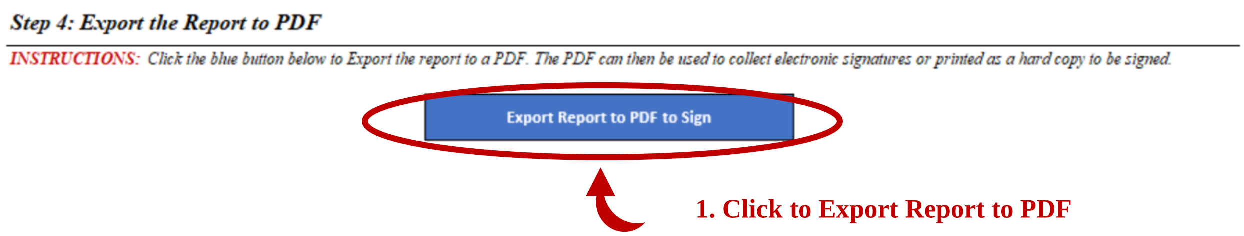
1. Click to Refresh Report

(Optional) Step 3: Check Spelling

The template allows for the spell check feature to be used on this tab, however, Macros must be enable to use this feature. Click the "Spell Check This Tab" purple button, which will launch the Excel spell check function.

Step 4: Export Report to be Signed

To sign the report, the workforce planning summary can be exported to a PDF using the blue "Export Report to PDF to Sign" button.



6.0 Differences for Sub-Agency, Internal Department or Team Input Tool

If completing the internal tool, the same procedures detailed in the previous sections of this instructional guide can be followed with the following exceptions:

Agency Profile Tab

The employee classifications, executive team definition, and executive team positions are not included in the internal tool. The agency team or individual who is preparing the annual workforce plans determines which classifications and the executive positions to be included in the plan.

The internal group who is completing the tool only needs to review this information for awareness of the information that is included.

Complete/Incomplete and Progress Indicators

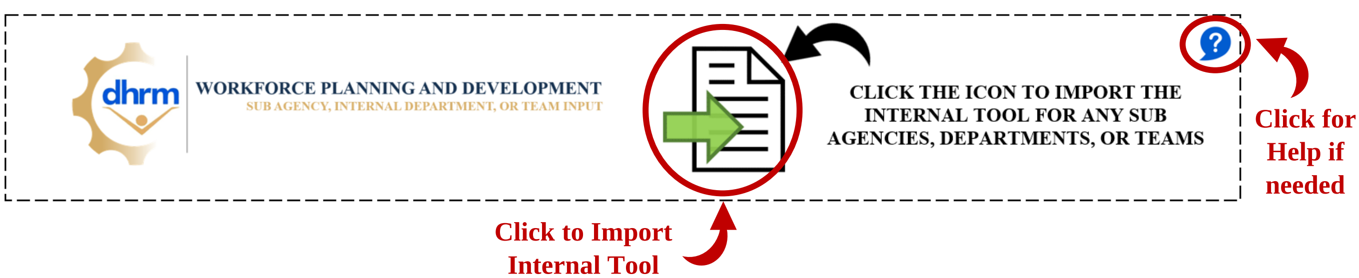
The design of the internal tool enables it to be complete customized for any internal group at any agency. Therefore, these are not included in the internal tool as the amount and type of required information will vary drastically for each group using the tool.

Internal Plan Review Tab

This tab is used to import and review information from the Sub-Agency, Internal Department, or Team Input Tool related to the Agency Strategy. This tab provides a quick glance tracker to know which plans have been imported, the date they were imported, and whether the data is still within the template. Information pertaining to the Agency Strategy can be easily viewed for comparison and completing the Agency Strategy template.

Step 1: Importing Internal Tools for each Respective Group

To import Internal Tools, click on the import data icon (white paper with green arrow) for the internal tool and follow the steps outlined in the Getting Started Tab section of these instructions.



After a tool is imported, the quick glance section in Step 1 will be updated to show the imported status, last imported date, and whether data from the tool is currently in the Agency Strategy template (shown below).

Sub Agencies

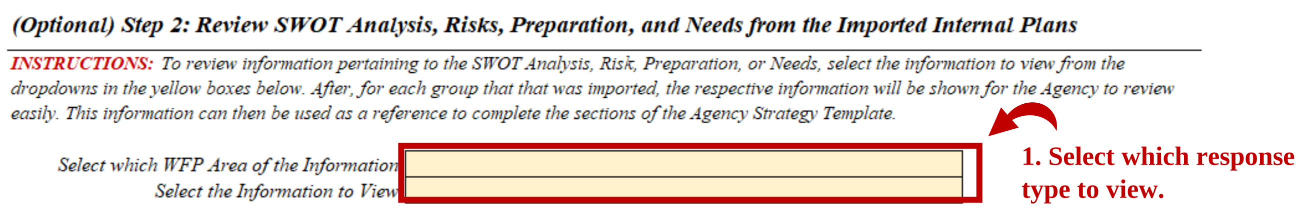
Sub-Agency Name	Current Import Status	Last Imported Date	Data In Template
Example1	Imported	4/4/23 4:59 PM	Data In Template
Example2	Imported	4/5/23 8:49 AM	Data In Template

<u>(Optional) Step 2: Review Open Responses from the Internal Tool (for the Agency Profile)</u>

To quickly review any free response questions pertaining to the Agency Strategy (SWOT Analysis, Risks, Preparation, Needs, Events, Recognition, Internships, and Development Programs), select which response to review from the drop-down menu for the specific group. This will automatically update the responses for each respective Sub Agency, Internal Department, or Internal team (shown below).

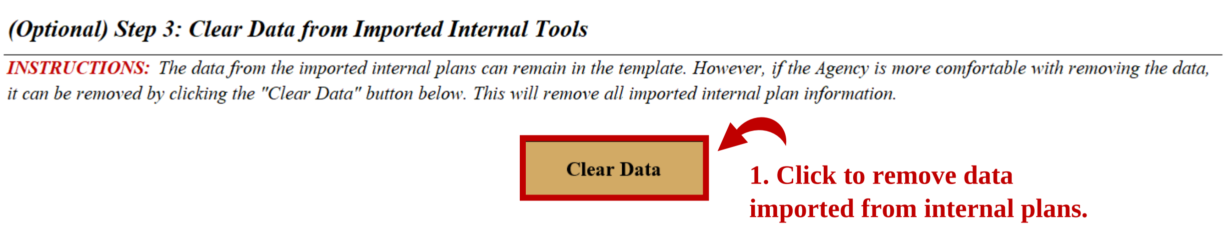
Some information may require two levels of items be selected to display the information. For example, to view the strengths an agency entered, first select which workforce planning area the strengths should be from and then select "strengths" from the second dropdown.

This process can be repeated for the remaining steps to revie their information.



<u>(Optional) Step 3: Clear Data from Imported Internal Tools</u>

Once data from any internal plans is imported, it remains in the Agency Strategy template unless manually cleared using the "Clear Data" gold button (shown below). This will remove all imported data from all internal tools.



7.0 Submitting the Workforce Plan to DHRM

After the report is signed, the Report PDF and Agency Strategy Excel Template can be emailed to dhrm.wfp@dhrm.virginia.gov no later than September 30th of the reporting fiscal year.

Please include the Agency Name and the term "Workforce Plan Report" in the subject line.

For Questions or Additional Assistance

For questions or assistance with the template, please contact DHRM Workforce Planning at dhrm.wfp@dhrm.virginia.gov.

8.0 Appendix & Additional Resources

Cardinal Report Information

Agencies still have access to historical data using the HuRman e480 report tool. The Cardinal reports are set up differently and may be a little more cumbersome, especially since we are just learning how to use them. However, agencies have direct access to their own data. You may want to review the Catalog of reports listed under the Resources tab on the Cardinal Webpage to determine which ones best meet your needs. In addition to the Job Data reports, you may want to review:

- Employee Disability and Veterans Status
- Employee Turnover
- Job Group Diversity
- Separations

The Cardinal team has an HCM Reports Job Aid tool and a Learning webinar to assist with running the reports.

Interactive Data Guides

DHRM is currently developing data guides to assist Agencies with understanding what data is available, where the data is located, and how to analyze the data; as well as sharing data analysis best practices to better equip agencies to develop data driven workforce strategies.

These interactive guides are under development and are expected to be available over the summer of 2023 *(as of May 2023).*

Workforce Planning Webpage

Visit the DHRM workforce planning webpage to learn more of strategic workforce planning, tools available to assist with workforce analysis, and additional resources available to assist agencies with developing effective workforce strategies.