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

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| **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).
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| **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.
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| **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 StartedStartedCompleted | **Budget**How much has been allocated for this strategy? | **Performance Measures/Milestones**What measure will we use to determine successful completion of action items? |
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| **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**

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

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