

### Sample Completed SWOT Matrix

Strengths (internal)	Weaknesses (internal)
<ol style="list-style-type: none"> <li>1. The agency has an experienced and dedicated workforce</li> <li>2. There is a good training program for new employees</li> <li>3. Senior management is committed to workforce planning</li> <li>4. Human resource staff are easy to work with and willing to try new recruitment ideas</li> <li>5. 50% of the staff hold a professional certification</li> </ol>	<ol style="list-style-type: none"> <li>1. Over 50% of the managers and supervisors are eligible for retirement</li> <li>2. The agency does not offer a mentoring program</li> <li>3. The agency lacks the technology tools to be more efficient</li> <li>4. Procedural manuals need to be updated</li> <li>5. The current workforce is not very racial/ethnic diverse</li> </ol>
Opportunities (external)	Threats (external)
<ol style="list-style-type: none"> <li>1. New information technology tools can provide quicker data sharing between agencies and client information retrieval</li> <li>2. There are job sharing opportunities with other agencies</li> <li>3. A large number of retired baby boomers are considering returning to the workforce on a part-time basis</li> <li>4. Federal and state agencies have expressed interest in merging services</li> <li>5. Universities are looking for internship opportunities for their students</li> </ol>	<ol style="list-style-type: none"> <li>1. The demand for workers in the field exceeds the supply of potential workers</li> <li>2. There is less federal money available for training grants</li> <li>3. Budget and full-time positions have been limited by the legislature</li> <li>4. Educational institutions are reducing the number of courses offered in this field</li> <li>5. The number of residential treatment centers has been declining steadily</li> </ol>