

WORKFORCE PLANNING

Application: Full-time and part-time classified, “at will,” and wage employees.

PURPOSE

This policy outlines a workforce planning approach that supports agencies in acquiring, engaging, developing, and retaining the workforce talent necessary to meet agency goals and objectives and fulfill the requirements of the *Virginia Performs* scorecard.

AUTHORITY

The Director of the Department of Human Resource Management (DHRM) issues this policy and is responsible for the official interpretation of this policy pursuant to the authority provided § 2.2-1201 of the Code of Virginia.

Questions regarding the application of this policy should be directed to the Department of Human Resource Management's Office of Agency Human Resource Services.

DHRM reserves the right to revise or eliminate this policy as necessary.

RELATED POLICIES

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

WORKFORCE PLANNING

A. DHRM Responsibility

Create a comprehensive Commonwealth approach to workforce planning by:

- Providing tools and resources that enable agency workforce management strategies.
- Providing enterprise solutions where statewide needs exist.
- Facilitate the sharing of workforce planning strategies among agencies.
- Providing reporting mechanisms for agencies, including maintaining a workforce data warehouse, developing query tools and report templates, and running ad hoc reports for agencies.
- Providing consultative guidance to agencies on: identifying needs; interpreting, analyzing, and reporting data; developing and executing strategies; and evaluating strategy success.
- Reporting statewide workforce data.
- Providing statewide forecasting.
- Supporting the delivery of human resource services through consultation and the Shared Services Center.

B. Agency Responsibility

- Assess agency talent requirements.
- Develop and implement agency workforce planning and talent management strategies.
- Develop succession planning strategies.
- Integrate workforce planning and strategic planning to support agency goals.
- Produce and analyze appropriate data in order to measure results and revise strategies as needs change.
- Report agency workforce planning and talent management progress to the *Virginia Performs* scorecard.

C. Workforce Planning Considerations

- staffing needs assessment;
- business plan requirements;
- workforce composition and demographics;
- skills gap analysis;
- identification of skills needed and those no longer needed;
- assessment of training and development needs and resources;
- assessment of recruiting needs and resources;
- evaluation; and
- action plans.

GLOSSARY

Succession Planning

Actions taken to ensure the effective replacement of critical talent that may leave the agency. Agencies should identify critical talent needed and take actions to develop that talent among agency employees and identify outside talent sources as necessary

Talent Management

The systematic cycle of planning, execution, and evaluation to manage the flow of talent into, through, and out of the organization to achieve goals and meet needs. The Commonwealth's Talent Management program is based on the premise that employees progress through an employment life cycle that consists of the following stages: acquisition; integration; engagement; reward; transition; and exit.

Workforce Planning

A process that provides a systematic assessment of agency talent needs and actions necessary to address these needs. The process considers the agency's business goals and includes analysis of demographic information, trends and emerging issues, and staffing and knowledge gaps, it also identifies planned actions and evaluation techniques.