

2021 NASPEs AWARD

Eva N. Santos Communication Awards

Nominations from dues-paying states are considered for eligibility. Nominated leaders and programs should have a positive effect on the administration of state human resource programs. A state's central human resource department or line agency human resource operations may administer nominated programs.

Programs and projects must have been operational for at least six months and must be transferable to other states. Selection criteria are based on the questions asked on the award application. Included in this packet are the specific criteria for each award and their categories. Nominations are encouraged in all areas of human resource management administration.

Additionally, please provide the project initiative in one of the following formats:

- Web link
- Snapshot
- PDF

NOMINATION INFORMATION

Title of Nomination: Workforce Plan State: VA

Contact Person: Anne Waring

Contact's Title: Communications and Public Relations Manager

Agency: Virginia Department of Human Resource Management

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ALL SUBMISSIONS MUST:

Meet all eligibility requirements. • Meet deadline requirements stated on the NASPE website. • Be entered in the correct category and be correctly identified. • Include a complete nomination packet. • Conform to all copyright laws.

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NOMINATOR INFORMATION

Nominator: Anne Waring Title: Communications and Public Relations Manager

State: VA Agency: Virginia Department of Human Resource Management

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DETAILS

See details attached

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Eva N. Santos Communication Awards Workforce Plan

1. Provide a brief description of the submission.

The Workforce Planning program for the Commonwealth of Virginia gained renewed focus in 2017 when legislatively mandated by the General Assembly to concentrate on three areas of the workforce: Those nearing retirement; critical positions; and those positions at executive risk. The Department of Human Resource Management (DHRM) was tasked with developing the enterprise wide, individual agency reports annually to summarize the data to present to the Governor's office.

DHRM created a Workforce Planning Consultant position tasked with managing workforce planning. The responsibility of this role was to develop a method to collect the workforce planning data, analyze the data and synthesize it annually. DHRM had a zero budget for the project to automate the data collection or report design. The program began with the development of a template in PowerPoint, which evolved to an Excel template. The [data collection and reporting](#) are robust with the Excel tool, allowing a build out of a dashboard for a statewide report out of the data at three levels: statewide, secretariat and individual agency.

This [workforce plan](#) and [data reporting](#) have enabled the Commonwealth to better support and enhance the skills of its workforce. This has created accountability for workforce planning at the agency level with buy-in across executive leadership and human resources. There is greater visibility of risk areas, areas of opportunity, and areas of excellence showcased within the enterprise level workforce plan. Resources have been developed to support agencies/institutions with tools that can support mitigation of risk related to the workforce, including a mentoring toolkit, knowledge transfer toolkit, and statewide best practices guide. Finally, the Governor's Office has greater understanding of challenges related to the

Commonwealth workforce because of the data compilation now available for use in resource and budget allocation.

2. How long has the submission been in existence?

Workforce planning has been a part of DHRM's risk mitigation strategy for the Commonwealth for many years. The renewed focus on the reporting began in July 2017.

3. Why was the submission created?

Re-focusing of workforce plan efforts and development of reports were initiated to support understanding the changing needs of the workforce. Technology and efficiency have modified how work is done. Having a good understanding of the gaps in talent, knowledge, and adequate resources assists the Department of Human Resource Management in ensuring that the workforce of the future is in alignment with our agency mission to provide a broad range of leadership, services and guidance to the Commonwealth and its stakeholders.

4. How does this submission support the goals and objectives of your agenda/department?

The workforce planning re-focus as well as enterprise reporting on the workforce provide a line-of-sight to the data at various levels, and support the specific mandate set by the General Assembly. The reports have consolidated a variety of disparate data, including diversity, equity and inclusion (DEI), resignations, voluntary separations, training and development, critical positions, retirement and action planning for the workforce of the Commonwealth.

This snapshot view allows insights to quickly be made for action. Due to the report, agencies have had a plan in place for unexpected vacancies, have begun creating institutional knowledge strategies, and have created a deeper connection with business strategic goals and their alignment with the workforce. Another great success has been participation by agencies and institutions, which have submitted their reports in a timely manner. DHRM has received on-time reports from 100% of the state government Executive Branch.

5. Have you been able to measure the effectiveness of this submission? If so, how?

The workforce plan has been effective thus far in the collaboration between HR and senior leadership on workforce challenges; 100% state agency participation three years in a row for the Executive Branch; a slight reduction in time-to-fill for job openings; tools developed based on data and feedback from agencies such as the mentoring toolkit, knowledge transfer toolkit, and best practices guide; and the transparency of workforce issues to the Cabinet Secretaries as well as the Governor’s Chief of Staff.

An exit survey conducted in the past three years shows an increase in the response rate from employees regarding their work experience, and most significantly, more employees are recommending the agency or institution where they worked to a friend or family member as a great place for employment. The chart below shows the change in the “net promoter score” from a negative 57 to a positive 11 measure.

Exit Survey Results

	Q4 2018	FY 2020	Q3 2021
Response Rate	4%	9%	11%
Net Promoter Score	-57	-10	11