



Series: HR- Planning
COA: HR 2, GOV 6,
FIN 5 TS 1, 2
CFOP: NA

Procedure Name: Human Resources Planning
Procedure Number: HR-2217
Revision #/Date: 2/09
Effective Date: 12/08

Applicable to: All CBCB Staff

SUBJECT: Human Resources Planning

PURPOSE: To assess its 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.

PROCEDURE:

1. The Agency considers overall human resource needs on a semi-annual basis during the strategic planning and organizational goals sessions held by the Executive Management team.
2. During these strategic planning sessions executive management assesses the progress of prior goals and new goals are discussed and established 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.
3. Workforce needs are also evaluated during the annual budgeting process where new programs, if any and requisite staff are identified and included in the determination of need and available funding. During this process, management staff works with designated staff in the finance department to evaluate last year's expenditures and to determine the new year's fiscal and staff needs based on program development, and other factors. Once preliminary consensus is achieved, the Agency-wide budget recommendations, including staffing requests are reviewed by the Chief Financial Officer and the Chief Executive Officer.
4. The composition of the workforce is also evaluated at times when a vacant position occurs. The hiring manager and/or Director of Operations and/or Division head in conjunction with the Chief Personnel & Administrative Officer discuss any specific needs in terms of demographics, critical skill and/or experiential needs that would be ideal in the replacement hire.
5. During the interview process, these are given consideration among those who meet the minimum stated requirements for the position.
6. While not a federal requirement, CBC of Brevard conducts a workforce analysis minimally every two (2) years to identify any specific gaps in the workforce in comparison to the

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Brevard County workforce demographics. The results of this analysis are then included in target populations for specific position openings as they become available.

7. The Agency also addresses opportunities to enhance the succession planning for the Agency through internal and external training, the Leadership team program facilitated by the Chief Executive Officer and by providing staff with the opportunities to enhance skills with on-the-job training and additional duties to learn and demonstrate new skills.
8. 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.
9. Once dialogue and other considerations if any, are evaluated, a final decision with mutual agreement is proposed to the CEO for approval.

BY DIRECTION OF THE CHIEF EXECUTIVE OFFICER:



DR. PATRICIA NELLIUS-GUTHRIE
Chief Executive Officer
CBC of Brevard, Inc.

APPROVAL DATE: 3/9/09