

# Creating a Workforce Development Plan



# Workforce Development Planning

A workforce development plan is a document. The document is the outcome of a planning process that is extremely valuable on its own.

Think of the saying about the journey being just as important as the destination. As you will see, the same can be said about workforce development planning.

At the heart of both the planning and the outcome are people—the individuals and teams that do the day-to-day work, generate ideas, create products, sustain operations, and engage with customers and constituents.

Managers—from line supervisors all the way up to the executive suite—know that people are the organization's most valuable asset. Helping your workforce develop the skills they need to perform at a high level is one of the most effective strategies to achieve business objectives. And this is where workforce development planning comes in.

Fundamentally, workforce development planning is a people-centric approach to achieving strategic business objectives.

## The Planning Process—Meet the Three A's

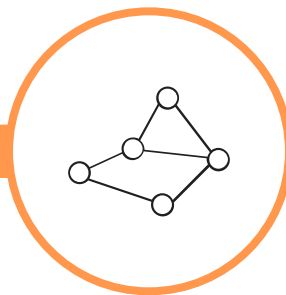
Workforce development planning has three phases. Phase 1 addresses organizational *alignment*. Alignment supplies the business drivers and strategic objectives that will inform the second phase, *Analysis*. The first two phases culminate in a plan that propels phase 3, *Action*. Together, the three phases help organizations create, communicate, and execute their workforce development plan.

During each phase, you will partner with an Esri training consultant to consider a series of questions. The answers will identify important information that should be included in the workforce development plan.

The planning process is intended to be iterative. After the Action phase is under way, periodically you will return to the Alignment and Analysis phases to validate the plan's relevance. Expect to make adjustments over time as staff roles and organizational priorities evolve.



Alignment



Analysis



Action

# Alignment

To earn executive sponsorship and budget approval, you must demonstrate the strategic alignment of your workforce development plan with the leadership's objectives. During this phase, you will explore the questions below and document the answers.



## What is your organization's mission?

Many organizational websites contain a mission statement. This is a good starting point for the workforce development planning process.

## What are your organization's strategic objectives?

Strategic objectives are often communicated in internal executive presentations and documents.

## How do geographic information system (GIS) applications support the strategic objectives?

Identify the business patterns in place at your organization. Now list the GIS applications associated with each pattern.

## Which workforce roles support the GIS applications that support the strategic objectives?

Roles may be associated with the GIS department, IT group, or other business units, singularly or combined.

## What workforce roles interact with the GIS maps and apps?

Many people outside of the GIS staff likely use GIS applications and maps on a regular basis. Be sure to include these individuals in your plan.

## ArcGIS® Patterns of Use



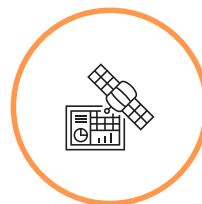
Mapping & Visualization



Data Management



Field Mobility



Monitoring



Analytics



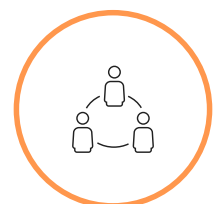
Design & Planning



Design Support



Constituent Engagement



Sharing & Collaboration

## Notes

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# Analysis

During the Analysis phase, you'll determine which learning resources and delivery methods are most appropriate for the workforce roles identified in the Alignment phase. To meet your organization's objectives, you'll also define timelines, priorities, and budget. Your Esri training consultant has experience in preparing this information and will work closely with you to document it.

Think about the questions below and then jot down a few ideas.

## **What knowledge and skills are required for each role?**

Refer to job descriptions posted by your organization, professional development plans, and internal documents that detail your operational workflows. Your Esri training consultant can share typical knowledge and skill sets for the roles identified in the Alignment phase.

## **What resources are available to develop the required knowledge and skills?**

Esri has a wide range of learning resources, including instructor-led classes, e-learning courses, books, and online tutorials and videos. Your Esri training consultant can discuss the resources best suited to your needs.

## **What budget is needed to achieve your objectives?**

A workforce development plan is actionable—use it as a budgeting and scheduling tool for implementation.



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# Action

During the Action phase, the workforce development plan is executed based on the timelines and priorities identified in the Analysis phase. Action is considered part of the planning process because even as the plan is implemented, you should continue to ask questions and review progress. Remember, the plan must remain aligned with your organization’s mission and strategic objectives. If it loses that alignment, it no longer holds value.

### Are you on track with executing the plan?

Schedule time in your calendar to regularly review the plan with your Esri training consultant. It is beneficial to define milestones that will guide communication and plan execution.

### Has the organization’s strategy shifted?

Have there been executive announcements about important new initiatives? Is your organization pursuing customers in unfamiliar markets, expanding operations, or providing new capabilities to improve customer service?

### Have you created roles that are not included in the plan?

As your GIS program expands and becomes a service provider to users throughout the organization, your workforce development plan should be updated to address new roles and workflows.



### Does any part of the plan need to be modified?

Contact your Esri training consultant to discuss any changes that have occurred, and make sure they are documented in the workforce development plan.

### Is the plan still relevant?

The relevance of the information documented by a workforce development plan is essential to its value. The plan is valuable because it accurately documents your organization’s strategic mission and objectives; the GIS applications that support those objectives; and the workforce skills needed to use, create, manage, and maintain the GIS applications. As you develop and execute the plan, think of it as a living document of record.

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# Planning for Change

If your organization is planning an ArcGIS project that will require individuals to change how they work, it is critical to gain their acceptance and proactively prepare everyone for the changes ahead. Technology adoption may lag or languish if the human tendency to resist change is not addressed.

Human resistance is a powerful force—fortunately, a workforce development plan can help you overcome resistance.

By documenting how GIS applications help your organization achieve its mission and strategic objectives, a workforce development plan provides justification (and executive respect) for your ArcGIS deployment and investments in preparing the workforce to support and use the GIS applications.

When you have executive buy-in and an actionable plan to help your staff acquire skills to successfully perform new workflows, they feel valued and motivated to perform at a high level. In other words, resistance to change diminishes.

On its own a workforce development plan is a powerful tool to overcome resistance. It can also be part of a larger people-focused plan that drives your ArcGIS adoption strategy and helps your organization create a change-ready culture.



## **Are you planning a project that will replace established workflows?**

To create broad awareness and desire for change, organizations need a people-focused strategy and plan to support all impacted individuals.

## **Do you anticipate resistance to change from one or more teams?**

Change is a process, not a single event. Staff that are comfortable with current workflows may question the need for change. If not effectively managed, resistance can delay project milestones and decrease technology adoption.

## **Do you have an adoption strategy to achieve the technology project's business objectives?**

Esri adoption strategy consultations provide a structured framework and comprehensive planning tools to help organizations plan, prepare, and manage the people aspect of a technology implementation. Talk with your Esri training consultant to determine if an adoption strategy consultation would benefit your ArcGIS project.

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# Looking Ahead

As you reflect on what you have learned about workforce development planning and prepare for new geospatial initiatives in the future, here are some key points to think about:



<p>Take a people-centric approach.</p>	<p>Who are your executive sponsors and stakeholders?</p> <p>How do you communicate to your staff about how their work contributes to the strategic initiatives supported by new technology?</p>
<p>Technology changes may challenge staff with new workflows or requirements.</p>	<p>How do you help individual staff members become comfortable with new workflows and technology?</p> <p>How can you foster collaboration across your organization to increase GIS adoption?</p>
<p>You have a partner.</p>	<p>Schedule time to meet with your Esri training consultant. We are your partners in the workforce development planning process.</p>

My next step is to . . .

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# Resources for Workforce Development Planning

## Contact your Esri training consultant to

- Discuss your organization's objectives and the people who use ArcGIS software and apps to achieve these objectives.
- Identify the training options that support your organization's objectives.
- Create a workforce development plan to support your organization's long-term success with ArcGIS.
- Determine if an adoption strategy consultation would benefit your planned ArcGIS projects.

## E-mail

[GIStraining@esri.com](mailto:GIStraining@esri.com)

## Phone

800-447-9778, extension 5757

## Website

[esri.com/training](https://esri.com/training)

