

Creating a Strategic Workforce Development Plan

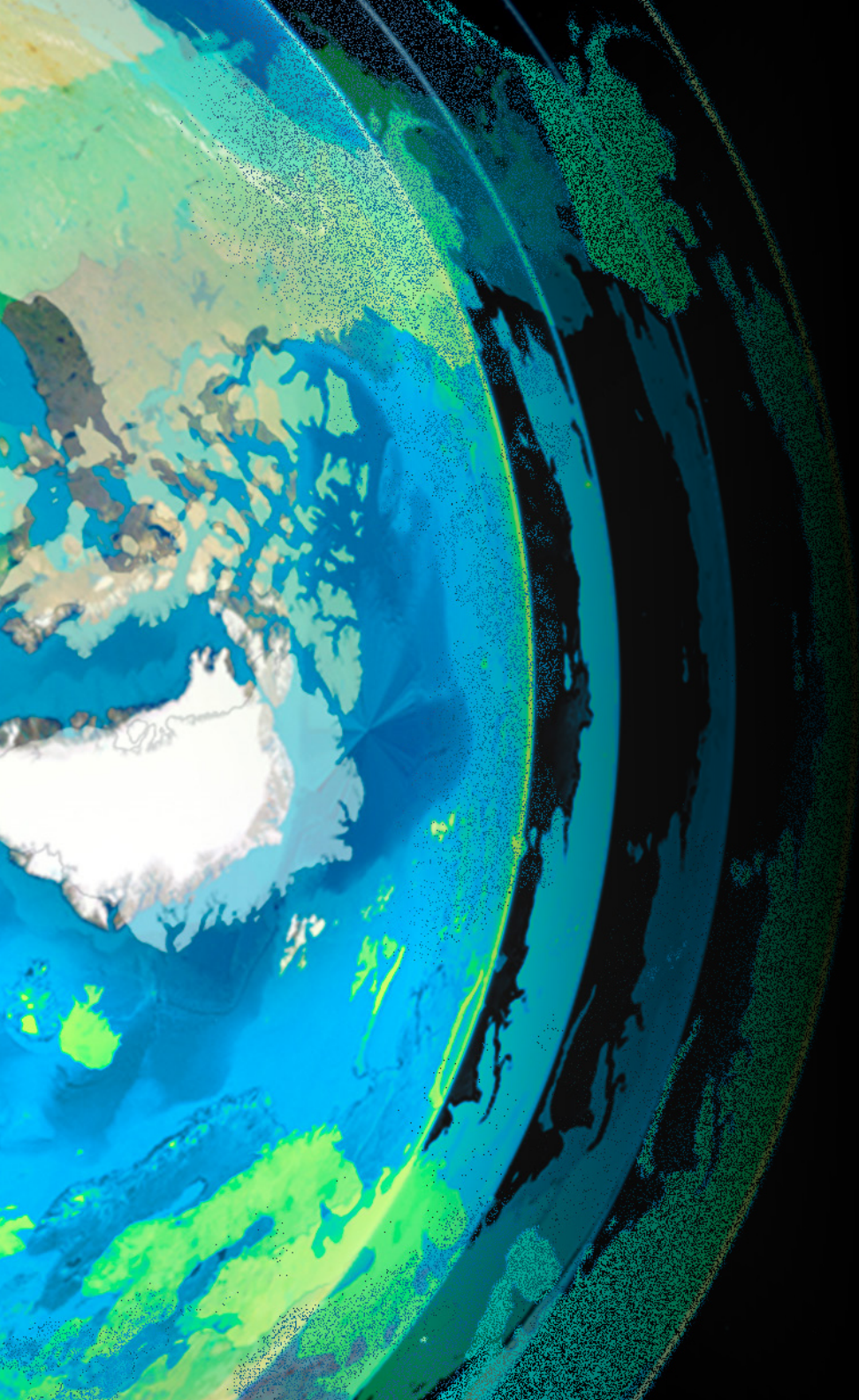
Empower your organization to maximize the impact of GIS



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Thriving in the Era of Technology Transformation

Future generations may view the 2020s as a time of unprecedented change. Astonishing science and engineering breakthroughs, combined with rapidly advancing technology, have reset expectations for service delivery, information access, and how and where work gets done. Organizations across government, industries, and academia are charged with maintaining mission focus while navigating the changes required to adopt and get value from new technology.

Today, forward-thinking organizations leverage geographic information system (GIS) technology to drive efficiencies and build resiliency into operations. Innovative organizations provide enterprise access to GIS tools, enabling many teams to apply location data and context to gain holistic insights, identify new opportunities, mitigate risks, and collaborate to achieve mission success.



Growing People Grows Impact

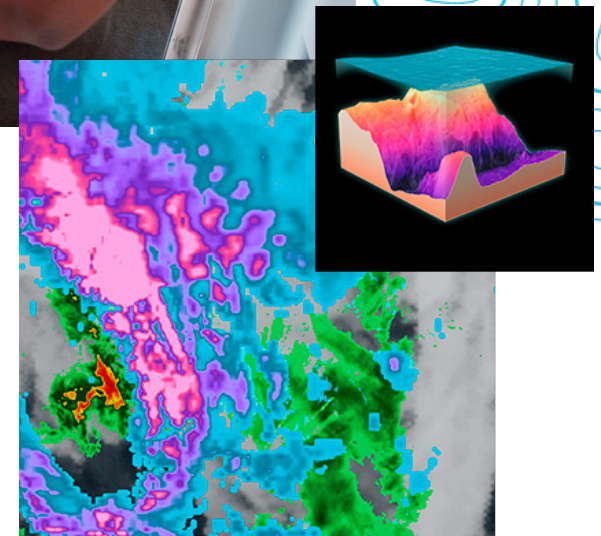
While technological advances will continue to affect many aspects of modern life, human ingenuity and creativity remain indispensable. Organizations that invest in growing and retaining their employees have leaders who understand that the workforce is the collective engine powering stable operations, loyal customers, happy constituents, and creative ideas that transform strategies and goals into results.

Effective workforce development is a foundational business strategy that is directly aligned to strategic business goals. Like anything, to be done well, workforce development requires planning. Planning should encompass support for known projects and initiatives while preparing teams to adopt new technologies to continually improve the current state and seize new opportunities that arise in the future.

Outcome-Driven Approach

Workforce development planning produces a document that guides action. While essential, the document is the outcome of a planning process that is extremely valuable on its own. Think of the expression about the journey being more important than the destination. As you will see, the same can be said about workforce development planning.

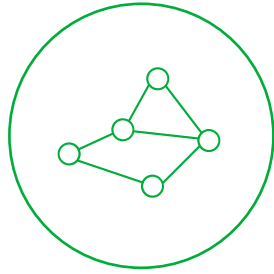
At the heart of both the planning and the outcome are people—individuals doing the day-to-day work that sustains operations. Whether delivering services, creating products, collecting and analyzing data, or engaging with internal and external customers, individuals play an essential role. Ensuring these individuals have the skills needed to deliver impactful results ensures the organization has the capacity to achieve its mission and adapt quickly when faced with new requirements.



The Planning Process— Meet the Three A's



Align



Analyze



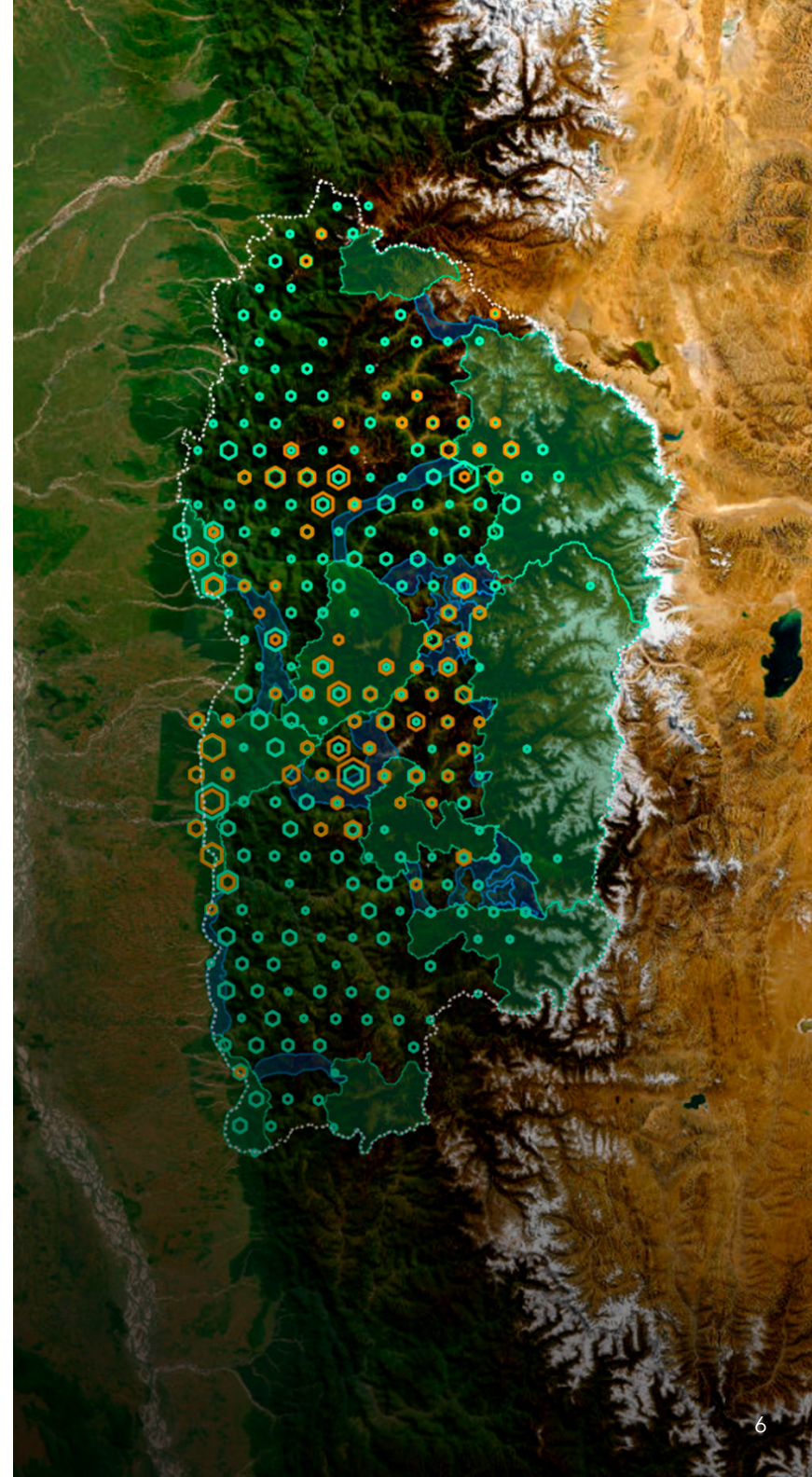
Act

Workforce development planning has three phases. Phase 1, Align, addresses organizational alignment. This phase supplies the business drivers and strategic objectives that will inform the second phase, Analyze. The first two phases culminate in a plan that propels phase 3, Act. Together, the three phases help organizations create, communicate, and execute an effective workforce development plan.

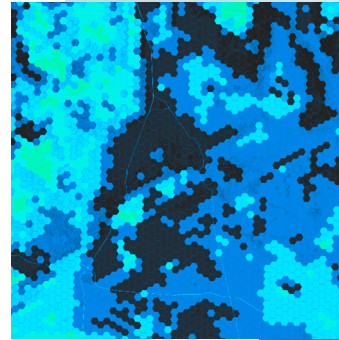
During each phase, an Esri training consultant partners with you to consider a series of questions. Your answers will identify important information that should be included in the workforce development plan.

The planning process is iterative. After the Act phase is underway, periodically you will return to the Align and Analyze phases to validate the plan's relevance. Expect to adjust the plan over time as workforce roles and organizational priorities evolve.

Fundamentally, workforce development planning is a strategic approach to achieving business goals.



The workforce development planning process is interactive, discussion-focused, and tailored to your organization. Let's explore each phase in detail.



Align

To earn executive sponsorship and budget approval, you must demonstrate the strategic alignment of your workforce development plan with your GIS technology vision and leadership priorities. During this phase, you will explore the questions below and document the answers.

What is your organization's mission?

Many organizational websites contain a mission statement. This is a good starting point for the workforce development planning process.

What are your organization's strategic objectives?

Strategic objectives are often communicated in internal executive presentations and documents.

How do ArcGIS software applications support the strategic objectives?

Identify the core business capabilities in place at your organization. Now map ArcGIS capabilities to each business capability.

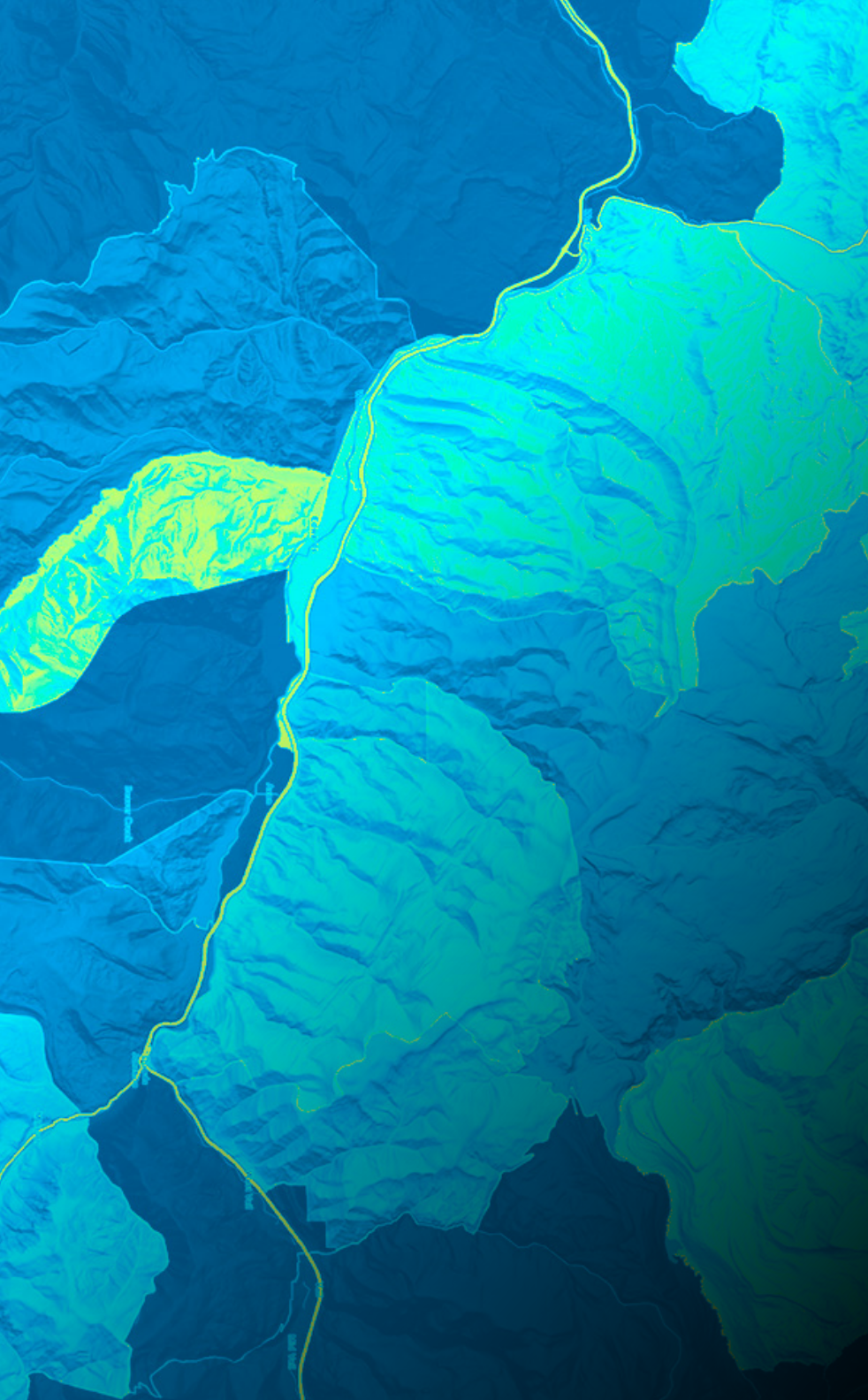
Which workforce roles support the GIS applications for the strategic objectives?

Roles may be associated with the GIS department, information technology (IT) group, or other business units—singularly or combined.

What workforce roles interact with your GIS maps and apps?

Many people outside of the GIS team likely use GIS maps and apps on a regular basis. Be sure to include these individuals in your plan.

Think about the questions on this page and then jot down a few ideas.



Workforce Development Planning Outcomes

The three-phase planning process has explicit outcomes: People develop the right skills at the right time, with an approved budget in place. With the right knowledge and skills in place, day-to-day operations are more efficient, and planned projects launch on time and deliver value to the organization.

Just as important, managers are able to demonstrate how their team functions as a strategic asset and individuals feel valued and excited about their contributions, which leads to higher productivity and retention.

From a leadership perspective, the key outcome is a skilled workforce able to navigate the disruptions that new technology and other changes may bring—and, more importantly, take advantage of the new opportunities that follow.

Looking Ahead

As you reflect on what you have learned about workforce development planning and prepare for future geospatial initiatives, here are two key actions to get started with your plan.

Engage stakeholders and communicate the business benefits to each impacted group.

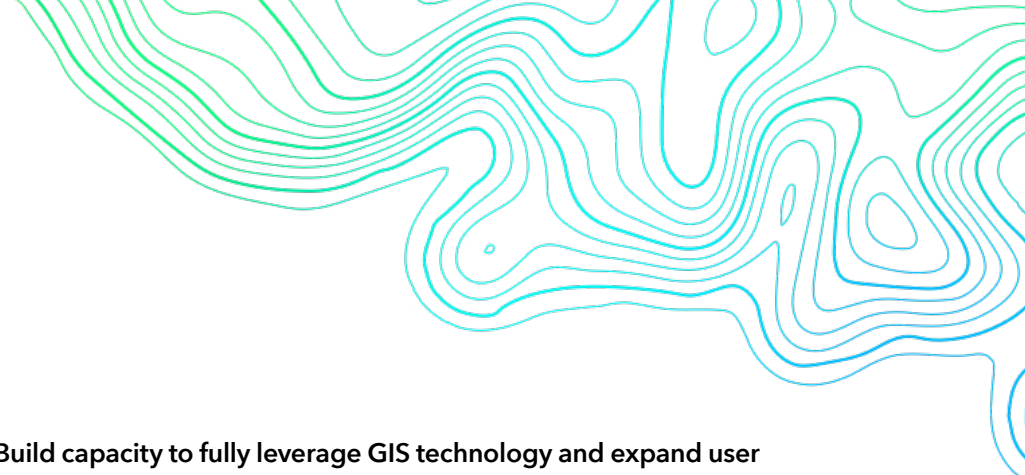
Who are your executive sponsors and stakeholders?

How do you communicate to your team about how their work contributes to the strategic initiatives supported by new technology?

Build capacity to fully leverage GIS technology and expand user adoption.

How do you help individual team members become comfortable with new workflows and technology?

How can you foster collaboration across your organization to increase GIS adoption?

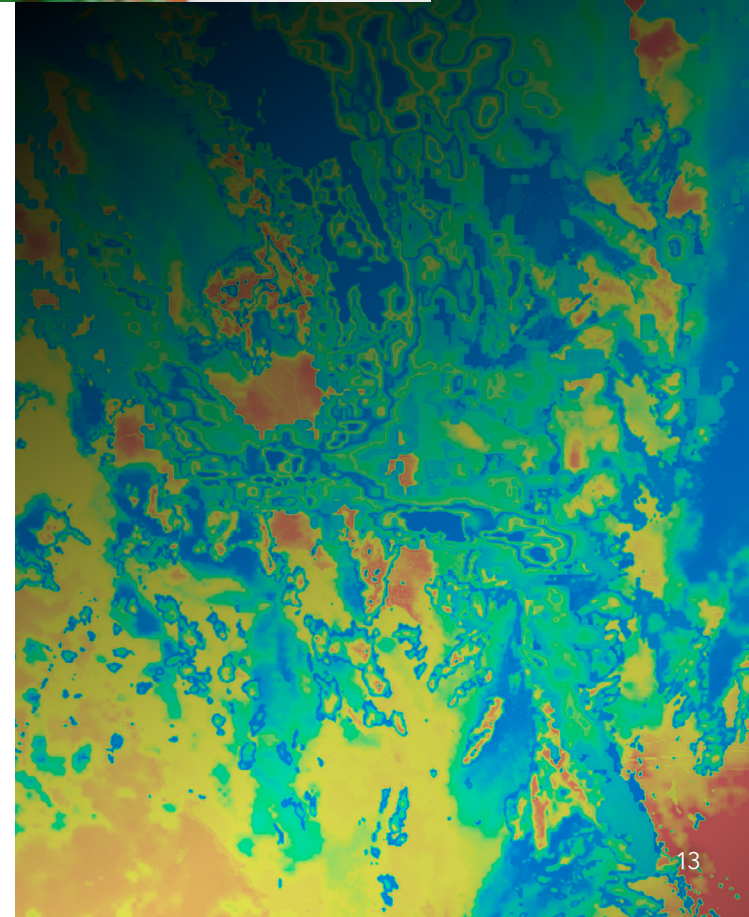


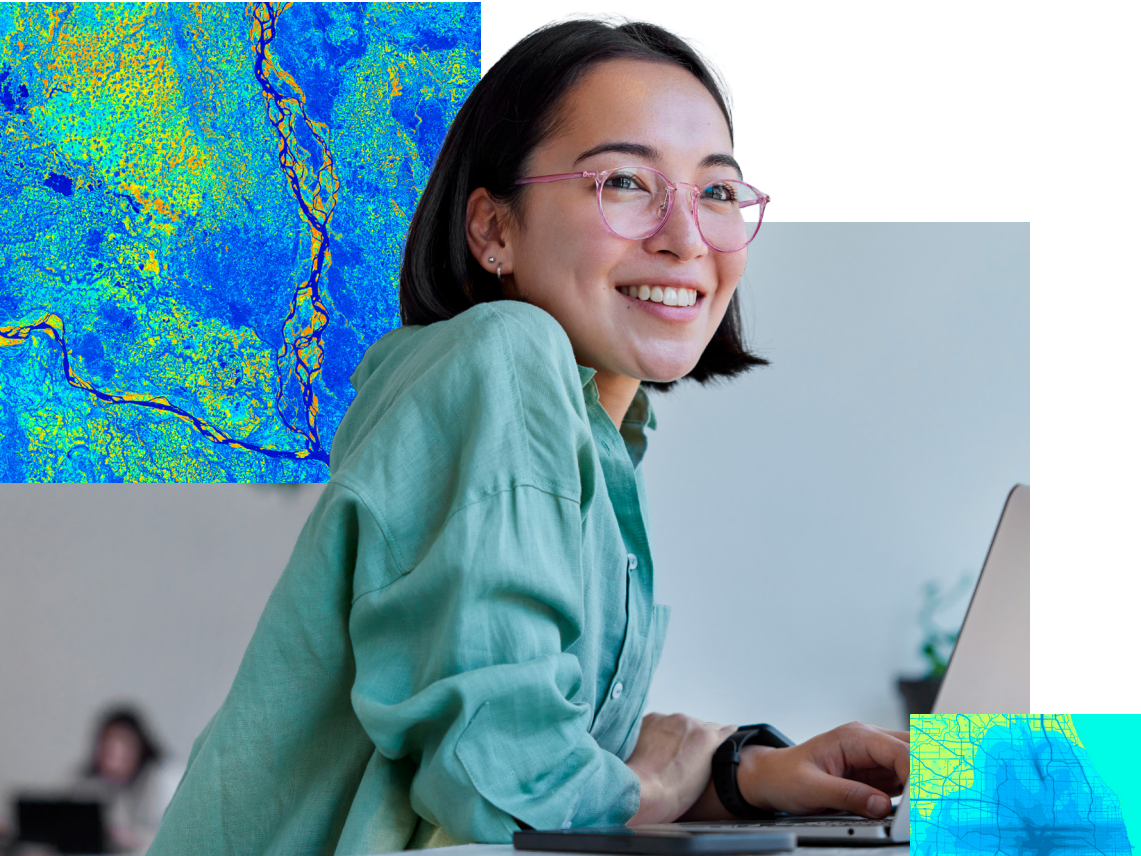
Take the Next Step

If you would like an expert partner to assist you with applying the three-phase planning process to your strategic objectives, schedule time to meet with your Esri training consultant. They have extensive experience supporting public- and private-sector organizations of all sizes. Together you will

- ❑ Discuss your organization's objectives and the people who use ArcGIS software to achieve these objectives.
- ❑ Identify the skills needed and the ideal mix of training options that will prepare your GIS users to confidently apply ArcGIS tools and capabilities.
- ❑ Create a strategic workforce development plan that supports your organization's long-term success with ArcGIS and evolves as circumstances change.
- ❑ Determine if geospatial change management would benefit your planned initiatives.

[Connect with an expert](#)





Additional Resources

GIS Leadership User Group on Esri Community

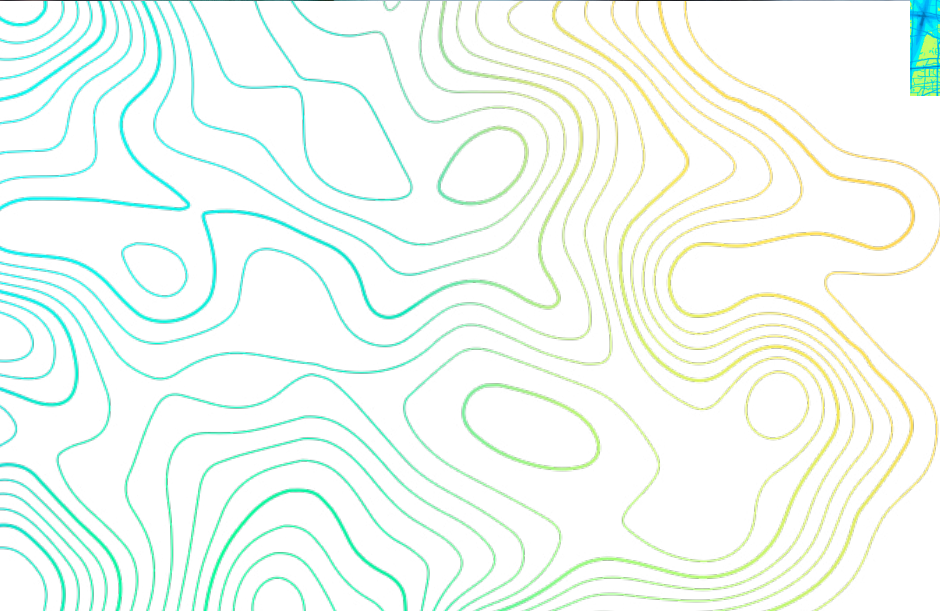
Join this [collaborative community for GIS leaders](#) to network, share ideas, and learn from the experiences of others.

Foster leadership and effective cross-team communication skills in an interactive group workshop.

[Communicating and Collaborating for ArcGIS Success](#)

Get guidance to support your teams through change and spark engagement with GIS solutions

[The Power of Aligning People and Technology](#)





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