Workforce Planning Strategy Cluster Examples

Example A

Issue: High turnover of core technical staff.

Goal: Reduce turnover.

Objective: Reduce and maintain core technical staff turnover at or below 7% for the next three years.

Strategy Cluster:

- Analyze employee survey and exit interview data, and develop an employee engagement program to build employee satisfaction.  
  *(Organizational Culture – Employee Engagement Strategy)*

- Propose salary increase for levels 3 and 4 of technical job series.  
  *(Infrastructure – Compensation System Strategy)*

- Propose geographic assignment pay for King and Snohomish counties.  
  *(Infrastructure – Compensation System Strategy)*

- Develop a performance pay program (via. performance management confirmation) to create an incentive for high-performing employees to stay.  
  *(Infrastructure – Performance Incentive Program Strategy)*

- Propose a change to current Collective Bargaining Agreement, allowing recruitment and retention pay for employees in represented positions.  
  *(Infrastructure – Collective Bargaining Agreement Strategy)*

- Develop a targeted outreach program to specific colleges, hiring sophomore and junior level students into ‘advanced-placement’ internships.  
  *(Staffing – Recruitment Strategy)*
**Example B**

**Issue:** Organization is moving to centralized claims administration.

**Goal:** Transition employees to centralized claims administration model with minimal disruption to productivity.

**Objectives:**
- Completely transition by June 30 of next biennium’s second year.
- 95% of impacted employees are successfully placed or retire by end of transition.
- Maintain current employee satisfaction ratings through the end of the transition.

**Strategy Cluster:**
- Consolidate reporting relationships.  
  *(Organizational Development – Reorganization Strategy)*
- Align disparate operating procedures.  
  *(Organizational Development – Work Process Redesign Strategy)*
- Implement retirement incentive program for duplicate managerial positions.  
  *(Staffing – Reduction in Force)*
- Implement outplacement consultation and support services for staff subject to RIF.  
  *(Staffing – Reduction in Force)*
- Facilitate team-building sessions for new work units.  
  *(Culture – Change Management)*
Example C

Issue: New legislative mandate to expedite investigation response time.

Goal: Expedite investigation of high risk issues.

Objective: 90% of complaints have a completed preliminary assessment within 24 hours.

Strategy Cluster:

- Design and implement a new investigations model.  
  (Organizational Development – Work Process Redesign Strategy)

- Redeploy investigative staff to high caseload areas.  
  (Organizational Development – Reorganization Strategy)

- Establish new investigator performance standards.  
  (Staffing – Employee Performance Management Strategy)

- Implement training to support the model.  
  (Staffing – Training & Development Strategy)
Workforce Planning Strategy Cluster Examples

**Example D**

**Issue:** Executive directive to develop business continuity plan for pandemic flu.

**Goals:**
- Sustain staffing in business critical functions.
- Contain spread of disease among staff.

**Objectives:**
- Identify critical business functions and high-risk hazards to business continuity by June 30th of next year.
- Sustain 80% staffing in business critical functions.
- Contain spread of disease among staff to no more than 50%.

**Strategy Cluster:**
- Identify critical business functions and staff redeployment plan.  
  *Organizational Development – Reorganization Strategies*
- Identify and plan to eliminate non-essential business processes.  
  *Organizational Development – Work Method Redesign Strategies*
- Develop contingency plan for absence of critical business partners.  
  *Organizational Development – Work Method Redesign Strategies*
- Develop contingency plans for alternate work locations or work-from-home.  
  *Organizational Development – Work Method Redesign Strategies*
- Identify internal policies and procedures that should be modified or suspended.  
  *Infrastructure – Policies and Procedures Strategies*
- For staff designated for redeployment, identify required knowledge and skills and develop training plans.  
  *Staffing – Training & Development Strategies*
- Develop emergency hiring plan to fill critical staffing gaps.  
  *Staffing – Recruitment Strategies*
- Create temporary layoff plan for non-essential staff.  
  *Staffing – Reduction in Force Strategies*
- Identify potential laws, rules, or CBA terms that could be suspended, and prepare contingency plan for recommendation to Governor.  
  *Infrastructure – Statutes & Rules Strategies*  
  *Infrastructure – Collective Bargaining Agreement Strategies*