

QUALIFIED VENDOR WORKFORCE DEVELOPMENT PLAN TOOL

1.1 PURPOSE

This form is intended to guide Qualified Vendors in the development and maintenance of the required Workforce Development Plan. This includes the required elements, suggested plan components, and the preferred plan outline.

1.2 REFERENCES

AHCCCS Contractor Operations Manual (ACOM) Policy 407; Division Operations Manual Policy 407; Division Provider Manual Chapter 63.

SECTION 1: REQUIRED COMPONENTS

This section describes the required components that must be included in the Workforce Development Plan. Consider the use of charts/graphs.

A. REQUIRED COMPONENTS *(based on the agency's specific business needs):*

REQUIREMENT	PAGE #	YES
1. Workforce Profile - a description of the agency's workforce that includes the data points as outlined in policy. <i>(See Section 1.B Required Data per Policy)</i>		
2. Workforce capacity assessment, development goals, and work plan <i>(action steps to be taken to meet the identified goals)</i> .		
3. Workforce capability/competency assessment, development goals, and work plan <i>(actions to be taken to meet the identified goals)</i> .		
4. Assessment of the prior year's goals, including an analysis of the effectiveness of the action steps that were taken to meet the identified goals.		
5. Identification of potential challenges and threats to the viability of the workforce.		
6. An analysis of the potential impact of the challenges and threats to the access to care for members.		
7. Development and implementation of interventions to prevent or mitigate threats to the workforce <i>(as outlined in the business continuity plan)</i> .		

B. REQUIRED DATA PER POLICY:

REQUIREMENT	PAGE #	YES
1. Number of licensed direct care service personnel.		
2. Number of unlicensed direct care service personnel.		
3. Age distribution of the workforce using age ranges <i>(suggested age range groups to align with Division and the ALTCS Alliance surveys)</i> .		
18-24		
25-34		
35-44		
45-54		
55-64		
65+		
4. Retention rate of employees.		
5. Turnover rate of employees.		
6. Difficult-to-fill positions and their status.		

C. OTHER REQUIREMENTS:

REQUIREMENT	PAGE #	YES
1. Include the requirement to submit the Plan to the Division upon request.		
2. Include the requirement to participate in Division-directed initiatives, including surveys and technical assistance activities.		
3. Include the requirement to review and update the Plan annually.		

REFERENCES

COMMENTS

SECTION 2: SUGGESTED PLAN COMPONENTS AND COMPOSITION

This section includes suggested components and composition of the plan. Agencies should tailor the Workforce Development Plan to meet their unique situations and priorities. Personalize the plan to include any additional items specific to your agency’s needs and workforce improvement. The agency is required to regularly update and evaluate the plan which will ensure ongoing workforce development and improvement. Consider the use of charts/graphs for a visual representation of the data, along with narrative summaries that support the data.

A. AGENCY OVERVIEW:				
COMPONENT		PAGE #	YES	N/A
1.	Brief description of the agency’s mission and values.			
2.	Brief description of the services provided by the agency.			
3.	Non-discrimination description statements, such as disability, race, religion, ethnicity, gender identity, etc.			
4.	Description of the agency personnel involved with the development of workforce such as the leadership structure, human resources, trainers, etc.			
B. DEMOGRAPHICS AND CURRENT CAPACITY:				
COMPONENT		PAGE #	YES	N/A
1.	Number of members currently served by age range			
	0-17			
	18+			
2.	Description of cultural components within the agency			
	2B. Ethnicity of members served (<i>number of members</i>)			
	African American			
	Hispanic or Latino			
	Native American			
	White/Caucasian			
	Other			
	2C. Ethnicity of agency personnel			
	African American			
	Hispanic or Latino			
	Native American			
	White/Caucasian			
	Other			
3.	Description of the linguistics capabilities of the agency, such as bilingual staff, certified interpreters, document translation, etc.			
4.	Include the required data outlined in Section 1.A-Required Components.			
5.	Brief description of how members are matched with direct care service personnel.			
6.	Identified barriers to supporting the members currently served.			
7.	Actions to be taken to address the barriers identified (<i>possible goals</i>).			
C. FUTURE CAPACITY:				
COMPONENT		PAGE #	YES	N/A
1.	Forecast member growth projection (<i>desired number of members to serve</i>).			
2.	Forecast number of direct care service personnel required to support member growth projection.			

C. FUTURE CAPACITY (Continued):				
COMPONENT		PAGE #	YES	N/A
3. Actions to be taken to meet the forecasted growth of members and direct care service personnel.				
D. RECRUITMENT, ONBOARDING, TRAINING, AND RETENTION PROCESSES:				
COMPONENT		PAGE #	YES	N/A
1. Recruitment strategies and platforms used (e.g., job boards; referrals; hiring bonuses; benefits package; etc.)				
2. Onboarding process details (e.g., job introduction; orientation; policy review; mentoring; etc.)				
3. Training methods (e.g., on-the-job; agency trainers; external training agencies, such as other Qualified Vendors, professional training companies, or certification training; identifying additional training above and beyond the required training outlined in the Division Contract; etc.)				
4. Employee retention strategies, such as:				
Benefits package;				
Bonuses;				
Team-building activities;				
Processes to build, and increase team connectivity, including employees that work outside of the office, such as:				
Tuition reimbursement;				
Routine Employee surveys;				
Exit interviews with strategies to address trends;				
Policies to address concerns/complaints raised by employees;				
Leadership training for supervisors, managers, and administrators;				
Other strategies targeted to improve employee retention.				
E. DATA COLLECTION AND ANALYSIS:				
COMPONENT		PAGE #	YES	N/A
1. Add a summary for each required set of data presented in the plan, including the required components, and include the methodology used to gather the data. Refer to Section 1.B - Required Data per Policy.				
2. Include a comparison of the data between the previous year and the current year:				
If there was a significant change in the data (positive or negative), include reasons for the change.				
If a negative trend was identified, include action items that will be used to address the trend.				
F. ANNUAL REVIEW AND UPDATES:				
COMPONENT		PAGE #	YES	N/A
1. Review and update the plan annually				
2. Summarize the agency's performance in meeting the prior year's goals (refer to Section 2.G - Review of the Past Year's Goals)				
3. Analyze data, goals, and action steps to assess the effectiveness				
4. Identify successful strategies and improvements				
5. Address barriers and propose actions for improvement or adapt current processes				
6. Make changes or updates to goals and action steps as needed (refer to Section 2.G - Review of the Past Year's Goals)				

G. REVIEW OF THE PAST YEAR'S GOALS:			
COMPONENT	PAGE #	YES	N/A
1. For each goal, indicate if the goal was met, partially met, or not met.			
2. If the goal was partially met or not met, include an analysis of the barriers.			
3. Indicate if the goal will be continued as is, continued with changes, or discontinued.			
4. For a continued goal that was partially met or not met, include actions to address the identified barriers.			

H. GOALS FOR THE CURRENT PLAN YEAR:			
COMPONENT	PAGE #	YES	N/A
1. Identify two or three goals to move the agency forward during the plan year, which are:			
Specific, measurable, attainable, and realistic.			
Include at least one short-term goal (within one year).			
Long-term goals (within two to three years) could be included.			
Based on an evaluation of the current state of the workforce, identified trends over the past year, and an evaluation of the previous years' goals.			
2. Outline the action items to implement the goals.			

REFERENCES

COMMENTS

SECTION 3: PREFERRED OUTLINE AND FORMAT

This section describes the preferred outline and formatting of the plan.

PREFERRED OUTLINE:			
COMPONENT	PAGE #	YES	N/A
1. Agency Overview			
2. Demographics and Capacity, including			
Current Capacity			
Future Capacity			
Data Collection and Analysis			
3. Recruitment, Onboarding, Training, and Retention Processes			
4. Annual Review and Updates, including			
Review of the Past Year's Goals			
Goals for the Current Plan Year			

PREFERRED FORMAT:			
COMPONENT	PAGE #	YES	N/A
1. Title Page that includes the start and end date of the current plan			
2. Table of Contents			
3. Add page numbers			
4. Attach the Workforce Development Plan Tool			

REFERENCES

COMMENTS