

Monitor, Evaluate, and Revise

Ongoing evaluations and adjustments are important in workforce planning and are key to continuous improvement. If an agency does not regularly review its workforce planning efforts, it risks failing to identify and respond to unanticipated changes.

Agencies should establish a process that allows for a regular review of their workforce planning efforts to:

- Review performance measurement information.
- Assess what is working and what is not working.
- Adjust the plan and strategies as necessary.
- Address new workforce and organizational issues that occur.

Key Questions:

- Have all major milestones in the agency project plan been completed?
- Did the agency make the appropriate investments in education and training to help its employees build the competencies needed to achieve the agency's shared vision?
- Has the agency recruiting and hiring strategy supported short and long-term goals?
- Does a review of the agency skills inventory indicate the elimination of gaps previously identified?
- Has the agency deployed its workforce appropriately to maximize effectiveness and efficiency?

Seek:

- An explicit link between skill improvement and agency performance.
- An increase in the quality of hires and their associated performance.
- Testimonial evidence from employees and management that necessary training and development is relevant and encouraged.
- Indications of integrated work unit coordination and communication.

Organizations that have already been using workforce planning have found the following data collection tools to be helpful in determining whether or not the workforce plan is achieving results:

- Customer satisfaction surveys
- Program progress reviews
- Standardized questionnaires

Next week will address lessons learned – Overall Review and “Next Steps.”

For additional information concerning strategic planning, please visit our website at: [Kentucky: Personnel Cabinet - Kentucky Government Agency Strategic Plans and Progress Reports](#)

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Your evaluation should answer the following questions:

- Has the strategic plan changed since the beginning of your workforce planning effort?
- If so, what are the implications for the strategies implemented?
- Have the implemented strategies achieved the intended results?
- What worked well? What didn't?
- Is a new analysis necessary before revising the strategies?
- What adjustments to the strategies are needed?
- What changes would you make to the planning process itself?