





# QUICK GUIDE:

## OVERVIEW OF STEPS 1-4<sup>1</sup>

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

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

<sup>1</sup>Adapted 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.