IOT Strategic Workforce Planning - 2022

Who We Are:
The Director of Strategic Workforce Planning (D/SWP) supports the CIO, CAO, and chief executives in short- and long-term initiatives designed to strengthen the workforce, its organization, and the IOT culture. In this capacity, D/SWP also works closely with the Director of Human Resources and the State Personnel Department to review, revise, and maintain job descriptions; review and advise on employee competencies; and assess performance at the organization level. SWP is the home of IOT’s State Earn and Learn (SEAL) certified IT work-based learning program.

Our Mission: To augment IOT through a sustained focus on hiring, retaining, developing, and optimizing talent from the entry level through the managerial ranks.

Department: Chief Administrative Officer (CAO)
Manager: Jon Rogers
Formed: July 1, 2020.

What We Do:
- State Earn and Learn (SEAL)    Manage the first State agency-certified work-based learning program, designed to support reskilling of workers into meaningful IT careers supporting IOT.
- Job Architecture    Partner with Human Resources to review, revise, and maintain job descriptions geared toward industry-valued skills and abilities.
- Performance Roadmaps    Develop meaningful career development milestones to encourage employee growth through positions of greater scope and complexity.
- Strategic Planning    Support CIO, Director/HR, and CAO on fiscal year workforce planning and budgeting.
- Employee Development    Generate training and cross-training programs to strengthen customer service, relations, and manager development.
- Recruiting and Hiring    Support all Director/HR and all managers in identifying talent and making timely hiring decisions.
- Mentoring and Coaching    Provide a regular professional development resource for employees at all levels of the organization.

Our Products:
- SEAL IT    The SEAL IT program resskills workers from other careers/industries into IOT mission-critical opportunities through work-based learning and industry-valued certifications (CompTIA A+, Network+, Security+, PenTest+, and others as needed).

Our Metrics:
- SWP currently supports a growing cadre of SEAL associates. As of January 2022, nine associates are serving in the development stage of the program, and they contribute to five separate teams in IOT. SWP conducts analysis of workforce attributes, including retirement eligibility, to inform recruiting needs and contingency planning.

Our Customers: IOT

Major Accomplishments:
- Founded as a new unit (Strategic Workforce Planning) on 1 July 2020 in response to the growing need to focus on public-sector IT talent identification, development, and retention. Reorganized into the CAO reporting structure in December 2021.
- Became the first State agency program certified with the Department of Workforce Development SEAL designation in 2020.
- Hired IOT’s first two SEAL associates into the program using a virtual onboarding and training program in March 2020, successfully guided them through a certification and work-based learning experience, then facilitated their hire into full-performance staff positions in Spring 2021.
- Expanded the number of teams served by SEAL associates from two to five during the first half of FY22, with continued interest in the program in at least two additional IOT business areas projected for the remainder of the fiscal year.
- Hired and retained nine new SEAL associates as of January 2022, with a tenth projected in February.
- Established an onsite IOT orientation program for new hires, with successful retroactive inclusion of 2020-21 hires.

Current Projects:
- Analysis of workforce retirement eligibility and early-stage contingency planning.
- Planned partnership with State Personnel Department on SuccessFactors-based personnel contingency development.
- Review and update data collection for employee education and certifications.
- Use of State Personnel Department competency training map to inform development of employee development goals in 2022.
- Development of a supervisor-focused orientation platform and other means of training for new and current supervisors.
- Expansion of the SEAL IT program from IOT to one or more additional executive-branch agencies.
- Incorporation of SEAL IT associates into potential IOT Security Operations as a Service and Security Operations Center concepts.
- Approving authority review of all IOT employees as part of the 2021 performance review process.