

INTRODUCTION: *What is a strategic workforce plan?*

“Workforce Planning is the process of making sure the organization has the right number of people, in the right jobs, and with the right skill set at the right time to accomplish current and future business plans.”

“Positioned: Workforce Planning That Gets the Right Person in The Right Job”

Dan L. Ward and Rob Tripp (2013)

What is strategic workforce planning?

Strategic workforce planning represents an opportunity – an opportunity for leadership to articulate a vision and drive toward it; an opportunity to create strategies that allow staff to advance and to grow in functions that they know really matter to UC Merced; and an opportunity for the campus to achieve efficiencies that allow for new investments, to drive innovation, and to invent new and more effective ways of working. It’s an opportunity for UC Merced to become a workforce planning model for the University of California.

It is particularly important for UC Merced to seize that opportunity as it approaches 2020 – years that will be marked by rapid growth and change. And to navigate it, the campus must create a roadmap. The map begins not with individuals but with functions. What needs to be performed, now and into the near future? Which are the greatest priorities? What skills will be required to perform those functions? Then, the harder questions ... does staff have the skills we need to succeed? Are they adaptable skills that can keep pace with changes in the campus? Are there other ways of meeting my department’s needs, such as through outsourcing or the smart use of technology?

What are the advantages of having a workforce plan?

Opportunities and the availability of resources often arise unexpectedly. In order to be able to act on an opportunity quickly, it is useful to have a plan in place. A second important reason is the workforce plans impose discipline, so that decisions are made not in reaction to events and to emotion, but to the strategic needs of the campus. UC Merced, like many other campuses, is too often tempted to promote someone from within the organization without considering the needs of the position or the consequences if that decision does not work out successfully. While this strategy is understandable, it is often not in the best interest of either the campus or the individual. Another tendency is to hire to solve existing structural or personnel problems.

What happens when we can’t afford all these positions?

First, keep in mind that not all the positions will require a full time commitment. It may be possible to bundle key functions together so that a single position is covering 2-3 key functions. Also, it is possible that some key functions can be shared across departments and schools or handled by service centers.

Who should draft the workforce plan?

The broader the participation in this process, the better the final result. Minimally, input should be collected from current staff, clients, and key stakeholders. With that input, a small team should be able to pull together a draft plan in a short time. You will also have the support of your new HR business partner and the HR Centers of Expertise.

How do we get started drafting our workforce plan?

First begin with the overall mission of the campus and second, with the distinctive mission of your department. What service do you provide? Who are you serving? What do you need to serve them in the future?

Developing your workforce plan is not an exact science and there is no 'right' or 'wrong' way to approach it. Like most planning, it is never fully finalized and you should revisit your staffing plan on a regular basis. Circumstances will change over time and those changes may impact your staffing needs.

The steps outlined on the following pages are designed to help you think about and plan for your future staffing needs. Step One is the thought process. Step Two is the more concrete planning process, with templates that take you from current to future state. Step Three identifies immediate staffing issues (equities, reclassifications or reorganizations) that must be addressed.

STEP ONE: Consider your organization – now and in the future

#1 START AT THE END: *What do I need to look like in 2020, assuming Project 2020 is successful along the lines described in the Request for Qualifications?*

- *What functions will be needed?*
- *What is the size of those functions?*
- *What are the skill sets that will be needed to perform those functions?*
- *What functions might be outsourced? If none, why?*
- *What functions could be streamlined through technology?*
- *What transactional and support functions could be performed in a centralized service center? If none, why? What is so specialized about those functions?*
- *What staff/infrastructure will I need to support those functions?*

#2 WORK BACK IN TIME: *How do I get to the 2020 future state, year by year (assuming relatively flat student enrollment for at least two years, but steady faculty hiring)? What are the building blocks? How do I sequence this evolution?*

- *What functions must be in place to support other functions?*
- *When must those functions be in place?*
- *Where are the greatest gaps?*
- *Are there surpluses?*
- *What risks will occur if I delay implementation?*

#3 ORGANIZATIONAL CURRENT STATE: *Focusing only on my organization, not on individual staff members, what do I have in place today? Perform a SWOT analysis – strengths, weaknesses, opportunities and threats – on today's structure.*

- *Why are you doing what you do today? Is it a legitimate function, or is the answer simply that you've always done it? Is there a historical explanation that no longer applies to current and future campus dynamics? What is the risk of eliminating the function?*
- *What functions are strongest? Which are weakest?*
- *Where are my greatest opportunities for contributing to the campus's future state?*
- *What are my greatest risks?*

#4 STAFFING CURRENT STATE: *Now look at my current staff and their current functions.*

- *Who brings the greatest strength?*
- *What do I need to do to retain the talent I need (equities, reclassifications, other incentives)?*
- *What about succession planning – who can move up in the organization? What functions are they best suited to perform? What will they need to be successful?*
- *Who is weakest and why – skills sets, lack of training?*
- *What can I do to manage my weaknesses – is a matter of training? Misplaced skill sets? Might these individuals have something to contribute elsewhere in the campus organization?*
- *What about retirements? When might they occur and what risks and opportunities might be associated with employee departures?*

STEP TWO: Develop a strategic workforce plan

#1 DESIGNING A BRIDGE BETWEEN TODAY AND 2020 – Part 1: *How far am I from achieving the future state? Take your thinking about #1 and #2 in Step One and now put it on paper.*

Complete Template A – “Workforce Strategic Plan – Current State.”

- **Function.** *What current functions are being performed in my organization? Be inclusive, even of support functions.*
- **Hours/Week.** *Rate on scale of high-to-low, noting those tasks that are seasonal or infrequent.*
- **How Currently Staffed.** *What are the levels and number of FTE currently performing the function? If partial, please note. Are there gaps or surpluses for this function?*
- **Relative Importance.** *Rate whether function is “critical,” “important” or is an “organizational support” function.*
- **Estimated Cost/Year.** *Rough estimate of total salary, benefits and other costs to support this function.*
- **Could this be outsourced?** *Yes or no. If not, please explain why not.*
- **Could this function be shared?** *Yes or no. If not, please explain why not.*
- **Could this be performed by a service center?** *Yes or no. If not, please explain why not. If function is highly individualized or unique to my department, explain how.*

#2 BUILDING THE BRIDGE – Part 2. *Now I am ready to move to the future state. Complete Template B – “Workforce Strategic Plan - Future State.”*

- **Function.** *What functions will I need between now and 2020?*
- **Hours/Week.** *Rate on scale of high-to-low, noting those tasks that are seasonal or infrequent.*
- **How Currently Staffed.** *What are the levels and number of FTE that you anticipate the function will require? Please note if FTE are represented, non-represented, or partial.*
- **Relative Importance.** *Rate whether function will be “critical,” “important” or is an “organizational support” function.*
- **Estimated Cost/Year.** *Rough estimate of total salary, benefits and other costs to support this function.*
- **Could this be outsourced?** *Yes or no. If not, please explain why not.*
- **Could this function be shared?** *Yes or no. If not, please explain why not.*
- **Could this be performed by a service center?** *Yes or no. If not, please explain why not. If function is highly individualized or unique to my department, explain how.*

#2 GETTING TO FUTURE STATE: *Referring back to Task #2 in Step One, move to Template C – “Workforce Strategic Plan – Getting to Future State.”*

- **Function.** *Transfer all functions from current and future state templates.*
- **Recommend action.** *Do you propose to keep the function, eliminate the function, create the function, share the function, outsource the function, or move the function to a service center.*
- **Relative Importance.** *Rate whether function will be “critical,” “important” or is an “organizational support” function.*
- **Sequencing.** *Exclude functions that could be outsourced, eliminated or absorbed in a service center, estimate how many FTE will be required to perform the functions. At roughly what levels? Group under the fiscal year they will be needed and designate whether represented or non-represented.*
- **Estimated Cost per Year.** *Roughly estimate salary, benefits and other costs of function.*

STEP THREE: Implementing the strategic workforce plan

For this next phase of the process, we strongly recommend that you work closely with your Human Resources Business Partner and the HR Centers of Expertise, who will have the salary data and Career Tracks classification information you will need to do additional planning.

#1 PRIORITIZING MY FUNCTIONS: *By now I have a clearer understanding of my workforce priorities and how I will staff them. On **Template C**, I determined which functions will be staffed by existing or new positions (Column 2) and which I deemed most critical (Column 3). Transfer these functions to **Template D – “First Phase Implementation.”***

#2 STAFFING MY PRIORITY FUNCTIONS: *This information already has been collected on **Template A**, Column 3 and on **Template B**, Column 3. Transfer those that have been deemed critical and that have been sequenced as a “Current Need” or “Year One – FY 15-16” need on **Template C**, Column 4.*

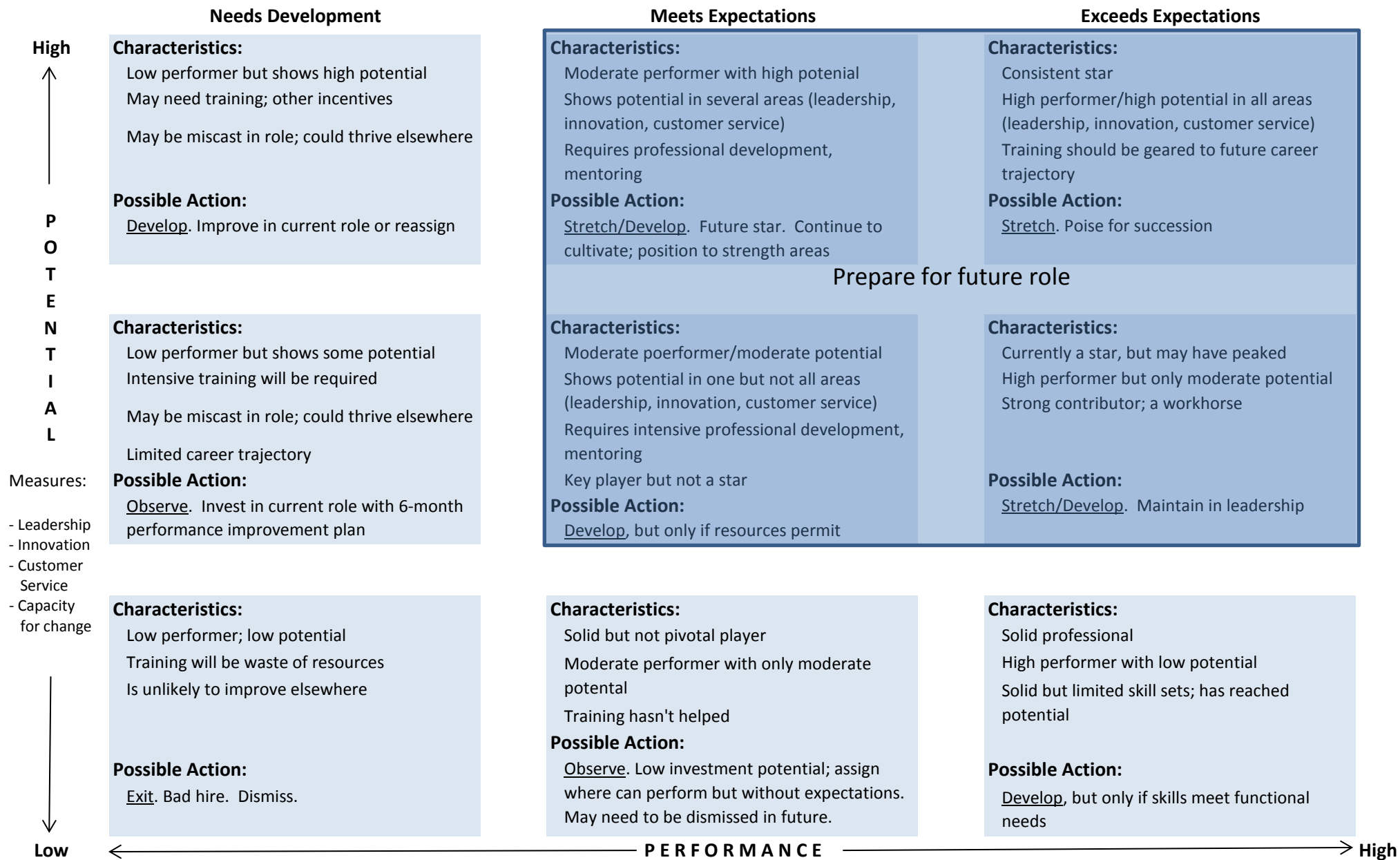
#3 PROPOSING ACTION: *Eight actions are listed. They include:*

- **NA** – No action is necessary. Current staff at existing salary and classification levels can perform current and future functions.
- **New** – New positions will need to be created. Transfer number and level from Column 2.
- **RN** – If a function can be performed by an existing FTE by taking on significant new job responsibilities, a reclassification may be in order. Keep in mind that current and accurate job descriptions will be required to make reclassification determinations.
- **EI** – Identify equity concerns. The Business Partners and the HR Centers of Expertise will help provide guidance, as experience, skill sets and other factors should come into play when considering equity.
- **CT** – Some current positions may have been incorrectly classified in Career Tracks. Note these here, keeping in mind that, as with reclassifications, current and accurate job descriptions will be required to make this determination.
- **SP** – Succession planning is critical. Determine how the organization will perform functions in the cases of retirements or if unexpected vacancies occur over the next several years. Do I have an adequate plan?

Finally, note areas where **retention issues (RI)** may be a concern. This would suggest other actions, including those above, will need to be deployed to retain staff. In the corresponding column, provide a brief explanation for the action being recommended.

#4 DEVELOPING A STRATEGY: *Now, with the help of the Business Partner and the HR Centers of Expertise, identify strategies for addressing your challenges. One size will not fit all. In some cases, a reclassification might be in order; in others, the appropriate tool will be an equity increase. Others may require a new hire.*

#5 FINALLY, WHAT WILL IT COST? *Do I have existing funds in my department to pay for these actions or will additional funds be needed? If so, how much?*



Measures:
 - Leadership
 - Innovation
 - Customer Service
 - Capacity for change

Leadership
Innovation
Customer
Service