

QUICK GUIDE:

EXPLORING THE WORKFORCE DEVELOPMENT COMPONENTS: WHERE DO WE BEGIN?

The examples of factors that may be contributing to the gap are not intended to be exhaustive, nor are the ratings “prescriptive.” Rather, they are intended to help your team make informed decisions about where to begin your exploration of the components. If each step is rated a 4 or higher, select a few, beginning with those reflecting the most consensus among team members. Remember, your team should eventually explore all of the components. These are just a guide to get you started.

If Step 1: Identify Need

suggests that any of the following factors are contributing to the workforce gap:

- » Alignment of the agency’s current or anticipated direction of programs with its vision, mission, and values
- » Anticipated changes in programs and direction of strategic planning
- » Current and emerging demographic trends or patterns reflected in SACWIS or other MIS data that will impact programs
- » Changes in leadership and/or organizational restructuring

AND/OR

- » You rated the importance/significance of the information collected in this step as 4 or higher.



Then...

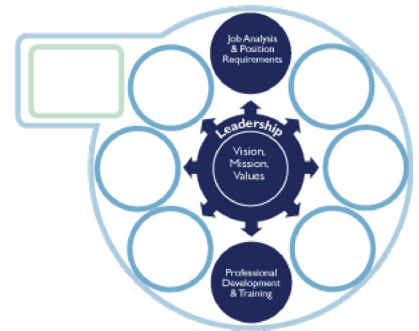
begin by exploring the following Workforce Development Component(s):

Worksheet A: Vision, Mission, Values. Examine this component and consider strategies to align the agency’s vision, mission, and values with current or anticipated programs.

Worksheet B: Leadership. Examine this component and explore leaders’ level of preparation and areas for professional development needed to create an inclusive culture and lead a diverse workforce.

Worksheet C: Job Analysis & Position Requirements and Worksheet G: Professional Development & Training.

Examine these components and consider what areas of knowledge and skills are needed to recruit and prepare staff to deliver effective services.



If Step 2: Gather Data

suggests that any of the following factors are contributing to the workforce gap:

- » Agency culture and climate and staff morale
- » Budget conditions and funding levels
- » Legislative changes and departmental initiatives

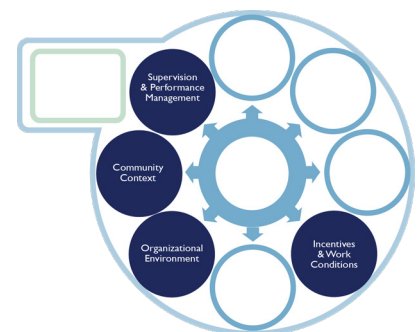


Then...

begin by exploring the following Workforce Development Component(s):

Worksheet F: Incentives & Work Conditions and Worksheet H: Organizational

Environment. Examine these components and consider internal and external factors that may be impacting the agency’s organizational health and staff morale.



- » Community demographics and characteristics and state/county/ community demographic forecast
- » Unique or emerging demographic trends; immigration patterns, influx of retirees, net migration patterns
- » Social trends: health, mental health, substance abuse

AND/OR

- » You rated the importance/significance of the information collected in this step as 4 or higher.

If Step 3: Analyze Workforce Supply & Demand

suggests that the following factors are contributing to the workforce gap:

SUPPLY

- » Number and source of new employees.
- » Demographic characteristics and diversity of applicants and new hires.
- » Staffing patterns and caseload/ workload.
- » Retention and turnover data.

DEMAND

- » Overall number, type, characteristics, and skills of staff based upon current supply and anticipated future needs, including program direction, budget plans, and diversity of workforce.

AND/OR

- » You rated the importance/significance of the information collected in this step as 4 or higher.



Worksheet I: Community Context

Examine this component and consider present and emerging community characteristics and social trends and their influence on the diversity, background, and expertise of the workforce.

Worksheet J: Supervision & Performance Management

Examine this component to consider how well supervisors are developed and supported in their critical role of ensuring an effective, positive, and inclusive work environment.



Then...

begin your exploration with the following Workforce Development Component(s):

Worksheet C: Job Analysis & Position Requirements and

Worksheet D: Education

and Professional Preparation

Examine these components and determine the sources of new hires and their “fit” with the requirements of the position and the needs of the agency and community. Explore how well and to what extent the agency partners with colleges and universities to recruit and support students’ transition to the workforce.

Worksheet E: Recruitment, Screening & Selection

Examine this component to assess the success of current recruitment, screening, and selection methods and consider alternative approaches to secure and retain a diverse, competent workforce.

