

How to Align Your Plan Across the Organization

Top leadership and management must be engaged and support this new strategy 100%, or the process and results will not be what you want or expect. One department holding out or resisting the workforce plan can derail the initiative.

Meetings with department heads need to be held at the very beginning of the program for buy-in. Leaving a department out of the process and then “forcing” them to the table later can result in active resistance.

Remember, your objective is to be inclusiveness in the development and implementation of the plan.

When aligning your workforce plan across the organization, you should consider the following steps:

1. Ensure alignment and goal clarity. The most critical step in strategic workforce planning is aligning business strategy, organization structure, people, and results.
2. Look at your long-term goals. While strategic workforce planning is critical to the overall talent strategy, do not forget the tactical side (implementation). It starts with understanding where your organization is headed for future service demands.
3. Execute a current state assessment.
4. Create a staffing model.
5. Determine your current skill and talent gaps.
6. Identify your long-term needs.
7. Challenge the status quo.
8. Ensure all data concerning personnel is gathered in one office or department.
9. Start at the finish line.
10. Think beyond hiring new talent.
11. Constantly follow through and pivot.
12. Consider your budget and forecasting for the future.

See Attachment D for more detail on each of these steps to follow for success.

NOT SURE WHERE TO START? CONTACT US

For more information about the 5-Stage Model on How to Attract and Retain Public Works Employees, please visit our website at www.txltap.org and navigate to:

Library > Workforce Development, click on the PDF file for the 5-Stage Model to download.

You may also call us at 817-272-2581 to arrange for an on-site consultation on how to implement this program at your organization.



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STRATEGIC PLANNING AND ALIGNMENT

5

Stage Model to
Attract and Retain
Public Works Employees



An Overview of How to Develop and Use STRATEGIC WORKFORCE PLANNING & ALIGNMENT GUIDELINES

Program for Your Organization
Stage 5 of the 5-stage Model to
Attract and Retain
Public Works Employees



Workforce Strategy, Planning, and Organization Alignment

As with any business process or function, identifying and implementing a strategy is necessary for any organization to succeed. Organizations with limited resources often skip formalizing a strategy or plan and conduct "business as usual" as they have over the years.

The changing demographics, demands for accountability by the public, and continued constraints of budget, all coupled with the difficulty of attracting and retaining quality employees, make a case for an organization to consider developing and implementing a workforce strategy that is aligned with the organization's mission, values and goals at some level.

What is Strategic Workforce planning?

Strategic Workforce Planning is a proactive approach to managing staffing requirements and aligning organizational leadership vision with Human Resources (HR) processes to the organization's goals.

A keyword in the preceding sentence is "proactive." Many organizations work in a continual cycle of "management by crisis," which is constantly reactive to respond to shifting needs (regarding personnel resources). Using a proactive approach to planning comes with benefits.

Some are:

- Trends that allow you to identify risks before negatively impacting the organization's goals.
- Identifying and correcting staffing problems that may limit productivity.
- Putting you in an advantageous position to attract and hire the best candidates. Remember, you compete with the private and public sectors for the same talent pool.

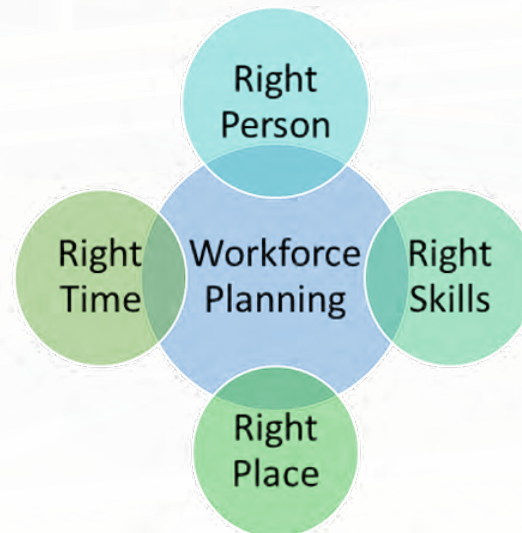
What is Workforce Planning?

Simplistically, workforce planning will result in having the right person with the right skills in the right place at the right time.

Comprehensive workforce planning looks at not one but several business procedures and processes.

Those procedures and processes should include:

- Setting recruitment strategies.
- Planning for future staffing requirements.
- Developing and implementing organizational-wide employee management procedures.
- Training your employees in alignment with their current job duties and for projected future needed skills.



Find out more information.
Visit txltap.org

How do we Develop a Workforce Plan?

To effectively implement workforce planning, your HR leaders must be interested, engaged, and strategic in their thinking and collaborate with key decision-makers. A plan should be tied to your organizational objectives and include all factors impacting your hiring and employee management.

There are defined steps in developing a plan of any sort. The graphic shows the cycle that is usually used.



Attachment D to the guide provides extensive information and guidance on how to develop a workforce plan.

