State of California
Department of Technology

Effective Workforce and Succession Planning for California's IT Workforce

Quick Guide

2014

Office of Professional Development

www.cio.ca.gov/opd

First Steps to Getting Your Program Started

Developing Your Workforce Planning Program: First Steps

Review Strategic or Workforce/Succession Plans — Use these documents to provide insight into your department's goals, challenges, and level of commitment to workforce/succession planning.

Assess Your Organization and Determine Risk — Conduct a gap analysis using whatever method best suits the size and culture of your organization.

Consider the following methods:

Step 1: Determine Years of Service/Age Demographics—Assign a color-coded risk factor to each IT staff in terms of how long you can reasonably expect them to work before retiring. Compile the data into graphical form to present to your executive audience.

Step 2: Conduct Interviews with Supervisors—Secure permission to conduct further research via 1:1 interviews, surveys, and/or focus groups. Use this data to fill in the gaps or unknowns regarding workforce planning issues that your demographic assessment cannot answer, such as hoarding tendencies, silos, and lack of interest/ability to do tacit knowledge transfer.

Surveys or focus group interviews can help you get the information you need to develop a "snapshot" of your organization's demographics and knowledge transfer challenges

Look for trends and gaps and document your findings — Analyze, assess, and present your findings to executive management and/or your CIO.

Risk Chart

Red = Highest Risk	Pertains to staff who are 55 or older with 20 years or more of state service
Yellow = Medium Risk	Pertains to staff who are 50-54 years old with 15 years or less of state service
Blue = Moderate Risk	Pertains to staff who are 50 or older with less than five years of state service (generally your displaced private sector workforce)
Green = Low Risk	Pertains to staff who are 45 years old or younger with less than 5 years of state service

Next Steps to Success

Next Steps

Once the data gathering and analysis steps are complete, determine which initiatives are most important and write a proposal for implementing solutions

⇒ **Write a proposal for an initiative** — This is one of the best ways to gain executive support/ understanding for your initiative. Make sure you have made a strong business case, and consider vetting your document with some respected individuals within the impacted service area(s) before final submission—their buy-in is critical.

⇒ **Submit your proposal for approval** — Consider attending an executive management meeting to make your "pitch." Include a high level overview and specific details regarding how the impacted division(s) will be affected. Instill a sense of urgency, and emphasize that their active support and sponsorship is required to be successful.

⇒ **Begin the implementation process —** Create a business plan for your proposal's initiative—this will keep you focused, will serve as a reference piece or touchstone, and will clarify division management's roles and responsibilities. Recommend using a small pilot group to test your project or initiative's effectiveness to work out any kinks before a larger, more complicated launch. Once approved you are ready to implement.

Below are some examples of best practices to consider:

Examples of Workforce Planning Best Practices	
Workforce/succession planning training	Mentoring programs, formal or informal
Creating knowledge repositories	Attending job fairs
Encouraging cross training	Outreach to local entities
Supporting internships, paid or unpaid	Competency-based recruitments
Onboarding programs	Fostering communities of practice
Job shadowing	Staff intake assessments
Training & Development Assignments	Continued employee development and training

Recruiting and Hiring Your Next Generation

What Are the State's Unique Challenges?

- ⇒ Competition with the private sector
- ⇒ Marketing/advertising which is not "sexy"
- ⇒ Lengthy recruitment/hiring processes
- ⇒ Some cyclical bad press about State service
- ⇒ Less time for onboarding, training, and mentoring

As IT staff continue to retire from state service, departments must find creative and cost effective ways to compete with the private sector for new talent

What Can Departments Do?

- ⇒ Revise your JOB template to include language and graphics more in alignment with private sector competition

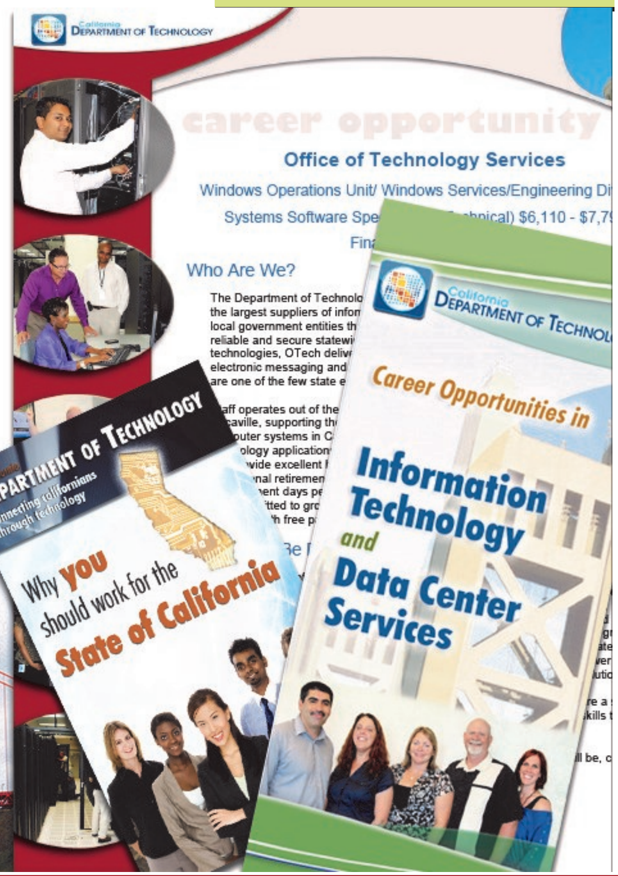
- ⇒ Secure a modest budget and procure some basic materials to assist in your outreach efforts, such as updated software to develop better brochures, pamphlets, and posters

- ⇒ Consider different advertising venues, such as Monster—however, engineer your advertisement thoughtfully and carefully

- ⇒ Attend a variety of job fairs to reach different audiences and to determine where your recruitment time is best spent

- ⇒ Contact local career colleges and provide training on how to enter state service and specific IT career tracks

- ⇒ Update/Upgrade your marketing materials—consider developing brochures, pamphlets, etc. which promote your department and state service, clarify the differences between specific IT career tracks (Information Systems Analyst versus Systems Software Specialist), and assist applicants with understanding the State's exam/ application process



Growing and Keeping Your Best People

Onboarding vs. New Employee Orientation

⇒ Good onboarding practices are crucial for growing and retaining staff.

⇒ Next Generation employees will absolutely expect it

⇒ Workforce and succession planning staff may find that supervisors/managers think that onboarding and new employee orientation are identical.

⇒ However, there are some distinct differences between the two practices, as outlined on the right:

Some Best Practices

Pre-Arrival — Make contact several times prior to starting, assign a trainer within the unit, and use a pre-arrival checklist

The First Day — Use a first day checklist, schedule a 1:1 meeting to get to know your new staff, introduce your new staff to key players, and take staff out to lunch or arrange for a special lunch with the entire unit

The First Week — Have regular check ins with your staff, provide small assignments which allow him/her to contribute , develop a New Employee Onboarding Plan, and provide opportunities for job shadowing

The First 30-90 Days — Complete probationary reports and schedule weekly meetings with your staff

Up to the First Year — Pay attention to unit dynamics, continue to have regular meetings, and complete final probationary reports and an Individual Development Plan

Other Advice:

Use mentor partnerships (either formal or informal) to provide tacit knowledge (especially retired annuitants), analyze exit surveys carefully to establish trends regarding why staff are vacating, and promote the importance of continued training to encourage long term retention and growth.

TYPICAL ORIENTATION
Transactional focus and goals (i.e. completing paperwork, acquiring badges, setting up computer, etc.)
Less than one week
Owned and executed by a designated division
Addresses benefits and provides a departmental overview for the employee
Employee is a passive attendee

ONBOARDING
A process in which new employees are assimilated into the workplace and given the tools and knowledge they need to become successful in their new job
Includes first year
Integrates multiple functions and individuals (supervisor, trainer/lead staff, training, etc.)
Addresses all new employee needs over a long term period through giving and acquiring feedback, etc.
Employee is an active participant with a vested interest in success
Increases the likelihood the new employee will become productive, engaged, and remain with the organization

IT Workforce Planning

OFFICE OF PROFESSIONAL DEVELOPMENT

For more information about IT Workforce Planning
and the tools, resources and services we provide, please visit:
http://www.cio.ca.gov/opd