Logic Model
Managers' Accountability for Workforce Management

Plan & Align Workforce	Hire Workforce	Deploy Workforce	Develop Workforce	Reinforce Performance
▪ Managers' Human Resource Management (HRM) accountabilities are articulated ▪ Human Resource policies are in place ▪ Workforce planning is administered ▪ Job classes and salaries are assigned	▪ Qualified candidate pools. ▪ Interviews and reference checks are conducted ▪ Job offers and appointments are made ▪ Onboarding activities are in place ▪ Performance monitoring procedures are in place	▪ Work assignments and requirements are defined ▪ A positive workplace environment is created ▪ Coaching and feedback is provided	▪ Individual development plans are current ▪ Time/resources are designated for training ▪ A continuous learning environment is created ▪ Individual skill assessments are done	▪ Clear performance expectations are linked to goals and measures ▪ Regular performance appraisals are conducted ▪ Recognition is given ▪ Discipline is administered
So that…	*So that…*	*So that…*	*So that…*	*So that…*
▪ Staffing levels and competencies are aligned with agency priorities ▪ Manager's HRM accountabilities are understood	▪ Best candidates are hired and reviewed during the appointment period ▪ Employees are oriented to their job ▪ Successful performers are retained	▪ Workplace is safe, fosters productive relations, and encourages performance ▪ Employees know job requirements and how they are performing ▪ Employees are supported	▪ Employees have access to formal and informal learning opportunities ▪ Employees are engaged in development opportunities and seek to learn	▪ Employees know how their performance contributes to the success of the organization ▪ Strong performance is rewarded; poor performance is addressed
So that…	*So that…*	*So that…*	*So that…*	*So that…*
▪ A strong foundation is in place to build and sustain a productive, high performing workforce	▪ The right people are in the right job at the right time	▪ Time and talent is used effectively ▪ Employees are motivated, productive and engaged	▪ Employees have competencies for present job and career advancement	▪ Successful performance is differentiated and strengthened ▪ Employees are held accountable
So that…	*So that…*	*So that…*	*So that…*	*So that…*

▪ State government has workforce depth & breadth needed for present and future success
▪ Employees are committed to the work they do and the goals of the organization
▪ Productive, successful employees are retained

So that…

Agencies are better enabled to successfully carry out their mission and citizens receive efficient government services

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