

## The College of William and Mary

Agency Number: 204



## Agency Workforce Planning and Development Summary

Fiscal Year 2022

Workforce Planning and Development Executive Summary

William & Mary is committed to increasing the diversity of our workforce while attracting and retaining highly qualified employees to deepen our skills and talents. Strides have been made in these areas based on an increase in female employees including executives and a broader hiring of minority staff members. Training and development continues to be a key area of focus with record participation and new offerings developed 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 Glance

2,392 | Total Employees

774 | Total Leaders

14 | Total Executives

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

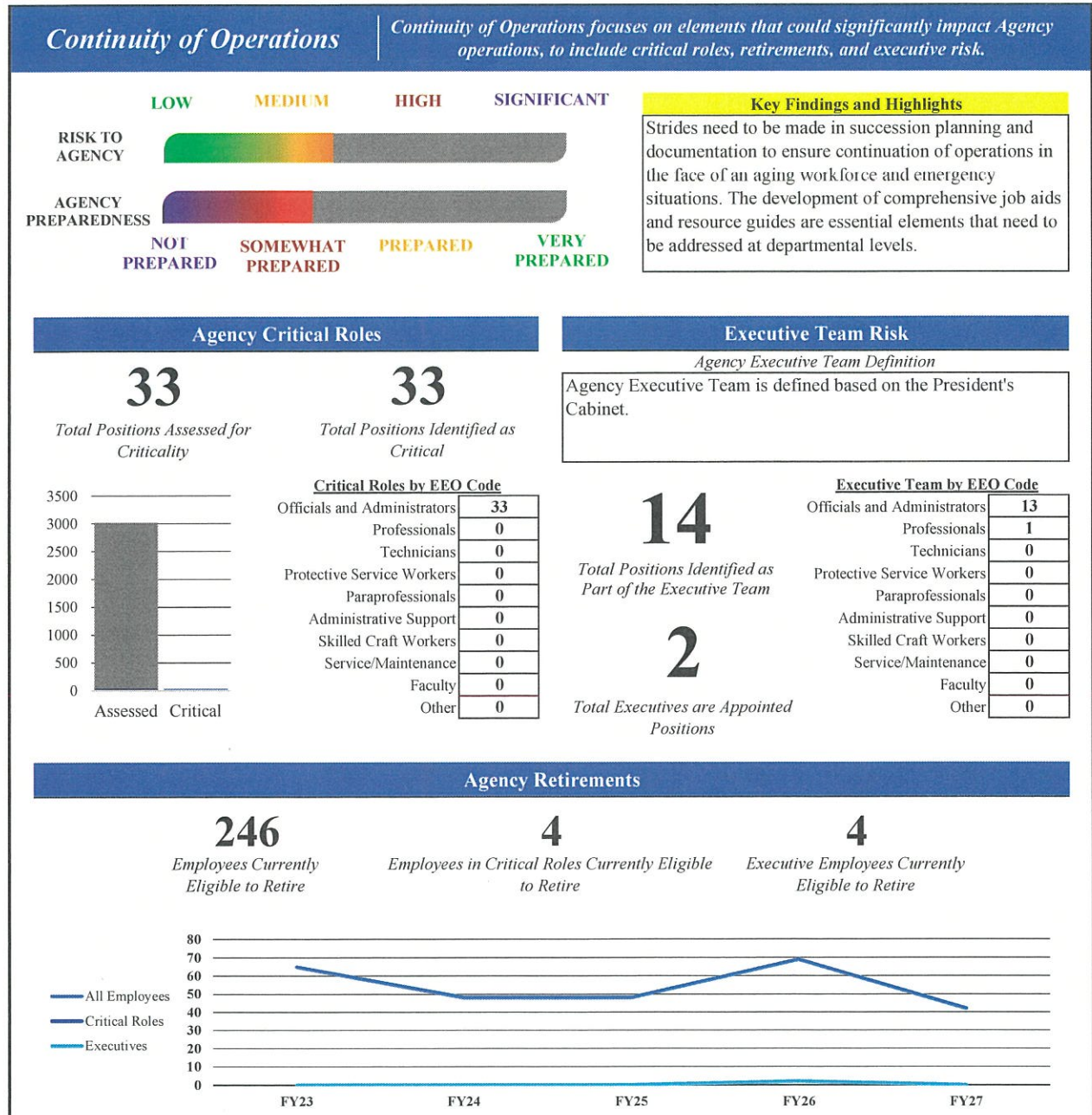
## Agency Breakdown by Workforce Planning Area

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

## Key Points and Highlights for Each Workforce Planning Area

Job aids, succession planning, and documentation are keys to continuation of operations.	Enhanced recruitment strategies, reductions in recruitment cycle with improved hiring practices and approval guidelines needed.	Clearly defined position classification & appropriate compensation with career growth plans are essential to employee retention.	Emphasis on leadership development to strengthen & support workforce. Enhanced programs focusing on all aspects of employees needs.
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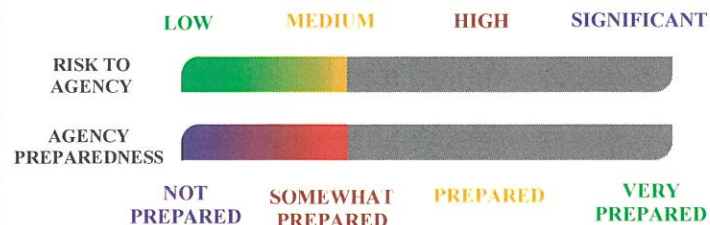
Additional Information for each workforce planning area can be found on subsequent pages of this summary report.



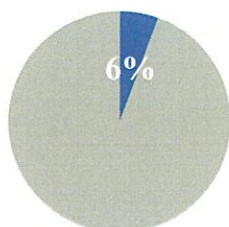


**Recruitment**

*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.*

**Key Findings and Highlights**

Reductions in recruitment cycle needed based on large volume of new hires in FY22. Goal is to streamline hiring practices and policies with improved approval and authorization procedures. Hiring delays impact retention and collective health and viability of the workforce.

**Applicants vs. Hires****Hire Percent of Applicants****8,617**

Total Applicants for Positions at the Agency

**485**

Total Number of Hires for the Fiscal Year

**Time to Fill and Positions****Time to Fill****85.0**

Days to Fill Positions on Average

**2,392**

Total Filled Positions for the Fiscal Year

**614**

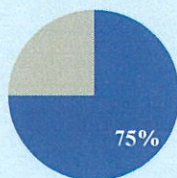
Total Vacant Positions at the End of the Fiscal Year

**Applicant and Hires by EEO Code**

	Applicants	Hires
Officials and Administrators	136	17
Professionals	3292	190
Technicians	229	20
Protective Service Workers	165	7
Paraprofessionals	842	46
Administrative Support	1020	76
Skilled Craft Workers	96	23
Service/Maintenance	176	51
Faculty	2661	55
Other	0	0

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

	Time to Fill	Filled	Vacant
Officials and Administrators	107. Days	94	13
Professionals	80. Days	863	193
Technicians	78. Days	72	18
Protective Service Workers	110. Days	32	10
Paraprofessionals	88. Days	120	40
Administrative Support	74. Days	234	63
Skilled Craft Workers	110. Days	67	8
Service/Maintenance	85. Days	201	36
Faculty	108. Days	709	233
Other	N/A Days	0	0

**Hire Percent of Applicants to Critical Roles****2**

Total Applicants for Critical Roles at the Agency

**3**

Total Hires for Critical Roles Positions at the Agency

**Time to Fill****39.0**

Days to Fill Critical Positions on Average

**32**

Total Filled Critical Roles for the Fiscal Year

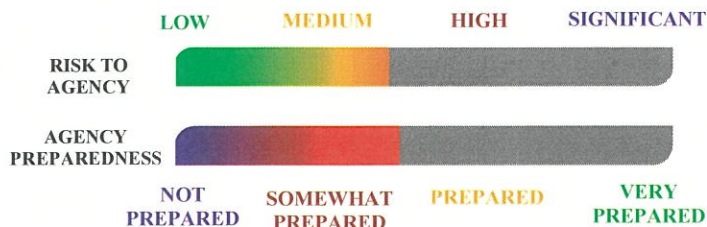
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Total Vacant Critical Roles at the End of the Fiscal Year



## 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.



### Key Findings and Highlights

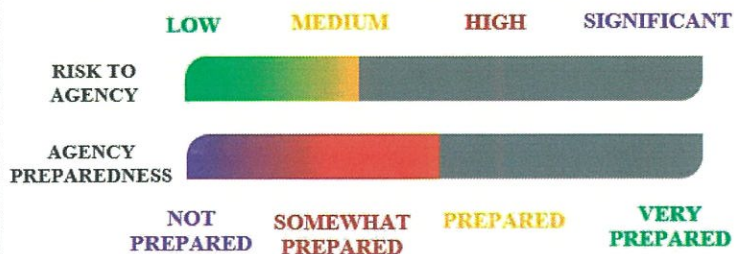
Experienced employee tenure is relatively high with an average of 11 years of service. Slight shift in newer employees hired which highlights the need for defined classification & compensation structure to provide career growth and retention tracks. Goal to introduce redefined plan later this year.

	All		Within First 5 Years		With First Year	
Average Years of Service	11.0	11.4	2.0	2.0	1.0	0.9
Total Internal Promotions	280	1	129	0	12	0
Total Internal Transfers	55	2	25	0	3	0
<b>Internal Mobility Rate</b>	<b>14%</b>		<b>17%</b>		<b>5%</b>	
Officials and Administrators	21%		15%		8%	
Professionals	19%		22%		4%	
Technicians	10%		5%		7%	
Protective Service Workers	9%		21%		0%	
Paraprofessionals	21%		26%		7%	
Administrative Support	21%		24%		6%	
Skilled Craft Workers	15%		20%		0%	
Service/Maintenance	8%		11%		6%	
Faculty	6%		5%		2%	
Other						
Total External Transfers	32	0	15	0	2	0
Total Voluntary Separations	346	3	173	0	32	0
<b>Voluntary Turnover Rate</b>	<b>16%</b>		<b>21%</b>		<b>11%</b>	
Officials and Administrators	12%		3%		0%	
Professionals	17%		21%		11%	
Technicians	17%		22%		13%	
Protective Service Workers	16%		14%		0%	
Paraprofessionals	23%		23%		3%	
Administrative Support	22%		24%		8%	
Skilled Craft Workers	12%		13%		7%	
Service/Maintenance	20%		25%		27%	
Faculty	11%		21%		9%	
Other						

\*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.



### 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.

### *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