



Agency Workforce Plan Executive Summary

Fiscal Year 2024

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 sophisticated 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.

Agency Workforce Plan At a Glance

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

Agency Workforce

2,567

Total Employees

Organizational Entry

20.6%

Hire Rate

Internal Mobility

14.6%

Internal Mobility Rate

Organizational Exits

11.7%

Voluntary Separation Rate

33

Total Critical Roles

0.0%

Critical Role Hire Rate

0.0%

Critical Role Internal Mobility Rate

0.0%

Critical Role Separation Rate

Workforce SWOT Analysis

Strengths

Learning & Development

Weaknesses

Succession Planning

Opportunities

Leadership

Threats

Continuity of Operations

Risk to Top Agency Priorities

From the Other Plans: William & Mary is in the midst of implementing Workday to replace our current enterprise resource planning system.

Low Risk

From the Diversity, Opportunity, and Inclusion Plan: Sustain a culture that welcomes diverse opinions, independent thinking, and respectful interactions.

Low Risk

From the Salary Administration Plan: Review improvements to the university's classification and compensation plan with Mercer as our external consultant.

Low Risk

Agency Workforce Strategy Objectives

Objective 1: Training and Development

Additional information, details, and explanations found on the subsequent pages of this workforce plan summary.

Key Observations 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.

Have an Awareness	Need to Monitor	Take Action On	This is a Top Priority
All Employees	First Five Years Employees	First Year Employees	Critical Roles
2,567 Total Employees	1,090 Total Employees	382 Total Employees	33 Total Critical Roles
20.6% Hire Rate	---	---	0.0% Hire Rate
14.6% Internal Mobility Rate	14.6% Internal Mobility Rate	2.6% Internal Mobility Rate	0.0% Internal Mobility Rate
11.7% Voluntary Separation Rate	15.9% Voluntary Separation Rate	8.6% Voluntary Separation Rate	0.0% Voluntary Separation Rate

Commonwealth Exit Survey*

0
Total Responses

0%
Response Rate

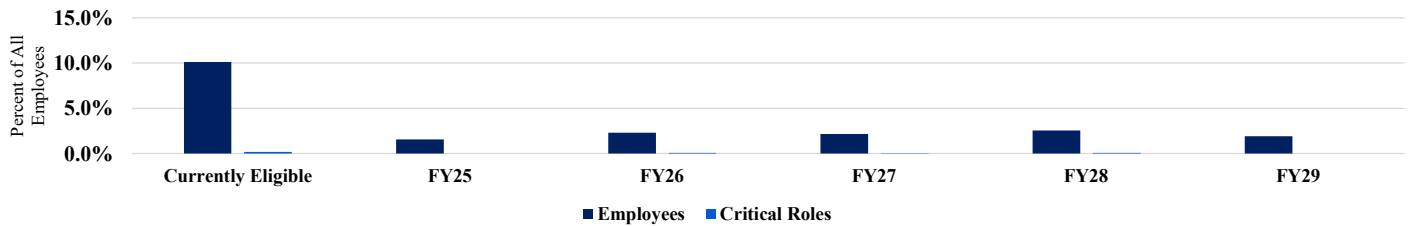
N/A
Net Promoter Score

*Only classified employees are invited to participate.

Definitions

Total Employees	Total Employees include the following classifications: Classified, Instructional Faculty, Operational, Professional.
Hire Rate	The Hire Rate is the total number of hires during the fiscal year divide by the total number of employees.
Internal Mobility Rate	The Internal Mobility Rate is the notal number of internal promotions and transfers divided by the total number of employees.
Voluntary Separation Rate	The Voluntary Separation Rate is the total number of external transfers and voluntary separations divided by the total number of employees.
Critical Roles Definition and/or Identification Process	Our critical roles are comprised of our executive-level positions.

Agency Current & Upcoming Retirements



Executive Team

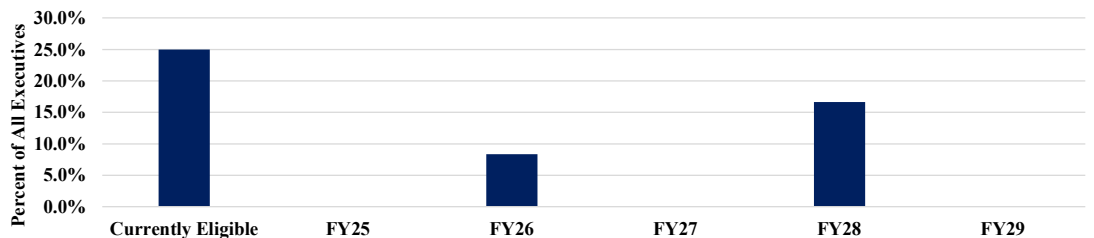
Executive Team Definition | The executive team is comprised of senior leadership of the university administration, the group that sets strategic direction and communicates it to stakeholders.

14
Total Positions

2
Appointed Positions

14
Executive Critical Roles

Executive Retirements



New learning and development opportunities.



Strengths

Elements **INTERNAL** to the Agency (those within control of the Agency) that **ENHANCE** the workforce in achieving strategic priorities.

Lack of formalized succession plans in key positions.



Weaknesses

Elements **INTERNAL** to the Agency (those within control of the Agency) that **INHIBIT** the workforce in achieving strategic priorities.

Elements **EXTERNAL** to the Agency (those within control of the Agency) that **ENHANCE** the workforce in achieving strategic priorities.

Opportunities

Prepare new supervisors and leaders for knowledge transfer and succession planning.



Elements **EXTERNAL** to the Agency (those within control of the Agency) that **INHIBIT** the workforce in achieving strategic priorities.

Threats

Ability of operations to continue despite loss of critical personnel.



Risk Associated with Agency Strategic Priorities

Significant Risk

High Risk

Medium Risk

Low Risk

Review improvements to the university's classification and compensation plan with Mercer as our external consultant.

Sustain a culture that welcomes diverse opinions, independent thinking, and respectful interactions.

William & Mary is in the midst of implementing Workday to replace our current enterprise resource planning system.

Very Prepared

Prepared

Somewhat Prepared

Not Prepared At All

Objective 1: Training and Development

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.

Objective Progress Summary: We have established the leader's labs to better assist leaders and supervisors on business processes.

Signatures

Fiscal Year 2024

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 work plan summary annually to ensure adequate workforce planning alignment with the agency's or institution's strategic plans.

Agency Head Signature

Human Resources Director