Step in the Workforce Planning Process	Information Gathered (Inputs)	Knowledge Gained (Outputs)
Step 1 Identify Need: Organizational Assessment 	• Mission & vision statements • Core values statement • Strategic plan, program evaluations or legislative audits • Newly funded grants, proposals, IV-Waivers	• Relevant information about current programs & anticipated changes impacting agency direction
Step 2 Gather Data: Environmental Assessment 	• 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	• 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 	Supply • Workforce levels • Demographic information • Hiring & turnover trends Demand • Agency program & budget plans • Analysis of jobs needed • Analysis of needed skills, knowledge & competencies	• 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 	Information Gathered and Summaries of: Step 1: Organizational Assessment Step 2: Environmental Assessment Step 3: Workforce Supply & Demand	• Overall workforce strengths • Overall workforce challenges & gaps

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