

Monitor and **Evaluate**



Review the information collected and assembled during Steps 1–3. Now you have the information you need to compare the current available resources (supply) with the needed resources (demand) for the future. This is a "gap analysis." This comprehensive set of information is a "snapshot" of critical factors and characteristics of your agency and community that describe and impact the workforce. You have identified workforce gaps through a planning process of collecting relevant information, reflecting on critical questions, and interpreting the importance and implications of what you have learned about your staff, agency, and community.

STOP / Download, save, and work in your saved worksheet!

In developing your plan to monitor and evaluate the impact of your workforce development action plan consider the following:

What you plan to monitor and evaluate:

- Program activities
- Internal and external developments
- Environmental changes
- Trends (ongoing supply/demand metrics)
- Impact of strategy implementation on issues of equity

What methods you will use and with what frequency:

- Meetings, surveys, focus groups
- Administrative data
- Culturally responsive/appropriate research/evaluation practices (Starting with the Numbers: The importance of data collection & analysis in system efforts to eliminate racial/ethnic disparities)

How you will revise and revisit your plan, considering:

- Alignment with other strategic planning by agency and partners
- Success/failure and status of action plan strategies
- Communication plan and ongoing leadership and staff support

Complete your draft action plan by adding the information from Step 6.

Additional examples of workforce development models, tools, and templates:

- Georgia Department of Administrative Services—Workforce Planning
- Washington State Human Resources—Workforce Planning Guide
- Office of Personnel Management
- Self-Assessment Workbook for Building Stable and Quality Child Welfare Workforce
- **Workforce Planning Portal**
- Workforce Development Process—Fairfax, Virginia



