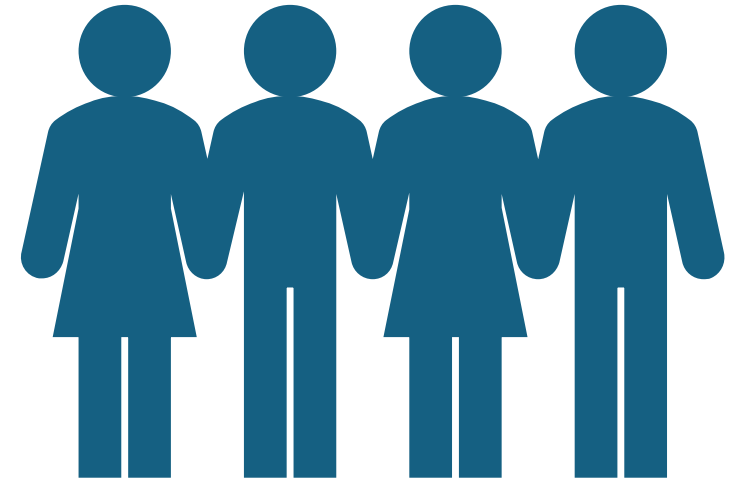


Using Development Planning to Drive Individual,
Team, and Organizational Success

May the Workforce Be with You



Consultant Bio's

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- Former Local Government Professional in human resources and city management
- Certified Professional Coach
- Master's in Public Administration



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- Former Fortune 500 Organization Development executive
- Global experience across industries
- Master's in Human Resources



Learning Objectives

- Understand the benefits of strategic workforce development planning.
- Apply the basic framework of workforce development planning.
- Learn to align workforce development planning with organizational objectives to create a talent pipeline for the future.

What is Workforce Development Planning

- Workforce development planning involves a strategic approach to improving an organization's capability by enhancing the skills, knowledge, and abilities of its workforce.
- This planning is aligned with the organization's goals and objectives and focuses on preparing employees to meet current and future challenges effectively at three levels:
 - Individual
 - Department/Functions
 - Organization

Asking the Right Questions

- What roles or skill sets will we need in 3–5 years that we don't have now?
- Where are we at risk due to retirements or turnover?
- How do we ensure knowledge transfer and internal growth?
- Are we developing people in line with their potential and our needs?
- How do we create career pathways for underrepresented groups?

Small Group Discussion

- Where is your organization most vulnerable if key staff left today?
- How confident are you that your current talent matches the future needs of the organization?
- What new skill sets might you need that haven't been hired or developed?

Workforce Development Applicability



RECRUITMENT IS A
SERIOUS CHALLENGE.



RETENTION IS
DIFFICULT.



SUCCESSION
PLANNING IS
BECOMING A PRIORITY.

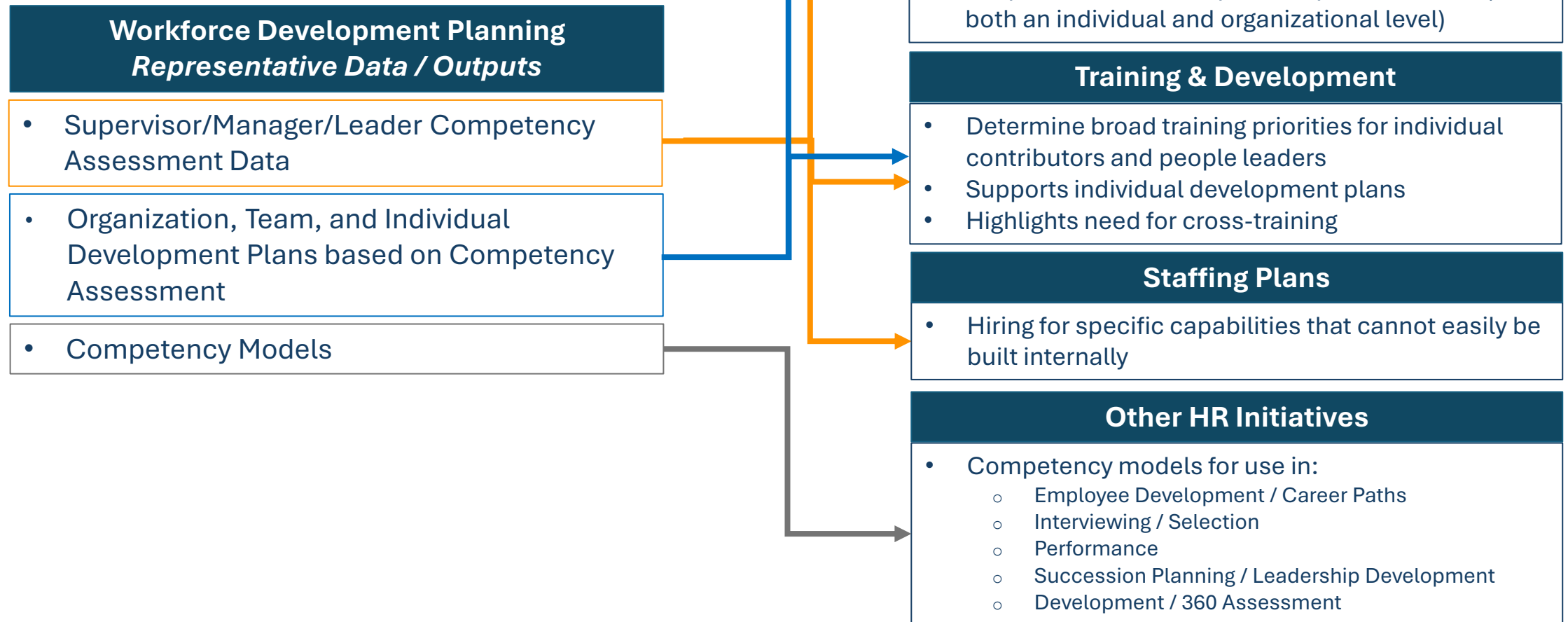


CONTINUED PRESSURE
TO DO MORE WITH LESS.

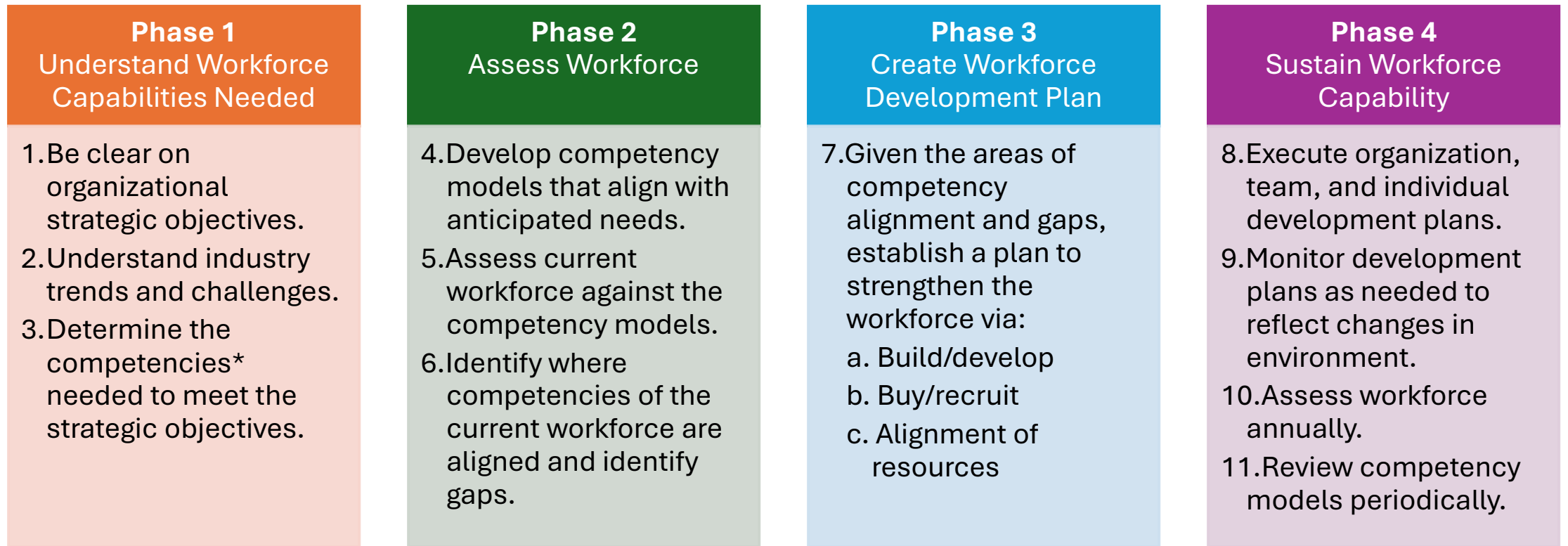
Benefits of Workforce Development Planning

- Alignment with Strategic Goals
- Increased Productivity and Efficiency
- Employee Engagement and Retention
- Competitive Advantage

Workforce Development is Foundational



Workforce Development Framework



Competency: knowledge, skills, abilities, mindset and behaviors

Phase 1: Understand Workforce Capabilities Needed

1. Be clear on organizational strategic objectives.

- Be clear on organizational strategic objectives.
 1. Annual workplans
 2. Project plans
 3. Strategic plans
 4. Budget
 5. Organizational values
 6. Other guiding policies, documents, and initiatives
 7. Internal and external survey data
- Consider the employee, resident, business, and customer needs and expectations.
- Consider how the financial condition impacts the strategic objectives.

2. Understand industry trends and challenges.

- Increases in EMS calls for service
- Community policing
- Impact of AI on business processes and customer service
- Community engagement and communications
- Importance of IT infrastructure – Cyber security
- Emergency preparedness – Increase in natural disasters, infectious diseases
- What other industry trends are you seeing???

3. Determine the competencies needed to meet the strategic objectives.

- Understand what the “high performers” are doing differently.
- What is your team not doing that you wish they could/would do?
- Use peer group comparisons to determine higher skill levels.
- Develop and hire for stronger skill sets.

Small Group Discussion

- What skills, mindsets, and behaviors will be essential to achieve the organizational goals?
- Are leadership and technical skills being developed at a proper pace?
- Which competencies are currently missing, underdeveloped, or at risk of being lost?

Phase 2: Assess the Workforce

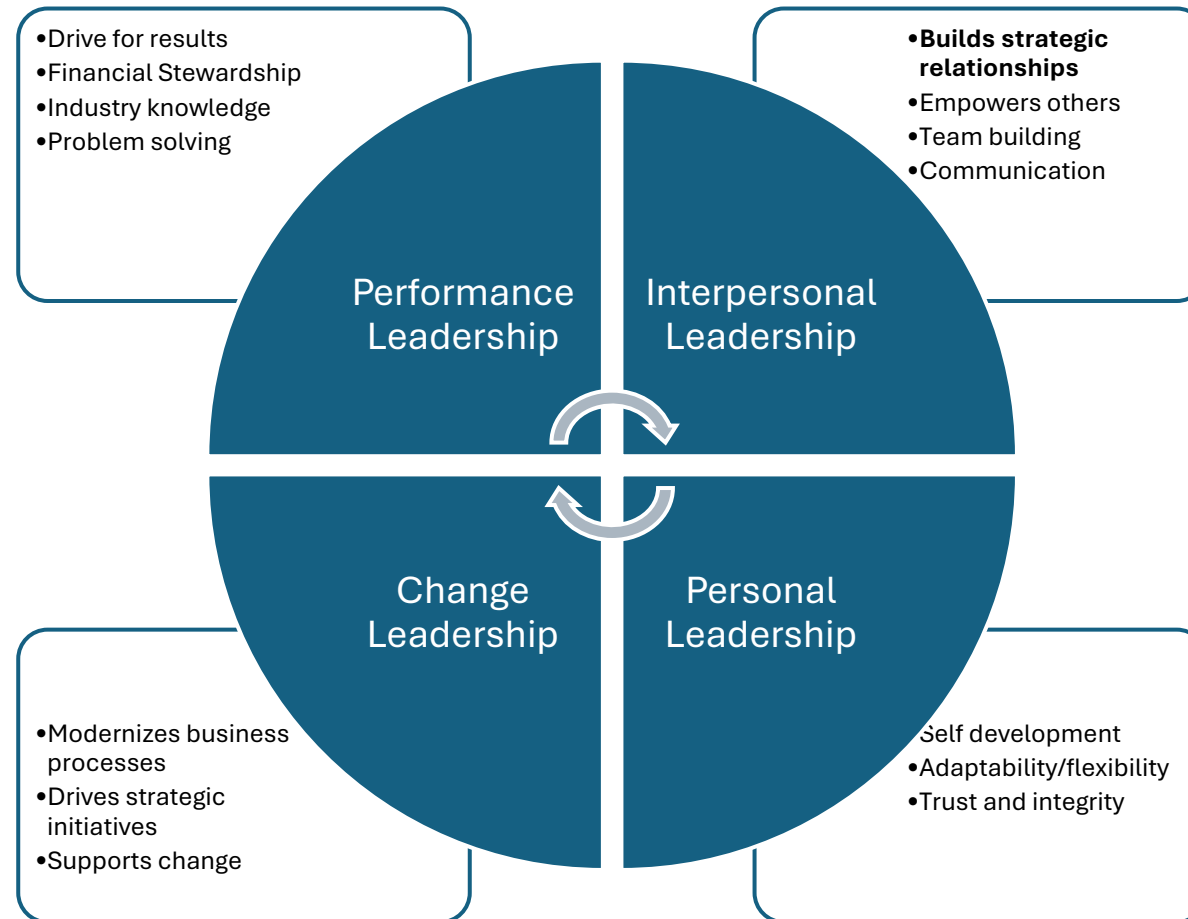
4. Develop competency models that align with anticipated needs.

- Typically use 4 – 5 competency models.
 - Individual contributor
 - Front-line supervisor
 - People Manager
 - Executive Leadership
- 10-12 competencies per model
- Themes are typically aligned, and each competency model builds on the prior.
- Competencies can be the same, but the application varies between positions
 - Example: Both Police Officer and Customer Service Representative have communication as competencies but the circumstances in which it is applied varies.

SHRM HR Competency Model



Example of a Leadership Competency Model



Builds Strategic Relationships

- Develops and maintains a broad base of support among key internal and external stakeholders.
- Effectively builds relationships with key community members and partnerships with others outside the organization.
- Effectively initiates and cultivates strategic internal alliances with board members, senior managers and employees within the organization

Example: Managing Change

Individual Contributor	Front-Line Supervisor	Manager	Executive Leadership
Embraces Change	Fosters Change	Drives & Manages Change	Sets the Vision for Change
<ul style="list-style-type: none">• Open to change and new ways of doing things.• Suggests improvement ideas for their work area.• Positively influences peers when change happens.• Willing to point out challenges with the change and find a path to overcome them.	<ul style="list-style-type: none">• Successfully manages self and others through change.• Owns the change with their team, even if they personally disagree with it.• Solicits ideas from team to improve the way work is done.	<ul style="list-style-type: none">• Initiates, supports, and implements changes needed to improve organizational effectiveness.• Strives for continuous improvement or simplification of processes and outputs, creating efficiency and reducing bureaucracy.	<ul style="list-style-type: none">• Proactively sees the need for change based on community needs and industry trends.• Energizes employees around the change vision, and links it to overall organization strategy.• Creates a culture in which change is valued.

5. Assess current workforce against the competency models.

- Leadership team agrees on what constitutes high and low proficiency.
- Rate current individuals' abilities against the competency model.
- Validate the model – does it perform the way you expect.
- Calibration, if necessary.

6. Identify where competencies of the current workforce are aligned and identify gaps.

- Analyze the ratings by....
 - Organizational level
 - Department/functional
 - Specific work units
 - Individual
- Identify areas of competency strengths and gaps.

Small Group Discussion

- How could using competency models support career development and planning?
- What tools or methods do you currently use to assess workforce strengths and development needs? (e.g., performance reviews, 360s, assessments, coaching, skills inventories)

Phase 3: Create Workforce Development Plan

7. Given the areas of competency alignment and gaps, establish a plan to strengthen the workforce

- Build/develop
 - Create development plans for organization, departments/functions, and individuals.
- Buy/recruit
 - Too difficult to develop internally.
 - Too time consuming to develop internally.
 - Private sector is better positioned to provide the service.
- Alignment of resources
 - Invest in automation or simplification.
 - Shift resources amongst work units.

7. Continued....

- Key Components of an Individual Development Plan (IDP)
 - 70% Direct Experience / On-the-job
 - Cross training
 - Intentionally provided opportunities to support their IDP
 - 20% Coaching/Mentoring/Peer Interaction
 - Professional organizations
 - Coaching conversations
 - Strategic relationships
 - 10% formal training
 - Internal or external training courses and programs

Example of an Individual Development Plan

Individual Development Plan



Name	Date of Plan
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Career Goals / Interests – Where would the employee like to get more experience? What are his/her career goals? How do these fit with the goals of the organization? Example:

- **Interests:** Engaging directly with the community to better understand their needs.
- **Career Goals:** Move to other areas of finance to have a well-rounded view; eventually lead a team.
- **Fit with Organization Needs / Goals:** We're focused on cross-training to build strong departments.

Interests	Career Goals	Fit with Organizational Needs / Goals?

Strengths to Leverage – List competency strengths (Top 2-3) that can continue to be mastered and used to succeed. Examples:

- **Effective Communication:** Great internal presentation skills could be further leveraged by making external presentations to enhance the organization's reputation in the community.
- **Technical Knowledge:** An area of expertise could be taught to another staff member.

Strength	Actions to Leverage Strength	By When

Development Goals – List competencies that need to be developed (2-3) that will help the employee improve in their current role and/or prepare them for potential future roles. Examples:

- **Influencing without Authority:** Develop influence / leadership skills by leading a project team.
- **Relationship Building:** Learn to handle conflict/difficult conversations by practicing with a coach.

Development Need	Actions to Develop Competency	By When

Development can cover:

- New skills
- New knowledge
- New mindset
- New scope or responsibility
- Broader relationships
- Enhanced visibility

Development should be approximately:

- 10% - Training
- 20% - Coaching / Mentoring / Peer Interaction
- 70% - Direct Experience / On-the-job

Small Group Discussion

- What development tools or methods have worked well here (e.g., mentoring, rotations, cohort programs)?
- How can we ensure our hiring process reflects the competencies we say are important?

Phase 4: Sustain Workforce Capability

8. Execute organization, team, and individual development plans.

- Training for supervisors on how to develop people.
- Implement framework – including development plans.
- Create accountability structures – include as standing agenda item on relevant meetings.

9. Monitor development plans as needed to reflect changes in environment.

- Update and adjust the develop plans accordingly.
 - Review impact of promotions, transfers, organizational structure changes on development plans.
 - Review impact of new laws or pending legislation on development plans.
 - Review and discuss other factors (e.g. change in leadership at Manager or Board level).

10. Assess workforce annually.

- Differentiate performance and development discussions.
- Annually assess individuals against the competency model.
- Incorporate 360 feedback into development strategy (optional).
- Normalize “development” conversations.

11. Review competency models periodically.

- Review competency models every 3 years.
- Introduce new supervisors and managers to the development strategy and expectations.

Barriers to Workforce Development Planning in Local Gov't.

- Want everyone to be proficient in everything.
- Difficult to get managers interested in thinking about these things.
- Over customization and getting lost in the details.
- Important but not urgent work.

Small Group Discussion

- What are the benefits of having a workforce development strategy?
- How do you gain buy in from the leadership team to invest in workforce development planning?

Key Takeaways

- Importance of developing a strategy and framework for employee development.
- Understanding the importance of competency models.
- Need development plans at individual, team and organizational level.
- Key components of effective individual development plan.

Questions

