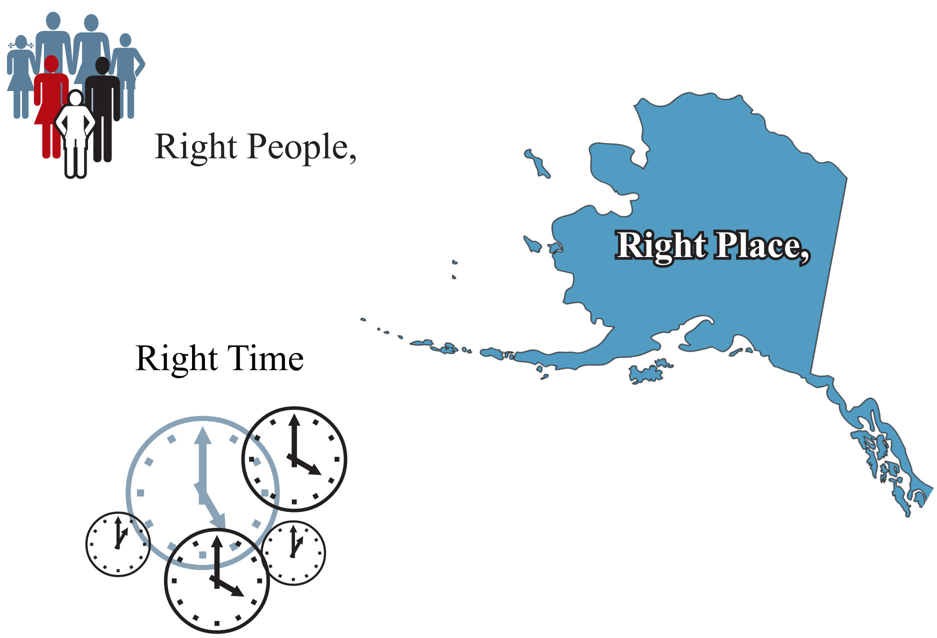
Workforce Planning Guide
- Step Four -
Monitor, Evaluate and Revise



for
State of Alaska Agencies

State of Alaska,
Department of Administration,
Division of Personnel & Labor Relations

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Step Four: Monitor, Evaluate, and Revise

Step IV

Monitor, Evaluate, Revise

- Measure progress to access what's working and not working.
- Make adjustments to plan as needed and address new workforce and organizational issues.

When the agency has developed and implemented its workforce plan, it is so tempting to consider it all done. But without evaluations of both the plan and the process, the agency will not be able to determine if current and future workforce needs have been or will be met. As with all pieces of the State of Alaska workforce plan module, this step does not exist in isolation. It is best to consider monitoring and evaluating as real time assessments of what is going on, so that revisions can be made timely, if needed, before a large expenditure of time and effort that, in the end, may not meet the needs of the agency. Therefore, the agency will want to monitor, evaluate, and revise **the process of developing the plan** and **the plan itself.**

Monitoring and Evaluating the Steps

The monitoring, evaluation, and revision of the steps in the process will take place as the work is ongoing so that immediate changes can be made as needed. Each major step, with its different phases, is evaluated at the time of completion of that step and before continuing with the next one, with measures that include the goal, people responsible, target dates, status, and evaluation or performance measures.

A template is provided in the Resources section of this guide for use and/or adaptation by agencies as they finish each step in the process. Other agencies will find it more effective to hold an after action review or some other sort of short meeting to ensure that the goals for completion of that step were accomplished or to determine if the activities need to be changed. Whichever method is employed, it is incumbent upon the agency to make sure that the process is working for it and if the process isn't working, to change what it's doing before too much time and effort is spent on work that won't do what is needed.

Questions to answer, using the template, an after action review, or agency created method include:

- What step are we working on now? (Monitor)
- What was our goal in this step? (Monitor)
- Who was responsible for this step? (Monitor)
- What was our completion date/timetable? (Monitor)
- What is the status as of today's date? (Evaluate)
- What are the performance measures and did we accomplish them? (Evaluate)
- What, if anything, needs to be changed in order to go on to the next step of the workforce planning model? (Revise)

Monitoring and Evaluating the Plan

Ongoing monitoring and evaluation is imperative in determining if the selected activities and strategies are addressing the gaps identified. In addition to monitoring if the plan is working, it will also be crucial for the agency to check for external and internal changes that may impact the plan in the future. For example, the agency will want to consider any upcoming federal, state, and local legislative, regulatory, or statutory changes that may make a difference in continuing to work the plan as it is written today. Unplanned expansion, purchase of new technology, budget windfalls and shortfalls are examples of unanticipated things that could impact the plan as it is written.

Constant monitoring will help the agency not be caught unaware when these kinds of changes occur. And when they do, and changes are made to the plan, it is vital that a new communication plan (see guide for Step Three: Closing the Gap) be developed and implemented so that employees, supervisors, managers, and other stakeholders remain fully informed, get their questions and concerns addressed, and get clarification on how the changes could/will impact the work that they do for the State of Alaska.

As the agency implements its plan, it will become clear that any workforce plan is a living, dynamic process—it is not static, and it must, by its very nature, be adaptable so that changes that impact it can be addressed and written into it.

The agency will develop its own list of questions as it evaluates the efficacy of its plan, but as a starting point, the agency will want to address the following:

- Are there any needed adjustments to the plan's activities and strategies?
- Have the strategies and activities been completed?
- Do the gaps still exist?
- Are skills being developed?
- Are staffing levels adequate to perform the critical mission of the agency?
- Do new hires possess the needed competencies?
- Have any new workforce and organizational issues occurred?
- Has the agency met its mission and business outcomes?

Ways to Get the Answers

There are several methods by which an agency can answer the above questions. The simplest one is to ask the employees, supervisors, clients, and program managers directly. Holding focus group meetings or individual interviews, sending out questionnaires and surveys, having weekly stand-up status meetings, and other such actions provide a direct conduit to the people most affected by the plan on a day-to-day basis. This kind of constant checking-in also aids in monitoring the plan, so that necessary changes can be made with minimal disruption to the workflow. It also serves to keep employees engaged in the process and provides them with ownership and a sense of responsibility in making the plan work.

Some other tools that agencies may want to consider are:

- **Client Service Standards** which solicits feedback from clients, customers, and other users regarding specific services provided to them. Questionnaires, satisfaction surveys, and suggestion boxes are some ways to gain user feedback.
- **Performance Measure Matrix** which can include such measures as average expenses per each new hire, cost per training, time to fill vacancies. Performance measures generally include quantity and

quality (accuracy) measures, and cost and cycle time measures. For example, the agency has gone to an automated phone message system which eliminated the need for a call center. The questions it may ask using this kind of tool include: How quickly are customers served? How accurately are questions answered? What has been the reduction in cost?

- **Benchmarking** is used by organizations to show continuous improvement. It compares one agency's plan and process to others that have been successfully implemented nationally or statewide. Benchmarking includes identifying best practices and adapting them to the specific agency as appropriate.
- **Cost vs. Benefit analysis**. This method evaluates the cost of the plan along with the benefits of the plan. Costs include reduction or increase of personnel, equipment, facilities, technology, etc while benefits include such things as improved customer service and greater or more efficient use of resources. This kind of evaluation is often referred to as the "Return on Investment" or ROI.

If the agency has elected to use the Gap Analysis and Action Plan template provided in the guide to Step Three: Closing the Gap, performance measures have already been introduced. Adding information about the completion date and the responsible party allows that form to serve a dual purpose for both Step Three and Step Four. A sample of the form with the additional information is included in the Resources section.

Revising the Steps and the Plan

There is no reason to monitor and evaluate the plan if the agency is not going to use the information gained to make improvements either to the process or the plan. As with any change along the way, it is critical to the entire workforce effort that changes be as transparent as the plan and the process. Even if the news is not positive, transparency helps build trust with the employees.

Constant feedback and communication are key to the ongoing success of the workforce plan. Pages 31 through 33 in the Workforce Planning Desk Reference and Guide will provide agencies with additional questions to ask and more information regarding Step Four: Monitor, Evaluate, Revise.

Resources

The following resources are available for use and adaptation by any State of Alaska agency engaged in workforce planning. It is expected that any agency using these tools will modify the instruments to meet its own unique needs.

Workforce Planning Steps				
Template for monitoring and evaluating the workforce planning process.				
Goal	Responsible Party	Deadline	Status	Performance Measures
Step One: Define the Future				• Conducted Environmental Scan and SWOT • Selection of targeted job class • Needed competencies identified • Demand forecast completed • Necessary tools developed
Step Two: Analyze Current Workforce				• Internal supply projection completed • Competency assessment completed • Necessary tools developed
Step Three: Close the Gap				• Gap analysis • Action plan developed • Implementation plan developed
Step Four: Monitor, Evaluate, Revise				• Evaluation tools developed

Workforce Plan	
Template for monitoring and evaluating action items/strategies	
Gap 1:	
Goal:	
Rationale:	
Action Steps:	
Measurement:	
Targeted Completion Date:	
Responsible Party:	
Actual Completion Date:	

<table>
<tr><th colspan="2">Workforce Plan (sample)</th></tr>
<tr><td colspan="2">Sample Action Plan and Evaluation Template</td></tr>
<tr><td>Gap 1:</td><td>30% of current employees in job class DEF eligible to retire in 5 years</td></tr>
<tr><td>Goal:</td><td>Develop succession plan for current employees to ensure that Dept XYZ is able to continue providing necessary services to State of Alaska citizens</td></tr>
<tr><td>Rationale:</td><td>In order to ensure the safety and security of Alaskans, Dept XYZ must ensure that adequately trained employees are available to apply for positions that will be vacated due to impending retirements</td></tr>
<tr><td>Action Steps:</td><td>▪ Develop plan to identify employees interested in pursuing future career opportunities
▪ Provide leadership training to interested and eligible employees
▪ Provide technical training on new software system to all users of current system
▪ Require all employees in leadership, management, or supervisory positions revise current desk manual or write desk manuals where none currently exist
▪ Explore grant options for training and education of current employees to prepare them for future openings
▪ Work with classification to ensure that PDs of all employees are up to date with accurate descriptions of needed competencies
▪ Implement a mentorship/coaching program for current employees</td></tr>
<tr><td>Measurement:</td><td>▪ Training plans for employees enrolled in the succession plan module to ensure that all training is taking place
▪ Desk manuals completed timely and accurately
▪ PDs revised and forwarded to classification
▪ Number of leaders in mentor/coach roles
▪ Employee questionnaires regarding succession plan steps and implementation</td></tr>
<tr><td>Targeted Completion Date:</td><td>▪ Training plans within 2 months of employee enrollment into succession planning module
▪ Desk manuals completed by July 1, 2009
▪ 6 PDs completed every 60 days and forwarded to classification for finalization
▪ Questionnaires answered by all employees within 2 weeks of plan module announcement</td></tr>
<tr><td>Responsible Party:</td><td>▪ Training plans: supervisors [by name here]
▪ Desk manual completion: employees [by name here]
▪ PD revision: employee [by name] holding that PCN with review by supervisor
▪ Employee questionnaires: agency workforce champion</td></tr>
<tr><td>Actual Completion Date:</td><td>▪ Training plan
▪ Desk manual
▪ PD revision
▪ Employee questionnaire</td></tr>
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Additional Resources

Websites:

http://www.naspe.net/

http://www.ipma-hr.org/

http://www.hhs.gov/ohr/workforce/wfpguide.html

Publications:

Cornerstones for Kids: Workforce Planning Toolkit (2007). CPS Human Resources Services

Workforce Planning Desk Reference and Guide (2008). Employee Planning and Information Center, Division of Personnel and Labor Relations

Workforce Planning Resource Guide for Public Sector Human Resource Professionals (2002). International Personnel Management Association

Division of Personnel and Labor Relations, State of Alaska publications:

Workforce Planning—Quick Reference for Managers and Supervisors
Knowledge Transfer Tools
Skill Gap Analysis Power Point
Succession Planning For State Agencies
HR Update (published monthly)
State of Alaska Workforce Profile (published annually)

Division of Personnel & Labor Relations Service Centers:

Division of Personnel and Labor Relations management services consultants are ready to assist you with workforce planning efforts. Contact information for the HR Service Centers is below:

Resource Group Service Center, serving the Departments of Fish and Game, Natural Resources, and Environmental Conservation can be reached at 465-2463.

Public Protection Service Center, serving the Departments of Corrections, Public Safety, and Military and Veterans' Affairs can be reached at 334-2606.

General Agencies Service Center, serving the Departments of Law, Administration, Commerce Community and Economic Development, Education and Early Development, Revenue and Labor and Workforce Development can be reached at 465-2498.

Transportation and Public Facilities Service Center can be reached at 465-6956.

Health and Social Services Service Center can be reached at 465-2308.

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The Alaska Department of Administration complies with Title II of the 1990 Americans with Disabilities Act. This publication is available in alternative communication formats upon request. To make necessary arrangements, contact the Employee Planning and Information Center of the Division of Personnel and Labor Relations at (907) 465-4434 or the TDD for the hearing impaired at (800) 770-8973.