Municipal Workforce Action Plan Template

Introduction

Cities often face competing priorities, limited capacity, and multiple stakeholders involved in workforce improvement efforts. An action plan developed cross-departmentally helps organize this work by establishing clear goals, defining responsibilities, identifying key activities, and creating a shared roadmap for implementation. The Municipal Workforce Action Plan Template provides a structure for translating workforce priorities into actionable tasks, roles, and timelines.

The Action Plan Template is designed to support implementation, coordination, and ongoing progress monitoring. The Action Plan is intended to serve as a living document that can be updated as work progresses, circumstances change, and the city learns more about what is needed to achieve its goals while keeping all stakeholders informed of how this work is evolving.

After workforce priorities have been identified and confirmed, cities must determine how those priorities will be addressed. The Action Plan Template provides a structured approach for organizing implementation efforts, assigning responsibility, tracking progress, and translating priorities into measurable action.

Use this template to:

- Translate each selected workforce priority into a clear goal and practical plan for action.
- Define the specific objectives and results the city wants to achieve.
- Identify the tasks and action steps needed to accomplish each objective.
- Establish responsibility, timing, and success measures for the work.
- Provide a shared document that the people responsible for implementation can use to coordinate activities, review progress, and maintain momentum and transparency.

Instructions for Completion

Complete the Action Plan with the people who will make decisions, lead implementation, experience the impact of changed policies or structures, and/or provide support for the selected workforce priorities. If the city previously completed a workforce self-assessment and prioritization process, the same participants, or as many of the same participants as is practical, should inform the action planning process. Their continued involvement can help the city build on information and shared understanding developed through earlier activities.

Create one Action Plan section for each workforce priority the city is ready to advance. Complete only the number of goal sections needed. The template may be expanded or reduced based on the number and scope of the city's selected priorities.

Goal: State the overall result the city wants to achieve for the selected workforce priority. The goal should provide a clear direction for the work and describe what the city intends to accomplish.

Objectives and Success Measures: Identify the specific results the city needs to achieve to accomplish the goal. Each goal may include one or more objectives. For each objective, identify how the city will recognize and measure progress. Success measures may be quantitative or qualitative, but they should be specific enough to capture information on how the experience of jobseekers, city employees, and/or leadership is improving.

Tasks and Action Steps: For each objective, identify the major tasks required to achieve it. Then break each task into the specific action steps needed to complete the work. Each action step should be specific enough that responsibility, timing, and completion status can be clearly documented and reviewed on an ongoing basis.

In the row for each action step, identify the following:

- **Due Date:** The target date for completing the action step.
- **Lead and Supports:** Identify one person responsible for ensuring the action step moves forward. List other people, teams, departments, or stakeholders who will provide support. Avoid assigning lead responsibility only to a general team or department. For more complex action steps, consider using a responsibility tool such as RACI or MOCHA to clarify roles and decision-making.
- **Status:** Use a consistent status for each action step, such as “Not Started”, “In Progress”, “Complete”, or “Needs Attention”. If an action step requires additional discussion, resources, support, information, or a change in approach, document the issue during the next plan review.

Using and Updating the Action Plan

Treat the Action Plan as a living document. Review it regularly with the people responsible for implementation. During each review:

- Update the status of action steps.
- Review and adjust due dates as needed.
- Document changes in leads or supporting roles.
- Discuss action steps marked “Needs Attention” and determine what is required to move them forward.
- Revise tasks or action steps when new information or changing circumstances affect the plan.

Continue using the Action Plan to coordinate implementation, document decisions, and monitor progress toward the city’s workforce goals.

GOAL ONE: [Description]

Objective #1				
Objective #1 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline	Name (Name/Dept.)	Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			
Objective #2				
Objective #2 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline	Name (Name/Dept.)	Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			

Objective #3				
Objective #3 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline	Name (Name/Dept.)	Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			
Objective #4				
Objective #4 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline	Name (Name/Dept.)	Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			

GOAL TWO: [Description]

Objective #1				
Objective #1 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline	Name (Name/Dept.)	Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			
Objective #2				
Objective #2 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline	Name (Name/Dept.)	Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			

Objective #3				
Objective #3 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline	Name (Name/Dept.)	Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			
Objective #4				
Objective #4 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline	Name (Name/Dept.)	Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			

GOAL THREE: [Description]

Objective #1				
Objective #1 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline		Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			
Objective #2				
Objective #2 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline		Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			

Objective #3				
Objective #3 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline	Name (Name/Dept.)	Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			
Objective #4				
Objective #4 Success Measure				
Task	**Action Step**	**Due Date**	**Lead (Supports)**	**Status**
Task #1 Description	Action step supporting Task #1	Deadline	Name (Name/Dept.)	Complete
	Action step supporting Task #1			In Progress
	Action step supporting Task #1			Not Started
Task #2 Description	Action step supporting Task #2			Needs Attention
	Action step supporting Task #2			
	Action step supporting Task #2			
	Action step supporting Task #2			