Strategic Workforce Plan 2024-2029

Strategic Priority 3 – Operational Excellence	
Goal 4 – Implement strategic workforce management to align the workforce with the College's strategic plan	
Objective 1	
Conduct workforce supply analysis	
Action(s)	Status
1. Data Collection: Prepare current workforce profile including demographics, skills, qualifications, tenure and performance records.	Not Started ▾
2. Trend Analysis: Identify separation trends including retirements, transfers, promotions, and voluntary separations.	Not Started ▾
3. Workforce Classification: Review and revise the job classification structure to better understand the composition of the workforce.	In Progress ▾
4. Skill Inventory: Identify essential skills and competencies required for all positions, and develop a skills matrix to map out employees' existing skills against job requirements and organizational needs.	In Progress ▾

Deliverables, Assessment and/or Performance Indicators:

- Workforce Profile
- Separation Report
- Job Classification Structure
- Skills Matrix

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Objective 2

Conduct workforce demand analysis

Action(s)	Status
1. Environmental Scanning: Identify external factors likely to influence the demands placed on the workforce, such as technological advancements, regulatory changes, and educational trends.	Not Started ▾
2. Integrated Planning: Identify key initiatives, projects, program expansions and/or enrollment trends in the College's strategic plan that will affect workforce demand.	Not Started ▾
3. Forecasting: Project future staffing needs based on environmental scan, strategic plan, and anticipated separations.	In Progress ▾
4. Job Analysis: Identify emerging roles and skills needed, and review and update job descriptions to reflect current and future requirements.	Not Started ▾

Deliverables, Assessment and/or Performance Indicators:
- Environmental Scan
- Workforce Demand Forecasting Report
- Job Descriptions

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Objective 3

Conduct workforce gap analysis

Action(s)	Status
1. Identify challenges that may affect the College's ability to recruit a diverse and skilled workforce that may include but is not limited to: hiring process, recruitment efforts, difficult to recruit classifications, compensation.	In Progress ⌄
2. Identify challenges that may affect retention including but not limited to: employee engagement, opportunities for promotion and career growth, private sector competition, inaccurate position classification and duties, workforce management issues.	In Progress ⌄
3. Identify employee development challenges that may include but is not limited to the following: ● Aligning training to necessary competency development ● Quantity of employee development opportunities ● Quality of employee development opportunities ● Diversity of employee development opportunities	In Progress ⌄
4. Identify challenges capturing and sharing knowledge that may include but is not limited to the following: ● Barriers to knowledge transfer inhibiting the process of sharing (e.g., complexity in communicating highly specialized knowledge, organizational silos, knowledge hoarding, investment in time and effort) ● Lack of standardized procedures ● Lack of efficient sharing methods	Not Started ⌄
5. Identify challenges in readiness of potential successors into key professional and leadership positions through the transfer of institutional and highly technical knowledge. Factors affecting bench strength to consider may include but is not limited to the following: ● Readiness - transferring of critical knowledge and developing competencies necessary to perform in key classifications ● Separation trends ● Retirement eligibility of current employees ● Vacancy rates ● Organization size	In Progress ⌄
Deliverables, Assessment and/or Performance Indicators: ● Workforce Gap Analysis Report ● Root Cause Analysis Findings ● Great Colleges to Work For Survey ● Human Resources Institutional Assessment ● Classified Professional Staff Great Colleges Task Force Report	

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Goal 4 – Implement strategic workforce management to align the workforce with the College's strategic plan

Objective 4

Develop workforce planning initiatives to address gaps

Action(s)	Status
1. Recruit and fill a new HR Specialist - Employee Development and Engagement position.	Completed ▾
2. Recruitment and Hiring: Implement targeted recruitment strategies to attract qualified and diverse candidates.	In Progress ▾
3. Onboarding: Develop a comprehensive onboarding program to ensure new hires are effectively integrated into the organization.	In Progress ▾
4. Training and Development: Develop and deliver training programs to upskill current employees and bridge skill gaps.	In Progress ▾
5. Succession Planning: Develop a succession planning framework to identify high-potential employees and develop internal candidates for key roles.	Not Started ▾
6. Engagement and Retention: Provide competitive compensation, benefits, and work-life balance programs.	In Progress ▾
7. Engagement and Retention: Foster a positive organizational culture through recognition programs and inclusive practices.	In Progress ▾
8. Technology and Automation: Invest in technology to automate routine tasks and improve efficiency. Provide training to employees to adapt to new technological tools.	Not Started ▾

Deliverables, Assessment and/or Performance Indicators:
- Employee Retention Rate
- Diversity Metrics
- Great Colleges to Work For Survey
- Time to Fill Positions
- Promotion Rate
- Professional Development Participation