

PROCEDURE

Series:	Human Resources	COA: HR 2, GOV 6, FIN 5, TS1, 2 CFOP:
Procedure Name:	Human Resources Planning	
Procedure Number:	HR 2217	
Reviewed Date:	12/1/15	
Revision #/Date:	(1) 2/22/13 (2) 8/11/2014, (3) 7/3/2019	
Effective Date:	12/08	
Applicable to:	All Brevard Family Partnership Family of Agencies (BFP FOA) Staff	

PURPOSE:

To assess the workforce as part of the agency's annual planning process to compare the current workforce composition with projected needs and to determine how to close gaps, if any, when possible through recruiting, training or outsourcing. To conduct an analysis of workforce skills and abilities for developmental planning, succession planning, and for potential new programs or needs of the organization.

References: GOV016, Long- and Short-Term Strategic Planning, GOV 207 Budget GOV 004 Succession Plan, HR 2205 Recruitment and Selection, HR 2206 Interview Process

Definitions

PROCEDURE:

1. BFP considers overall human resource needs on an annual basis through the development of its Affirmative Action Plan. The results of the plan and any goals or targets are presented to the BFP Executive Team which includes executive leadership team within the BFP FOA. During the strategic planning and organizational goals sessions held by the executive management team this is also addressed as it relates to potential new programs, and client demographics.
2. During these strategic planning sessions executive management assesses the progress of any prior goals and new goals are discussed and established if needed for the new fiscal year. As part of this goal setting practice, the workforce is evaluated and potential needs based on program enhancements, additional programs and/or grant opportunities are identified if applicable.

Workforce Analysis

1. As part of our commitment to the clients we serve and to ensure a culturally competent workforce, BFP FOA conducts a workforce analysis on an annual basis to determine if staff in direct services adequately represents the service population and local demographic information.

2. As part of this commitment, the BFP FOA also requests this information from its partner and provider agencies.
3. On an annual basis, partner and provider agencies will provide their individual workforce analysis to the Brevard Family Partnership Contract Manager.
4. This data will be consolidated and presented to the Executive Team for review to determine if there are gaps or needs in staffing requirements for the System of Care.
5. Based on the analysis, the BFP FOA and its partners and provider agencies meet to discuss the results and develop a comprehensive plan to establish recruitment goals and timeframe targets to address any areas of under representation of staff to the service population.
6. As part of the hiring process within the BFP FOA, the hiring manager and Human Resources Manager determine if a specific demographic need exists in the position to better serve the clients. Based on this, the job announcement may be placed on specific websites to target the desired population.
7. All job announcements for the BFP FOA clearly identify that the agency is an EOE and ADA compliant employer which also maintains a drug-free workforce.
8. The composition of the workforce is also evaluated at times when a vacant position occurs. The hiring supervisor in conjunction with the Human Resources Manager discuss any specific needs in terms of demographics, critical skill and/or experiential needs that would be ideal in the replacement hire.
9. During the interview process, these factors are given consideration among those who meet the minimum stated requirements for the position.
10. Annually the agency completes a Civil Rights Compliance Checklist which is required to be submitted to DCF, which documents the demographic information of the population served, the agency staff and board members.
11. Annually the major network providers also document and submit a demographic analysis of their staff members and client population served.
12. During each step of the process through the year, as new positions and/or programs are considered and implemented, an assessment of appropriate supervisory assignments takes place. This analysis includes, but is not limited to functional relationship, supervisory skills and subject matter expertise to provide the leadership and training for the function, compatibility of the function in conjunction with other direct reports of the supervisor and an assessment of the number of direct reports. This analysis is conducted by the executive team who makes recommendations to the CEO. Upon the approval of the CEO of the recommendation, the executive officer(s) meet with the current supervisory staff to discuss the recommendations to invite dialogue regarding the recommendation.



13. The agency also addresses opportunities to enhance the succession planning through internal and external training and by providing staff with the opportunities to enhance skills with on-the-job training, attendance at workshops and conferences, the tuition reimbursement program, educational milestone program, and the opportunity to take on additional duties to learn and demonstrate new skills.

BY DIRECTION OF THE CHIEF EXECUTIVE OFFICER:

A handwritten signature in blue ink that reads "Philip J. Scarpelli".

MR. PHILIP J. SCARPELLI
Chief Executive Officer
Brevard Family Partnership Family of Agencies

APPROVAL DATE: [1/24/2020](#)