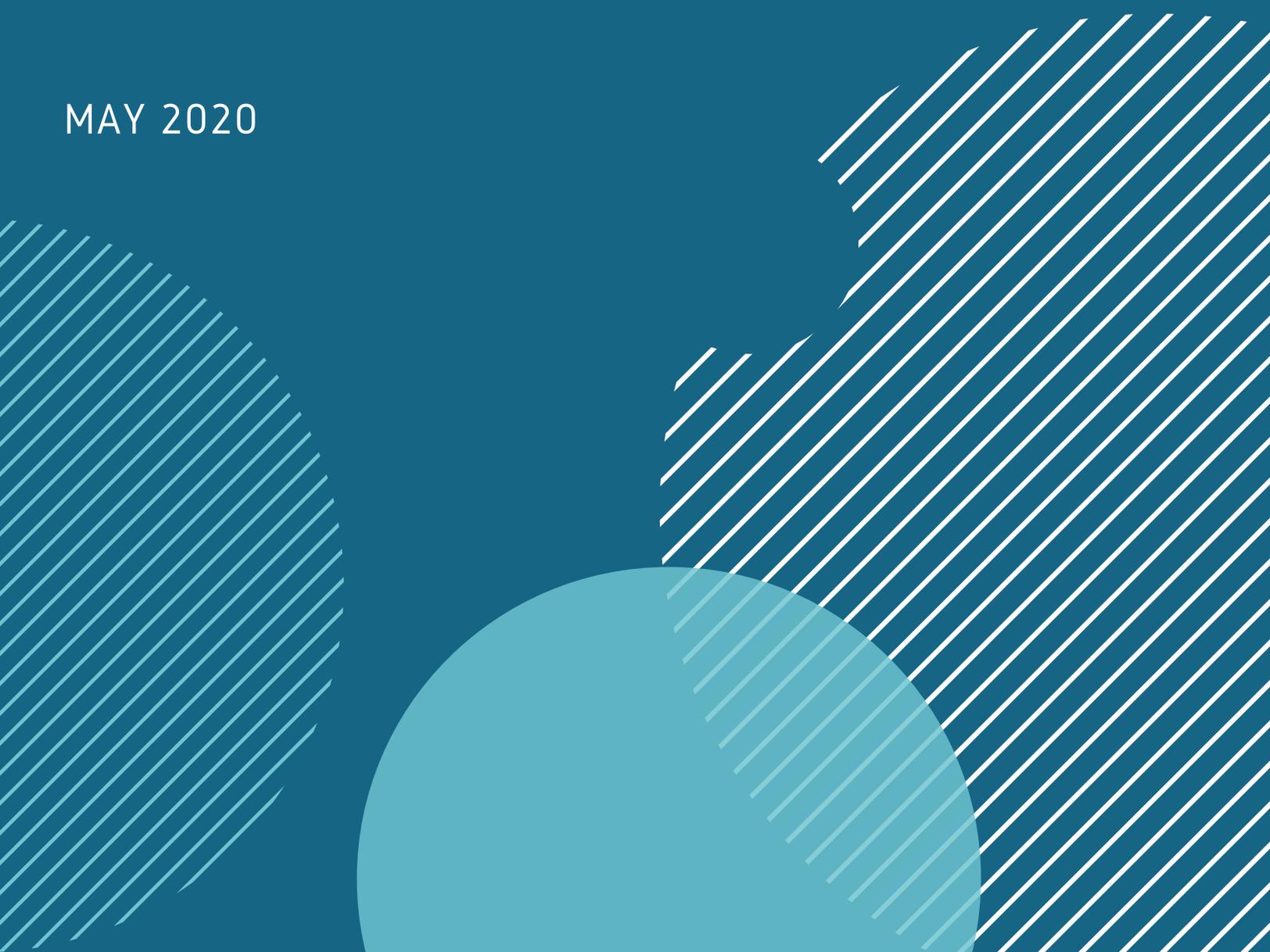# WORKFORCE PLANNING: BEST PRACTICES GUIDE

MAY 2020

WORKFORCE RISK AREAS

1 VACANCY

2 TALENT ACQUISITION

3 WORKFORCE DEVELOPMENT

4 EMPLOYEE ENGAGEMENT

5 TECHNOLOGY AND EFFICIENCY

VACANCY

Department of Military Affairs (DMA)

DMA average hire time was 48 days this year (50% of the state agency average), mostly due to a revised hiring process developed by the HR team in conjunction with input from across the agency, and a team effort involving a Lean Six Sigma project focused on the hire process map. Several redundant or unnecessary steps in the process were deleted, saving significant time. In 2018 DMA initiated a new Supervisor Course required for all in leadership roles, with a key emphasis being to teach supervisors HR policy and hiring basics and processes. This three-day course includes various HR role play scenarios and hiring process "does and don'ts"Having better trained supervisors has had a clear impact on hiring process improvements and the quality of hire requests and other related administrative aspects of filling vacancies.

Best Practice Contact:

Michelle Claiborne

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DMA initiated a new Supervisor Course with a key emphasis on teaching supervisors HR policy and hiring basics and processes.

Department of Behavioral Health and Developmental Services (DBHDS)

Vacancy best practices include monthly, quarterly, annual analysis of vacancies, turnover and overtime for direct support positions; transition of institutional knowledge initiated at notice of retirement by several methods (e.g. workforce assessment of tasks and documents important to maintain the day-to–day operations of the position, mentoring, and cross training); dual incumbency for up to 90 days; exceptional recruitment and retention initiatives for critical position vacancies; expansion of the compensation toolbox to be competitive with the market ; and performance of realignment studies to review salaries with market data.

Best Practice Contact:

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VACANCY

Library of Virginia

The Library of Virginia supports its succession planning efforts by identifying the critical positions that could potentially be vacated immediately or in the next 5-years and implement the option to cross-train staff based on management identifying or staff volunteering. An additional option is to temporarily initiate dividing duties and distribute to mid-managers and in some cases the executive level managers until the recruitment process identifies the best candidate to satisfy the need of the position. The HuRMan e480 Workforce Query created a vacancy position report and potential retirement report of staff age 65 and older with the years of service. Library of Virginia also uses the Members Eligible for Unreduced Retirement Report from myVRS. Library of Virginia Employee Tracking System (LOVETS) created a vacancy position report. Reports from the noted systems were compared to ensure accuracy of data to officially determine vacant positions and potential retirements. Executive Management and Managers reviewed Employee Work Profiles to identify duties for distribution and the appropriate mid-managers for the reassignment.

Best Practice Contact:

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DOF is establishing Career Models and Mapping to allow employees to visualize professional path within agency

Department of Forestry (DOF)

DOF employs a holistic approach to talent management that centers on occupational career models with defined competencies based on years of experience, responsibilities and educational expectations. DOF utilizes dual incumbency for positions with high levels of technical needs. The agency uses vacancies resulting from retirements to re-structure offices and departments to foster creation of entry-level positions. DOF is establishing Career Models and Mapping to allow employees to visualize professional path within agency and developmental needs to achieve professional goals. The agency also assigns interns to areas of agencies that present the greater risk.

Best Practice Contact:

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VACANCY

Virginia Department of Transportation (VDOT)

VDOT takes pride in being a data-driven organization using objective measures to Keep Virginia Moving and the agency's Human Resources team models that behavior through a variety of channels resulting in the effective management of the agency's 7,735 classified positions. To encourage employee retention and career development within the agency, the department extracts PMIS data on a daily basis and delivers an interactive org chart tool that not only provides access to an employee's own job description but also to the job descriptions for every classified position at VDOT. Through this tool, employees can explore career options within the agency and identify the skills needed for advancement, the market value that the agency places on each position, and the competencies required for success. These data-driven strategies complement investments in structured development programs and individual developmental training to create a workforce ready to take the next step in their careers within the boundaries of the agency. VDOT's market-based approach to compensation is a powerful tool affecting the agency's ability to retain, recruit, and reward internal career advancement.

VDOT Knowledge Management teams aid with skills and technical knowledge transfer.

In the past three years, VDOT has seen a 24% increase in the percentage of open positions filled with internal candidates which at least in part is attributable to this employee-centric approach to workforce planning. Leaders from front-line supervisors to executives across the enterprise utilize daily reporting tools that provide macro and position-level details on vacancies within their organizational units. Better leader insights into the dynamics of their human capital enables effective collaboration with their Human Resources partners to proactively recruit and fill vacancies.

Best Practice Contact:
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TALENT ACQUISITION

James Madison University (JMU)

As part of its collaboration with the Department for Aging and Rehabilitative Services (DARS) JMU has placed a great deal of importance on raising awareness among hiring managers about the benefits of employing people with various abilities. JMU Facilities Management, Human Resources, DARS and local public school systems have partnered together to host job shadowing events for local high school students with a disability in order to introduce them to future career opportunities. Local DARS representatives have partnered as guest facilitators during the Recruitment Training for Search Committees to educate participants on disability etiquette and steps they can take to make sure the interview process is inclusive. JMU Recruitment Team members volunteer to attend the local DARS Job Club meetings to conduct mock interviews and to provide advice to DARS consumers about the JMU application and hiring process. JMU also has regular meetings with its local DARS representative to develop goals and evaluate what is or is not working.

Best Practice Contact:

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Branding DHR with its first all staff video helps potential applicants understand the mission of the agency and the commitment of staff.

Department of Historic Resources (DHR)

DHR encouraged staff to participate in the creation of a short video that "brands" the agency by displaying the who, what and why of the agency. The HR Manager utilized her own personal IPhone over the course of a few weeks capturing smiles, statements describing programs, reasons why staff enjoy serving the public and a personal message from the Director discussing DHR's mission. DHR highlighted employees collaborating, engaging, and having fun during meetings, agency gatherings and at their workstations.

Best Practice Contact:

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TALENT ACQUISITION

Department of Aviation (DOAV)

The agency's positions require a very specialized skill set with required certifications. In addition to advertising these positions in the state system and in Indeed, DOAV advertised on aviation industry organization websites at little to no cost. This allowed the agency to cast a wide net and reach pilots through many channels. The aviation industry experienced tremendous growth, creating shortages of both pilots and aircraft maintenance technicians. The agency promotes intangible benefits that are available to make up any difference in salary, especially when competing with private industry. These included flexible schedules, paid holidays, generous leave programs, retirement, and minimal overnight travel allowing them to be home with their families each night. The opportunity to be home is a benefit that many charter and commercial airlines are not able to offer their pilots.

Best Practice Contact:

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DARS's new Talent Acquisition training addresses unconscious bias to encourage a diverse workforce.

Department for Aging and Rehabilitative Services (DARS)

DARS's office of human resources works with hiring managers when positions become available to best meet the need. Human Resources encourages ownership, accountability and project management by hiring managers. The Department also has "just-in-time" job aids (e.g. resource guide and project planning checklist) for hiring managers. The HR Business and Talent Acquisition Partners interface with business areas to deepen knowledge, encourage workforce planning, update job descriptions, if needed, and help find the best fit talent. The Classification/Compensation team also expects hiring managers to approach pay decisions as a matter of leading, thinking systemically and knowing the workforce. The new Talent Acquisition training also addresses unconscious bias to encourage a diverse workforce.

Best Practice Contact:

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TALENT ACQUISITION

University of Virginia (UVA)

The Talent Flexibility team was established in 2018 as part of UVA's strategic HR transformation. The team focuses on several areas: recruiting, hiring and onboarding temps, building talent pipelines of external candidates for hard-to-fill and high turnover positions, assisting with dual incumbency hires, and student hiring, staff and faculty wage hiring. The Talent Flexibility group is a revenue recovery department, which means they charge internally for their services, and at a considerably lower rate than an outside temp firm would charge. While the temps program at UVA has been around for several years, the pipeline programming area is relatively new. This focus seeks to establish long-term career programming to sustain a "backyard workforce" that immerses local schools, learning institutions, and educational non-profits in our pipeline of potential talent. More info on Talent Flexibility services at UVA can be found here: https://hr.virginia.edu/careers-uva/talent-flexibility-services
Best Practice Contact:
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Virginia Commonwealth University (VCU)

VCU launched an Internal Executive Search Group, which entails extensive research and discovery with internal and external stakeholders regarding their vision of successful internal search function; a dedicated team including seasoned recruiters; proactive research to stay on top of recruitment trends; acquisition of LinkedIn Recruiter license; a consistent and organized approach to the search process starting with the development of the job profile, that saves time for stakeholders and identifies strong, diverse applicants for the university; marketing of the group via website, outreach, etc.; and ongoing cultivation of viable candidates The University also implemented a centralized advertising plan to leverage buying power, reduce costs, and enhance collaboration and cost-sharing among stakeholders in multiple offices. VCU implemented search committee training, which covers topics such as unconscious bias, writing a diverse and inclusive job advertisement, screening candidates consistently and equitably, creating a welcoming campus visit, and more.
Best Practice Contact:
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WORKFORCE DEVELOPMENT

Department of General Services (DGS)

Increased supervisory and leadership training was provided throughout DGS in FY19, as well as the use of delegation, special projects, stretch opportunities with the goal of creating qualified candidates for future openings. The Department encourages employee membership and participation in professional organizations. The Division of Consolidated Laboratory Services (DCLS) provides a comprehensive training program for all new employees, including documented competency; opportunities to attend continuing education trainings onsite and offsite in specific areas; and opportunities to cross-train. The Division of Purchases and Supply (DPS) developed a LMS tool that offers National Institute of Governmental Purchasing Classes, as well as a catalog of over 200 Skillsoft classes. The eVA bureau provides ongoing training to employees on the state procurement tool, eVA.

Best Practice Contact:

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The Division of Consolidated Laboratory Services (DCLS) provides a comprehensive training program for all new employees.

Department of Labor and Industry (DOLI)

DOLI utilizes a Registered Apprenticeship Program for many of its positions such as Virginia Occupational Safety and Health Compliance Officers and Consultants, Labor Law Compliance Officers and Registered Apprenticeship Consultants. There are requirements for formal classroom and on-line training, as well as on the job training (OJT) and mentoring by senior agency staff. The Registered Apprenticeship Program is administered by our agency's Division of Registered Apprenticeship. Division staff are a great resource for state agencies seeking to initiate or expand apprenticeship programs in their agencies!

Best Practice Contact:

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WORKFORCE DEVELOPMENT

University of Mary Washington (UMW)

UMW offers Leadership UMW (LUMW), an in-depth leadership development program for staff and faculty. The 9-month course includes a multi-rater assessment, an expanded MBTI assessment, class instruction and group work. A key component of this program is mentoring. Each course participant is matched with a mentor who is in a leadership position at UMW. Mentors and mentees receive guidance regarding how to best benefit from the mentor relationship, and are expected to meet at least monthly. They sign a mentoring agreement so both parties agree to the same expectations, including a "no-fault" option to end the relationship if it's not working for one or both parties. Often, mentor pairs continue to meet on their own after the mentee has graduated from the program.

Best Practice Contact:
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University of Virginia Medical Center (UVA-MC)

All employees are eligible for an annual educational benefit of $2,000 once they have completed their first year of full time employment. Offering leadership development cohort programs unique to UVA, instructor-led training classes built around competency development, online learning courses and a well-rounded new employee orientation experience leads to longer retention, higher levels of engagement, and faster time to productivity. Like any academic healthcare organization, finding and keeping the best talent in certain areas is a challenge, especially Nursing. However, the resources UVA provides, coupled with managers having career conversations with their team members, convey that UVA is vested in seeing them grow their careers within the organization. The overall philosophy for lifelong learning is to curate an employee experience that is best-in-class for every team member. The experience is viewed through the lens of the employee lifecycle, starting from their recruiting experience and ending when they leave or retire from the organization.

Best Practice Contact:
Carolyn Cullen
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WORKFORCE DEVELOPMENT

Department of Military Affairs (DMA)

DMA implemented a New Employee Orientation class. This one day training event not only covers basic HR, benefits, pay and other procedures and policies, but also teaches the new staff about the agency and its mission, funding, and structure. It also gives new employees a perspective on where they fit into the team and the agency's mission. Staff surveys and leader circulation across the agency helped DHP identify this gap and a need to educate new staff. The agency found that establishing a personal understanding of DMA and the National Guard, and a connection to the mission and agency's role in homeland and national defense has a positive impact on new staff morale. Having departmental leadership present part of the course and be introduced to new staff pays off as well in this regard. The creation of an agency Supervisor Course was another focus. DMA created a three day class required for all who supervise state DMA staff. The curriculum was developed based upon a climate survey and an agency level assessment of organizational knowledge gaps for our supervisors. It includes a variety of hands on activities focused on communication, leadership, HR, and conflict resolution, among other topics.

Best Practices Contact:

Tim White

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> Developing a personal connection to the agency's mission has a positive impact on new staff morale

Virginia Employment Commission (VEC)

The use of career ladders and the assignment of temporary duties offer developmental opportunities and impacts a significant number of employees. Several career ladders were implemented in the Divisions of Workforce Services and Unemployment Insurance. Within certain program areas (e.g., Customer Contact Center and Adjudication), there is mandatory training and developmental strategies used to build talent. The agency encourages supervisors to utilize the Employee Development Plan section of the EWP to create and implement staff developmental plans. VEC also employs a full-time Performance Consulting and Staff Development Manager to provide guidance to managers and staff.

Best Practice Contact:

Vickie Copeland

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WORKFORCE DEVELOPMENT

Old Dominion University (ODU)

ODU implemented the Develop Your Dominion training initiative to promote internal workforce and leadership development. This initiative includes increased options for professional development, enhanced supervisor training, and technology enhancements that promote a self-directed engagement approach to employee professional development. The Develop Your Dominion Program encompasses significant organizational changes including:

• Created professional development mission statement and framework aligned with ODU and Human Resources strategic plans for further collaboration with ODU departments.

• Established a self-directed professional development framework aligned with the culture of higher education and created accessible opportunities for hourly employees.

• Updated or created new professional development classes using adult learning theories and experiential design.

• Created online registration system that provides efficient and effective data analysis and collection.

• Developed an online professional development catalog that is easily accessible.

Best Practice Contact:
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Department of Professional and Occupational Regulation (DPOR)

Along with the reinvigorated Employee Recognition and Engagement Program, DPOR increased the number of job-related classes that the agency would pay for in the enhanced Educational Assistance Program. The Educational Assistance Program increased coverage from 2 to 4 classes per year and provides the option to employees employed for 2 years, for the agency to pay the tuition before the class begins to eliminate the funding barrier for some to enroll in a program, with the expectation for satisfactory completion. Management identifies employees that exhibit potential or interest in advancing their career to attend VCU PMG programs even though they may not currently hold a supervisory or managerial position. CCWA presented Excel classes (all three levels), a seminar titled Emotional Intelligence, and another seminar titled Managing Stress in the Workplace.

Best Practice Contact:
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WORKFORCE DEVELOPMENT

Treasury works with the Performance Management Group for specific coaching needs and sends several employees to their leadership training programs like VEI, CMI, and VSI annually.

Virginia State University (VSU)

VSU is working to identify tenured employees in critical positions in an effort to capture their desk procedures in preparation for impending retirements. The university also works with its trainers to identify training needs of faculty and staff and move towards a "career pathing" approach to staffing and development.
Best Practice Contact:
Tanya L. Simmons
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Department of the Treasury

The Treasury has a strong employee development program and offers tuition assistance for professional development as well as individual degree pursuits. Additionally, Treasury works with the Performance Management Group for specific coaching needs and sends several employees to their leadership training programs like VEI, CMI, and VSI annually. Treasury also encourages employees to attend their respective professional association meetings/conferences. The agency also utilizes more online training tools where available.
Best Practice Contact:
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Virginia State Police (VSP)

The Department of State Police is committed to continually training and developing both its civilian and sworn workforce. For civilian employees, the Department offers supervisor training; a career development program; general instructor training; a new supervisor in-service program; COVLC trainings; webinars; other in person classes for management and executive level training and certifications; an internship program; and a volunteer program. For sworn employees, the Department offers in-service training; a career development program; general instructor training; a new Staff Leadership & Employee Development (SLED) Program for our Troopers; COVLC trainings; webinars; and other in-person classes for management and executive level training and certifications.
Best Practice Contact:
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WORKFORCE DEVELOPMENT

Department of Health (VDH)

VDH created a workforce training and development division with the goal of facilitating employees knowledge of all available training resources. This division created a workforce training and development advisory committee that addresses curricula development, needs assessment and evaluation, communications, technology needs for training and the intersection of talent acquisition and training. In addition, the division created and delivers a Leadership Essentials program to all supervisors. Follow up courses are under development.

Best Practice Contact:

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Department for Aging and Rehabilitative Services (DARS)

DARS created a new Talent Development Manager position, who focuses on engagement and leadership development across the Disability Services Agencies (DSA). The Division of Rehabilitative Services (DRS) Training Coordinator led a team to redesign the New Counselor Skills training for Wilson Workforce Rehabilitation Center (WWRC) and DRS based on critical learning needs and best practices in learning and development. Disability Determination Services (DDS) has well-established career paths for critical, hard-to-fill roles and innovative, institutionalized programs (i.e. EDGE- Employee Development through Growth and Education; DLI- Disability Leadership Institute; and, an annual Leadership Conference) to develop emerging leaders. DDS also makes learning and development a core business priority and has a talented, statewide training team. DARS supports leaders' participation in VCU Performance Management Groups' leadership programs such as CMI, VEI and Supervisors' Boot Camp. DARS has also built a curriculum for its own BOLD (Building Outstanding Leaders at the Disability Services Agencies) Institute.

Best Practice Contact:

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WORKFORCE DEVELOPMENT

Virginia Department of Corrections (VADOC)

VADOC provides leadership training for new supervisors, annual in-service training, and succession planning training programs. VADOC contracts with the American Correctional Association (ACA) to provide the following programs: Basic Leadership for the Corrections Professional (LEAD) designed for supervisors who are not middle managers and are interested in moving to management positions. Employees gain insight to specific techniques, which can provide an awareness of the expectations of them in a management role. The Leadership Development for Corrections Professionals Middle Managers (LEAD MM) is available to middle managers who seek to promote into senior management positions. The content of the training is on advanced managerial subjects and employees receive feedback from a 360 instrument. The agency also uses the VCU Performance Management Group training, including Commonwealth Management Institute (CMI) and the Virginia Executive Institute (VEI). In 2019, the VADOC launched its in house leadership program, "The VADOC Leadership Institute." The VADOC ensures that agency leaders are properly equipped with the essential skills to create a workplace where all staff take equal responsibility for leadership development.

VADOC provides in-house leadership programs at the Academy for Staff Development.

This provides an avenue for employee empowerment where individuals take ownership of their professional and personal development. The premise of this program's development is a widely used developmental framework for establishing talent-management systems: the talent-pipeline model. This model encompasses six levels of leadership, with each level requiring different levels of knowledge, skills and abilities. VADOC elected to approach Level I – Value and Drive Others' Success; Level II – Identify and Coach Leaders; and Level III – Think Systemically and Build Strong Teams. As employees move up the pipeline, skills are developed to transition to the next level. The VADOC also provides a variety of other leadership elective training programs that are used for workforce development.

Best Practices Contact:
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EMPLOYEE ENGAGEMENT

Virginia Museum of Fine Arts (VMFA)

VMFA has taken an employee-connected "dynamic governance" approach to employee engagement. The focus and goals of employee engagement activities, projects and professional development are centered on providing opportunities for staff to participate and lead conversations. Giving frontline staff and leaders key decision-making, employee-centric events and project leadership helps to widen trust, appreciation, connection and collaboration among staff and leadership. Examples include, creating an active staff association and affinity groups, investing in professional development activities, hosting job fairs, sharing experiences and project accomplishments and ideas through staff-led webinars, meetings or events. All are key to helping the organization grow staff awareness and shared-governance with a purpose to connect our workforce to the museum and its mission to provide art and engaging visitor experience for our Commonwealth communities.

Best Practice Contact:

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Department of Agriculture and Consumer Services (VDACS)

In all of VDACS engagement initiatives, the agency involves employees in the development process to build a team approach and implement initiatives that employees will appreciate. For the Superb Performance on Time (SPOT) program, VDACS created a committee of employees in various roles and work units to develop a program that provides viewpoints from all levels. The agency periodically surveys employees regarding the value of the program, ensuring continuous feedback. The SPOT program provides for a monetary or leave award, and the money available for this program is allocated per Division and based on percentage of employees in that Division. This helps ensure the available budget is fairly distributed. For the annual service awards, the agency holds a ceremony in Richmond and travels to its four regional locations to recognize employees celebrating a service milestone. All employees of the region are invited so those being celebrated have their peers participating.

Best Practice Contact:

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EMPLOYEE ENGAGEMENT

Southwest Higher Education Center (SWVHEC)

The Center has a Center Celebration on a regular day/time each month with the Executive Director leading the event. The Center recognizes employees through monthly celebrations of employees with birthdays and those who have completed major projects. An Employee Engagement Committee has also been organized to sponsor a social event each month that engages employees (similar to the activities in the On the Square Program). Recent examples of activities are a scavenger hunt, trivia competition, baking cookies, a group walk around the grounds, employee appreciation cookout, hike at a nearby park, pumpkin carving/painting, and outdoor games (softball, volleyball, corn hole). New employees meet with HR for onboarding training and receive follow-up within their first few weeks of service. The Center also provides for the ability to formally recognize its employees through providing recognition awards of leave and monetary sums when appropriate.

Best Practice Contact:

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Department of the Treasury

The Treasury has several committees (CVC, Customers Are Priority, Public Service Events, Service Awards, etc.) where employees are invited to provide input, plan, and facilitate agency events. The agency hosts one major fundraising event in the Capitol Square area called "Dogs on the Deck" where employees grill and serve hot dogs to raise money for Service Dogs of Virginia. This event has grown over the years and has become popular. The agency has worked to improve the work environment for all divisions. The Treasury recently completed the final step in renovating its physical office space which helped improve the work environment. The Treasury's Human Resources office is working on an updated onboarding program.

Best Practice Contact:

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EMPLOYEE ENGAGEMENT

Department of Health Professions (DHP)

DHP offers an annual staff development training that always seems to please! This past year the theme was Diversity, Inclusion, and Unconscious Bias. The training also had a motivational speaker. DHRM attended and indicated they plan to share the efforts with other departments. Additionally, DHP strives to recognize its service award recipients in style. The agency has a photographer who takes the employee's picture, the recipient's supervisor writes a short narrative, and fellow employees provide positive adjectives describing the person. These are read aloud as the information is projected on the large screen. DHP also has a "house band" who writes and sings songs about the agency.

Best Practice Contact:

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TECHNOLOGY AND EFFICIENCY

Department of General Services (DGS)

Prior to implementing new technologies, the Division of Engineering and Buildings (DEB) pursues extended in-house and external "pilot testing" to ensure hidden issues surface and are resolved. This process was completed with the Division's move from paper-based to electronic review of plans and specifications. Electronic review facilitates collaboration among engineers and eliminates the need to maintain and file hard copy plans. With the technical support of the DGS/ISS application development team, the Division of Consolidated Laboratory Services (DCLS) implemented a physician portal to allow doctors to access NBS testing results on patients in situations where they have yet to receive their paper laboratory test results.

Best Practice Contact:

Diane Winters

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The Human Capital Management modules provide highly valuable technical and change management guidance for state and local agencies.

Department of Planning and Budget (DPB)

Agency staff are provided with tablets/laptops and VPN access so that files can be accessed from remote locations. Over the last year, DPB has actively undertaken an effort to scan materials in its library to build an online repository of information that can be used by staff for research purposes. This helps staff find needed materials in an efficient manner and will enable the department to inventory records and make decisions regarding records management in coordination with Library of Virginia guidelines.

Best Practice Contact:

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TECHNOLOGY AND EFFICIENCY

Department of Accounts (DOA)

DOA initiated a project to replace the 30+ year old mainframe CIPPS application with the necessary PeopleSoft HCM modules. The agency conducted a planning phase beginning in March 2015 to define requirements; conduct a fit-gap assessment using the PeopleSoft HCM software; and estimate the implementation scope-cost, schedule and resources required to implement a modern payroll system and supporting business processes for the Commonwealth. The Cardinal Payroll Project began June 2016 and was to be completed in October 2018. In April 2018, the Cardinal Payroll project was tasked to include a full HR and benefits module replacing the Commonwealth's PMIS and BES systems. An analysis and planning project began in July 2018 and concluded in April 2019 providing the requirements, schedule, and budget to implement Cardinal HCM.   The Cardinal HCM project was approved by the Secretaries of Finance and Administration in May 2019.   Cardinal HCM project will comprise Payroll, Time and Labor, Absence Management, HR, Benefits, and Employee Self Service functions replacing CIPPS, PMIS, BES, TAL, and assorted DHRM and DOA web applications.   Cardinal HCM will deploy in two releases with final deployment in October 2021.

Best Practice Contact:
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The Human Capital Management modules provide highly valuable technical and change management guidance for state and local agencies.

TECHNOLOGY AND EFFICIENCY

Department of Health Professions (DHP)

DHP incorporated agency training into the Knowledge Center, so that employees can receive certificates upon completion, keep track of their records and keep supervisors abreast of training completion. The agency began the onboarding program in January of 2019, and it has been a great success. New employees attend the session, learn about the agency and meet other new employees and the executive team. DHP has several workgroups that focus on our mission critical areas such as Licensing, Discipline and Compliance. These groups are made up of employees that do this work daily and are specialists. The workgroups discuss best practices for each of the 13 boards and have developed standard operating procedures, which prove helpful for training new employees.
Best Practice Contact:
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> DMAS uses specialized software for workflow processes (e.g. a workflow was developed for requests to fill positions).

Department of Medical Assistance Services (DMAS)

All employees have access to up-to-date laptops and screens and equipment. DMAS uses specialized software for workflow processes (e.g. a workflow was developed for requests to fill positions). The agency also developed an Exit Clearance Process in support of the Office of Security and Compliance to ensure VITA standards are met. DMAS is also working on the project team for the Human Capital Management System to implement integrated HR systems.
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ACKNOWLEDGEMENTS

Thank you to all agencies and institutions across the Commonwealth of Virginia for submitting your agency best practices in the 2019 Workforce Plan & Guide. There were so many outstanding workforce practices to choose from. This is a living document and will be updated annually.

For further information on any of the best practices included in this guide, please direct your inquiries to the HR office of the responsible agency.

Barbara Higgins UVA - WFP Advisory Committee

Jeff Martin, Taxation - WFP Advisory Committee

Ian Rose, Virginia Management Fellow

Sumi Lanneau, DHRM - WFP Advisory Committee Lead