



In all likelihood, you've determined that no single strategy will adequately address all of the staffing and competency gaps you've identified. The [Gap-Closing Strategies Matrix](#) identifies which tools will help you address some of the typical findings from a gap analysis.

### Gap-Closing Strategies Matrix

WFP Gap-Analysis Shows:	<a href="#">Tool 2: Recruitment</a>	<a href="#">Tool 3: Selection</a>	<a href="#">Tool 4: Performance Management</a>	<a href="#">Tool 5: Professional Development</a>	<a href="#">Tool 6: Retention</a>	<a href="#">Tool 7: Succession Planning</a>
<b>Large percentage of employees don't have the right competencies</b>	Are we recruiting the right employees?	Are we selecting the right employees?	Are we setting clear performance expectations? Are we weeding out poor performers?	Are we offering the right development opportunities? Are we helping employees identify their developmental needs?		
<b>High turnover is causing us to replace too many employees</b>	Do people we recruit really understand our jobs?	Are we selecting the right employees?	Are we setting clear performance expectations? Are we providing appropriate feedback?	Do employees feel "equipped" to do the job? Are they developed for future promotions?	Have we analyzed the causes of high turnover?	
<b>Large percentage supervisors/managers eligible for retirement</b>	How do we recruit good supervisors and managers?	Does our selection process help us select/promote the right employees?		Are we developing employees for future promotions?		Do we have a succession planning program in place?
<b>Many employees not meeting performance standards</b>	Are we recruiting high-quality applicants?	Are we hiring employees who can do the job?	Are our objectives clear? Are they aligned with our strategic plan?	Do employees get the training and development they need?		
<b>New initiative will change the way the work is done</b>	Will we have to change the kind of people we recruit?	Will we have to change our selection process to hire a different kind of employee?	Will we have to develop new performance objectives? Will we measure outcomes differently?	Will employees need to develop new competencies? Will they need different training?		

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<b>Difficulty attracting qualified applicants</b>	Are our recruitment strategies effective? Are we the kind of organization people want to work for?			Do we have a reputation for not developing the people we hire?		
<b>Our agency lacks the diversity it needs</b>	Do we have effective outreach strategies?	Is our hiring process fair and free from bias?			Do we have trouble retaining a diverse workforce?	Do we consider diversity when doing succession planning?
<b>Frontline supervisors are technically competent, but lack the supervisory skills necessary to build teams, manage performance and support and develop staff.</b>	Are we recruiting applicants for supervisor jobs who have the competencies we really need?	Are we promoting employees with the critical supervisory competencies or just those with the best “technical skills?”	Are we identifying the right expectations for supervisors and holding them accountable in those areas?	Do we offer appropriate training and development for supervisors to enhance their abilities?		What should we be doing to help our experienced workers develop the competencies needed to step into supervisory roles?
<b>Workers are overwhelmed with paperwork, transporting, and other “busy work.”</b>	Should we be recruiting and hiring case aides and other support staff in order to utilize support staff more effectively?	What are the competencies needed for hiring the best support staff?				