

Directive No. **HR-D-15**  
Effective Date: **3/19/2012**

TO: All Appointing Authorities and Personnel Officers  
FROM: Robert Blair, Director, Department of Administrative Services  
RE: Workforce Planning

### PURPOSE

To require agencies to submit a workforce plan. "Workforce planning" is defined as the framework management relies on for making staffing and resource decisions that are linked to the agency's mission, strategic plan and budgetary resources. Workforce planning is an essential planning process by which the state can achieve the intended philosophy of controlling the size and cost of government.

### AGENCY RESPONSIBILITY

Each agency, board and commission<sup>1</sup> must assess its short and long-term staffing needs and requirements in order to develop a strategic workforce plan. Agencies must ensure effective and efficient utilization of the workforce.

At a minimum, each plan must contain:

1. A statement of the agency's mission and goals;
2. A current table of organization; (guidelines outlined in the Workforce Planning Guide);
3. A summary report of the workforce indicators tracked (outlined in the Workforce Planning Guide);
4. A strategic action plan aimed at developing internal employees and/or recruiting qualified employees to avoid gaps in filling critical staffing needs and intended future action plan for all other positions;
5. A statement indicating how the agency has aligned its workforce plan with its biennial operating budget request on even numbered years<sup>2</sup> or a statement indicating how the agency has aligned its workforce plan with its adopted budget on odd numbered years;

<sup>1</sup> Boards and commissions that are served by the Department of Administrative Services Central Service Agency (CSA) will work with CSA and will only be responsible for submitting one collective plan.

<sup>2</sup> The term "years" used throughout this directive is in reference to calendar years.

6. A plan to monitor progress; and
7. A Civil Service Test exemption form.

While a workforce plan may address a 1-3 year time period, agencies will need to review and update their plans on an annual basis. Updates to the workforce plan must be submitted annually to DAS, Human Resources Division. Submissions will occur no more than 60 days after the biennial operating budget submissions for the even numbered years and no later than October for the odd numbered years.

As a method by which these plans shall be developed and submitted to DAS, workforce planning committees shall be created in each agency. While agencies can best assess who should be assigned to the committees, agencies should consider the following individuals:

1. Agency Human Resources Administrator;
2. Agency Fiscal Officer (well versed in budget and funding);
3. Agency Labor Relations Administrator; and
4. Agency Chief of Staff.

#### DEPARTMENT OF ADMINISTRATIVE SERVICES RESPONSIBILITY

The Department of Administrative Services, Human Resources Division will develop and modify workforce planning tools and resources, maintain the state workforce planning policies, set and develop standardized workforce planning indicators, provide consultative services to agencies throughout the workforce planning process, and collect and analyze agency data for enterprise forecasting and reporting.

DAS will review workforce plans to insure all components outlined in “Agency Responsibility 1-7,” are included as well as other requirements noted in the Workforce Planning Guide.

DAS, in conjunction with OBM, will review requests to adjust personnel ceilings<sup>3</sup> at the time of workforce planning submissions and forward recommendations to the Governor’s Office for review and final determination. For any requests to adjust personnel ceilings outside of the workforce planning process, agencies should follow the procedures outlined in the OBM memo.

This directive supersedes any previously issued directive or policy and will remain effective until canceled or superseded.

#### AUTHORITY & REFERENCE

ORC 124.09

Office of Budget and Management Memorandum Re: Hiring Controls Change to Emphasize Personnel Ceilings

---

<sup>3</sup> Memo Re: Hiring Controls Change to Emphasize Personnel Ceilings dated March 19, 2012.