

Workforce and Succession Planning at the Arizona Office of the Auditor General

Melanie M. Chesney, Director
Performance Audit Division
AZ Office of the Auditor General
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Presentation Overview

- Discuss the four phases of workforce planning
- Share the Arizona Office of the Auditor General's recent workforce and succession planning experience
- Focus on our specific succession planning and retention strategies

Workforce Planning

- Getting the right number of people with the right set of competencies in the right positions at the right time
- Systematic approach to:
 - Identifying the number of employees and types of skills needed to meet agency goals and objectives
 - Developing an action plan to ensure the availability of that workforce

Workforce Planning

- Attempts to answer two questions:
 - 1) How many & what types of jobs & skills are needed to meet agency's mission and strategic goals?
 - 2) What strategies should the agency use to hire, retain, or teach these skills?

Workforce Planning Process

- Phase 1: Link strategic & workforce planning decisions
 - Identify long-term vision and direction
 - Analyze future requirements for products & services
 - Determine scope

Workforce Planning Process

Phase 2: Conduct workforce analysis

- 1) Supply analysis
 - Consider:
 - current vacancies
 - future vacancies due to turnover & retirements
 - workforce skills

Workforce Analysis

2) Demand analysis

Identify:

- staffing for anticipated program & workload changes
- workforce skills to meet projected needs

Workforce Analysis

3) Gap analysis

Compare:

- supply analysis with gap analysis to determine future gaps (shortages) and surpluses (excesses) in needed staff & skills

Workforce Analysis

4) Strategy development

Plan:

- salary actions
- recruitment strategies
- retention strategies
- employee development
- succession planning
- knowledge transfer

Succession Planning

- Purpose – to prepare agency for risks associated with planned or unplanned loss of knowledge that is critical to success of agency
- Focus on developing employees capable of filling critical positions
 - High-level leadership positions
 - Positions requiring specialized skills or expertise
 - “Mission-critical” positions

Succession Planning Process

- 1) Communicate possible opportunities
 - Inform employees of future job opportunities
 - Communicate key competencies needed
- 2) Identify who is interested
 - Open it up
 - Clarify that participation does not guarantee advancement

Succession Planning Process

- 3) Assess competency readiness
 - Assess individual’s readiness
 - Identify gaps in needed competencies
- 4) Prepare development plans
 - Prepare it together
 - List specific activities employee must engage in and timetable

Succession Planning Process

5) Provide developmental opportunities

- Employee takes initiative to seek out activities to develop competencies
- Provide training opportunities & time for training
 - managerial skills
 - leadership development

Provide Developmental Opportunities

- Other opportunities:
 - delegate additional responsibilities
 - planned job assignments
 - exposure to key inside & outside contacts
 - explaining key decisions
 - task force/committee participation
 - communities of interest

Knowledge Management

- Transfer knowledge of key employees to other employees
 - Document processes
 - Develop job aids
 - Key employees train other employees
 - Job shadowing

Workforce Planning Process

Phase 3: Implement Workforce Plan

- Allocate needed resources
- Establish timelines
- Define performance measures, milestones, deliverables
- Communicate workforce plan

Workforce Planning Process

- Phase 4: Monitor, Evaluate, and Revise
 - Assess what's working and what's not working
 - Make adjustments to plan
 - Address new organizational issues that impact workforce

Questions?

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