



Agency Workforce Planning and Development

Fiscal Year 2023

Workforce Planning and Development Executive Summary

William & Mary is committed to increasing the diversity of our workforce, attracting and retaining highly qualified employees to foster our strength through inclusion. An increase in female employees, including executives, and a broader hiring of minority staff members mark strides W&M has made in these areas. Training and development are key area of focus as W&M seeks to expand our impact supported by record participation and the development of new offerings to meet the needs of an increasingly hybrid workforce.

Our Vision 2026 plan places emphasis on careers for students and employees with the following goal: lead in the preparation of lifelong learners equipped to navigate rapid change and thrive from their first job to their last. We strive to have the tools, training, resources, and workforce in place to meet this goal while cultivating and retaining exceptional talent for our commonwealth, our nation and world. At this moment in time, when work is transforming at extraordinary speed in every profession and industry, employees who can learn continually, think critically and adapt quickly are powerful assets. William & Mary will provide the best preparation for principled success through our training, retention and recruitment efforts.

Workforce Planning: Agency at a

2,480 | Total Employees  
▲ 88

844 | Total Leaders  
▲ 70

11 | Total Executives  
▼ 3

Metrics in this report summary reflect only the following classifications: Classified, Instructional Faculty, Operational, Professional.

Agency Breakdown by Workforce Planning Area

| Continuity of Operations | Recruitment       | Retention & Engagement | Workforce Development |
|--------------------------|-------------------|------------------------|-----------------------|
| Medium Risk              | Medium Risk       | Medium Risk            | Medium Risk           |
| Somewhat Prepared        | Somewhat Prepared | Somewhat Prepared      | Somewhat Prepared     |

Strategy Key Points and Highlights for Each Workforce Planning Area

**Continuity of Operations**

Succession planning, employee development, strong procedural guidelines and training documentation are critical to the continuation of operations.

**Recruitment**

Enhanced recruitment strategies combined with reductions in the recruitment hiring cycle and practices are needed as well as strong approval guidelines.

**Retention & Engagement**

Clearly defined position classifications and appropriate compensation with career growth plans are essential to employee retention.

**Workforce Development**

Emphasis on leadership development to strengthen and support the workforce. Robust programs focusing on all aspects of employee development are key.

Additional Information for each workforce planning area can be found on subsequent pages of this summary.

# Continuity of Operations

Continuity of Operations focuses on elements that could significantly impact Agency operations, to include critical roles, retirements, and executive risk.

LOW MEDIUM HIGH SIGNIFICANT

RISK TO AGENCY



AGENCY PREPAREDNESS



NOT PREPARED SOMEWHAT PREPARED PREPARED VERY PREPARED

## Key Findings and Highlights

Strides need to be made in succession planning and documentation to ensure continuation of operations in the face of an aging workforce and emergency situations. The development of comprehensive job aids and resource guides are essential elements that need to be addressed at departmental levels.

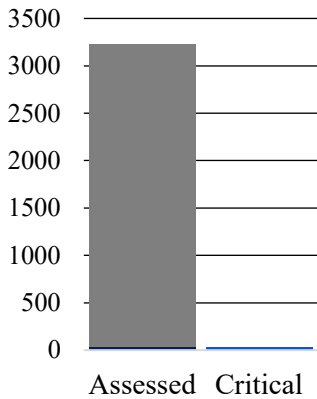
## Agency Critical Roles

33

Total Positions Assessed for Criticality

33

Total Positions Identified as Critical



### Critical Roles by EEO Code

|                              |    |
|------------------------------|----|
| Officials and Administrators | 33 |
| Professionals                | 0  |
| Technicians                  | 0  |
| Protective Service Workers   | 0  |
| Paraprofessionals            | 0  |
| Administrative Support       | 0  |
| Skilled Craft Workers        | 0  |
| Service/Maintenance          | 0  |
| Faculty                      | 0  |
| Other                        | 0  |

## Executive Team Risk

Agency Executive Team Definition

Agency Executive Team is defined as the President's Executive Leadership Team.

10

Total Positions Identified as Part of the Executive Team

2

Total Executives are Appointed Positions

### Executive Team by EEO Code

|                              |    |
|------------------------------|----|
| Officials and Administrators | 13 |
| Professionals                | 1  |
| Technicians                  | 0  |
| Protective Service Workers   | 0  |
| Paraprofessionals            | 0  |
| Administrative Support       | 0  |
| Skilled Craft Workers        | 0  |
| Service/Maintenance          | 0  |
| Faculty                      | 0  |
| Other                        | 0  |

## Agency Retirements

271 ▲25

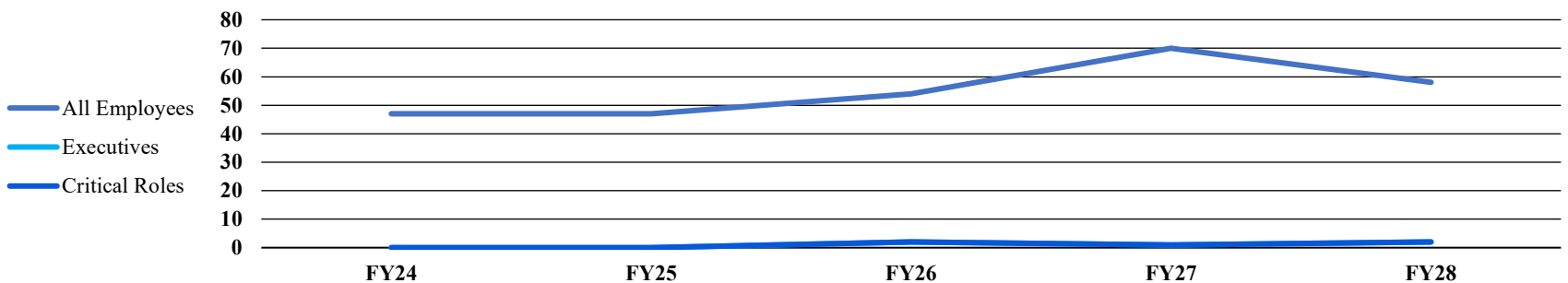
Employees Currently Eligible to Retire

5 ▲1

Employees in Critical Roles Currently Eligible to Retire

5 ▲1

Executive Employees Currently Eligible to Retire



# Recruitment

Recruitment focuses on elements related to applicant and hiring trends at the Agency, to include applicants to the agency, hires, time to fill, and filled and vacant positions.

LOW MEDIUM HIGH SIGNIFICANT

RISK TO AGENCY



AGENCY PREPAREDNESS



NOT PREPARED SOMEWHAT PREPARED PREPARED VERY PREPARED

## Key Findings and Highlights

Reductions in the recruitment cycle are needed based on a large volume of new hires in 23. Goal is to streamline and improve hiring practices. Hiring delays impact retention, collective health and viability of the workforce.

## Applicants vs. Hires

**10,432** ▲1815

Total Applicants for Positions at the Agency

**521** ▲36

Total Number of Hires for the Fiscal Year

## Time to Fill and Positions

### Time to Fill

**99.0**

Days to Fill Positions on Average

**2,480** ▲88

Total Filled Positions for the Fiscal Year

**735** ▲121

Total Vacant Positions at the End of the Fiscal Year

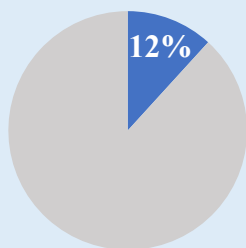
### Applicant and Hires by EEO Code

|                              | Applicants | Hires |
|------------------------------|------------|-------|
| Officials and Administrators | 336        | 19    |
| Professionals                | 3,679      | 194   |
| Technicians                  | 314        | 23    |
| Protective Service Workers   | 142        | 9     |
| Paraprofessionals            | 939        | 64    |
| Administrative Support       | 1,009      | 72    |
| Skilled Craft Workers        | 55         | 7     |
| Service/Maintenance          | 329        | 62    |
| Faculty                      | 3,629      | 71    |
| Other                        | 0          | 0     |

### Time to Fill, Filled Positions, and Vacant Positions by EEO Code

|                              | Time to Fill | Filled | Vacant |
|------------------------------|--------------|--------|--------|
| Officials and Administrators | 97 Days      | 92     | 13     |
| Professionals                | 98 Days      | 886    | 252    |
| Technicians                  | 77 Days      | 97     | 24     |
| Protective Service Workers   | 183 Days     | 36     | 5      |
| Paraprofessionals            | 78 Days      | 149    | 42     |
| Administrative Support       | 77 Days      | 238    | 61     |
| Skilled Craft Workers        | 113 Days     | 73     | 7      |
| Service/Maintenance          | 90 Days      | 204    | 36     |
| Faculty                      | 144 Days     | 705    | 295    |
| Other                        | N/A Days     | 0      | 0      |

### Hire Percent of Applicants to Critical Roles



**34** ▲32

Total Applicants for Critical Roles at the Agency

**4** ▲1

Total Hires for Critical Roles Positions at the Agency

### Time to Fill

**39.0**

Days to Fill Critical Positions on Average

**22** ▼10

Total Filled Critical Roles for the Fiscal Year

**11** ▲10

Total Vacant Critical Roles at the End of the Fiscal Year

# Retention & Engagement

Retention and Engagement focuses on understanding how employees move within or out of the agency, how long they serve the agency, and their experience at the agency.

LOW MEDIUM HIGH SIGNIFICANT

RISK TO AGENCY



AGENCY PREPAREDNESS



NOT PREPARED SOMEWHAT PREPARED PREPARED VERY PREPARED

## Key Findings and Highlights

Experienced employee tenure is relatively high with an average of 11 years of service. Slight shift in newer employees hired which highlights the need for defined classification & compensation structure to provide career growth and retention tracks. The goal to introduce a redefined plan later this year.

|                                |            | All        |      | Within First 5 Years |            |     | With First Year |           |     |
|--------------------------------|------------|------------|------|----------------------|------------|-----|-----------------|-----------|-----|
| Average Years of Service       | ▼0         | 10.6       | 13.0 | ◀▶0                  | 2.0        | 3.0 | ◀▶0             | 1.0       | 1.0 |
| Total Internal Promotions      | ▲23        | 303        | 2    | ▲12                  | 141        | 0   | ▲3              | 15        | 0   |
| Total Internal Transfers       | ▲5         | 60         | 1    | ▲5                   | 30         | 0   | ▲4              | 7         | 0   |
| <b>Internal Mobility Rate</b>  | <b>▲1%</b> | <b>15%</b> |      | <b>▲0%</b>           | <b>17%</b> |     | <b>▲2%</b>      | <b>7%</b> |     |
| Officials and Administrators   |            | 13%        |      |                      | 3%         |     |                 | 0%        |     |
| Professionals                  |            | 17%        |      |                      | 20%        |     |                 | 91%       |     |
| Technicians                    |            | 13%        |      |                      | 19%        |     |                 | 9%        |     |
| Protective Service Workers     |            | 22%        |      |                      | 5%         |     |                 | 0%        |     |
| Paraprofessionals              |            | 26%        |      |                      | 29%        |     |                 | 64%       |     |
| Administrative Support         |            | 18%        |      |                      | 24%        |     |                 | 9%        |     |
| Skilled Craft Workers          |            | 19%        |      |                      | 20%        |     |                 | 9%        |     |
| Service/Maintenance            |            | 9%         |      |                      | 10%        |     |                 | 9%        |     |
| Faculty                        |            | 9%         |      |                      | 8%         |     |                 | 9%        |     |
| Other                          |            |            |      |                      |            |     |                 | 0%        |     |
| Total External Transfers       | ▲5         | 37         | 1    | ▲4                   | 19         | 0   | ▲6              | 6         | 0   |
| Total Voluntary Separations    | ▼93        | 253        | 4    | ▼40                  | 133        | 2   | ▲22             | 22        | 0   |
| <b>Voluntary Turnover Rate</b> | <b>▼4%</b> | <b>12%</b> |      | <b>▼6%</b>           | <b>15%</b> |     |                 | <b>8%</b> |     |
| Officials and Administrators   |            | 15%        |      |                      | 11%        |     |                 | 0%        |     |
| Professionals                  |            | 13%        |      |                      | 16%        |     |                 | 64%       |     |
| Technicians                    |            | 12%        |      |                      | 21%        |     |                 | 27%       |     |
| Protective Service Workers     |            | 3%         |      |                      | 0%         |     |                 | 0%        |     |
| Paraprofessionals              |            | 21%        |      |                      | 16%        |     |                 | 9%        |     |
| Administrative Support         |            | 11%        |      |                      | 16%        |     |                 | 45%       |     |
| Skilled Craft Workers          |            | 4%         |      |                      | 0%         |     |                 | 0%        |     |
| Service/Maintenance            |            | 13%        |      |                      | 17%        |     |                 | 91%       |     |
| Faculty                        |            | 9%         |      |                      | 15%        |     |                 | 18%       |     |
| Other                          |            |            |      |                      |            |     |                 | 0%        |     |

\*Light blue denotes metrics for Critical Roles

# Workforce Development

Workforce Development focuses on exploring the impacts of any development initiatives conducted, hosted, or supported by the Agency.

LOW MEDIUM HIGH SIGNIFICANT

RISK TO AGENCY



AGENCY PREPAREDNESS



NOT PREPARED SOMEWHAT PREPARED PREPARED VERY PREPARED

## Key Findings and Highlights

Focus is on modernizing leadership development with a plan supporting new and existing leaders. General staff development plans continue to provide broad-program of training opportunities with an emphasis on programs enhancing hybrid work, basic job skills, technology, self-care, and overall wellbeing.

◀NEW▶ *Objective*

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William & Mary is in a time of improvement with a focus on returning to basics. Emphasis is on educating leaders and developing tools to improve processing and functionality.

◀NEW▶ *Objective*

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Enhance classification and compensation structure.

## *Signatures*

2.2-1209. Policy of the Commonwealth regarding workforce planning issues with a submission of a succession plan for agency/institution in alignment our annual strategic planning cycle. To ensure that workforce planning is occurring in tandem with agency strategic planning, and to support the acquisition and sustainment of a resilient workforce, agencies and institutions of higher education must execute, continuously evaluate, and submit an annual workforce planning and development report to executive leadership. The plan template was designed by the Department of Human Resources Management and vetted by a state human resources advisory committee. As directed by the legislative mandate, the plan has a threefold focus: mission critical positions, employees nearing retirement, and executive positions.

This Workforce Planning and Development Summary serves as a continual assessment of workforce risks and accomplishments surrounding the areas of continuity of operations, recruitment, retention and engagement, and workforce development. It will enable informed executive-level workforce decisions. Plans must be submitted to an agency's Cabinet Secretary or Board of Visitors annually, no later than September 30th of each year.

### **Statement of Commitment**

The College of William and Mary is committed to the Commonwealth's policy and efforts to submit a workforce plan development report annually to ensure adequate workforce planning alignment with the agency's or institution's strategic plans.

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Agency Head Signature

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Human Resources Director