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STRATEGIC WORKFORCE & SUCCESSION PLANNING NEEDS ASSESSMENT WORKBOOK

**PREPARING TODAY
TO MEET TOMORROW'S NEEDS**

2010 Edition

Introduction

The *Needs Assessment Workbook* may be used in conjunction with the *Strategic Workforce and Succession Planning Guidebook*. The Workbook presents the opportunity for departments to conduct an assessment of departmental priorities, structure, workload, and workforce as presented in the *Strategic Workforce and Succession Planning Guidebook*. Consider this Workbook to be a working document that each department will keep for future reference. A sample completed Workbook is provided in the appendix for illustration.

Strategic workforce and succession planning have many facets. Your departmental budget report may be used as a reference when completing this document since it may provide useful data such as specific departmental service needs, changes in technology requiring specialized equipment, and special circumstances or events that are likely to impact your department's operations.

When completing this Workbook, please take the following into consideration:

- responses are for departmental use only (Departments are NOT required to submit the completed Workbook. It is for internal use only.)
- responses can be in short bullet form
- all responses are confidential

I. DEPARTMENTAL PRIORITIES

Departmental Mission:

Departmental Goals:

Departmental Objectives:

Core Programs and Services:

Are we able to meet the mission, goals and objectives of the department and deliver core programs and services as mandated by the Board of Supervisors and State and Federal appointments?

Do we anticipate a change in our strategic objectives or way of conducting business (i.e., internal and external pressures)? If yes, how will it affect workforce deployment or allocation, budget, etc.?

II. DEPARTMENTAL STRUCTURE

Compare your most recent organizational chart with the functional structure of the department. Are the two compatible? Describe any discrepancies between the two.

Will there be a reorganization of the department or any units?

Allocation of Resources:

Costs

Salaries & Employee Benefits _____%

Services & Supplies _____%

Training _____%

Recruitment _____%
(e.g., advertisements, job fairs,
conferences, etc.)

Do projected funding levels support positions and objectives?

Are there any anticipated budgetary allocation adjustments (e.g., programs beginning or ending, layoffs, etc.)?

What are the position allocation needs of each core program?

Program:	Position(s):

What formal and informal departmental programs exist to assist employees with advancement? How many employees are currently participating in these programs?

III. WORKLOAD

What is the nature of the work to be done, in terms of services/products, volume, location, and duration?

Is the workload expected to increase or decrease?

What is the effect of technology on workload and productivity?

What factors may cause a change in workload (e.g., new programs, legislation, economy, etc.)? How will you compensate for such events?

Potential Factor

Management Plan

Example from
DHR Centralized Examining & Test
Research Division

Recruit and hire individuals with an
Industrial/Organizational Psychology background
to fill the following positions:

New Program – Test Research Unit

- HR Analyst IV
- HR Analyst III
- HR Trainee

Potential Factor

Management Plan

1.

2.

3.

IV. WORKFORCE

Which of the classes in your department are considered the most critical to your operations?

What are the core competencies required by employees within each family of critical classes (e.g., Civil Engineering, Eligibility Worker series, Human Resources Analyst series, etc.) in your department? Core competencies are integrated knowledge sets within a department that distinguishes it from other departments and delivers value to its customers.

What career paths are generally followed or available for those critical classes that lead to technical, supervisory, management, and executive-level positions (e.g., Administrative Assistant I ^ Administrative Assistant II ^ Administrative Assistant III ^ Supervising Administrative Assistant II ^ Supervising Administrative Assistant III)? For each critical class, delineate the career path.

How is the workforce going to change in size and demographics?

V. SUMMARY

Based on your responses, what adjustments can be made in your department to accommodate the activities associated with Strategic Workforce and Succession Planning?

DEPARTMENTAL PRIORITIES

DEPARTMENTAL STRUCTURE

WORKLOAD

WORKFORCE

RETENTION, DEVELOPMENT, AND RECRUITMENT STRATEGIES CHECKLIST

The strategies listed below were detailed in the *Strategic Workforce and Succession Planning Guidebook*. Select the strategies that you are **currently** utilizing. This will assist you in taking an inventory of the programs and methods you have been using to retain, develop, and recruit employees.

Recruitment:

- Print Media Advertising
- Professional Association Networks and Professional Conferences
- Employee Referral Programs
- Job Fairs
- Local Radio & Public Access Television
- Executive Recruitment Firms
- Campus Recruitment and University Outreach
- Database of Past Applicants
- Internet Recruitment
- Website
- Focus on Retirees
- Reach out to Former Employees
- Resume Mining
- Attaching Recruitment to Published Documents
- Other: _____

Development:

- Stretch Assignments
- Mentoring
- Job Rotation
- Tuition Reimbursement
- On-site Development Opportunities
- New Employee Networking
- Performance Evaluations
- Individual Development Plans
- Career Planning Program
- Employees' Skills Database
- Webinars
- Other: _____

Retention:

- Ensure Fair & Valid Promotional Exams
- Timely Examination Process
- Realistic Job Previews
- Hiring Based on Employee "Fit"
- Departmental New Employee Orientation Program
- Stay Interviews
- Organizational Surveys
- Exit Interviews/Surveys
- Employee Assistance Program
- Flexible Work Schedules
- Casual Dress Programs
- Child Care Program
- Elder Care Program
- Transportation and Parking Programs
- Local Discounts
- Department Newsletter
- Employee Involvement Group
- Respectful Treatment of Employees
- Good Physical Work Environments
- Effective Supervisory Behavior Training
- Employee Recognition Programs
- Offer Individual Recognition
- Employee Suggestion Box
- Job Sharing
- Other: _____

APPENDIX

SAMPLE COMPLETED WORKBOOK

I. DEPARTMENTAL PRIORITIES

Departmental Mission:

Department of Animal Care and Regulation Services (FICTITIOUS DEPARTMENT)

To enforce all state and county laws regarding the protection and control of animals.

Departmental Goals:

- To protect the animal population from the dangers of the streets and the wild, and from other potential harm.
 - To protect the public's safety by enforcing animal codes and ordinances and animal quarantines.
 - To redefine the animal control profession through teamwork, training of staff members, and the utilization of current technology to better serve the public.
-

Departmental Objectives:

- To prevent and investigate inhumane treatment of animals.
 - To incorporate information technology into the current organizational structure.
 - To educate and inform the public in the areas of animal codes, animal ordinances, and responsible pet ownership.
 - To implement a rotational training program to ensure the enhancement of job skills as well as the employment of current policies and procedures.
-

Core Programs and Services:

- Animal License Program
 - Animal Adoption Program
 - Animal Shelter/Lost and Found
 - Pet Education Program
 - Rabies Control Program
-

Are we able to meet the mission, goals and objectives of the department and deliver core programs and services as mandated by the Board of Supervisors and State and Federal appointments?

Our department is currently meeting the mission, goals and objectives. We are delivering core programs and services as mandated by the Board of Supervisors and state and federal appointments.

Do we anticipate a change in our strategic objectives or way of conducting business (i.e., internal and external pressures)? If yes, how will it affect workforce deployment or allocation, budget, etc.?

With the addition of the Information Technology Unit, our department will become more technologically advanced by providing online services as a means to better serve the public. The strategic objective for the Legislation Unit will require the allocation of additional funding to ensure compliance with all regulatory agencies. The result of this compliance will be a more informed and efficient workforce.

II. DEPARTMENTAL STRUCTURE

Compare your most recent organizational chart with the functional structure of the department. Are the two compatible? Describe any discrepancies between the two.

There are no apparent discrepancies between our most recent organizational chart and the functional structure of our department.

Will there be a reorganization of the department or any units?

A Legislation Unit will be developed under the administrative division in order to address training issues as well as judicially mandated policies and procedures that affect our department. With the addition of the Information Technology Unit, our department will become more technologically advanced and self-reliant.

Allocation of Resources:

	Costs
Salary & Employee Benefits	43%
Service & Supplies	20%
Training	6%
Recruitment (e.g., advertisements, job fairs, conferences, etc.)	7%

Do projected funding levels support positions and objectives?

The current funding levels do not support the objectives and positions needed in creating the Information Technology and Legislation units. Proposals will be made for the next budget year.

Are there any anticipated budgetary allocation adjustments (e.g., programs beginning or ending, layoffs, etc.)?

Due to the addition of the Information Technology and Legislation units to our department, we expect to make the budgetary allocation adjustments for funding these projects.

What are the position allocation needs of each core program?

IT Unit – All Programs	(1) IT Specialist (1) Data Systems Coordinator (2) Data Systems Analyst (1) Data Systems Analyst Aid
Legislation Unit – All Program	(1) Administrative Manager (2) Legislative Analyst (1) Staff Assistant
Animal Adoption Program – (1) Administrative Manager	(1) Animal Control Officer IV (2) Animal Control Officer III (3) Animal Control Officer II (6) Animal Control Officer I
Animal Shelter/Lost and Found – (same manager above)	(2) Animal Shelter Manager (1) Animal Control Officer IV (2) Animal Control Officer III (5) Animal Control Officer II (9) Animal Control Officer I
Animal License Program - (1) Administrative Manager	(1) Animal Control Officer (1) Animal Control Officer III (3) Animal Control Officer II (4) Animal Control Officer I
Rabies Control Program - (same manager above)	(1) Animal Control Officer IV (1) Animal Control Officer III (3) Animal Control Officer II (3) Animal Control Officer I
Pet Education Program - (same manager above)	(1) Animal Control Officer IV (1) Animal Control Officer III (3) Animal Control Officer II (3) Animal Control Officer I

What formal and informal departmental programs exist to assist employees with advancement? How many employees are currently participating in these programs?

Our department currently offers a mentoring program which involves pairing an employee with another employee of the next higher class. The intent is to enhance the knowledge, skills and abilities of mentored employee. Approximately 50% of our employees participate in this program.

III. WORKLOAD

What is the nature of the work to be done, in terms of services/products, volume, location, and duration?

Maintaining 10 animal care shelters, responding to 3300 incidents involving stray and/or abused animals per year, and providing animal control services in unincorporated areas of the County in accordance with established service agreements.

Is the workload expected to increase or decrease?

- The initial workload is expected to increase substantially. Once the new staff in the Information Technology Unit start to take on projects, they will be able to help streamline the manner in which work is carried out and improve the manner in which we provide our services to the public.
- Workload is also expected to increase with the creation of the Legislation Unit due to new staff being responsible for keeping the department up-to-date on legal codes and ordinances pertaining to animal care and control.
- Lastly, due to the creation of the new website acting as an information source and an increase in population, we expect a 10% to 15% increase in calls dealing with lost and stray animals.

What is the effect of technology on workload and productivity?

The addition of the Information Technology unit will enable our department to become more self-reliant and independent in the areas of: systems maintenance and upgrades, and an overall increase in department efficiency leading to increased productivity.

What factors may cause a change in workload (e.g., new programs, legislation, economy, etc)? How will you compensate for such events?

Potential Factor

1. New Program
– Information Technology Unit
2. New Program
– Legislative Unit

Management Plan

- Internal IT support
IT Specialist (1)
Data Systems Coordinator (1)
Data Systems Analyst (2)
Data Systems Analyst Aid (1)
- Administrative Manager (1)
Legislative Analyst (2)
Staff Assistant (1)

IV. WORKFORCE

Which of the classes in your department are considered the most critical to your operations?

The Animal Control Series is most critical to the department's operations. Classifications in this series are responsible for carrying out the primary duties of the programs and services that the department provides to the public.

What are the core competencies required by employees within each family of critical classes (e.g., Civil Engineering, Eligibility Worker series, Human Resources Analyst series, etc.) in your department? (core competency - integrated knowledge sets within a department that distinguishes it from other departments and delivers value to its customers.)

- Animal Control Series – Basic knowledge of the policies and procedures of the Department of Animal Care and Regulation Services. Knowledge of and ability to work with a variety of animals – calm them, control, and build rapport. Considerable public contact pertaining to the education and general care of the animals.
- Legislative Analysis Series – Progressive knowledge of legislative analysis related to animal control and protection.
- Information Technology Series – Skilled and working knowledge of subject matter pertaining to the implementation and maintenance of the network system.

What career paths are generally followed or available for those critical classes that lead to technical, supervisory, management, and executive-level positions (e.g., Administrative Assistant I \wedge Administrative Assistant II \wedge Administrative Assistant III \wedge Supervising Administrative Assistant II \wedge Supervising Administrative Assistant III)? For each critical class, delineate the career path.

- Animal Shelter Aid \wedge Animal Control Officer I / II / III \wedge Animal Shelter Manager \wedge Administrative Manager
- Legislative Analyst I / II \wedge Senior Legislative Analyst \wedge Administrative Manager
- Data Systems Analyst Aid \wedge Data Systems Analyst \wedge Data Systems Coordinator \wedge IT Specialist

How is the workforce going to change in size and demographics?

With the addition of the Information Technology and Legislation units, the workforce is expected to increase by approximately ten knowledge/technical workers.

V. SUMMARY

Based on your responses, what adjustments can be made in your department to accommodate the activities associated with strategic workforce planning?

DEPARTMENTAL PRIORITIES

- Development of our website to inform and educate the public about our services, increase the number of outreach training seminars to public and community centers.
 - Training staff on use of computer systems to become more efficient.
-

DEPARTMENTAL STRUCTURE

- Restructure with the 2 new units – Legislation Unit and IT Unit.
 - Increase in the development budget – Train staff on the current technology and legislative policies.
 - Increase recruitment budget – Hire to fill vacant positions within the newly created units.
-

WORKLOAD

- Evaluate work systems with integration of current technology in order to streamline the process.
 - Prepare to meet a workload increase of 10% - 15% due to newly created website and increase in population.
-

WORKFORCE

- Prepare to meet a workforce increase of 5% due to the newly created Legislative and IT units.
-

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- Tuition Reimbursement
- On-site Development Opportunities
- New Employee Networking
- Performance Evaluations
- Individual Development Plans
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Retention:

- Ensure Fair & Valid Promotional Exams
- Timely Examination Process
- Realistic Job Previews
- Hiring Based on Employee "Fit"
- Departmental New Employee Orientation Program
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- Employee Suggestion Box
- Job Sharing
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