Workforce Planning & Development

Annual Report Guide & Generator Tool for State Agencies

Fiscal Year 2021
Written Instructions

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Introduction

In 2017, the Virginia General Assembly created a legislative mandate (link below), directing state agencies and institutions of higher education within the Commonwealth to utilize workforce planning strategies to develop, continuously evaluate, begin execution, and submit an annual succession plan to agency and DHRM executive leadership.

Since the introduction of the mandate, DHRM has worked to create tools and resources for state agencies to report workforce planning data. Some of the notable initiatives are below:

- Changed the report due date to September 30 of each year, to have all data represented reflect the full fiscal year for easier reporting, comparison, and analysis.
- Standardized the data input and format of the report through an Excel based tool for better comparison and analysis.
- Introduced in 2020, the standard report has allowed for prior FY data to be referenced to better illustrate the continuing nature of Workforce Planning.

This document outlines the procedures, best practices, and hints for utilizing the Workforce Planning and Development Annual Report Guide & Generator Tool for State Agencies. Each section corresponds to a section of the report, with a corresponding recorded webinar, providing a step by step walkthrough to creating the agency's Workforce Planning and Development report.

Updates for Fiscal Year 2021

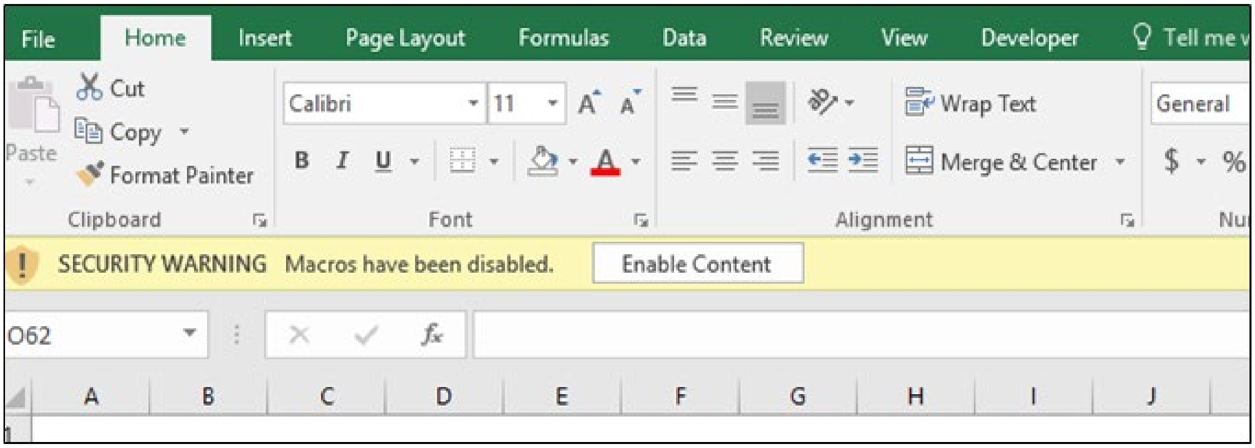
Every year feedback is received on the Workforce Plan data entry, report and dashboard. Once the feedback is received, DHRM prioritizes the feedback and takes action to update/modify the Workforce Plan. For the FY21 cycle, there were a few updates made to the report output. Feedback to update the graphic for leader demographics was our area of focus. This year the output of that data will be displayed differently than in the previous report for better readability and understanding.

For user ease, the passcode to populate previous years information into the template is the SAME PASSCODE as it was last year. Please refer to your previous year template for easy reference for your agency/institution passcode. If you cannot locate the agency passcode for the workforce plan file from the FY2020 file please email: dhrm.wfp@dhrm.virginia.gov and the passcode will be sent to you.

General Information and Welcome Tab

Template Preparation

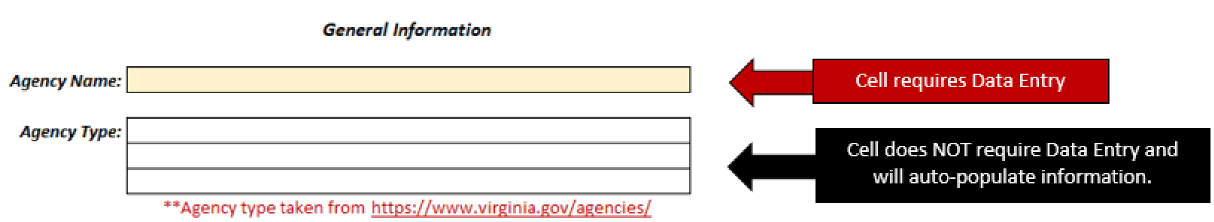
When first opening the template, please ensure to click “enable content” in the yellow status bar that appears when opening the file, as shown in the picture below. **Once this is completed, it will not need to be completed again.**



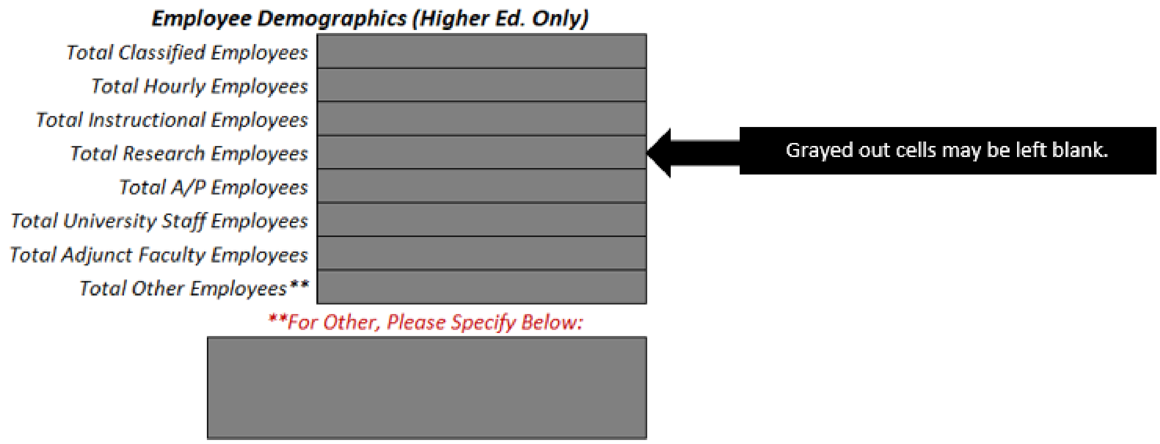
Clicking this button will enable the feature in the final report to organize the action plan steps by timeframe (earliest completion estimates to longest). Without it, the “refresh report” button will not function properly on the final report tab.

Template Structure

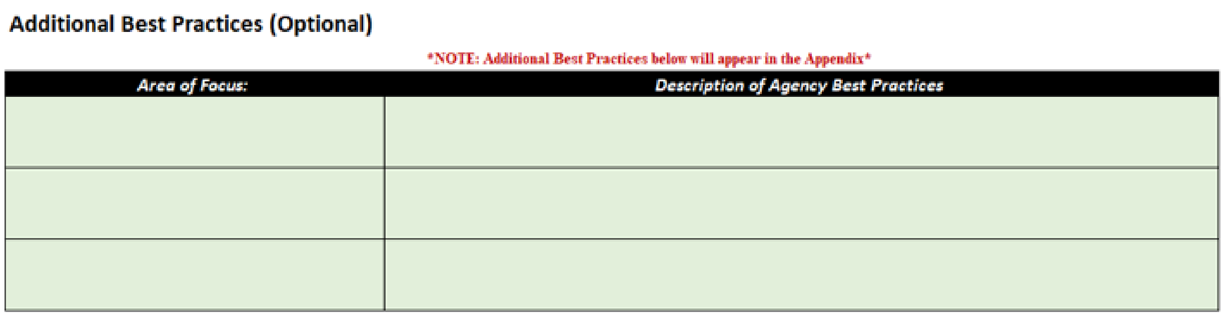
The report template consists of different sections, each represented by a seperate tab. All sections that require data entry are highlighted in yellow (as shown in the picture below). These cells should not be left blank. If this value is zero (0), please type in zero (0) into the cell. Cells with no color will auto-populate information.



Cells grayed out (such as those in the picture below) may be left blank and do not require data to be entered. These cells may vary based on the agency selected (such as Higher Education specific information).



Optional data entry fields are highlighted in green (shown in the picture below). **These cells may be left blank if no optional data is entered.**



Cells are locked and can not be changed. Open text boxes are also locked and cannot be changed to maintain the consistency and integrity of the form.

On the left-hand pane, a status bar for each section of the form is provided. As sections are completed the status will change from “incomplete” to “complete” (as shown in the picture below). This is built in to easily identify where to begin again if stopped. A status is marked “Complete” once all required data has been entered for the specific section.

Welcome Tab

The Welcome tab includes a layout of the report. The first section of the welcome tab has the purpose of this report for 2021, fiscal year guidance and instructions.

The instructions are available in several formats, webinar style going through each section of the template and in a word document for easy reference.

Click on any of the links within the welcome tab and to get instructions in the format that works best for you.

Review First Instructions & Help		*Provides information on how to complete this report, calculate data input values, and other helpful information. It is recommended agencies review this prior to completing this report.*			View Written Instructions		
Welcome Webinar	Agency Profile Webinar	Key Data Input Webinar	Key Risk Factor Webinar	Best Practices Webinar	Current FY Action Plan Webinar	Next FY Action Plan Webinar	Executive Summary Webinar
		Appendix Webinar	Full Report Instructions	Submission Instructions Webinar	Internship Tab Webinar		

The second part of the welcome page highlights each section and has a jump-to-section links, allowing easy navigation to the tab within the template while providing a brief description of what to expect in that section:

Section 1: Agency Profile	*Provides information regarding agency type, facts and figures, and supplemental information for this report.*	View / Update Section
Section 2: Key Data	*Provides required and optional key metrics for all State Agencies to identify current workforce information and potential risks.*	View /Update Section
Section 3: Internships ***NEW FOR 2021***	*Provides required information regarding internships the agencies may offer and participation information for the reporting fiscal year.*	View /Update Section
Section 4: Key Risk Factors	*Provides Agencies an opportunity to identify key risk factors and observations pertaining to their workforce.*	View / Update Section
Section 5: Agency Best Practices	*Provides Agencies an opportunity to share best practices used to address or mitigate key risk factors.*	View /Update Section
Section 6: Prior FY Action Plan Review & Progress Update	*A brief summary to discuss any updates, impacts, or lessons learned of any actionable items from the FY18 report.*	View /Update Section
Section 7: Next FY Action Plan	*An updated action plan for the new fiscal year, categorized by key risk factor areas. Optional areas for actionable items can be added.*	View /Update Section
Section 8: Executive Summary	*An overview of the agency (mission, objective, etc.) and information that is contained in the report.*	View / Update Section
Section 9: Appendix	*(Optional) An additional section of the report to submit any additional supporting information or documentation.*	View / Update Section

The welcome page closes out with jump-to-sections within the guide that allow quick navigation to the full report or appendix.

Full Report	*The compiled report of all information entered into each section above to be printed, signed, and submitted to DHRM.*	View Report
Report Appendix	*The compiled section of optional and additional items added to the report that will need to be attached to the full report if optional items are provided.*	View Appendix

Template Versioning

In the bottom right corner of the welcome page, the template version will be displayed (shown in the picture below). Template versions help to track key updates, bug fixes, and other modifications. The current version of the template will be the version on the Department of Human Resources Workforce Planning Website.

Full Report	*The compiled report of all information entered into each section above to be printed, signed, and submitted to DHRM.*	View Report
Report Appendix	*The compiled section of optional and additional items added to the report that will need to be attached to the full report if optional items are provided.*	View Appendix

Version 2021.3

For questions on versioning updates or the current version of the Workforce Planning Report Template, please contact DHRM.

Report Section 1: Agency Profile Tab

General Information

This section of the report template is similar to the previous report template. The layout is quite similar. Beginning with the top left of the report, there is a brief set of instructions for each step of the section. For detailed instructions, please view the corresponding webinar or this document.

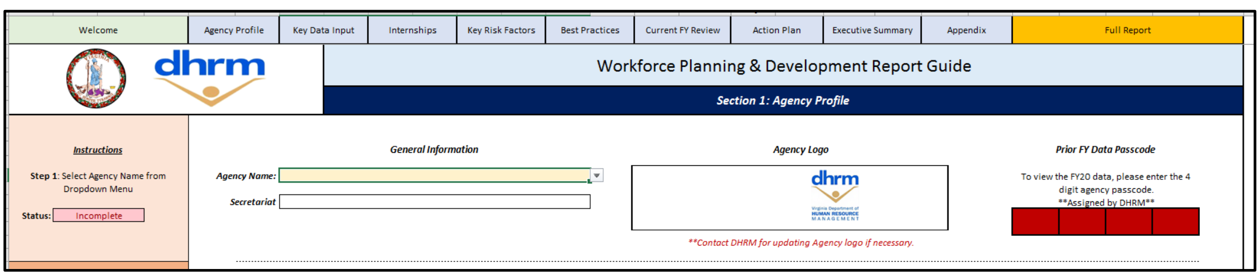
Beginning from left to right (shown in the picture below), in the salmon colored section, a quick set of instructions and the completed indicator are shown. The status will change from 'incomplete' to 'complete' when all information is entered.

Under the **General Information** section, the agency should select the respective agency name using the drop down arrow and find your agency name. Once the agency is selected, the agency type and agency logo will be shown. If the agency has a new logo, please contact dhrm.wfp@dhrm.virginia.gov and it will get it updated.

PLEASE NOTE: Logo changes need to be submitted no later than June 30, 2021.

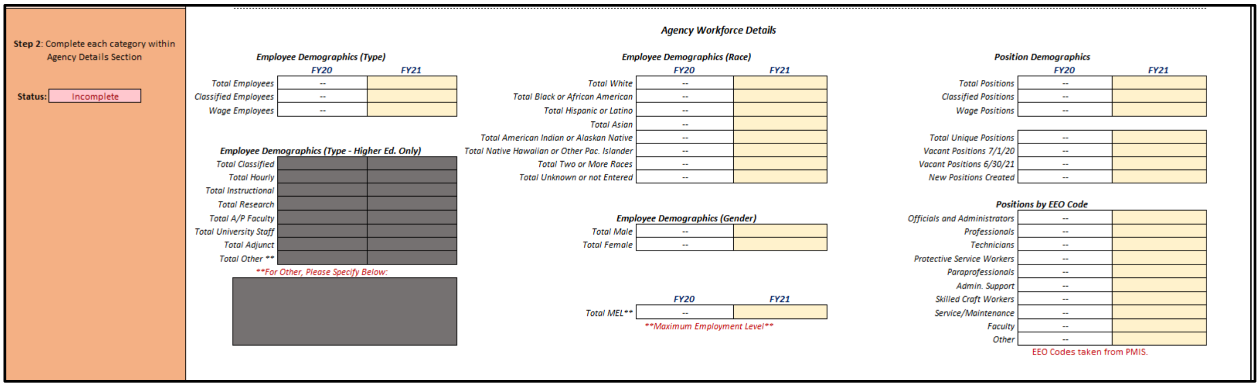
This year, as an enhancement, data from last year's report has been added for comparisons. To show this data, a new field has been added, **Prior FY Data Passcode,** highlighted in yellow in the picture below. This allows the agency to populate last year's data with a unique passcode assigned by DHRM. The passcode will be sent to the HR Director for each agency/institution.

NOTE: If passcode information is needed, a request must be made by your agency or institution HR Director.



Agency Workforce Details

The Agency Workforce Details section gathers overall and demographic data of the agency's workforce (shown in the picture below). Data captured is similar to what was requested in 2020.



Step 2: Complete each category within Agency Details Section

Status: Incomplete

Agency Workforce Details

Employee Demographics (Type)

	FY20	FY21
Total Employees	--	
Classified Employees	--	
Wage Employees	--	

Employee Demographics (Type - Higher Ed. Only)

Total Classified		
Total Hourly		
Total Instructional		
Total Research		
Total A/P Faculty		
Total University Staff		
Total Adjunct		
Total Other **		

**For Other, Please Specify Below:

Employee Demographics (Race)

	FY20	FY21
Total White	--	
Total Black or African American	--	
Total Hispanic or Latino	--	
Total Asian	--	
Total American Indian or Alaskan Native	--	
Total Native Hawaiian or Other Pac. Islander	--	
Total Two or More Races	--	
Total Unknown or not Entered	--	

Employee Demographics (Gender)

Total Male	--	
Total Female	--	

	FY20	FY21
Total MEL**	--	

Maximum Employment Level

Position Demographics

	FY20	FY21
Total Positions	--	
Classified Positions	--	
Wage Positions	--	
Total Unique Positions	--	
Vacant Positions 7/1/20	--	
Vacant Positions 6/30/21	--	
New Positions Created	--	

Positions by EEO Code

Officials and Administrators	--	
Professionals	--	
Technicians	--	
Protective Service Workers	--	
Paraprofessionals	--	
Admin. Support	--	
Skilled Craft Workers	--	
Service/Maintenance	--	
Faculty	--	
Other	--	

EEO Codes taken from PMIS.

- **Employer Demographic Type**, requires data input of employee counts as of June 30, 2021.

Total Employees = Wage + Classified
Classified Employees = Classified #
Wage Employees = Wage #

- **Employee Demographics (Race)** should include both classified FT and wage employee counts as of June 30, 2021.
- **Employee Demographics (Gender)** should include both classified FT and wage employee counts as of June 30, 2021.
- **Total MEL** (Maximum Employment Level) should be included according to the linked report for the June 30, 2021 time frame.
- **Position Demographics**, total positions both filled and vacant on June 30, 2021. Further breakout this number by positions filled by classified FT employees and wage employees.
- **Total Unique Positions**, number of positions that represent your agency. Do not count duplicate positions. For example, if there are three Procurement Officer I positions, just count it one time.
- **Vacant Positions on 7/1/2019**: Please include the total number of vacant positions on 7/1/2019 in this cell.
- **Vacation Positions on 6/30/2021**: Please include the total number of vacant positions on 6/30/2021 in this cell.

- **New Positions Created:** Total number of new positions created within the agency during FY2021. This is helpful data to see what positions didn't exist prior, that are needed now or as agency/institution business evolves.
- **Positions by EEO Code**: Position breakout by EEO code for unique positions.

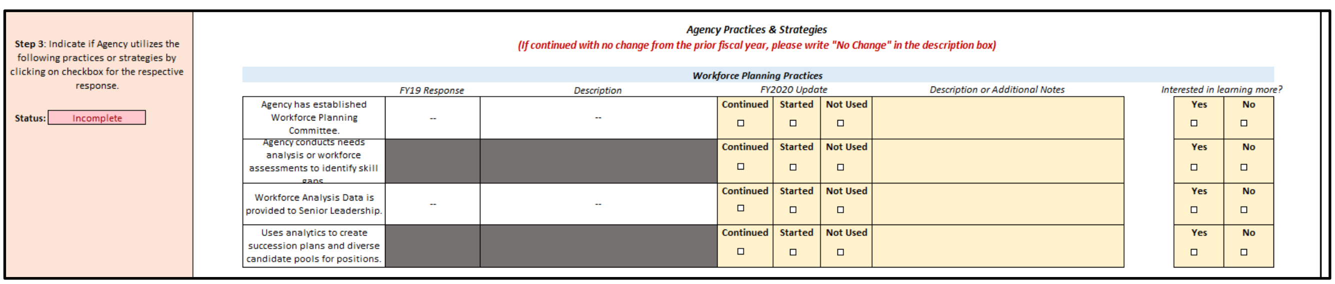
Agency Practices and Strategies

The Agency Practices & Strategies section had some slight modifications made to align it with the risk factors in the template and expand on feedback from last year (shown in the picture below).

These include: Workforce Planning, Hiring Practices, Employee Retention Strategies, Knowledge Management Practices, Employee Development Practices, Employee Engagement Practices, Inclusion Strategies & Employee Opportunities Plan, Technology and Organizational Inefficiencies Practices.

The section is more structured than last year. Some cells may be graded in this section meaning the practice is an addition from the prior year template. The white cells are items agencies had entered from last year and allows agencies to provide a FY2021 update, if those agency practices are continuing, started, not used and a description.

Also, please indicate if the agency is interested in learning more about a particular practice by clicking yes or no. This will help DHRM provide information and prepare tools to assist agencies with workforce planning and development efforts.



Step 3: Indicate if Agency utilizes the following practices or strategies by clicking on checkbox for the respective response.

Status: Incomplete

Agency Practices & Strategies

(If continued with no change from the prior fiscal year, please write "No Change" in the description box)

Workforce Planning Practices

	FY19 Response	*Description*	*FY2020 Update*			*Description or Additional Notes*	*Interested in learning more?*	
Agency has established Workforce Planning Committee.	--	--	**Continued** ☐	**Started** ☐	**Not Used** ☐		**Yes** ☐	**No** ☐
Agency conducts needs analysis or workforce assessments to identify skill gaps			**Continued** ☐	**Started** ☐	**Not Used** ☐		**Yes** ☐	**No** ☐
Workforce Analysis Data is provided to Senior Leadership.	--	--	**Continued** ☐	**Started** ☐	**Not Used** ☐		**Yes** ☐	**No** ☐
Uses analytics to create succession plans and diverse candidate pools for positions.			**Continued** ☐	**Started** ☐	**Not Used** ☐		**Yes** ☐	**No** ☐

This same structure is present as you work throughout the 9 sections.

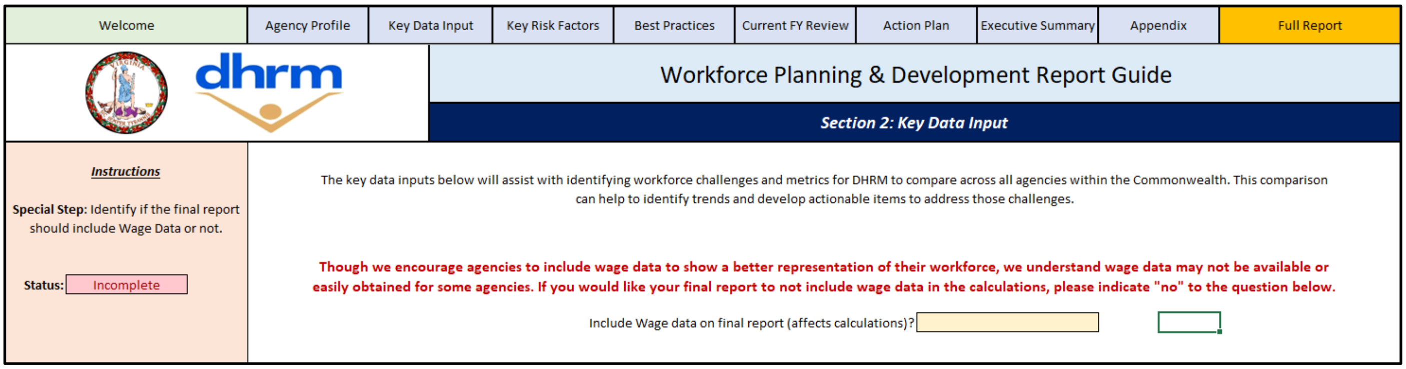
Report Section 2: Key Data Tab

The majority of data entry will occur within section 2 of the report (Key Data tab). While the data elements are very similar to those collected last year, minor enhancements based on feedback from the HR community and the WFP Advisory Team have been made. These include streamlining some data elements, expanding to include additional data, and providing narrative sections for agencies to speak to any data highlighted.

Identifying the Inclusion of Wage Data

Identify if the final report should include wage data or not. Feedback received by DHRM was that not all agencies wanted to include wage data Taking this into consideration, the inclusion of wage data has been made optional. Agencies or institutions that want to include wage data may do so, and those that do not want it included in their report may select to not include wage data.

In this section, the agency simply needs to make a selection using the drop down indicating yes



or no (showin in the picture above)

> **NOTE: Choosing to include wage data or not will affect calculations for key data in the final report.**

Workforce Planning Critical Positions

This section is similar to the FY2019 template for workforce planning critical roles. Workforce Planning Critical Positions are defined as: “a position that impacts an agency mission, operations, quality, strategy and customer engagement (Citizens of the Commonwealth). If unfilled, these positions can have a significant negative impact on executing the agency’s mission.”

As an example, an organization could have the mission of delivering packages to customers. One of the workforce planning critical roles for that organization to achieve its mission would be the delivery drivers who deliver packages to the customers. Without this role, or if this role was vacant, packages would not be delivered. Therefore, the organization would be unable to fulfill its mission.

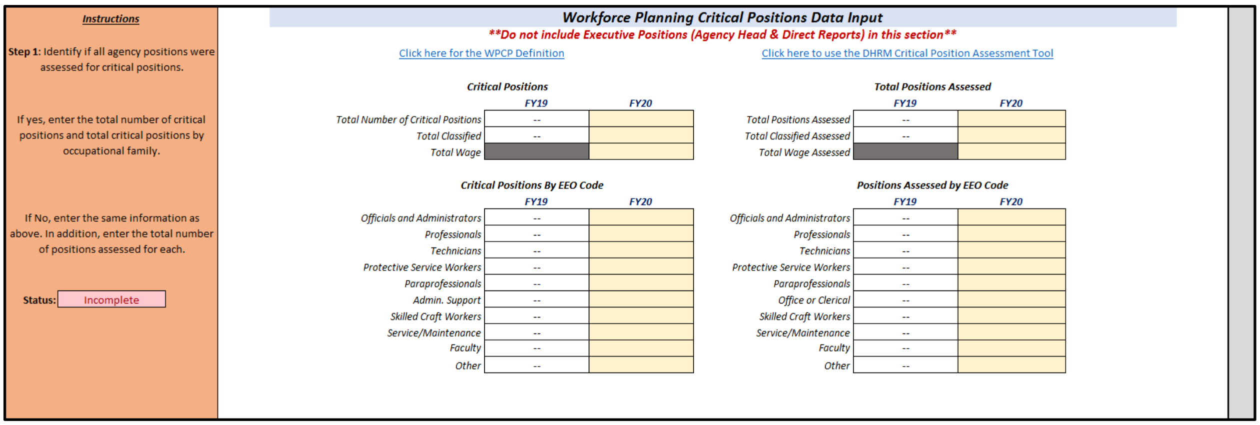
The critical roles assessment tool assists agencies with identifying workforce planning critical roles. DHRM has created this optional tool to help with identifying a position's criticality level. Utilizing this tool also creates consistency in how jobs are being evaluated statewide for critical positions.

To enter Workforce Planning Critical Positions data, enter the number of identified critical positions at the agency. The data submitted for FY20 will be displayed as a reference. Also, the

Total Positions Assessed will need to be entered, which are defined as the total number of positions that were evaluated for criticality. As in FY20 data will need to be broken out by EEO code for those positions identified as critical and of the total positions assessed (as shown in the picture below).

For example, an agency/institution has 1,000 positions but was only able to assess 400, the 'Total Positions Assessed' would be 400. In the subsequent table 'Positions Assessed by EEO Code' the agency would provide the distribution of EEO codes for those 400 positions.

NOTE: If the 'Total Positions Assessed' doesn't equal the total number of positions assessed by EEO Code, an error message will appear because the numbers are not equal and should be reviewed.



Instructions

Step 1: Identify if all agency positions were assessed for critical positions.

If yes, enter the total number of critical positions and total critical positions by occupational family.

If No, enter the same information as above. In addition, enter the total number of positions assessed for each.

Status: Incomplete

Workforce Planning Critical Positions Data Input

Do not include Executive Positions (Agency Head & Direct Reports) in this section

Click here for the WPCP Definition

Click here to use the DHRM Critical Position Assessment Tool

Critical Positions	FY19	FY20
Total Number of Critical Positions	--	
Total Classified	--	
Total Wage		

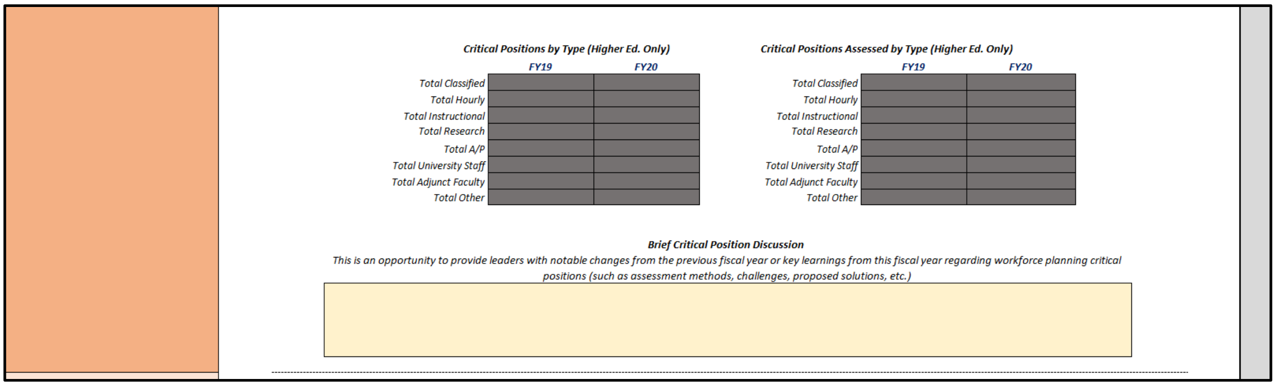
Total Positions Assessed	FY19	FY20
Total Positions Assessed	--	
Total Classified Assessed	--	
Total Wage Assessed		

Critical Positions By EEO Code	FY19	FY20
Officials and Administrators	--	
Professionals	--	
Technicians	--	
Protective Service Workers	--	
Paraprofessionals	--	
Admin. Support	--	
Skilled Craft Workers	--	
Service/Maintenance	--	
Faculty	--	
Other	--	

Positions Assessed by EEO Code	FY19	FY20
Officials and Administrators	--	
Professionals	--	
Technicians	--	
Protective Service Workers	--	
Paraprofessionals	--	
Office or Clerical	--	
Skilled Craft Workers	--	
Service/Maintenance	--	
Faculty	--	
Other	--	

For Higher Education Institutions, the same information is applicable with the distribution of roles related to higher education (shown in the picture below).

Based on feedback gathered during the Workforce Planning Roadshows and the advisory team, an additional field has been added for a brief narrative or explanation of methods, challenges,



proposed solutions, or any other information the agency would like to provide regarding workforce planning critical positions.

Also, on the right side of the Key Data section, a report preview is displayed that updates as key data is entered. **However, please note, it is recommended that all data entry is completed before you look at the report preview as many data points are reliant upon one another for calculations.**

Things to Consider related to COVID-19:

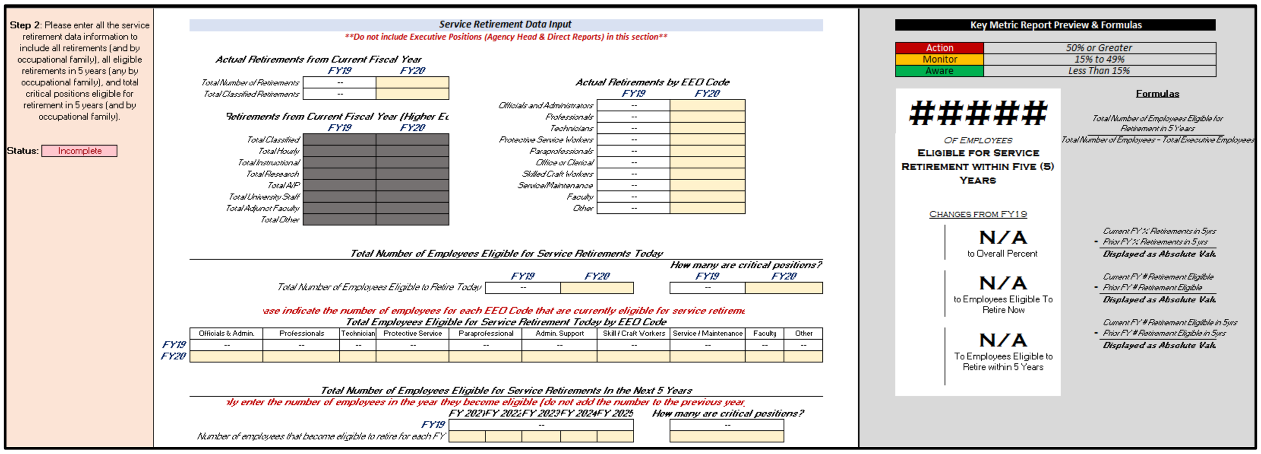
- Take into consideration the impact of COVID-19 on your critical positions.
- Were there roles that *are* critical for meeting the mission of the agency that weren't included?
- Were there roles that were included as critical but turned out not to be.

Service Retirements

No changes were made to the **Current Retirements Section** for the current fiscal year. The data from FY20 is available as a reference point, as data entry of FY21is completed.

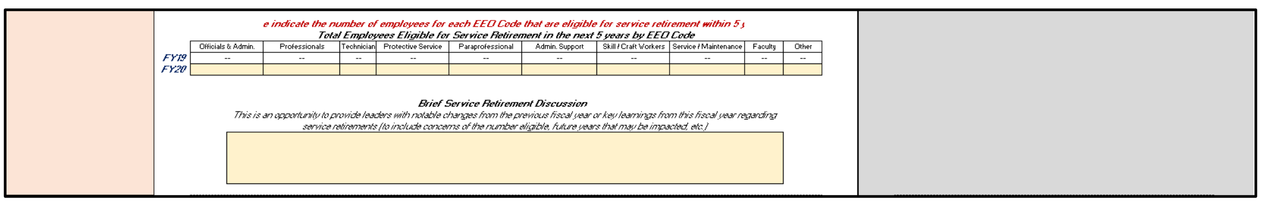
In the sections, **Employees Eligible for Service Retirement Today** and **Total Number of Employees Eligible for Service Retirements in the Next 5 Year,** a change was made to streamline the data entered. Instead of having the different types of retirements, the section has been collapsed to show one number (the total number of employees that are currently eligible and those that become eligible to retire for each fiscal year) (shown in the picture below).

Feedback received was that having the four categories created confusion where employees were double counted in certain categories (Age 50+30 YOS, Age + YOS = 90, Age 65 + 5 YOS and Unreduced Benefits).



NOTE: Remember, if an employee becomes eligible to retire in FY 2021, count them in FY 2021 only. Do not carry that count to the subsequent years, it will highly inflate the retirement rate for your agency.

Similar to the workforce planning critical roles section, a brief Service Retirement Discussion was added for an explanation, methodology, impact information for the service retirement section.

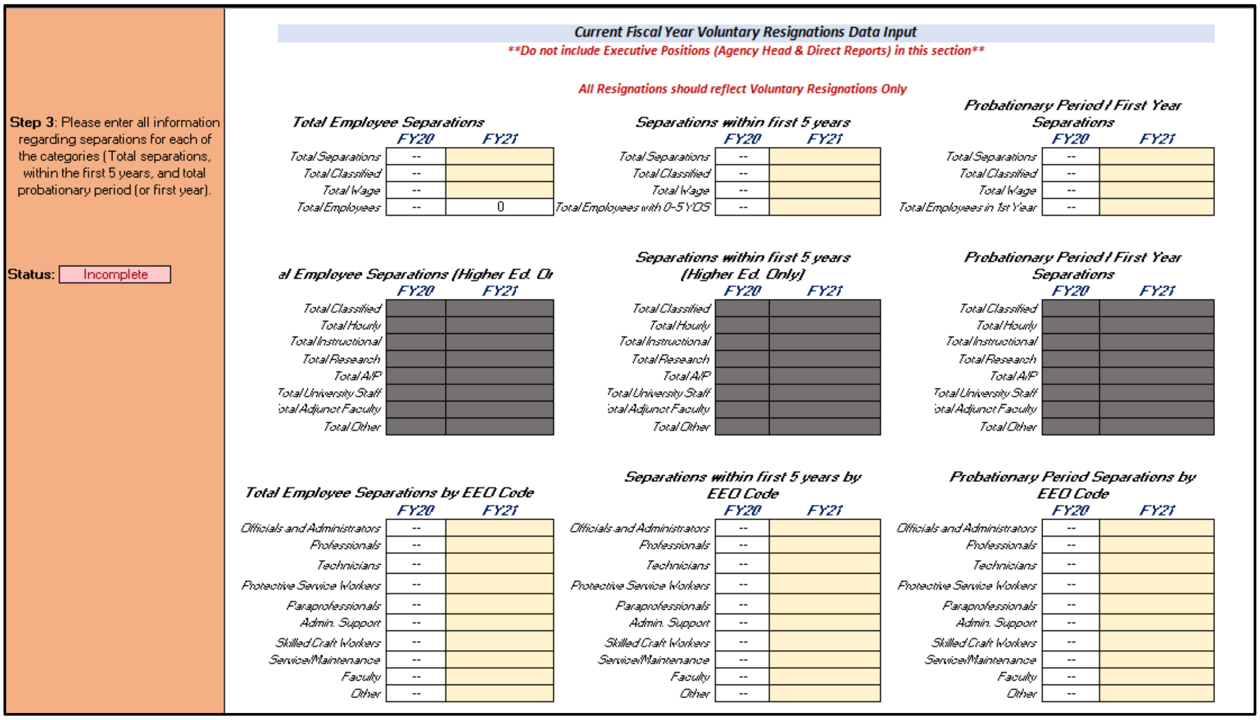


Voluntary Resignations

Most of the Voluntary Resignations section is the same as it was in FY20. The data that should be included in this section is for those that *voluntarily* resign from their positions of employment with the Commonwealth in FY21. Including wage data is optional. The categories to be captured include:

- Total Separations
- Separations within first 5 Years of Service
- Probationary Period First Year Separations
- Total Separations by EEO Code
- Separations within first 5 Years of Service by EEO Code
- Probationary Period First Year Separations by EEO Code
- Separations by Gender
- Separations by Race

NOTE: To calculate the correct first 5 year and probationary period resignation rate, agencies will also need to provide the total number of employees with 5 or less years of service and total employees within their first year (shown in the picture below).



Step 3: Please enter all information regarding separations for each of the categories (Total separations, within the first 5 years, and total probationary period (or first year).

Status: Incomplete

Current Fiscal Year Voluntary Resignations Data Input

Do not include Executive Positions (Agency Head & Direct Reports) in this section

All Resignations should reflect Voluntary Resignations Only

Total Employee Separations	FY20	FY21	Separations within first 5 years	FY20	FY21	Probationary Period / First Year Separations	FY20	FY21
Total Separations	--		Total Separations	--		Total Separations	--	
Total Classified	--		Total Classified	--		Total Classified	--	
Total Wage	--		Total Wage	--		Total Wage	--	
Total Employees	--	0	Total Employees with 0-5 YOS	--		Total Employees in 1st Year	--	

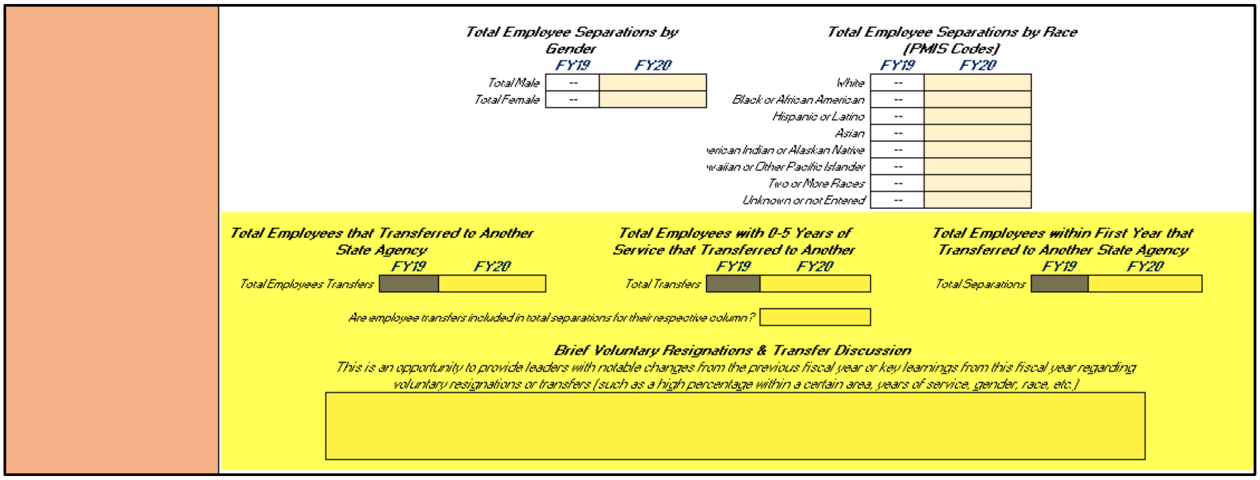
al Employee Separations (Higher Ed. Or	FY20	FY21	Separations within first 5 years (Higher Ed. Only)	FY20	FY21	Probationary Period / First Year Separations	FY20	FY21
Total Classified			Total Classified			Total Classified		
Total Hourly			Total Hourly			Total Hourly		
Total Instructional			Total Instructional			Total Instructional		
Total Research			Total Research			Total Research		
Total A/P			Total A/P			Total A/P		
Total University Staff			Total University Staff			Total University Staff		
otal Adjunct Faculty			otal Adjunct Faculty			otal Adjunct Faculty		
Total Other			Total Other			Total Other		

Total Employee Separations by EEO Code	FY20	FY21	Separations within first 5 years by EEO Code	FY20	FY21	Probationary Period Separations by EEO Code	FY20	FY21
Officials and Administrators	--		Officials and Administrators	--		Officials and Administrators	--	
Professionals	--		Professionals	--		Professionals	--	
Technicians	--		Technicians	--		Technicians	--	
Protective Service Workers	--		Protective Service Workers	--		Protective Service Workers	--	
Paraprofessionals	--		Paraprofessionals	--		Paraprofessionals	--	
Admin. Support	--		Admin. Support	--		Admin. Support	--	
Skilled Craft Workers	--		Skilled Craft Workers	--		Skilled Craft Workers	--	
Service/Maintenance	--		Service/Maintenance	--		Service/Maintenance	--	
Faculty	--		Faculty	--		Faculty	--	
Other	--		Other	--		Other	--	

This year we have added a section to include the number of employees who separated from the agency or institution as a transfer to another agency. DHRM will provide PMIS users with the information. The specific additions are:

- Total Employees that Transferred to Another State Agency
- Total Employees with 0-5 Years of Service that Transferred to Another Agency
- Total Employees within First Year that Transferred to Another State Agency

There is also an additional yes/no question regarding inclusion of this information in the separations reported in the previous sections for voluntary separations. **This is to ensure proper calculation of the resignation rate.**



Total Employee Separations by Gender

	FY19	FY20
Total Male	--	
Total Female	--	

Total Employee Separations by Race (PMIS Codes)

	FY19	FY20
White	--	
Black or African American	--	
Hispanic or Latino	--	
Asian	--	
erican Indian or Alaskan Native	--	
waiian or Other Pacific Islander	--	
Two or More Races	--	
Unknown or not Entered	--	

Total Employees that Transferred to Another State Agency

	FY19	FY20
Total Employees Transfers		

Total Employees with 0-5 Years of Service that Transferred to Another

	FY19	FY20
Total Transfers		

Total Employees within First Year that Transferred to Another State Agency

	FY19	FY20
Total Separations		

Are employee transfers included in total separations for their respective column?

Brief Voluntary Resignations & Transfer Discussion

This is an opportunity to provide leaders with notable changes from the previous fiscal year or key learnings from this fiscal year regarding voluntary resignations or transfers (such as a high percentage within a certain area, years of service, gender, race, etc.)

Similar to the previous sections, a brief Voluntary Resignations Discussion was added for an explanation, methodology, impact information for the voluntary resignations section.

Current Fiscal Year Time to Fill

The Time to Fill data section is the same as in FY20. The data is being analyzed from RMS and compiled on the DHRM Talent Acquisition page. For your convenience, it is also included in the PMIS data report. The data for Q1-Q4 will be annualized.

Similar to the previous sections, a brief Time to Fill Discussion was added for an explanation, methodology, impact information for the time to fill section.

Diversity & Inclusion

In this section, include the statistics of the agency/institution workforce for employees within FY21 by those with:

- Total Number of Veterans
- Total Employees with Disabilities
- Total Number of Minorities
- Total Number of Non-Minorities

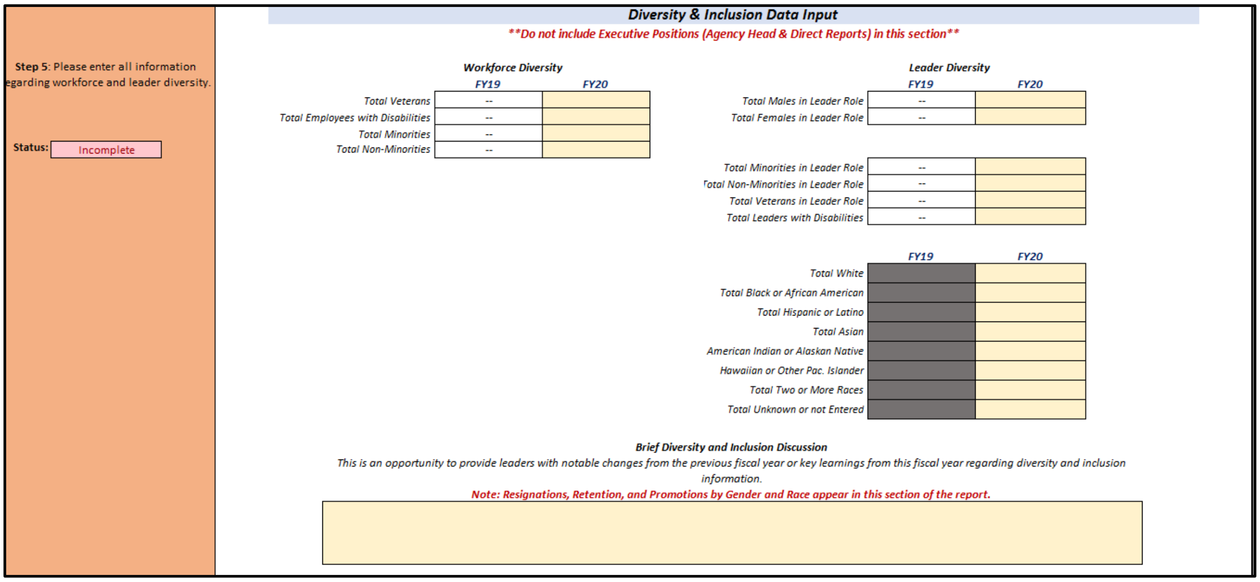
Leader Diversity statistics are of those individuals coded in PMIS as a supervisor with two or more direct reports. This data should not include any individuals identified as executives.

Further filtering of the Leader Diversity information should include:

- Total Number of Veterans
- Total Employees with Disabilities
- Total Number of Minorities
- Total Number of Non-Minorities

The last section of statistics needs to report the leaders as defined above by race.

Similar to the previous sections, a brief Diversity and Inclusion was added for an explanation, methodology, impact information for workforce diversity and leader diversity within the agency/institution.



Step 5: Please enter all information egarding workforce and leader diversity.

Status: Incomplete

Diversity & Inclusion Data Input

Do not include Executive Positions (Agency Head & Direct Reports) in this section

Workforce Diversity

	FY19	FY20
Total Veterans	--	
Total Employees with Disabilities	--	
Total Minorities	--	
Total Non-Minorities	--	

Leader Diversity

	FY19	FY20
Total Males in Leader Role	--	
Total Females in Leader Role	--	
Total Minorities in Leader Role	--	
Total Non-Minorities in Leader Role	--	
Total Veterans in Leader Role	--	
Total Leaders with Disabilities	--	

	FY19	FY20
Total White		
Total Black or African American		
Total Hispanic or Latino		
Total Asian		
American Indian or Alaskan Native		
Hawaiian or Other Pac. Islander		
Total Two or More Races		
Total Unknown or not Entered		

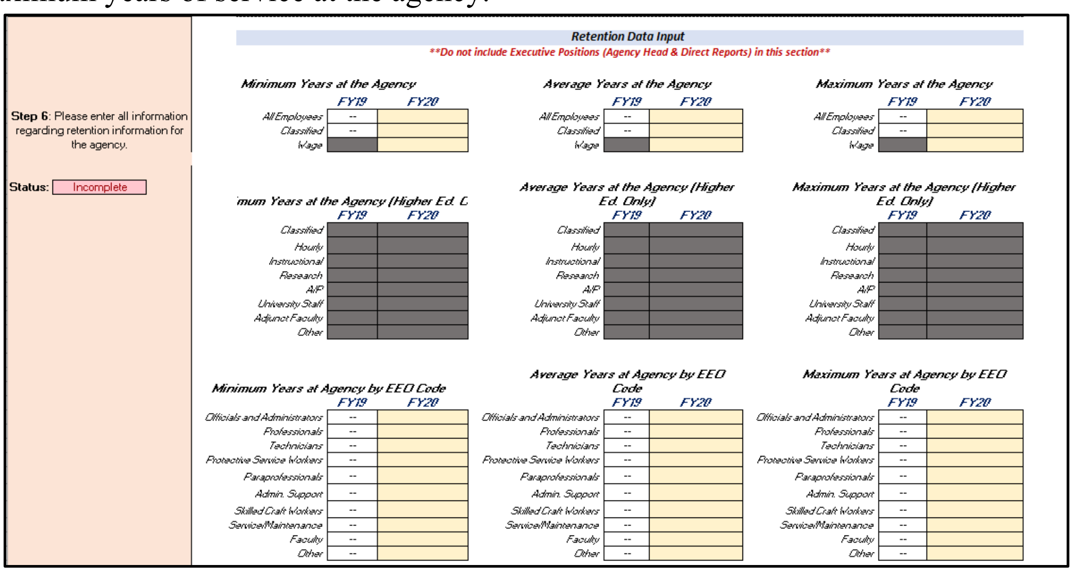
Brief Diversity and Inclusion Discussion

This is an opportunity to provide leaders with notable changes from the previous fiscal year or key learnings from this fiscal year regarding diversity and inclusion information.

Note: Resignations, Retention, and Promotions by Gender and Race appear in this section of the report.

Retention

This section is to gauge the tenure of employees within the organization. The PMIS report will provide average years of service filtered by minimum years of service, average years of service and maximum years of service at the agency.



Step 6: Please enter all information regarding retention information for the agency.

Status: Incomplete

Retention Data Input

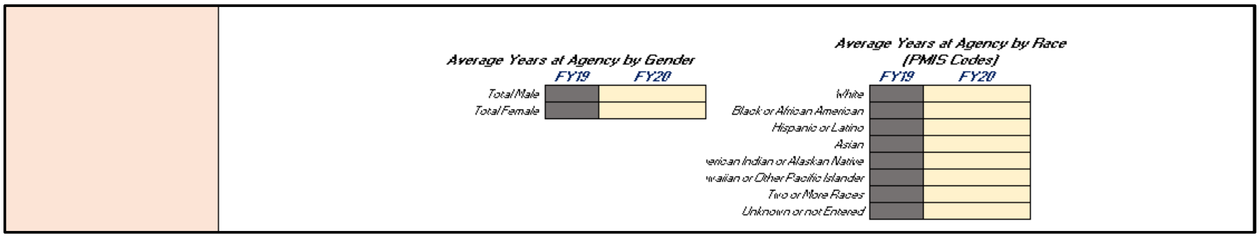
Do not include Executive Positions (Agency Head & Direct Reports) in this section

	Minimum Years at the Agency FY19	Minimum FY20	Average Years at the Agency FY19	Average FY20	Maximum Years at the Agency FY19	Maximum FY20
All Employees	--		--		--	
Classified	--		--		--	
Wage						

	imum Years at the Agency (Higher Ed. C FY19	FY20	Average Years at the Agency (Higher Ed. Only) FY19	FY20	Maximum Years at the Agency (Higher Ed. Only) FY19	FY20
Classified						
Hourly						
Instructional						
Research						
A/P						
University Staff						
Adjunct Faculty						
Other						

	Minimum Years at Agency by EEO Code FY19	FY20	Average Years at Agency by EEO Code FY19	FY20	Maximum Years at Agency by EEO Code FY19	FY20
Officials and Administrators	--		--		--	
Professionals	--		--		--	
Technicians	--		--		--	
Protective Service Workers	--		--		--	
Paraprofessionals	--		--		--	
Admin. Support	--		--		--	
Skilled Craft Workers	--		--		--	
Service/Maintenance	--		--		--	
Faculty	--		--		--	
Other	--		--		--	

The subsequent section will require the data to be filtered by EEO code, gender and race.



Average Years at Agency by Gender	FY19	FY20
Total Male		
Total Female		

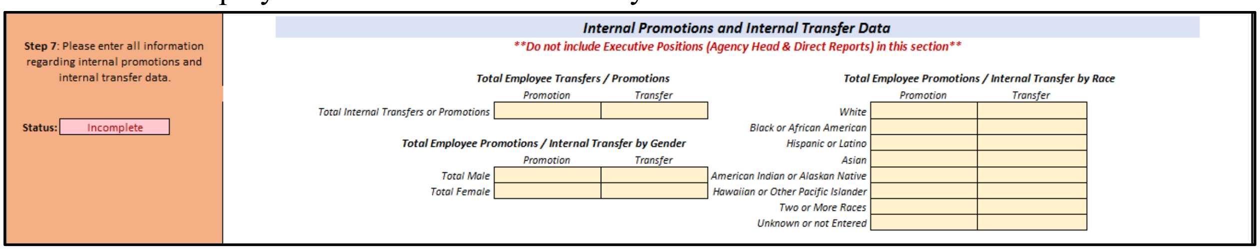
Average Years at Agency by Race (PMIS Codes)	FY19	FY20
White		
Black or African American		
Hispanic or Latino		
Asian		
erican Indian or Alaskan Native		
waiian or Other Pacific Islander		
Two or More Races		
Unknown or not Entered		

Internal Promotions and Internal Transfer

It is important to measure the number of individuals that are transferring from agency to agency as well as the number of promotions within a fiscal year. The data will be pulled based on the way it was coded by the agency. Please review the data carefully so it fully reflects actual transfers and promotions.

The data will need to be reported in three categories:

- Total Employee Transfers / Total Employee Promotions
- Total Employee Transfers / Promotions by Gender
- Total Employee Transfers / Promotions by Race



Step 7: Please enter all information regarding internal promotions and internal transfer data.

Status: Incomplete

Internal Promotions and Internal Transfer Data

Do not include Executive Positions (Agency Head & Direct Reports) in this section

Total Employee Transfers / Promotions	Promotion	Transfer
Total Internal Transfers or Promotions		

Total Employee Promotions / Internal Transfer by Gender	Promotion	Transfer
Total Male		
Total Female		

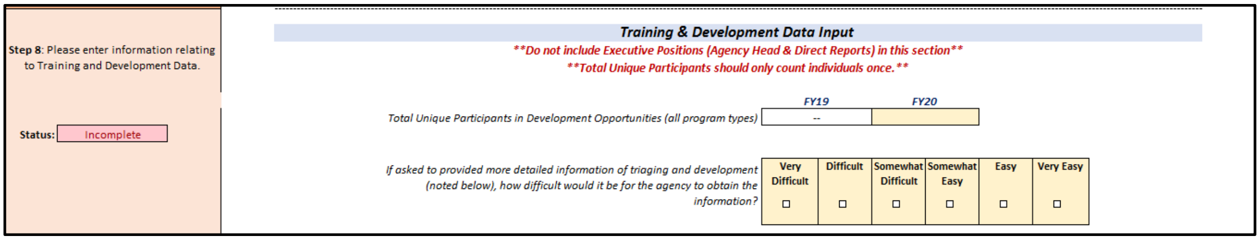
Total Employee Promotions / Internal Transfer by Race	Promotion	Transfer
White		
Black or African American		
Hispanic or Latino		
Asian		
American Indian or Alaskan Native		
Hawaiian or Other Pacific Islander		
Two or More Races		
Unknown or not Entered		

Training & Development

This section has been simplified on the feedback received during the Workforce Planning Roadshow.

Unique Participants are defined as an individual that participated in a training activity/program during FY21. For example if Employee A participates in 3 training opportunities during the year, only count the individual one time as a unique participant. If counted multiple times it will overly inflate employee training data. This number should represent employees who had training opportunities in FY21 regardless of the type of training. **This is the only required training for this section.**

A question regarding how difficult it is to provide training data is included based on feedback. Please respond to this likert scale question.



Step 8: Please enter information relating to Training and Development Data.

Status: Incomplete

Training & Development Data Input

Do not include Executive Positions (Agency Head & Direct Reports) in this section

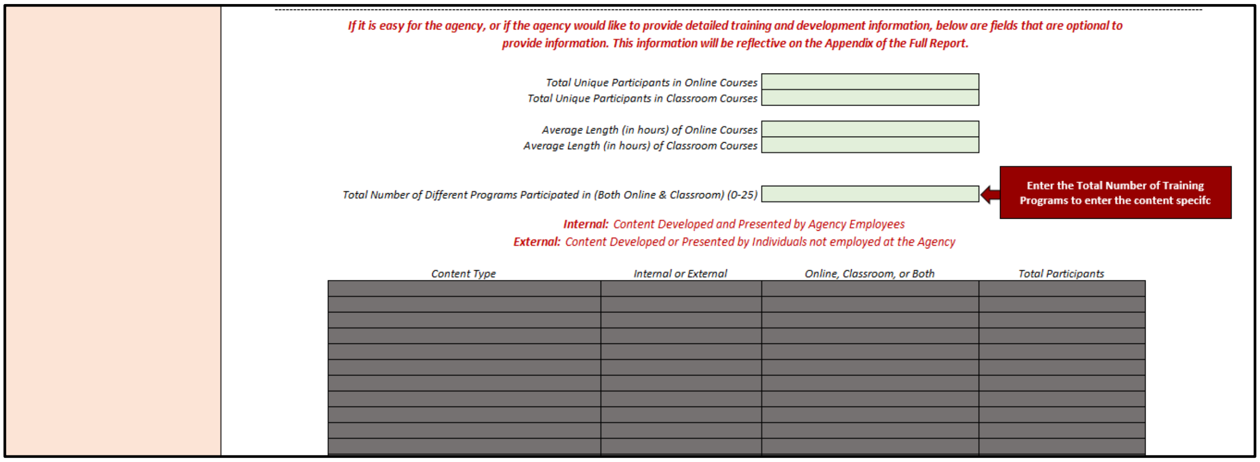
Total Unique Participants should only count individuals once.

	FY19	FY20
Total Unique Participants in Development Opportunities (all program types)	--	

If asked to provided more detailed information of triaging and development (noted below), how difficult would it be for the agency to obtain the information?

Very Difficult	Difficult	Somewhat Difficult	Somewhat Easy	Easy	Very Easy
☐	☐	☐	☐	☐	☐

All data below the dotted line is optional for this section.



If it is easy for the agency, or if the agency would like to provide detailed training and development information, below are fields that are optional to provide information. This information will be reflective on the Appendix of the Full Report.

Total Unique Participants in Online Courses
Total Unique Participants in Classroom Courses

Average Length (in hours) of Online Courses
Average Length (in hours) of Classroom Courses

Total Number of Different Programs Participated in (Both Online & Classroom) (0-25)

Enter the Total Number of Training Programs to enter the content specifc

Internal: *Content Developed and Presented by Agency Employees*
External: *Content Developed or Presented by Individuals not employed at the Agency*

Content Type	Internal or External	Online, Classroom, or Both	Total Participants

- **Online Courses:** This could be a course hosted by the agency/institution. It could also be a training opportunity offered by a professional organization, training organization, and college/university. What should not be included are standardized employment training (civility training, IT training, organizational onboarding or history)

- **Classroom Courses**: Can be any type of classroom course that helps the individual grow in their current role, laterally or upward. This course can be taught in house, by a professional organization, college/university, or training institution.

Content Type: Training opportunities filtered by several major training types which include:

- Basic Skills (to meet minimum job requirements)
- Customer Service
- Executive Development
- Information Technology/System
- Interpersonal
- Leadership
- Mandatory or Compliance (specific licenses or certifications needed to perform the job)
- Managerial/Supervisory

Internal: Content Developed and Presented by Agency Employees

External: Content Developed or Presented by Individuals not employed at Agency

Additional Learning and Development Opportunities: This is another new section for FY21. Not all learning opportunities are those that are held in a classroom in-person or virtual. It is optional if the agency/institution tracks learning experiences such as job shadowing, job rotations, stretch assignments, apprenticeship and internships. Enter the total number of these opportunities available at the agency/institution. Then the section shown in grey allows further delineation of the data by:

Type of Opportunity: These are the 'other' training opportunities that would be on-the-job experiences

Apprenticeship

Individual Coaching

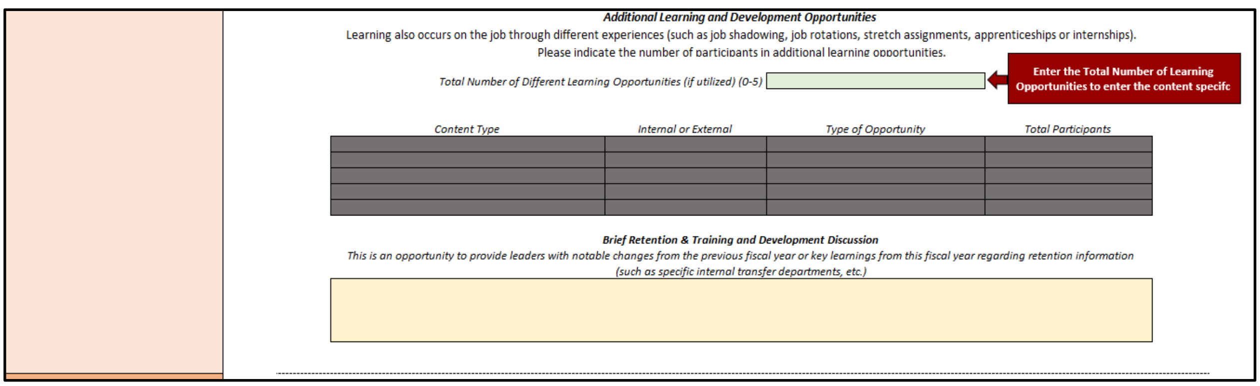
Internship

Job Rotation

Job Shadowing

Stretch Assignments

Total Participants: total number of individuals that participated in an 'on-the-job' training opportunity.



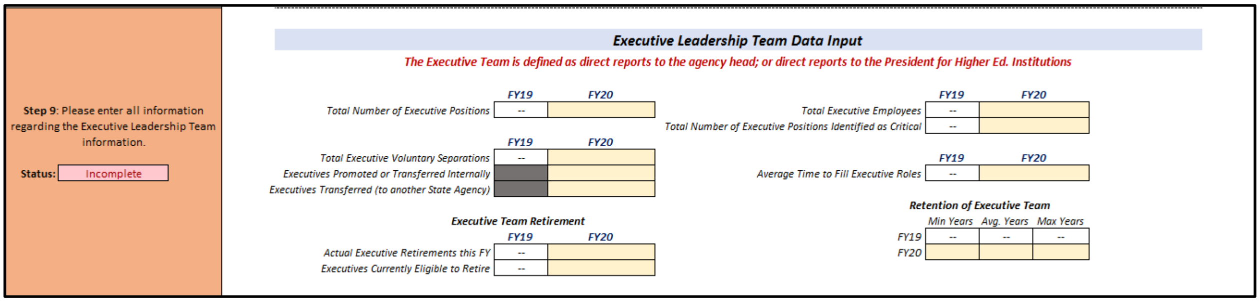
Similar to the previous sections, a brief Retention & Training and Development was added for an explanation, methodology, impact information for training and development discussion section.

Executive Leadership Team

This follows the flow of the previous 8 sections but the focus is on executive leadership. **Executive Leadership** is defined as the organization head and his/her direct reports. The PMIS data does include the executive administrative assistant, it is up to the agency to include this individual or to remove them for the number reported.

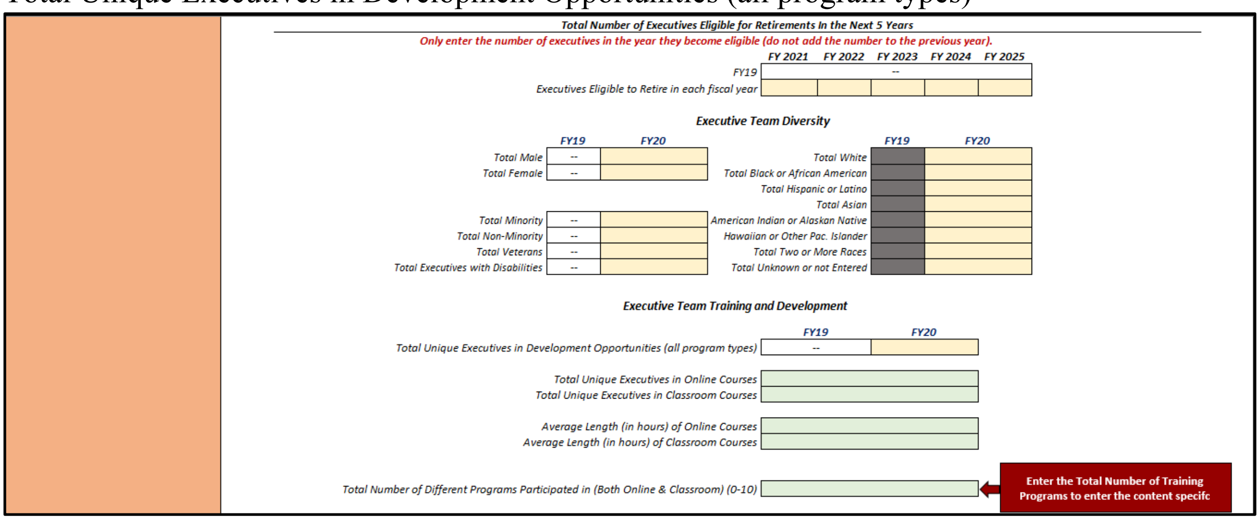
- Total Number of Executive Positions
- Total Executive Voluntary Separations
- Executives Promoted or Transferred Internally
- Executives Transferred (to another State Agency)

- Total Executive Employees
- Total Number of Executive Positions Identified as Critical
- Average Time to Fill Executive Roles
- Retention of Executive Team
- Actual Executive Retirements this FY
- Executives Currently Eligible to Retire

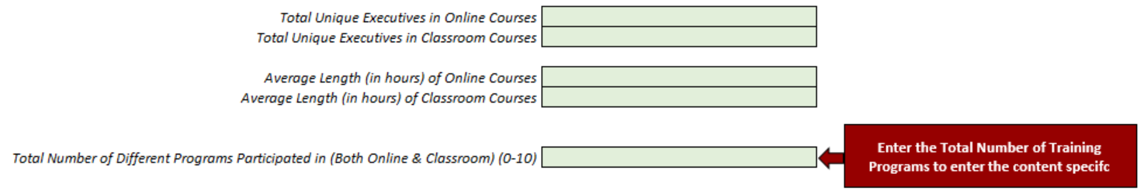


- Eligible For Retirement in the Next 5 Years
- Executive Diversity
  - Total Male
  - Total Female
  - Total Minority
  - Total Non-Minority
  - Total Veterans
  - Total Executives and Disabilities
  - Executives by Race

Total Unique Executives in Development Opportunities (all program types)



Optional Executive Team Training & Development Fields (cells in green); Guidance same as in the previous training and development section.



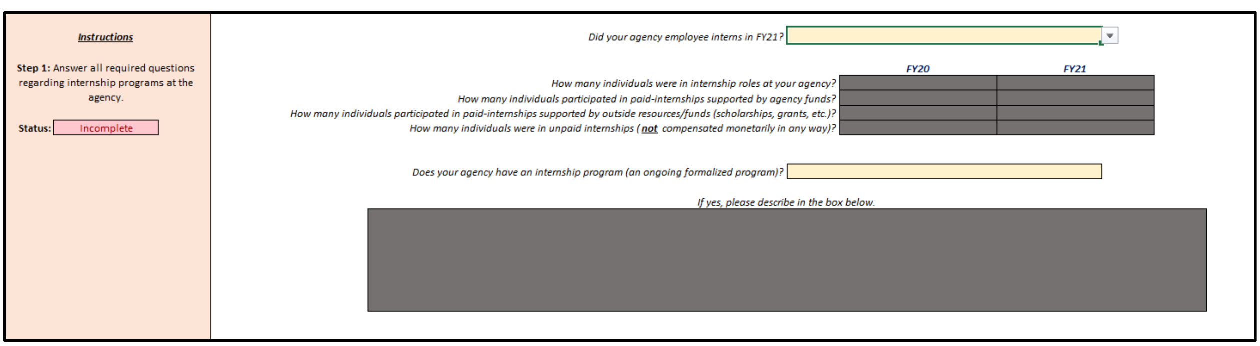
Report Section 3: Internship Tab

New for 2021 In FY21, a new section was added to the Workforce Planning Template to begin collecting information on internships. There are only 2-3 required fields for this tab depending on how the agency/institution responds. Several optional data points can also be entered. Why we added this was due to the Governor's office having a keen interest in understanding the Commonwealth's internship programs across the Executive Branch.

To support the efforts related to internships, two new codes have also been added in PMIS and will be in Cardinal as well to start systematically tracking internship data:

Paid Internship

Unpaid Internship



Report Section 4: Key Risk Factors Tab

To hone in on the most important areas of workforce planning, the template identifies five key risk factors or themes. The risk factors in the template are:

- **Vacancy Risk** - The risk associated with positions becoming vacant/retirement risks, difficulty with filling positions or loss of specific skills/knowledge from vacant positions.
- **Talent Acquisition Risk** - The risk associated with recruitment challenges, from practices, policies, required specialized skills and abilities. Another talent acquisition risk the Commonwealth faces is fierce competition for candidates.

- **Employee Engagement Risk** - The risk associated with retention, recognition, productivity, low morale, and limited growth and development opportunities offered within the agency/institution.

- **Workforce Development Risk** - The risk associated with continually building the knowledge, skills and abilities of the workforce within an agency related to the agency's mission to ensure business continuity.

- **Technology & Organizational Inefficiencies** - The risk associated with utilization of outdated technology policies, hardware, software, systems and practices. Lack of automation of processes because "this is the way we do it."

Identifying Risk Levels

Agencies should identify the level of risk for the associated statement pertaining to the particular risk factor. Risk levels are outlined as High, Medium, Low, or N/A. Select the risk level for the respective statements in each of the risk areas by clicking the checkbox. The selected risk will highlight with the corresponding colors (**High = Red**, **Medium = Orange**, **Low = Green**, and **N/A = Black**), as shown in the picture below.

Vacancy Risk *- The risk associated with positions becoming vacant/retirement risk, difficulty filling positions or loss of specific skill/knowledge from vacant positions.*

Risk/Observation	FY19 Risk Level	Level of Risk to Agency				Description, Explanation of Change, or Additional Notes
Loss of institutional knowledge and specialized experience due to voluntary turnover and/or retirements	High	High ☐	Medium ☐	Low ☑	N/A ☐	
High turnover rates (overall or unique to certain employee populations)	N/A	High ☐	Medium ☑	Low ☐	N/A ☐	
Below average salary rates prompts risk of losing talent to competitors	Medium	High ☑	Medium ☐	Low ☐	N/A ☐	
High percentage of workforce as single incumbent positions, with unique duties performed only by single position.	High	High ☐	Medium ☐	Low ☐	N/A ☑	
Significant likelihood single incumbent or specialized positions will become vacant within 5 years.	Medium	High ☐	Medium ☐	Low ☑	N/A ☐	

Once the risk level is selected, please provide a brief description of the risk specific to the agency. If the risk is not applicable to the agency (N/A is selected), a description doesn't have to be entered.

This process is repeated for each risk/observation in each risk factor area.

Updating Optional Risk Factors from Prior FY

If the agency did not provide additional risk factors in the prior fiscal year, agencies do not have to enter any information in this section.

If the agency provided additional risk factors in the prior fiscal year, agencies should enter the new risk level for the operation or risk (entered from last year) by clicking the checkbox. The selected risk will highlight with the corresponding colors (**High = Red**, **Medium = Orange**, **Low = Green**, and **N/A = Black**).

Once the risk level is selected, please provide a brief description of the risk specific to the agency. If the risk is not applicable to the agency (N/A is selected), a description doesn't have to be entered.

This process is repeated for each optional risk/observation entered from the prior year.

Identifying Optional Risk or Observations

If the agency has additional risks that do not align with the risk categories provided, the agency may provide any optional risk factors.

To enter optional risk factors, select the related risk area from the drop down menu. If "other" is selected, please specify an overall category for the risk factor. Enter the details regarding the risk or observation, identify the risk level, and provide a brief description.

Agencies may enter up to an additional three (3) risks or observations. This process is repeated for each optional risk/observation the agency would like to enter.

Report Section 5: Agency Best Practices Tab

Sharing best practices, lessons learned, or any additional knowledge regarding the risk factors from the previous section can positively impact other agencies and impact potential policies or procedures across the Commonwealth. DHRM is working to create resources for agencies for workforce planning and development.

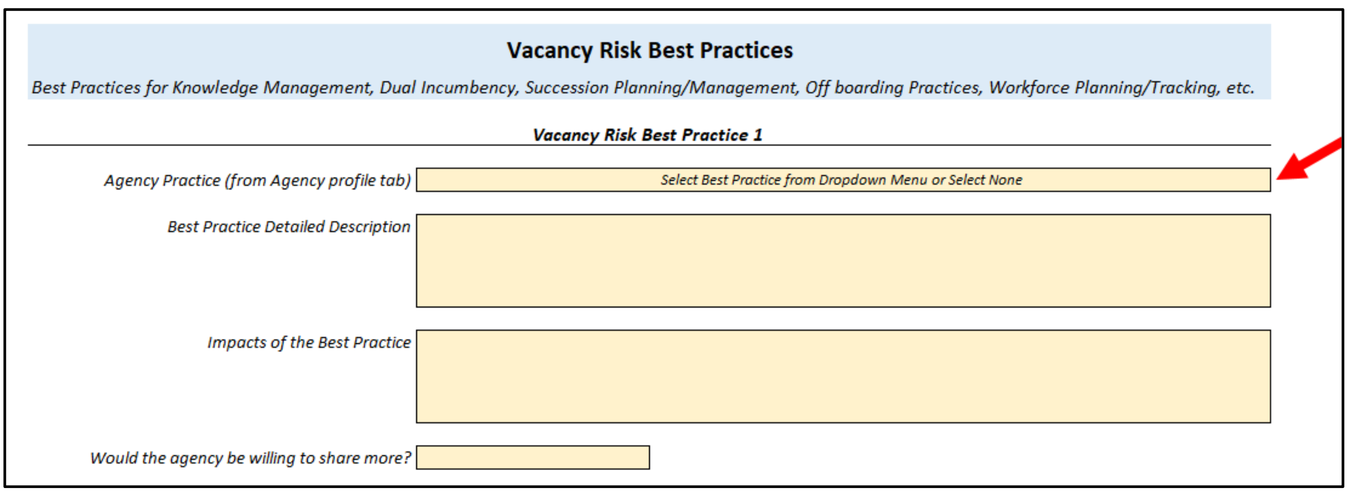
More importantly, DHRM hopes to be able to partner with agencies to be able to connect those who wish to learn more about a specific practice to those who are willing to share information of the corresponding best practice.

The best practice section was reworked to better capture meaningful data for agencies to share best practices. Agencies may share practices that have been impactful or considered to be best practices if they wish.

Entering Best Practices Information

Each of the risk areas offer opportunities for the agency to provide information on best practices. To enter a description of the best practice and its impacts, first select the practice from the dropdown menu (as shown in the picture below).

> **NOTE: This dropdown will only show practices related to the risk area that were identified in the Agency Profile tab as continued or started.**



After the best practice is selected, the agency should provide the supporting information; to include a detailed description of the best practice and the impacts the agency has seen. Lastly, agencies should indicate if they would be willing to share more information. This will help to connect agencies who indicated they are interested in learning more from the agency profile tab to those that are willing to share information.

This process is repeated for each risk area. Each risk area has three opportunities for agencies to identify a best practice. If more space is needed, agencies may include additional information in the appendix (Section 8) of the report.

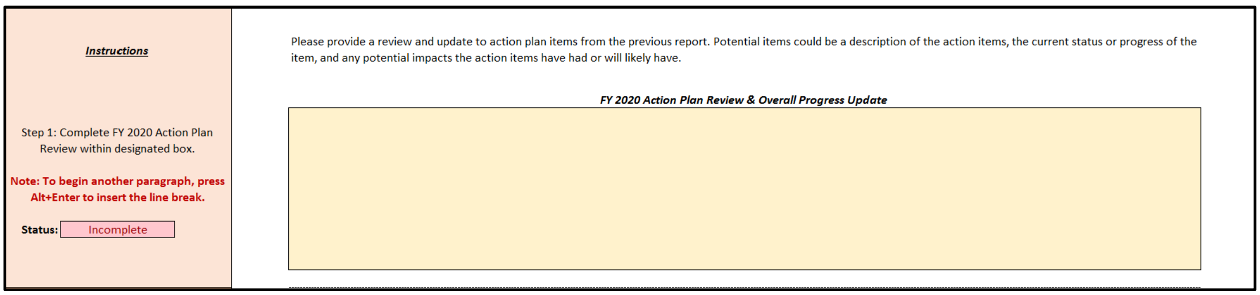
NOTE: If the agency does not have a practice to provide information on, “None” should be selected from the dropdown.

Report Section 6: Prior FY Review Tab (Prior Fiscal Year Action Plan Review & Progress Update)

This section allows agencies to provide data and information on their efforts in implementing action items from the prior fiscal year report. As this is a living document, continual updates of the action plans will be required year-to-year.

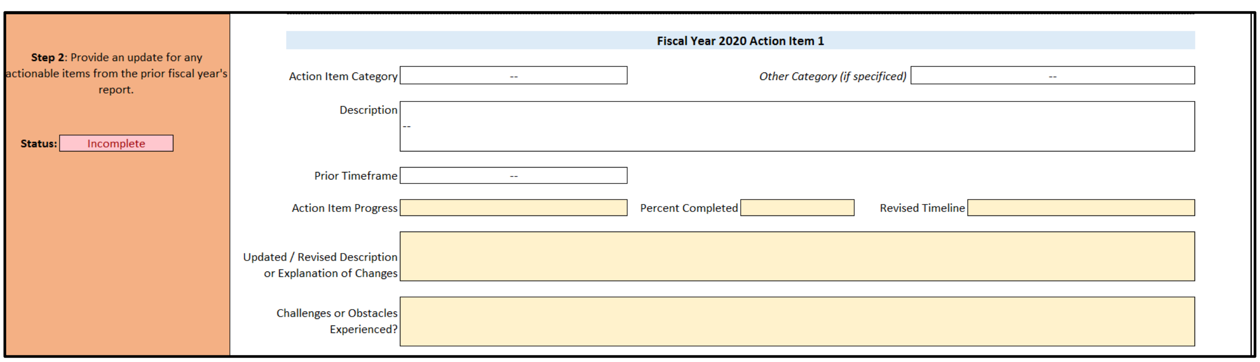
Entering Prior Action Plan Review & Overall Progress Update

Complete FY2021 Action Plan Review within the designated box. Please provide a high level summary and overview of the agency/institution's progress on action items in the box provided. Recommended character count is 2,000 or less.



Entering Prior Year Actionable Item Updates

Provide an update for any actionable items from the prior fiscal year's report. The cells that are white are populated with information that was entered last year. The yellow cells are updates that require data to be entered. The process will be repeated for each action item that was entered last year.

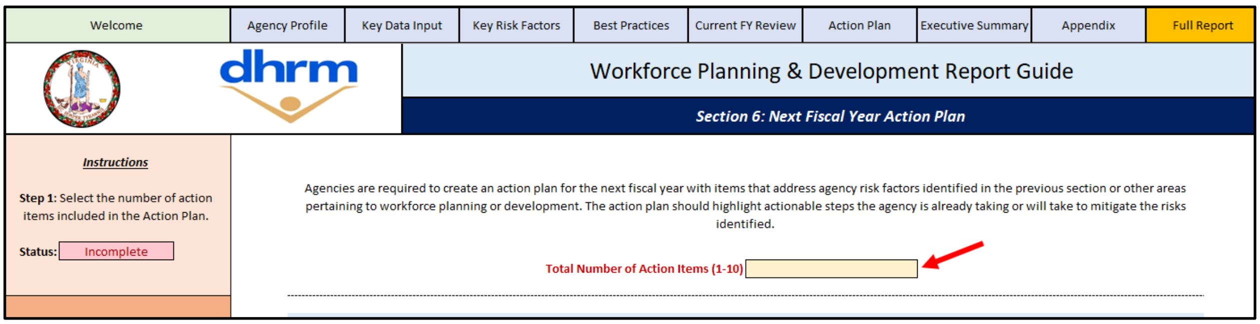


Report Section 7: Next FY Action Plan Tab

This section is to input the action items for the next fiscal year. Agencies are required to create an action plan for the next fiscal year with items that address the agency risk factors identified in the previous report sections or other areas pertaining to Workforce Planning and Development. The action plan should highlight actional steps the agency is already taking or will take to mitigate the risks identified.

Identify the Total Number of Action Items

The first step to enter the action items is to identify the total number of action items that the action plan will have. This number should be entered into the yellow box in step 1 of the Next Fiscal Year Action Plan report section (as shown in the picture below).



Entering New Action Items

To enter a new action item (something different from the prior fiscal year), first select the "New" from the dropdown in the New or Previous action? Box. (shown in the picture below).

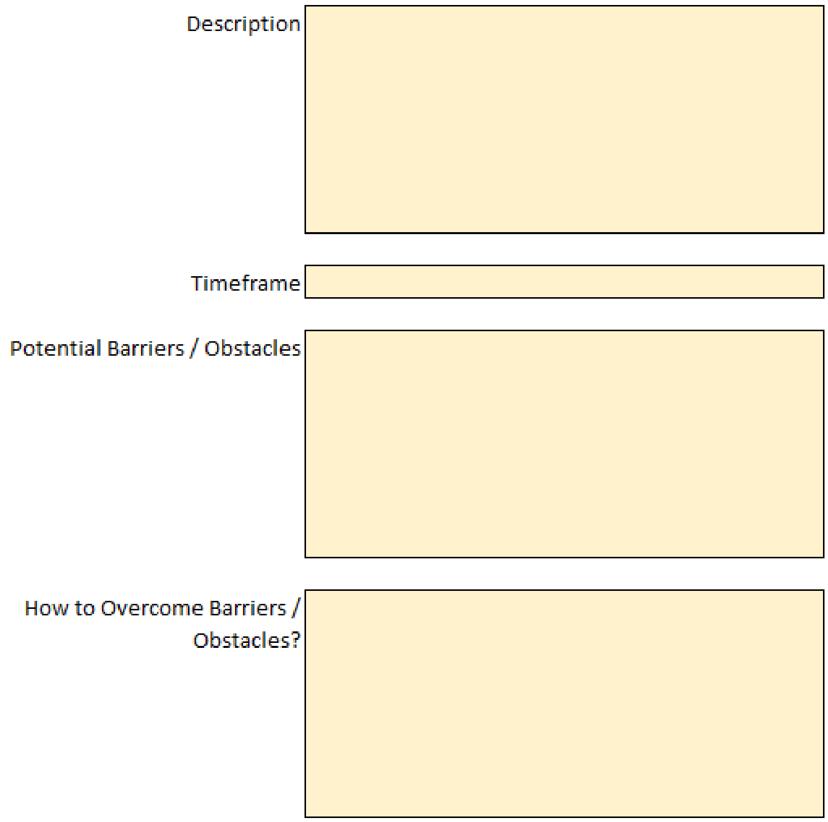
New or Previous Action? New

Next, agencies should identify the action item category (risk factor) that the item falls within. If the "Other" category is selected, please specify the category (shown in the picture below).

Action Item Category

If Other, Please Specify:

Next, the agency should enter a brief description of the action time, the timeframe for the item to be completed (from the dropdown), potential barriers or obstacles that may occur, and some strategies of how the agency could overcome those barriers (as shown in the picture below.



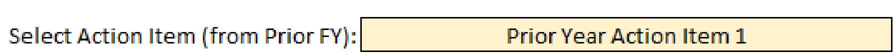
This process is repeated for any new action items that the agency wishes to add.

Adding Action Items from the Prior Fiscal Year

To add an action item from the previous fiscal year, first select the “Previous” from the dropdown in the New or Previous action? Box. (shown in the picture below).

Next, the agency should select the action item from the prior fiscal year from the drop down (shown in the picture below).

> **NOTE: The action items are displayed as the number the action was on the action plan from the Prior FY Review Tab.**



The updated description, revised timeline, and obstacles experienced will populate automatically based on the information entered in the Prior FY Review Tab. The last information that the agency will need to enter are strategies to overcome the barriers or obstacles experienced in the prior fiscal year.

Revised / Updated Description	This is an example.
Revised Timeline	6-12 Months
Obstacles Experienced	This is an example.
How to Overcome Barriers / Obstacles?	

This process is repeated for any previous action items that the agency wishes to add.

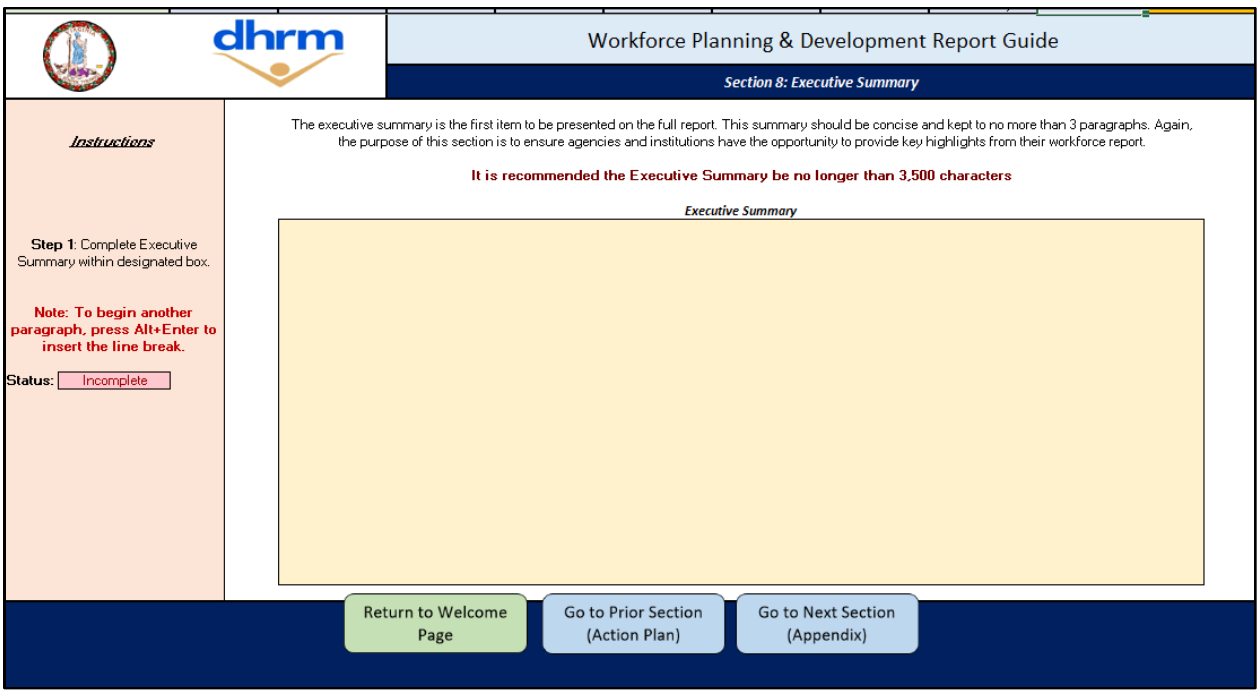
Report Section 8: Executive Summary Tab

The purpose of this section is to provide agencies an opportunity to share key highlights or findings from their workforce planning and development report. The executive summary should be concise and kept to no more than 3 paragraphs.

As a helpful hint, to add another paragraph in excel, press ALT+Enter to go to the next line.

After feedback, we have expanded the executive summary section to allow for up to 3,000 characters (nearly triple the size from the Fiscal Year 2019 report).

The executive summary is at the end of the guide, however, it will show at the beginning of the final report. This section requires the agency to include the executive summary by entering the information into the yellow box (shown in the picture below).

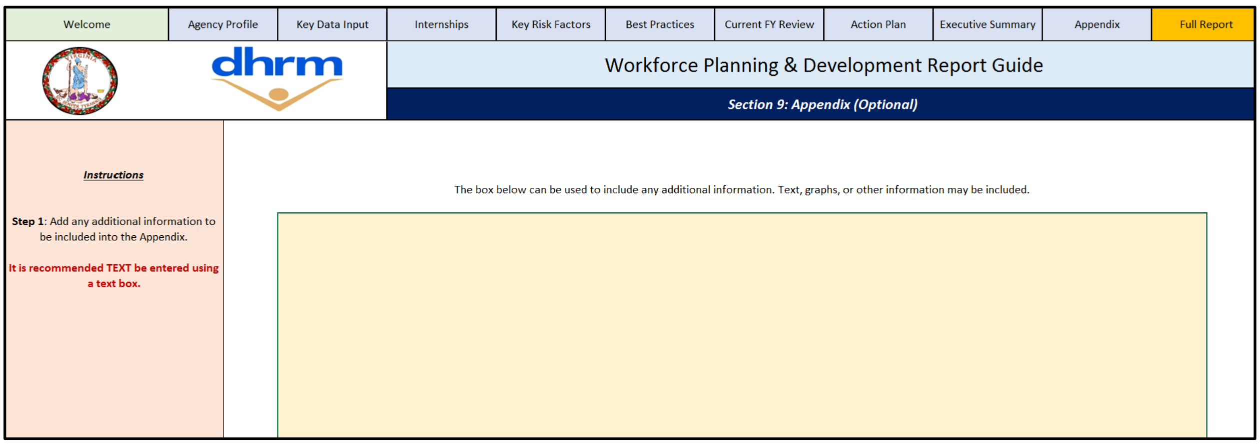


Report Section 9: Appendix Tab

This section is optional for agencies to complete and is a way for agencies to share any other information that was not captured in the previous sections of this report.

Any information that is provided in the yellow box on the Appendix Tab will be displayed in Appendix B of the final report. Appendix B is a linked picture to the yellow box, meaning the look and placement of any objects or text in the yellow box to be displayed exactly the same in Appendix B.

Entering Text into the Appendix



It is recommended that any text be entered using a text box. To enter a text box, go to the insert tab at the top of the screen. Click on the Text Box button and draw the text box to the desired size (the box can be resized after). Enter the desired text into the text box (as shown in the example below).

The text box can then be moved to the position in the yellow box the agency would like the information to be displayed.

Entering Graphs or Objects into the Appendix

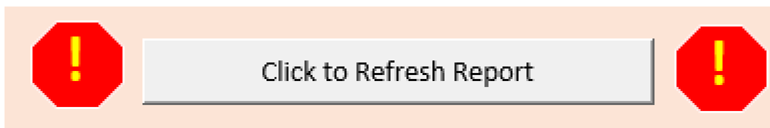
Any graphs or objects (such as pictures) can be inserted into the excel worksheet through the normal Excel process. The graph or object can then be moved into the yellow box to be displayed in Appendix B. Again, the look and placement of any objects or text in the yellow box be displayed exactly the same in Appendix B.

Full Report and Report Appendix

After completing all sections, the template file will compile the information into a standard pre-formatted report on the Full Report Tab and in optional appendix attachments on the Report Appendix Tab.

Full Report Tab

Before viewing the full report, click the “Refresh Report” button at the top (shown in the picture below). This button will filter the action plan items to organize them according to the estimated timeframe for completion, smallest to largest. **This button will NOT submit the report.** Procedures for submitting the report are detailed in the next Section.



> **NOTE: This button should be clicked to refresh the report after any changes are made to the Next FY Action Plan Tab. It is encouraged this button be clicked each time the Full Report Tab is visited.**

Information on the Full Report Tab cannot be changed. If a change is required, the change must be made on the respective tab (Sections 1 through 8) to be reflected on the Full Report.

The first section of the report is the executive summary. The next section of the report provides demographic information of the workforce for the report’s fiscal year.

The next section provides the key metrics for the report. The key metrics are divided between non-executive and executive metrics. Some metrics are color coded to highlight areas of interest. Color indicator explanations are on the final report for each section.

The next section shows the key risk factors and observations the agency indicated, indicating the change in risk level from the prior fiscal year and the risk description.

The next section is the prior year action plan review and progress update. The overall summary of the actions and progress will be displayed along with a graph to indicate the status of action items from the prior report.

The next section is the upcoming action plan. A graph of the action plan by area is displayed to show which areas the agency is focusing on for the next fiscal year. All action items will be grouped by time frame, beginning with those estimated to be completed the earliest.

The final section is the signatures section. The name of the agency will automatically show on the report and there are spaces for the Agency Head and HR Director to sign the report.

Printing the Full Report

The full report tab is already formatted to print on six (6) pages (three (3) front and back). The report can be printed by going to “File” and then “Print”.

- The executive summary and demographics appear on the first page.
- The critical positions, retirements and time to fill appear on the second page.
- Employee turnover, retention, and diversity and inclusion metrics appear on the third page.
- The fourth page has the executive team metrics and the vacancy risk and talent acquisition risk factor areas.
- The fifth page includes the employee engagement, workforce development, and technology and organizational inefficiencies risk areas. The page will also include the brief summary of progress and the graph showing the status of prior action items.
- The last page contains the action plan for the next fiscal year and the signatures for the agency head and HR director. NOTE: The last page of the report will vary in length depending on the number of action items the agency includes for their next fiscal year action plan, but will not exceed the 6th page.

Report Appendix Tab

The Report Appendix Tab provides agencies with an opportunity to attach additional information to the full report, if they wish. The report appendix is divided into two sections, Appendix A and Appendix B.

- **Appendix A**: Displays information from additional risk factors entered, description and impacts of best practices, and the training and development detailed breakdown. All of these fields are optional for agencies to enter information.
- **Appendix B**: Open section for agencies to include any additional information to supplement their report.

Printing the Appendix Tab

The full appendix tab is already formatted to print on three (3) pages (two (2) front and back). The appendix can be printed by going to “File” and then “Print”.

- The first page of the appendix contains the additional risk factors and best practices for vacancy risk, talent acquisition, employee engagement, and workforce development.
- The second page of the appendix contains the technology and organizational efficiencies best practice section and the breakdown of training and development information.
- The third page contains the open section for agencies to include any additional information.

Submitting the Report to DHRM

After all sections of the report are completed and the report has the appropriate signatures, the following should be submitted to DHRM:

- Scanned copy of the agency's signed Workforce Report
- The Agency's completed Excel Workbook with the naming convention: ***AgyNum_AgyAbbre.xls. Example: 129_DHRM.xls***

> **REMINDER**: **Institutions of Higher Education are required to present the report to the Board of Visitors for their institution, in addition to completing the two required signatures.**

The items above should be submitted to the email box: dhrm.wfp@dhrm.virginia.gov. Once the two documents have been submitted, a confirmation email will be sent.

Any questions should be sent to: Workforce Planning Consultant at the Department of Human Resources Management.