

STAR² CENTER

The Making of a Chief Workforce Officer

While an organization's workforce is at the core of its ability to achieve its goals, this area frequently does not receive focused investment in the C-suite. The duties of developing and maintaining a thriving staff are often scattered amongst the entire leadership team, with varying levels of responsibility living in the general Human Resources (HR) department. This approach means that an organization may struggle to develop a cohesive workforce plan, test recruitment and retention strategies, and ensure a positive, cohesive culture for all of its staff.

As health centers connect their workforce challenges with the organization's mission and financial bottom-line, the STAR² Center suggests that they create a role on their executive teams for a Chief Workforce Officer (CWO). This CWO would bring high-level focus and coordination to workforce efforts, and ensure a data-informed approach to staffing concerns. Some suggested competencies and job duties are listed here, but each health center should take stock of its own needs to develop the right description for their organization. Health centers can also use the [STAR² Center Workforce Self-Assessment Tool](#) and [Financial Impact Tool](#) to identify some initial opportunities for change and to help quantify what an investment in workforce might be worth.

CHIEF WORKFORCE OFFICER CORE COMPETENCIES AND SKILLS:

- Human Resources Expertise
- Experience with a breadth of health care professionals
- Effective Communication
- Cultural Stewardship
- Data Driven Business Strategy
- Relationship Management

SAMPLE JOB DUTIES:

- Coordinate with the C-Suite to align quality, operations, financial, and workforce activities.
- Lead the development of a data-informed workforce strategic plan, and contribute to the organization's overall strategic plan.
- Evaluate and implement hiring and employment policies that support the organization's goals and mission.
- Oversee the Human Resources functions of the organization.
- Analyze data on recruitment and retention strategies to assess effectiveness, and update as necessary.
- Develop relationships with community partners and potential funders.
- Create and refine systems for congoing collection of community, organization, and HR data.