**Sample Gap-Closing Strategy Plan and Performance Measures**

|  |  |
| --- | --- |
| **Key Challenge** | * Agency has not been able to consistently keep all child welfare vacancies filled. Also projects a huge surge (33 positions) of new positions needing to be filled immediately following budget authorization. * The current workforce shows deficiencies in the critical competencies of Adaptability, Collaboration and Communications (specifically writing skills). |
| **Action Plan Goal(s)** | 1. **Improve recruitment process so that there is a larger and better-qualified applicant pool.** 2. Validate the competencies critical for the Child Welfare Caseworker. Preliminary identification of competencies completed during Supply/Demand Analysis. 3. Strengthen selection process in order to select highly qualified employees. 4. Address competency deficiencies by introducing new performance management system. |

| **Action Strategies**  How will we address our key challenges? | **Tactics/Tasks Required**  Specifically, how will the strategy/objective be accomplished? List the individual steps needed to achieve the goal | **Person(s) Responsible**  Identify who is responsible to see that each task is completed | **Additional Resources**  Identify any additional resources that are needed to complete the task | **Timetable** Specify when each task will be completed | **Status**  Not Started  Started  Completed | **Budget**  How much has been allocated for this strategy? | **Performance Measures/Milestones**  What measure will we use to determine successful completion of action items? |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **1) Improve recruitment process to attract more and better-qualified applicants to have a better pool from which to select new employees.** | Implement online recruiting | Recruitment/ Selection Specialist |  |  |  |  | **Number**: Increase no. of total applicants by X per vacancy  **Number**: At least four qualified applicants (w/ required degrees) for each vacancy  **Outcome**: Length of time to fill vacancies reduced by 3 weeks |
| Partner with local School of Social Work to develop Stipend Program | HR Director |  |  |  |  | **Outcome**: Stipend program developed and implemented.  **Cost**: Cost per hire reduced by x % for Stipend Program employees who stay at least 1year |
| Develop/implement strategy for campus recruitment/job fairs | Recruitment/ Selection Specialist |  |  |  |  | **Number**: Attract X number of new graduates as applicants  **Number**: Attend x number of campus recruitments next year |
| Train supervisors and employees on the new process. | Assistant HR Director |  |  |  |  | **Outcome**: Training completed  **Outcome**: Length of time to fill vacancies reduced by 3 weeks |

**Form: Gap-Closing Strategy Plan and Evaluation**

|  |  |
| --- | --- |
| **Key Challenge** |  |
| **Action Plan Goal(s)** |  |

| **Action Strategies**  How will we address our key challenges? | **Tactics/Tasks Required**  Specifically, how will the strategy/objective be accomplished? List the individual steps needed to achieve the goal | **Person(s) Responsible**  Identify who is responsible to see that each task is completed | **Additional Resources**  Identify any additional resources that are needed to complete the task | **Timetable** Specify when each task will be completed | **Status**  Not Started  Started  Completed | **Budget**  How much has been allocated for this strategy? | **Performance Measures/Milestones**  What measure will we use to determine successful completion of action items? |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

| **Action Strategies**  How will we address our key challenges? | **Tactics/Tasks Required**  Specifically, how will the strategy/objective be accomplished? List the individual steps needed to achieve the goal | **Person(s) Responsible**  Identify who is responsible to see that each task is completed | **Additional Resources**  Identify any additional resources that are needed to complete the task | **Timetable** Specify when each task will be completed | **Status**  Not Started  Started  Completed | **Budget** | **Performance Measures/Milestones**  What measure will we use to determine successful completion of action items? |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |