

WORKFORCE PLANNING MODEL

FREQUENTLY ASKED QUESTIONS

WHAT IS WORKFORCE PLANNING?

Workforce planning is the process of identifying an organization's human resource requirements and developing plans to ensure those requirements are satisfied. More simply put, it is making sure: the right people, with the right knowledge, skills and abilities, in the right numbers are in the right jobs, at the right time.

Workforce planning is an organized process for:

- Identifying the number of employees with the types of skill sets required to meet your goals and strategic objectives.
- Developing a plan to ensure that the appropriate workforce will be available to provide quality services.

WHY IS WORKFORCE PLANNING IMPORTANT?

Workforce Planning provides a strategic basis for making human resource decisions. It allows you to anticipate change rather than being surprised by events, as well as providing strategic approaches for addressing present and anticipated workforce issues.

Workforce planning allows an organization to be pro-active as opposed to reactive by:

- Linking recruitment, development, and training, deployment, and retention decisions to organizational goals, including diversity objectives.
- Allowing more effective utilization of employees through efficient alignment of the workforce with strategic objectives.
- Providing realistic staffing projections for budget purposes.
- Providing better-focused investment in development, training and retraining, career counseling, and productivity.



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HOW DOES AN ORGANIZATION ACHIEVE MANAGEMENT SUPPORT?

- Start small and keep it simple. Once you get results from a pilot initiative, then you can expand your efforts incrementally company-wide.
- Get all interested parties involved and utilize all available resources when gathering data, providing input and feedback, or helping carry out the processes.
- Use an accepted workforce planning model.
- Ensure accountability in reviewing and revising the plan at least once a year.

WHAT IS SUCCESSION PLANNING?

“An ongoing process that identifies necessary competencies; then works to assess, develop, and retain a talent pool of employees, in order to ensure a continuity of leadership for all critical positions.”

Succession planning is a specific strategy, which spells out the particular steps to be followed to achieve the organization’s mission, goals, and initiatives identified in Workforce Planning. It is a plan that managers can follow, implement, and customize to meet the needs of their organization and/or department.

WHY IS SUCCESSION PLANNING IMPORTANT?

Succession planning provides managers and supervisors with a step-by-step methodology to utilize after Workforce Planning initiatives have identified the critical required job needs in their organization. Succession planning is pro-active and future focused, and enables managers and supervisors to assess, evaluate, and develop a talent pool of individuals who are willing and able to fill positions when needed. Succession planning is a method to assist leadership in tapping into the institutional knowledge that will be lost due to retirement, promotion, and general attrition. Succession planning is a tool to meet the necessary staffing needs of an organization, taking not only quantity of available candidates into consideration, but also focusing on the quality of the candidates, through addressing competencies and skill gaps.

HOW CAN SUCCESSION PLANNING BE IMPLEMENTED?

Many steps contained in the succession planning model are directly related to a step in the Workforce Planning Methodology yet, are a distinct extension of Workforce Planning steps. Although Workforce Planning does not have to utilize succession planning to achieve its goals, succession planning can be a valuable tool in Workforce Planning efforts.



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HOW DOES SUCCESSION PLANNING RELATE TO WORKFORCE PLANNING?

WORKFORCE PLANNING MODEL	SUCCESSION PLANING MODEL
Part 1 - Strategic Direction	Step 1 - Identify Key Positions
Part 2 - Workforce Analysis	Step 2 – Build Job Profiles for each Key Position
Part 3 - Building Workforce Plans	Step 3 – Competency Gap Analysis
Part 4 - Skill Gap Analysis	Step 4 – Development Opportunities
Part 5 - Implementing Workforce Plans	Step 5 – Individual Development Plans
Part 6 - Monitoring, Assessing and Revising	Step 6 – Maintain Skills Inventory

