

Workforce Planning Strategy Cluster Examples

Example A

Issue: High turnover of core technical staff.

Goal: Reduce turnover.

Objective: Reduce and maintain core technical staff turnover at or below 7% for the next three years.

Strategy Cluster:

- Analyze employee survey and exit interview data, and develop an employee engagement program to build employee satisfaction.
(Organizational Culture – Employee Engagement Strategy)
- Propose salary increase for levels 3 and 4 of technical job series.
(Infrastructure – Compensation System Strategy)
- Propose geographic assignment pay for King and Snohomish counties.
(Infrastructure – Compensation System Strategy)
- Develop a performance pay program (via. performance management confirmation) to create an incentive for high-performing employees to stay.
(Infrastructure – Performance Incentive Program Strategy)
- Propose a change to current Collective Bargaining Agreement, allowing recruitment and retention pay for employees in represented positions.
(Infrastructure – Collective Bargaining Agreement Strategy)
- Develop a targeted outreach program to specific colleges, hiring sophomore and junior level students into ‘advanced-placement’ internships.
(Staffing – Recruitment Strategy)

Workforce Planning Strategy Cluster Examples

Example B

Issue: Organization is moving to centralized claims administration.

Goal: Transition employees to centralized claims administration model with minimal disruption to productivity.

Objectives:

- Completely transition by June 30 of next biennium's second year.
- 95% of impacted employees are successfully placed or retire by end of transition.
- Maintain current employee satisfaction ratings through the end of the transition.

Strategy Cluster:

- Consolidate reporting relationships.
(Organizational Development – Reorganization Strategy)
- Align disparate operating procedures.
(Organizational Development – Work Process Redesign Strategy)
- Implement retirement incentive program for duplicate managerial positions.
(Staffing – Reduction in Force)
- Implement outplacement consultation and support services for staff subject to RIF.
(Staffing – Reduction in Force)
- Facilitate team-building sessions for new work units.
(Culture – Change Management)

Workforce Planning Strategy Cluster Examples

Example C

Issue: New legislative mandate to expedite investigation response time.

Goal: Expedite investigation of high risk issues.

Objective: 90% of complaints have a completed preliminary assessment within 24 hours.

Strategy Cluster:

- Design and implement a new investigations model.
(Organizational Development – Work Process Redesign Strategy)
- Redeploy investigative staff to high caseload areas.
(Organizational Development – Reorganization Strategy)
- Establish new investigator performance standards.
(Staffing – Employee Performance Management Strategy)
- Implement training to support the model.
(Staffing – Training & Development Strategy)

Workforce Planning Strategy Cluster Examples

Example D

Issue: Executive directive to develop business continuity plan for pandemic flu.

Goals:

- Sustain staffing in business critical functions.
- Contain spread of disease among staff.

Objectives:

- Identify critical business functions and high-risk hazards to business continuity by June 30th of next year.
- Sustain 80% staffing in business critical functions.
- Contain spread of disease among staff to no more than 50%.

Strategy Cluster:

- Identify critical business functions and staff redeployment plan.
(Organizational Development – Reorganization Strategies)
- Identify and plan to eliminate non-essential business processes.
(Organizational Development – Work Method Redesign Strategies)
- Develop contingency plan for absence of critical business partners.
(Organizational Development – Work Method Redesign Strategies)
- Develop contingency plans for alternate work locations or work-from-home.
(Organizational Development – Work Method Redesign Strategies)
- Identify internal policies and procedures that should be modified or suspended.
(Infrastructure – Policies and Procedures Strategies)
- For staff designated for redeployment, identify required knowledge and skills and develop training plans.
(Staffing – Training & Development Strategies)
- Develop emergency hiring plan to fill critical staffing gaps.
(Staffing – Recruitment Strategies)
- Create temporary layoff plan for non-essential staff.
(Staffing – Reduction in Force Strategies)
- Identify potential laws, rules, or CBA terms that could be suspended, and prepare contingency plan for recommendation to Governor.
(Infrastructure – Statutes & Rules Strategies)
(Infrastructure – Collective Bargaining Agreement Strategies)