





QUICK GUIDE:

OVERVIEW OF STEPS 1-4¹

Step in the Workforce Planning Process	Information Gathered (Inputs)	Knowledge Gained (Outputs)
Step 1 Identify Need: Organizational Assessment 	<ul style="list-style-type: none"> Mission & vision statements Core values statement Strategic plan, program evaluations or legislative audits Newly funded grants, proposals, IV-Waivers 	<ul style="list-style-type: none"> Relevant information about current programs & anticipated changes impacting agency direction
Step 2 Gather Data: Environmental Assessment 	<ul style="list-style-type: none"> Assessment of agency culture & climate Job satisfaction, HR exit interviews Funding increases & decreases Legislative & policy changes Characteristics of community & demographics Emerging trends in demographics; immigration, net migration into/out of community 	<ul style="list-style-type: none"> Factors impacting agency culture/ climate & staff morale Social trends & issues impacting community Economic conditions impacting labor pool & workforce Industry & generational shifts impacting agency & community
Step 3 Analyze Workforce Supply & Demand 	<p>Supply</p> <ul style="list-style-type: none"> Workforce levels Demographic information Hiring & turnover trends <p>Demand</p> <ul style="list-style-type: none"> Agency program and budget plans Analysis of jobs needed Analysis of needed skills, knowledge & competencies 	<ul style="list-style-type: none"> Current workforce profile (number of staff, salary, educational level, skill assessment, classification, tenure, supervisory ratio, diversity) Trends/predictors (turnover, retirement rates, replacement patterns) Workforce skills inventory Future workforce profile (types of jobs needed, number of staff needed & workload, staff skills & competencies needed) Impact of technological advancements on future workforce
Step 4 Identify Workforce Gaps 	<p>Information Gathered and Summaries of:</p> <p>Step 1: Organizational Assessment</p> <p>Step 2: Environmental Assessment</p> <p>Step 3: Workforce Supply & Demand</p>	<ul style="list-style-type: none"> Overall workforce strengths Overall workforce challenges & gaps

>> OUTCOME: A Snapshot of Your Agency's Workforce Planning & Assessment Results

¹Adapted from Cornerstones for Kids. (2006). Workforce planning overview. Washington, DC: CPS Human Resources Services & National Child Welfare Workforce Institute. (2013). A comprehensive workforce strategy to advance child welfare outcomes. Albany, NY: Author.