

The Contractor shall produce a Network Workforce Development Plan for each line of business (ACC, ALTCS E/PD, DCS/CMDP, DES/DDD, CMDP, and RBHA). **The following information shall be incorporated into the Contractor’s Network Workforce Development Plan.**

NETWORK WORKFORCE DEVELOPMENT PLAN – MINIMUM REQUIREMENTS

DESCRIPTION OF THE CONTRACTORS WORKFORCE DEVELOPMENT OPERATION (WFDO)

A description of the WFDO shall include:

1. Workflow chart.
2. Brief narrative description.

Together the chart and narrative illustrate and describe how:

1. Cultural competency.
2. Network management.
3. Quality management.
4. Other Contractor departments work with the WFDO to:
 - a. Identify,
 - b. Assess, and
 - c. Prioritize workforce:
 - i. Diversity,
 - ii. Quality, or
 - iii. Network capacity issues.

PROFILE OF THE NETWORKS WORKFORCE

A description of the provider network’s current workforce. The Network’s Workforce Profile includes the following elements:

1. The number of licensed and unlicensed direct service personnel.
2. Age of the workforce.
3. Retention rate.
4. Turnover rate.
5. Difficult to fill positions.

WORKFORCE CAPACITY ASSESSMENT

A description of the composition of the workforce required to sufficiently staff the Provider Network Development and Management Plan and identifies critical gaps in the current versus required workforce. The workforce capacity assessment includes the following elements:

1. The number of licensed and unlicensed direct service personnel required is specified.
2. A comparative assessment of the number of licensed and unlicensed personnel required by the Provider Network Development and Management Plan and the current workforce profile.
3. An analysis of the most critical gaps between the current workforce profile and the workforce requirements of the Provider Network Development and Management Plan.
4. Recommended actions to change recruitment, selection, training, deployment, or retention practices for critical workforce gaps in the Provider Network Development and Management Plan.

WORKFORCE CAPACITY DEVELOPMENT GOALS

A description of the workforce capacity resulting from the recommended recruitment, selection, training, deployment, or retention interventions. Workforce Capacity Development Goals include the following elements:

1. A description of the current situation requiring change.
2. A description of the situation intended to exist post workforce or workplace development interventions.
3. Each WFD Goal shall be characterized as long-term (1-3 years of WFD intervention) or short-term (Less than a year of WFD intervention).

WORKFORCE CAPACITY DEVELOPMENT WORK PLANS

A description of the process designed to eliminate, or reduce the gap between the workforce required by the Network Management and Development Plan and the current workforce. Work plans outline the changes to workforce recruitment, selection, training, deployment, or retention and include the following elements:

1. Long-term goals shall be reduced to component objectives or milestones to show estimated progress/levels of achievement.
2. Major tasks, the steps required to accomplish each objective, are described along with a projected duration of time to complete the task are elaborated.

THE WORKFORCE CAPABILITY/COMPETENCY ASSESSMENT

A description of high level workforce competency needs of the networks provider workforce or specific segments of the provider workforce (e.g. case managers, MDs) Based upon trends of service quality identified by the Contractors' quality management processes, the capability/competency assessment identifies worker awareness, knowledge, skill, or support issues contribute to identify need for quality improvement. The assessment also examines workplace conditions that add or detract from the desired workforce performance. The Capability and competency assessment includes:

1. A description of the quality improvement need.
2. The workforce segment or segments involved.
3. An evaluation and analysis of worker awareness, knowledge, skill needs as well as the workplace supports or conditions that contribute to the need for quality improvement.
4. Recommended changes to workforce orientation, education, training, coaching and or supervision practices to improve or maintain worker performance.

WORKFORCE CAPABILITY/COMPETENCY DEVELOPMENT GOALS

A description of the intended change to workforce performance. Workforce Capacity Development Goals shall include the following elements:

1. The current situation that requires change and is occurring as the result of current levels of awareness, knowledge, skill, support, or workplace conditions.
2. The situation that is intended to exist post workforce or workplace development interventions.
3. Each WFD Goal shall be characterized as long-term (1-3 years of WFD intervention) or short-term (less than a year of WFD intervention).

WORKFORCE CAPABILITY / COMPETENCY DEVELOPMENT WORK PLANS

A description of the process designed to change the awareness, knowledge, skill, support, or workplace conditions by implementing changes to workforce training and development processes (e.g. orientation, education, training, coaching, and supervision) and or workforce recruitment, selection, deployment or retention processes. Work plans include the following elements:

1. Long-term goals are reduced to component objectives or milestones to show estimated progress/levels of achievement.
2. Major tasks, the steps required to accomplish each objective, are described along with a projected duration of time to complete the task.