Workforce Planning

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Policy

It is the policy of the State of North Carolina to encourage all agencies to develop a Workforce Planning Program to proactively ensure the development and maintenance of a workforce capable of delivering quality services to our state's citizens. Workforce Planning is the strategic alignment of an organization's human capital with its business direction. It is a methodical process of analyzing the current workforce, determining future workforce needs, identifying the gaps between the present and future, and implementing solutions to enable an organization to meet its mission, goals and objectives. Simply stated, Workforce Planning is having *the right number of people, with the right skill set or competencies, in the right jobs, at the right time.*

Purpose

To develop and sustain a high performing workforce requires aggressive recruitment and selection practices, having highly motivated employees, investing in the development of people working for the state and the ability to retain key talent. In coming years, the state anticipates significant increases in turnover, intensified competition for qualified employees, and fast-paced changes in how work is accomplished. As competition for talent increases, agencies will face significant challenges in recruiting and retaining talent in key positions to conduct the business of the state. Having a Workforce Planning Program highlights the people factor that must be taken into consideration to achieve desired business results.

Office of State Human Resources Responsibilities

The Office of State Human Resources will provide guidance to agencies in the design, development and implementation of a comprehensive and ongoing Workforce Planning Program by providing the following services and tools:

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1. Workforce Planning Model that may be used and adapted to meet individual agency needs,

2. Access to an analytical tool that offers workforce planning decision support, reporting, and analytical capabilities. This technology will provide the ability to:

   - analyze turnover data and trends,

   - plan for and predict future retirements,

   - forecast human capital needs necessary for organizations to achieve their strategic goals, and

   - interface with workforce supply and demand information.

3. Consultation services for conducting and interpreting workforce planning analysis,

4. Consultation services for the implementation of best practice solution strategies in the areas of staffing, motivation, development and retention, and

5. Preparation of statewide workforce planning reports to measure progress and identify obstacles and barriers to success.

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Agency Responsibilities

Agencies who choose to develop a Workforce Planning Program should consider the following activities:

1. Adopt a Workforce Planning Model that best meets agency needs and includes:

   - Designation of a workforce planning coordinator to champion, organize, and lead the initiative,

   - Support and involvement of organizational leadership, and

   - Communication and involvement of managers and supervisors in workforce planning activities.

2. Develop a Workforce Planning Program plan outlining workforce planning initiatives that includes:

Workforce Planning (continued)

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- Identification of key positions, positions "hardest hit" by attrition, and positions most difficult to fill,

- Conducting workforce forecasting and analysis to identify staffing and competency gaps, turnover trends, and projected retirements, and

- Developing an action plan and implement solution strategies to address and resolve identified problems.

3. Partner with the Office of State Human Resources to develop a statewide workforce planning report by providing needed information on workforce planning activities and results, and

4. Update workforce plan on an annual basis or as needed.