

Workforce Planning Policy

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§ 1. 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.

§ 2. 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.

Agencies are strongly recommended, but not required, to develop a Workforce Planning Program. The best practice is for the agency Workforce Planning Program to include:

1. The agency’s mission, goals, or objectives;
2. The agency’s current workforce and how that workforce will change over time;

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3. The agency's future workforce projections based on the analysis of the current and future demands;
 4. The agency's gaps identified in the workforce analysis;
 5. The agency's solutions to fill the gaps in order to maintain their mission, goals, or objectives; and
 6. The agency's plan to monitor the solutions and their effectiveness.
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§ 3. Support for Workforce Planning Programs

1. The Office of State Human Resources will provide access to an analytical tool that offers workforce planning decision support, reporting, and analytical capabilities through an HRIS system (Integrated HR Payroll System).
 2. OSHR's Talent Acquisition Division is available to provide:
 - Consultation services for the implementation of best practice solution strategies in the areas of staffing, motivation, development and retention
 3. OSHR's Diversity and Workforce Services Division is available to provide guidance and support to ensure a diverse workforce. See the Equal Employment Opportunity Policy for further details.
 4. NC Works, a program of the Department of Commerce, will provide a biennial workforce planning report that, at the state level:
 - Forecasts human capital needs necessary for organizations to achieve their strategic goals;
 - Interfaces with workforce supply and demand information; and
 - Measures progress and identify obstacles and barriers to success.
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§ 4. 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

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- Communication and involvement of managers and supervisors in workforce planning activities.
2. Develop a Workforce Planning Program plan outlining workforce planning initiatives that includes:
 - 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. Update workforce plan on an annual basis or as needed.

§ 5. Source of Authority

This policy is issued under any and all of the following:

- N.C.G.S. § 126-4(4), which authorizes the Commission to establish policies and rules governing “[r]ecruitment programs designed to promote public employment, communicate current hiring activities within State government, and attract a sufficient flow of internal and external applicants.”

This policy also is compliant with N.C.G.S. § 126-19(c), which requires the Director of the Office of State Human Resources to “provide services of Equal Employment Opportunity technical assistance, training, oversight, monitoring, evaluation, support programs, and reporting to assure that State government’s work force is diverse at all occupational levels.”

§ 6. History of This Policy

Date	Version
July 1, 2007	First version
February 16, 2023	Revised policy to: <ul style="list-style-type: none"> • Include best practices for a workforce planning program • Make clear that workforce planning programs are recommended, but not required

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	<ul style="list-style-type: none">• Identify the workforce planning resources available from the NC Works program at the Department of Commerce• Adjust OSHR's responsibilities to meet current resources, in light of the fact that the state's staff dedicated to workforce planning are at the Department of Commerce• Add Source of Authority section
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