Municipal Workforce Prioritization Tool

Introduction

As cities begin to explore the current state of their municipal workforce, they often identify a wide range of workforce strengths, challenges, and opportunities through workforce assessments, review of workforce data, employee input, and other discovery activities. While these efforts generate valuable insights, they also often reveal more potential areas for action than a city can realistically address at one time.

The Workforce Prioritization Tool is designed to help cities move from understanding their workforce challenges to determining where to focus their efforts. Completed after conducting a workforce self-assessment or similar discovery process, this tool provides a structured process for cities to review findings, define workforce challenges, consider available evidence, and identify the issues that should become priorities. The completion of this tool then provides the launching point to developing a detailed action plan.

By helping cities clearly define workforce priorities, this tool creates a bridge between assessment and implementation and establishes a clear foundation for action planning.

Use this tool to:

- Refine and clearly define workforce challenges identified through assessment and discovery activities.
- Document the evidence, information, and perspectives that support each challenge.
- Identify the people who should lead, support, and inform future work.
- Select a manageable set of workforce priorities based on the city's goals, capacity, and available resources.
- Establish a foundation for workforce action planning.

After completing this tool, cities should have a defined set of priority workforce challenges that are ready to be translated into goals, strategies, and implementation activities through an action planning process.

Instructions for Completion

This tool should be completed by a cross-functional and cross-departmental group of participants who understand the city's workforce challenges, can help make decisions about priorities, and may be involved in implementing workforce strategies. If the city previously completed a workforce self-assessment, the same participants, or as many of the same participants as is practical, should complete the Workforce Prioritization Tool to ensure continuity and build on the shared understanding developed during the self-assessment process.

For each potential priority area:

- Define the workforce challenge as clearly and specifically as possible.
- Summarize the evidence, information, and perspectives that support that the challenge is a priority area.
- Identify the departments, teams, individuals, and other stakeholders that should be involved in addressing the challenge.

As you complete the tool, focus on confirming and defining workforce challenges rather than immediately identifying solutions. The goal is to develop a shared understanding of which challenges warrant focused attention before moving into action planning.

The tool includes space for up to four potential priority areas. Cities may choose to focus on fewer priorities or expand the tool to capture additional areas based on their workforce needs, organizational capacity, and the scope of work they are prepared to undertake. The goal is not to identify a specific number of priorities, but rather to define a manageable set of workforce challenges that the city is prepared to address. Though there may be more workforce priorities that are identified than would be manageable to address at one time, this tool can help build consensus on which areas to focus on first and which areas should be addressed in the mid- or long-term.

After completing this tool, review the identified challenges and confirm the workforce priorities that will move forward into action planning. Those priorities can then be translated into goals, objectives, strategies, action steps, timelines, roles, and ownership through a workforce action planning process.

Priority Workforce Area #1:

Question	Notes
What specific workforce challenge does your city need to address?	
What evidence, information, or perspectives support this challenge as a priority area?	
What limitations currently exist to addressing this challenge?	
What impact would prioritizing this workforce area have on the city's workforce?	
Who should lead efforts to address this challenge?	
Who else should be involved, consulted, or asked to provide approval or support?	

Priority Workforce Area #2:

Question	Notes
What specific workforce challenge does your city need to address?	
What evidence, information, or perspectives support this challenge as a priority area?	
What limitations currently exist to addressing this challenge?	
What impact would prioritizing this workforce area have on the city's workforce?	

Who should lead efforts to address this challenge?	
Who else should be involved, consulted, or asked to provide approval or support?	

Priority Workforce Area #3:

Question	Notes
What specific workforce challenge does your city need to address?	
What evidence, information, or perspectives support this challenge as a priority area?	
What limitations currently exist to addressing this challenge?	
What impact would prioritizing this workforce area have on the city's workforce?	
Who should lead efforts to address this challenge?	
Who else should be involved, consulted, or asked to provide approval or support?	

Priority Workforce Area #4:

Question	Notes
What specific workforce challenge does your city need to address?	
What evidence, information, or perspectives support this challenge as a priority area?	

What limitations currently exist to addressing this challenge?	
What impact would prioritizing this workforce area have on the city's workforce?	
Who should lead efforts to address this challenge?	
Who else should be involved, consulted, or asked to provide approval or support?	