
International Personnel Management Association

**Workforce Planning
Resource Guide for
Public Sector
Human Resource
Professionals**

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Preface

Workforce planning has likely become the greatest challenge faced by our organizations today. We continue to hear about the imbalances between work that needs to be performed and the availability of skilled workers. The downsizing that occurred over the last several years, particularly in the public sector, was done with little strategic thinking, planning or foresight for the future. More than ever, we must continue to find innovative ways to enable, motivate, and inspire people to perform at their highest levels, accomplish our business, and serve our customers well.

Workforce planning, as a tool, has become one of the best strategies for improving our organizations as it forces us to think strategically about how to align people to our business. Today, we know that human resource (HR) professionals must play more strategic roles in ensuring that human capital issues remain a priority. Workforce planning provides such an opportunity for the HR professional to serve in the strategic roles of Leader, Change Agent, and Business Partner. Hopefully, this *Guide* provides a resource that meets the unique challenges faced by public sector HR professionals at any level of government—Federal, State, and local.

Certainly, this *Resource Guide* could not have been published without the time and talents of many individuals. Susan Toy Stern, IPMA Past President, came up with the idea for the *Guide* and garnered the support of IPMA. Neil Reichenberg, IPMA Executive Director, ensured that sufficient resources and leadership support were available. We would like to thank the taskforce members shown below who provided invaluable perspective, insight and review. We would especially like to thank CPS Human Resource Services. In particular, we acknowledge Pam Stewart, the CPS Executive Director, who provided overall leadership and committed CPS to underwrite the project financially; Bob Lavigna, CPS Senior Manager, who was instrumental in spearheading the day-to-day management, production, and editorial review; and Linda Anselmini and Lora Levosky, CPS Senior Consultants, who did most of the legwork, research, and writing of the *Guide*. We also would like to express our appreciation to Elaine Orr and Genilee Swope Parente for their work in editing the *Guide*. Enjoy!

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Executive Summary

Workforce planning is the most critical human resource management challenge in the public sector today. In government, we face challenges even greater than those the private sector faces in finding solutions for skilled labor shortages resulting from today's changing demographics and the new economy. Traditional human resource (HR) approaches no longer offer the solutions we need. Workforce planning, on the other hand, can equip us to meet this challenge. Effective workforce planning requires strong executive leadership; clearly articulated vision, mission, and strategic objectives; and cooperative, supportive efforts by staff in several functional areas. To make workforce planning succeed, HR professionals will be called upon to master new roles as leaders, business partners, and change agents.

Effects of the New Economy

The “new” national economy has created dramatic changes in the labor market that are having many effects. For example:

- More executives have adopted a “wait-and-see” attitude about implementation of strategic plans
- Two-thirds of them, according to an American Management Association (AMA) study, have chosen to reduce spending and put business plans on hold

In government, economic changes have exacerbated problems already created by the public sector's less-than-proactive attempts to deal with future workforce needs.

The impacts of the workforce crisis on government and the lack of workforce planning that has resulted have been highlighted by the General Accounting Office (GAO) and by the U.S. Office of Personnel Management.

- For the first time ever, GAO has placed human capital on its list of “high-risk” federal government functions
- In OPM's report, *Civil Service—2020*, the agency indicates previous attempts at “workforce planning” have been ad-hoc and not strategic, resulting in downsizing without purpose

Despite these findings, workforce planning, when done right, can be a powerful tool to help public sector organizations meet their human capital needs and achieve business objectives.

Workforce Planning

Although there are many ways to define workforce planning, the definition in this *Guide* addresses key aspects for the public sector HR professional:

Workforce planning is the strategic alignment of an organization's human capital with its business direction. It is a methodical process of analyzing the current workforce, identifying future workforce needs, establishing the gap between the present and future, and implementing solutions so the organization can accomplish its mission, goals, and objectives.

Many public and private organizations have developed models for workforce planning. However, aside from variations in terminology, the processes are very much alike. For example, all models rely on:

- Analyzing present workload, workforce, and competencies
- Identifying workload, workforce, and competencies needed for the future
- Comparing the present workload, workforce, and competencies to future needs to identify gaps and surpluses
- Preparing and implementing plans to build the workforce needed for the future
- Evaluating the success of the workforce planning model to ensure it remains valid and objectives are being met

Workforce planning addresses the staffing implications of strategic and operational plans, including managed movements of employees in, out and within an organization. Therefore, workforce planning affects the full range of HR activities: recruiting, hiring, classification, compensation, promotion, transfer, redeployment, attrition, retention, succession planning, employee training and development, etc.

I. Purpose of the *Guide*

This *Guide* will help you, the public sector human resource professional, familiarize yourself with the common elements of workforce planning. The *Guide* is practitioner-oriented and is designed to serve as an information resource for HR professionals with a range of experience and expertise—from the novice to the veteran, including HR executives and managers. The *Guide* is a ready reference providing a footprint to follow for jump-starting workforce planning initiatives, confirming current approaches, or providing information on ways to enhance your efforts.

Although employers are competing in the same labor pools, public sector employers face an array of challenges not seen in the private sector. Employees who work in the public service focus on serving the public interest in the most efficient and effective manner possible. This is far different than the mission of private sector firms, which focus on shareholder interests, profits, and the bottom line. Additionally, the public sector faces an array of political and financial constraints not seen in the corporate environment, and unfortunately, operates with human resource management (HRM) systems that are often outdated. This *Guide* focuses on how workforce planning can meet the unique needs of public sector organizations.

While the *Guide* emphasizes approaches that align with the needs of the public employer, it incorporates the best thinking of all sectors. Successful workforce planning requires a rigorous and comprehensive analysis of the workforce, workloads and the strategic direction of an organization.

Unfortunately, most public sector organizations do not conduct workforce planning as several recent surveys show. For example, in the 2000 International Personnel Management Association and National Association of State Personnel Executives Benchmarking Survey, only 40 percent of the responding jurisdictions reported doing any centralized HR/workforce planning. Clearly, this indicated the need for a *Workforce Planning Resource Guide*. That need was made even more evident at the IPMA International Training Conference in Nashville, Tennessee in October 2001, where nearly 60 percent of the participants in a workforce planning workshop indicated IPMA could facilitate their workforce planning efforts by producing a *Guide*.

A. What the *Guide* Is

The *Resource Guide* discusses workforce planning in seven sections and three Appendices.

Section I, *Purpose of the Guide*, outlines what the *Guide* is, who its intended audience is, and why the *Guide* is the best resource for the public sector HR professional.

Section II, *Background*, discusses why workforce planning is important. This section provides statistics and facts comparing the current environment to the future in key areas—demographics; workload; and HR approaches such as using temporary/contract employees, outsourcing, and shared services. This section also outlines the role of the HR professional in workforce planning.

Section III, *What is Workforce Planning?*, defines workforce planning and delineates the roles and responsibilities of various stakeholders in the organization (HR staff, line managers, budget personnel) in workforce planning.

Section IV, *Generic Workforce Planning Model and Approach*, illustrates a universal model and its components.

Section V, *Steps in Conducting Workforce Planning*, outlines a step-by-step approach to implementing the generic model from Section IV. It also identifies what data elements are needed and what databases exist or should be developed.

Section VII, *Special Issues in Workforce Planning*, discusses challenges in specific occupational groups such as information technology (IT), public safety, and HR.

Appendix A has a checklist for workforce planning and general reference listings. **Appendix B** contains sample workforce planning models from public and private sector organizations. **Appendix C** outlines some workforce planning technology options, including vendors and product features.

B. Why this *Guide* is the Best Resource for the Public Sector Human Resource Professional

The *IPMA Workforce Planning Resource Guide for Public Sector Human Resource Professionals* represents the best thinking of a diverse task force of IPMA members. Because IPMA represents public sector HR professionals from all levels of government, this *Guide* presents state-of-the-art information on this important and timely topic. If you have questions, comments, or suggestions regarding the *Guide*, please contact:

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II. Background

This section discusses the importance of workforce planning by presenting workplace trends, discussing their impact on workforce planning, and addressing the need for your organization to consider these trends and their impact on your organization as well as any unique situations relevant to your own workforce planning efforts.

A. Why Workforce Planning is Important

Changes in demographics paint a compelling picture for workforce planning because there are 70 million baby boomers and only 40 million Generations X-ers behind them. Clearly, a major talent and successor crisis looms. Therefore, the basic question all employers should be asking is, “WHO WILL DO OUR WORK?”¹

Although the national workforce as a whole is aging, the public sector workforce has a higher average age than the overall civilian labor force because of reductions-in-force and freezes on hiring over the past two decades. This means government will feel the impact of the workforce crisis first, as retirements accelerate.

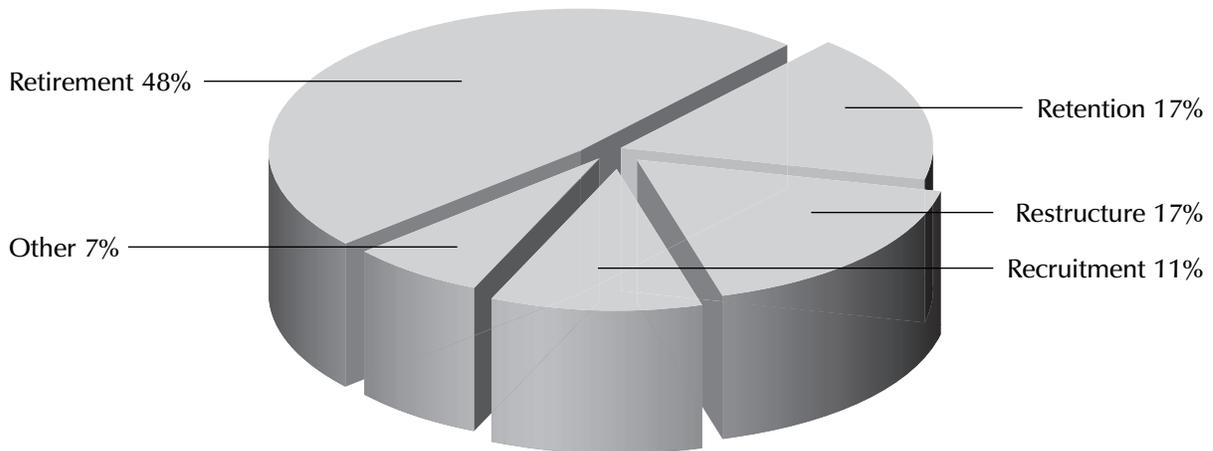
Your organization needs to ensure it has adequate human capital to accomplish your mission. The National Academy of Public Administration has reported on the importance of workforce planning in enabling government agencies to have the right people in the right places with the right skills at the right times.² Because *all employers* compete for employees from the same labor pool, workforce planning may be critical to the government for attracting and retaining the talent needed to serve the public.

In a workshop at the 2001 IPMA Training Conference, we had the opportunity to ask more than 100 HR professionals a series of questions about workforce planning in their organizations. Because of their timely and relevant input, we were able to use some of their answers throughout this *Guide*.

First, we asked the group of HR professionals if workforce planning had become more important to their organization over the last few years. We also asked them to explain why or why not.

The overwhelming answer was YES. Retirement (48 percent) was by far the greatest reason, followed equally by retention and restructuring (17 percent). (See Figure 1.)

Figure 1. Why WFP Has Become Important



As you examine the demographics and trends in the changing workplace, you can determine how much of an impact these changes have had on your own organization and recognize the need to be prepared—through workforce planning—to ensure you have the necessary human capital to achieve your mission.

B. Trends

Changes in economic systems, demographics, the economy, and the workplace clearly and compellingly make the case for workforce planning.

The set of assumptions organizations use to make decisions about the size and makeup of their workforces is radically different today than it was even a decade ago. Because economic systems are constantly changing, human capital needs associated with those economic systems are also changing. Therefore, approaches to workforce planning must be flexible enough to keep pace with emerging trends. Forces such as technology, globalization, deregulation, stakeholder power, and the movement toward free agency have combined to change the social contract between the employee and the organization. These forces shape workforce allocation, the flow of people, and work efficiency.

Some visible trends that illustrate the importance of workforce planning include:

- Baby boomers are getting older and the overall population is aging.
- These baby boomers are completely redefining the idea of what retirement is.
- Technology is being harnessed to change the HR function; save money; and improve hiring, retention, and other elements of workforce management.
- Rules and regulations are proliferating yet new legislation often competes and collides with other legislation, such as the Family and Medical Leave Act (FMLA) and the Americans with Disabilities Act (ADA).

- The available labor pool is shrinking, requiring us to understand different cultures, languages, and global business practices and integrating these differences into the organization's culture

Certain trends will be with us for the long term, and your organization will need to plan for those trends in order to remain effective as the economic and social issues involved affect your organization's ability to fulfill its mission. Such trends include:

- Labor flow will be opened up further for optimum allocation through globalization and telecommuting.
- Major technological changes may soon make keyboards and language barriers obsolete as voice recognition programs and automatic language translators eliminate barriers to understanding different languages.
- Retirement at age 65 in the U.S. is disappearing. Organizations are creating work arrangements that allow seniors to work past age 70 or 80. Part-time, contingency, and consulting work arrangements allow seniors to rebalance work/personal life needs
- The sheer number of people with advanced educational degrees is advancing human knowledge at an unprecedented rate
- Organizations will need to utilize their most experienced workers, placing high value on experience, organization memory, and know-how. These are traits older people are most likely to have, and organizations are responding by hiring older workers in record numbers.

These and other trends provide valuable information to the HR professional. They demonstrate how the nature of work is changing, how the workforce needed for tomorrow is very different than what we need today, and how workers themselves will be different. From a workforce planning perspective, this is exactly the kind of information HR professionals need to plan for future workforce requirements. In essence, workforce planning is a proactive strategy HR professionals will use to project workforce requirements for the future and plan how their organizations will meet their own unique needs.

Today's economic systems that provide labor have changed from the past, as seen in Figure 2.

Figure 2. Changing Economic Systems and Relationships

Then	Now
Lifetime employment	Contingent workforce
Individual identity tied to the organization	Individual identity tied to profession
Loyalty to the organization	Looking out for #1
Entry-level hiring	Hiring as competency is needed
The "Organization Man"	Work/life balance
Unions were a major force	Union influence declining—14 percent in private sector and 37 percent in government
Focus on domestic labor markets	Global labor supply

Workforce changes—as seen in Figure 3—illustrate just some of the changing economic conditions for the periods 1995-2000 and 2001-2008.

Figure 3. Comparative Workforce Information for 1995-2000 and 2001-2008

Workforce Information 1995–2003	Workforce Information 2001–2008
<p>The country experienced unprecedented prosperity, which produced a growing national labor crisis that involved changing demographics, education, technology, and an increasing skills imbalance.</p>	<p>A recession and the war on terrorism have imposed a new set of challenges on the U.S. economy and its workforce. Growing unemployment has been to the demographics, education, technology, and skills imbalances that still impact the workforce.</p>
<p>Unemployment</p> <ul style="list-style-type: none"> • Unemployment rate was at an all-time low of 3.9 percent overall and even lower in specific regions of the country. • Low unemployment caused a staffing drought that forced U.S. businesses to fiercely compete for labor. 	<p>Unemployment</p> <ul style="list-style-type: none"> • The unemployment rate was at 5.7 percent (November 2001) and rising. The last time this country faced recession and mass layoffs were in the early 1990s. During the last downturn in the economy, today’s talent crisis didn’t exist.
<p>Economics and the Workforce</p> <ul style="list-style-type: none"> • No recession, low unemployment, economic growth. Only 1.6 percent of all firms reported downsizing due to an actual or anticipated downturn in business—the number one reason for layoffs in the past. • During the 1980s, workforce growth stood at 2.5 percent annually as compared to early 2000, when that figure declined to about 1.2 percent 	<p>Economics and the Workforce</p> <ul style="list-style-type: none"> • Economic downturn is forcing the elimination of jobs and layoffs, slowing economic growth. • The number of available workers is declining because of an aging workforce and a significant drop in the birth rate. • According to the Bureau of Labor Statistics (BLS), employment in the United States is expected to grow by 20 million jobs—or 14 percent—from 1998 and 2008. The women’s labor force will grow more rapidly than the men’s. As a result, the women’s share of the labor force will increase from 46 percent in 1998 to 48 percent in 2008.
<p>Employment Arrangement</p> <ul style="list-style-type: none"> • Not an employer’s job market. Skilled workers could pick and choose for whom they worked. 	<p>Employment Arrangement</p> <ul style="list-style-type: none"> • The remaining workforce is a “new breed of versatile, autonomous, and highly skilled workers.” Employers hoping to effectively manage these workers must create on-the-job solutions, new management and support systems, and team dynamics.
<p>Technology</p> <ul style="list-style-type: none"> • Technology created plenty of new jobs, but it also decimated an array of existing positions resulting in people not having appropriate skill sets for the technology. This caused huge skills mismatches (and low-skill layoffs) as we moved from an Industrial Age economy to an Information Age economy. 	<p>Technology</p> <ul style="list-style-type: none"> • Technology will continue to cause huge skills mismatches. Employers will increase training and development expenditures to keep employee skills current.

Figure 3. Comparative Workforce Information for 1995-2000 and 2001-2008 (continued)

Workforce Information 1995–2003	Workforce Information 2001–2008
<p>Education/Skill Shortages</p> <ul style="list-style-type: none"> • Although the U.S. Department of Education found that college enrollment in two-year and four-year schools rose 17 percent between 1984 and 1995 young people were learning skilled trades. • According to the National Association of Manufacturers, 48 percent of organizations believed the workforce lacked the ability to read and translate drawings, diagrams and flowcharts. 	<p>Education/Skill Shortages</p> <ul style="list-style-type: none"> • Organizations will continue to have considerable difficulty finding qualified workers for certain positions. Government, education, and business are working to close the skills gap.
<p>Legal</p> <ul style="list-style-type: none"> • Filing of new private civil-rights lawsuits reached a plateau at the beginning of 1997 and declined in 1998 and 1999. 	<p>Legal</p> <ul style="list-style-type: none"> • If there is an economic downturn, the areas that are going to be especially litigious are age and sex discrimination.

Just as major economic trends have created the need for workforce planning, these changes have also affected the role of the HR professional.

C. Changing Role in Workforce Planning for Human Resource Professionals

With rules of the game in the workplace changing, the HR professional's role must change as well. Many people and organizations are still caught up in nostalgia for the old, safer ways of doing business, but these are no longer effective. Today's economy operates differently, and HR must adapt to the differences. It is no wonder the term "personnel" gave way in the 1990s to "human resources," which is now evolving to "human capital."

HR's changing role in organizations will require you to develop a new set of competencies and approaches that will translate into the strategic HR skills and abilities you will need for workforce planning. These skills and abilities overlap with the *IPMA Competency Model*, which focuses on three key HR roles:

1. **Leader**—having the same opportunity, responsibility and accountability, and influence as any other member of the leadership team. Being a strategic leader means you can show evidence that you have influenced the direction of the business
2. **Change Agent**—addressing and initiating improvements that will meet the challenges that make a difference for the organization
3. **Business Partner**—taking a leadership position on issues that truly influence the strategic direction of the business

IPMA has identified a set of 22 competencies you should possess to excel in these roles. These competencies and the roles they support are listed and described on the IPMA web site—www.ipma-hr.org.

D. Changing Models for Human Resource Service Delivery

As the workforce changes and the roles of HR change, the way human resource services are provided is also changing. Some of those changes are outlined below.

- **“Distributed HR.”** Distributed HR is a new term to describe a trend in which the HR services are designed and delivered through multiple channels. The goal is to deliver HR through channels that provide the greatest return (cost/benefit and quality) and/or have the most direct accountability for HR results.
- **Outsourcing all administrative activities**, removing them entirely from the internal HR organization and shifting them to an outside vendor who can take advantage of greater economies of scale. This provides greater opportunity to invest in new technologies and focus more resources on best practices. This approach has the advantages of reducing cost and allowing the internal HR function to move away from its transactional focus. On the other hand, disadvantages include less internal control and the danger of locking the organization into a long-term commitment to one vendor.
- **Sharing HR services for administrative and transactional functions** to create efficiencies and save money. This reduces the redundancies of decentralized structures and allows the organization to focus on operational excellence.
- **Developing Centers of Excellence (COE)**, which are centralized units responsible for developing programs and consulting with businesses in highly specialized areas [compensation, organization development (OD), benefits planning, etc.]. This approach leads to creation of critical mass in specialized areas and attracts better-qualified people to HR. The challenge is to ensure the COE doesn't become disconnected from business realities.
- **Decentralizing HR business partners** by transforming the personnel specialist into a strategic partner who understands business issues and, as a member of a business management team, can identify the HR implications of business decisions. HR business partners can also coordinate help from the appropriate COE(s) or outside vendors to deal with those implications. This new role, when played properly, enhances the strategic value of HR as well as the organization's people.
- **Returning key elements of people-management to the line**, reducing or eliminating HR control over these functions. For example, while HR or consultants must continue to design compensation programs because these programs require special expertise, salary administration can be managed by line managers through computer technology that provides them the data and analytics they need. This reduces costs as well as empowers line managers by giving them HR responsibility.
- **Reducing the number of “HR business partners,”** but ensuring that, freed from the administrative work they did in the past, the remaining partners are truly strategic thinkers and are regarded as such by line managers. This approach allows organizations to finally use their people as sources of competitive advantage. The challenge is to get the right HR people for these roles. Although the title “business partner” has been with us for a while, there are few HR practitioners who are true partners.
- **Developing small teams of specialists who function like SWAT teams** to solve specialized HR problems. These teams resemble the COE described above, with two exceptions. First, the teams are smaller and in many cases contain few permanent

members, but recruit the internal or external consulting resources each project requires. Second, the teams do not develop organization-wide programs, but focus more on solving business-specific needs.

Although these models are more prevalent in the private sector right now, as HR professionals you should be aware of possibilities for the future. For example, at least two states, Florida and New Jersey, are experimenting with outsourcing and shared services. Changes in the service delivery model of HR in general will most certainly affect an organization's approach to workforce planning.

III. What is Workforce Planning?

This section defines workforce planning, and specifies what planning is and what it is not. You will see that workforce planning can help HR professionals move into the roles of leader, change agent, and strategic business partner and away from the more traditional roles of rule maker/enforcer and transaction processor. You also will learn how organization alignment plays a critical role in workforce planning and how workforce planning affects all HR activities.

A. Definition

Although there are many ways to define workforce planning, the following definition addresses key aspects of planning for the public sector HR professional:

Workforce planning is the strategic alignment of an organization's human capital with its business direction. It is a methodical process of analyzing the current workforce, determining future workforce needs, identifying the gap between the present and future, and implementing solutions so the organization can accomplish its mission, goals, and objectives.

As a process, workforce planning includes elements such as strategic planning (by both the organization and its partners), workload projections, legislative forecasts, turnover analyses, and budget projections. Workforce planning forecasts the numbers of people and types of skills needed to achieve success by comparing the available workforce with future needs to determine needs that may be unmet (gaps). Workforce planning is a management tool that affects the full life cycle and range of human resources activities including recruitment/selection, classification and compensation, training and development, performance management, and retention.

Many public and private organizations have developed their own workforce planning models. However, aside from variations in terminology, the processes are very much alike. All models rely on:

- Analyzing the current workforce
- Identifying the workforce needed for the future
- Comparing the present workforce to future needs to identify gaps
- Preparing plans to eliminate these gaps and build the workforce needed in the future
- Evaluating the process and results to ensure that the workforce planning model remains valid, and organizational objectives are being met

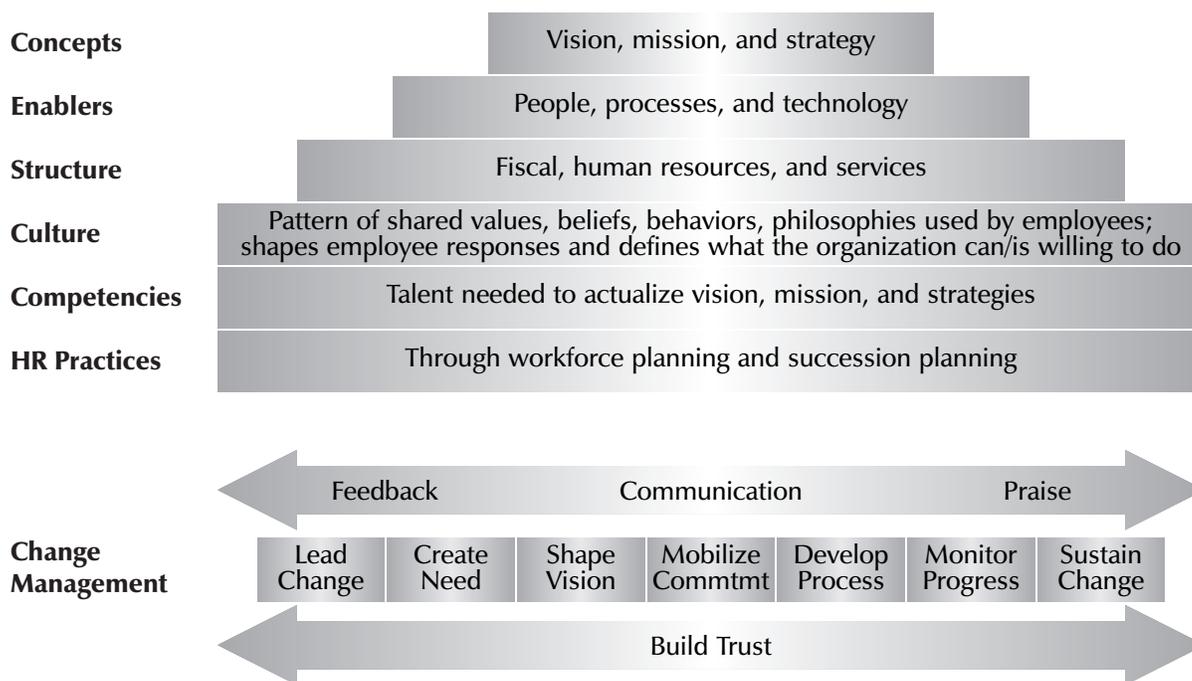
Workforce planning should be flexible, ongoing, and linked to organizational strategies that are influenced by economic conditions. As a leader, business partner, and change agent, the HR professional is responsible for engineering the process.

B. Organization Alignment

Organization alignment has a major impact on workforce planning. As Figure 4 shows, workforce planning is only one part of the larger organization alignment picture. Workforce planning, which has far-reaching potential if carried out effectively, is directly linked to organizational issues such as:

- **Concepts:** organizational vision, mission, and strategy
- **Enablers:** the efficiency and effectiveness of people, processes, and technology
- **Structure:** the configuration of the functional areas that deliver the work
- **Culture:** the organizational health and how it shapes what people will and can do
- **Core Competencies:** the talent that is needed to achieve organizational strategies
- **HR Practices:** recruitment and selection, training and development, performance management, classification and compensation, retention, etc.
- **Change Management:** HR as a change agent for successful implementation of action plans

Figure 4. Workforce Planning and Organization Alignment



As Figure 4 shows, organization culture, as part of organization alignment, is an important factor in workforce planning. Organization culture consists of the patterns of shared values and beliefs that tie members to that organization and also provide rules for behavior. Your organization needs to take a good look at its culture to ensure compatibility between the behaviors the organization expects from employees and the actual ways the organization and its members view themselves and act. Creating a culture that values people highly can enhance workforce planning efforts by supporting outcomes such as high performance, knowledge retention, and improved morale.

You can assess organizational health with organizational assessment surveys. There are many organizations whose products assist in conducting this type of assessment. For example, you can look into:

- *Organizational Assessment Survey*, developed by the U.S. Office of Personnel Management (OPM)
- *Work Points*
- *Great Places to Work Institute*

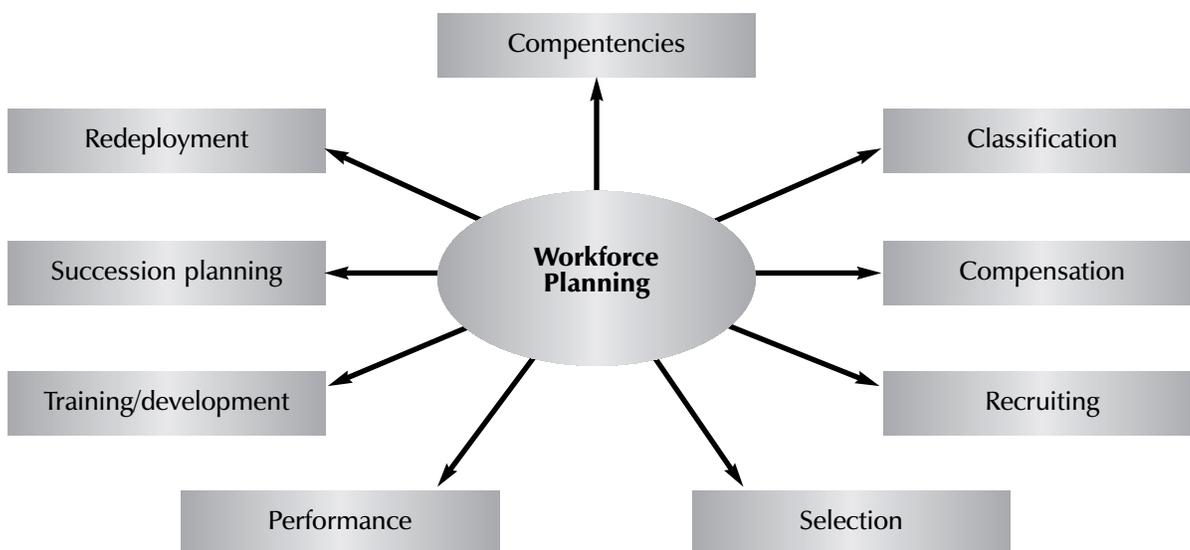
Once you assess organizational health, you have a baseline for measuring and monitoring improvement. In workforce planning, plans to improve organizational health will be addressed under “Action Plans” (described in Section V of the *Guide*).

HR programs also need to be in sync with your organization’s needs. As seen in Figure 5, workforce planning has a systemic impact on all HR functions. When an organization successfully aligns HR activities with organizational strategy, “activities fit strategically” and reinforce one another. This “strategic fit” produces several advantages. First, it produces consistency. Second, HR activities will reinforce the organization’s business strategy. Third, a good “fit” facilitates information exchange across activities. Last, strategic fit eliminates redundancy and minimizes wasted effort. Therefore, when workforce planning is completed, the resulting HR changes should reinforce organizational strategy—thus creating strategic fit.

The action plans your organization creates through the workforce planning process should include strategies and programs in all HR functional areas. These include:

- Competencies
- Classification
- Compensation and benefits
- Recruiting and retention
- Selection
- Performance management
- Training and development
- Succession planning
- Redeployment

Figure 5. Strategic View of Workforce Planning Influencing HR Functions & Activities



C. What Workforce Planning is Not

When you develop a workforce plan, it is important to keep in mind what that plan is *not*. It is not a static document that tries to predict the future or describe the past. Instead, a workforce plan focuses on developing information that can help an organization make decisions for the short term and the long term based on changing organization strategies. The plan is intended to help solve staffing problems related to managed employee movement into, around, and out of an organization. Table 3 shows what workforce planning is and is not.

Figure 6. Workforce Planning Is...

Not Just	It Is
Predicting the future	Building a longer-term context for short-term decision making
An inventory of all positions	Focusing on positions where you need to be proactive or need time to react
Creating plans as a one-time “event”	Creating plans in response to changing strategies, whenever change is discussed
Creating reports and listings that describe “what was”	Focusing on planning and looking ahead to “what will be”
Building HR capability	Solving staffing problems and addressing staffing issues

D. Roles and Responsibilities for Workforce Planning

Although HR is a major player in the development and implementation of workforce planning, all levels of the organization should be responsible for some components of that planning. Figure 7 shows activities that complement and are necessary for your organization's workforce planning to be successful. The table also shows how all levels of your organization are responsible for some part of the process. Of course, roles will differ across organizations depending on size, structure, and functional arrangement. However, the activities and roles listed in Figure 7 will help you develop an integrated workforce planning process using an approach tailored for your organization.

Figure 7. Activities and Responsibilities in the Organization for Conducting Workforce Planning

Activities	Leadership	HR	Line Managers
Conduct strategic planning	•	•	
Conduct workforce planning	•	•	•
Develop HR strategies		•	
Align employee expectations with HR strategies	•	•	•
Design/chart organization	•	•	
Identify business functions			•
Conduct environmental scan		•	
Assess/forecast demand		•	
Assess/forecast supply		•	
Analyze competency gap/surplus		•	
Analyze workload gap/surplus		•	•
Create staffing plans		•	•
Identify competencies	•	•	•
Create development plans		•	•
Implement development plans			•
Envision desired workforce	•	•	•
Measure results		•	
Undertake process re-engineering			•
Assess efficiency/effectiveness			•
Conduct succession planning		•	
Develop capabilities	•	•	•
Develop effective managers	•	•	•
Enable/evaluate performance	•	•	•
Share success—communication	•	•	•
Develop retention strategies		•	
Achieve diversity	•	•	•
Assess budget implications	•	•	•
Coordinate strategic IT planning	•		

IV. Approaches to Workforce Planning: The Generic Model

We have developed a “Generic Workforce Planning Model” for this *Guide* based on research and analysis of the models included in Appendix B. The generic model is prefaced by a definition of terms and a description of the different approaches to workforce planning. This section also includes a brief description of a competency-based planning model.

A. Definition of Terms

These definitions will help you translate the concepts of the generic model into a design of your own approach, modifying the model to match the steps of your own workforce planning needs and programs.

- **Workforce Planning**—the strategic alignment of an organization’s human capital with its business direction. It is a methodical process of analyzing the current workforce; determining future workforce needs; identifying the gap between the present and the future; and implementing solutions so the organization can accomplish its mission, goals, and objectives.
- **Strategic Staffing**—addressing the staffing implications of strategic and operational plans. Similar to workforce planning, this approach also considers other HR activities such as employee classification and development.
- **Shared Vision**—the mission, vision for the future, core values, goals and objectives, and strategies that define the organization’s direction and expectations for itself and its people.
- **Human Capital**—simply stated, “people” and their competencies. Human capital embodies two key principles. First, people are assets whose value can be enhanced through investment. Like any investment, the goal is to maximize value while minimizing risk. As the value of an organization’s people increases so does the performance capacity of the organization and, therefore, its value to clients and other stakeholders. Second, all human capital policies and practices should be designed, implemented, and assessed against the standard of how well employees help the organization achieve its shared vision.
- **Environmental Scan**—an internal and external review of strengths, weaknesses, opportunities, and threats (SWOT).
- **Supply**—a forecast of future staffing availability, based on current staff and trend data.
- **Demand**—a determination of future staffing requirements through strategic and operational planning.
- **Gap Analysis**—a review, calculation and analysis of the difference between current and future supply and demand of human capital in the organization.

- **Competencies**—knowledge, skills, abilities, attitudes, and behaviors necessary to perform a job.
- **Succession Planning**—the process of 1. pinpointing key needs for intellectual talent and leadership throughout the organization over time, and 2. preparing people for present and future work responsibilities.
- **Talent Management**—the ongoing effort of succession planning that covers all positions within an organization.
- **Efficiency**—a measure of the success of strategic workforce plans based on time, speed, cost, and volume.
- **Effectiveness**—a measure of the success of strategic workforce plans based on achieving desired results.

B. Approaches to Workforce Planning

In general, organizations can take one of three approaches to workforce planning or use a combination of the three:

- **“Workforce approach”** examines the current workforce and occupations and projects the number and characteristics of jobs and the number of employees needed to fill them at a specific point in the future.
- **“Workload approach”** focuses on the amount and type of work the organization anticipates handling at a specific point in the future, and uses this information to project the number of resources (people and skills) needed to perform that work.
- **“Competency approach”** identifies sets of competencies aligned with the organization’s mission, vision, and strategic goals. This approach assumes the organization has already considered workforce and workload and can focus not only on the number of people, but the competencies employees must master for organizational success.

1. Workforce Approach—profile people and occupations, and conduct workforce forecasts.

With this approach, your goal is to analyze 1. the jobs that will need to be done, 2. the type of occupations needed to do these jobs, and 3. the number of people needed to achieve organization strategies. The current workforce profile is a starting point to assess the workforce your organization will need in the future. Supply analysis provides the data needed for your current workforce profile. A traditional job audit also may help you get needed information. Specifically, you will need to evaluate:

- What jobs now exist?
- How many people are performing each job?
- What are the reporting relationships of these jobs?
- How essential is each job?
- What are the characteristics of anticipated jobs?

The next step is to project the current employee population into the future as if there were no new hires. Make projections at whatever level the organization desires, estimating the employee population over the next three to five years as if nothing were done to replace employees lost through attrition. The result will show your demand for new workers if you institute no appreciable changes in work or workload.

The Employment and Training Administration of the U.S. Department of Labor has funded research and development of “America’s Labor Market Information System” (ALMIS), a valuable resource to help you make projections by occupation. ALMIS data is accessible through this web site, which is maintained by the state of Utah:

<http://almis.dws.state.ut.us/occ/projections.asp>

2. Workload Approach—assess critical work, determine processes that drive work, and forecast future workload.

This approach starts with your organization’s strategic planning cycle, which will identify critical work (type and amount) the workforce must complete to achieve strategies. You will need to capture workload data such as cycle time, volume, cost, and performance measures when feasible. Your organization also may want to create flow charts for those key processes that will “drive the work” to aid in looking at efficiency and effectiveness. Your organization may decide workflow re-engineering is necessary to reduce redundancies or inefficiency, and this review will likely include considering further automation.

Workflow engineering may affect the strategies your organization uses during the planning period to project workload. You will want to consider all relevant metrics (time, speed, cost, and volume) and translate the amount of work and the time it takes to complete that work into the number of people and critical competencies needed to perform the work.

3. Competency Approach

Competencies are sets of behaviors (encompassing skills, knowledge, abilities, and personal attributes) that, taken together, are critical to accomplishing successful work and achieving an organization’s strategy. Competencies represent the most critical knowledge, skills, and commitments that underlie superior performance for your organization and/or within a specific job. The competency approach to workforce planning is futuristic and focuses on the “ideal” workforce. Competencies may be defined at several levels:

- 1. Organizational:** core competencies identified during strategic planning
- 2. Leadership:** the behaviors your organization expects all leaders to demonstrate or to develop
- 3. Functional:** competencies that cascade from the core competencies and are associated with specific work functions or business units
- 4. Occupational:** competencies that cascade from the core and functional competencies and then are anchored directly to the needs of a specific occupation
- 5. Individual:** what each employee brings to his or her function
- 6. Team:** what members of a team, in the aggregate, bring to their work

Your organization will need to determine the competency definition levels essential to ensuring critical work gets performed. Strategic planning usually provides the means to pinpoint the most critical, or core, organizational competencies for success.

Examining the Workforce's Competency Requirements

To use the competency-based planning approach, your organization will need to examine its workforce for current and future competency requirements. During strategic planning, managers will develop core competencies at the organization level.

Leadership/management, functional, and occupational competencies should flow from the core competencies and align with operational and functional work activities.

Individual and team competencies are also critical components of organizational competencies. If individual competencies do not match organizational needs, your workforce planning effort will point out these gaps. You can assess current worker competencies through several ways:

- Performance management tools already in place
- 360-degree evaluation instruments the organization can develop or purchase
- Assessment processes designed to specifically determine employees' current competencies, usually involving interviews with employees and supervisors
- A combination of the above

What is a Competency Model?

One way to assess competencies is with a “competency model,” which is a map to display a set of competencies that are aligned with your organization's mission, vision, and strategic goals. These models are simple, visual representations of the most critical knowledge, skills, and behaviors that underlie and drive superior performance in an organization and/or a specific job. The competency model is future-oriented and describes an ideal workforce. The competencies that make up the model serve as the basis for HR practices in the organization since they play a key role in decisions on recruiting, employee development, personal development, and performance management.

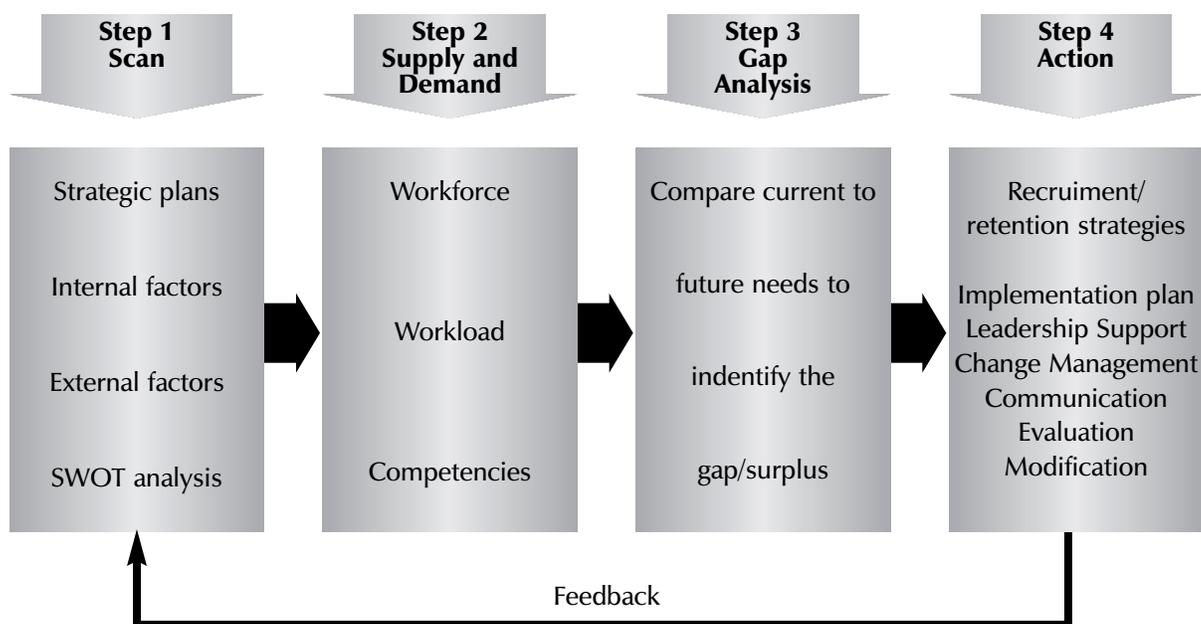
A competency model helps an organization bridge the gap between where it is now and where it wants to be. This occurs in two ways. First, because it is based on the competencies that support the mission, vision, and goals of the organization, the competency model serves as a guide for management decisions. Second, the competency model serves as a map to guide employees toward achieving the mission of their organization and their functional areas. The result is that management and staff have a common understanding of the set of competencies important to the organization. A well-developed and documented competency model will serve as the basis for organizational training and development activities as well as recruiting new employees with critical competencies.

C. The Generic Workforce Planning Model

The generic model shown in Figure 8 integrates the concepts described above—workload, workforce, and competency assessment. To develop this model, we researched and evaluated many models in use by federal, state, and local government as well as the private sector.

The generic model assumes your organization has conducted strategic planning and has documented its direction, including short-term and long-term goals. One of the strengths of workforce planning is its ability to adapt to agency or departmental strategic and operational planning processes. Aligning the workforce plan with your organization’s strategies will connect your HR program to the operational needs of your organization and provide the visibility and organizational support needed for overall HR program success.

Figure 8. IPMA Generic Workforce Planning Model



V. Steps in Conducting Workforce Planning

Management leadership and support are essential at all phases of workforce planning. Assuming this support is in place, there are four major steps to conduct workforce planning using the generic workforce model. An overview of the four steps is presented first, followed by an in-depth explanation of the activities associated with each of the steps. In addition, Appendix A contains a checklist of the steps in the generic model.

A. Overview of the Steps

Step 1—Scan of the Environment (SWOT)

As you scan the environment in which your organization functions, you will collect information needed for workforce planning. Later, you will apply this information to your planning efforts. Environmental scanning examines internal and external Strengths, Weaknesses, Opportunities, and Threats (SWOT analysis). Of course, budget must also be a major factor in this review.

Step 2—Supply and Demand Analysis

The supply and demand analysis is based on the scan of your environment (SWOT analysis), strategies, and operational direction. You can conduct this analysis whether you use the workforce, workload, or competency approach to workforce planning. IPMA recommends focusing on competencies, but you will have to select the approach best suited for your unique organizational needs.

The supply and demand analysis will allow you to assess whether there is balance in the organization, or whether imbalances among the workload, workforce, and competencies exist now or may exist in the future.

Step 3—Gap Analysis

Gap analysis compares information from the supply and demand analysis to identify the differences between the current and the future organizational workload, workforce, and competencies. This analysis must use comparable workload and workforce elements and the competency sets you developed in Step 2, the supply and demand analysis.

Step 4—Action Plan

Action plans should be developed to address the most critical gaps facing your organization so *human capital can support organizational strategy*. Each organization should determine its own action plan based on the relationships between strategy and the gaps

identified. Depending on the gaps, the action plan may address some or all aspects for HR, including recruitment, selection, compensation, training, performance management, succession planning, diversity, quality of work life, retention, etc.

B. Activities Within the Steps

Step 1—Scan of the Environment (SWOT)

Environmental scanning is conducted to help your organization shape its workforce plan in response to rapid workplace changes. Such scanning enables you to review and analyze internal and external **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats—the SWOT analysis. Environmental scanning addresses external and internal factors that will affect short-term and long-term goals.

a. External Environment

Opportunities and threats created by key external forces that affect your entire organization should be examined, such as demographics, economics, technology, and political/legal and social/cultural factors (relative to employees, customers and competitors). For example, environmental scanning will help you, as an HR manager, understand recruitment/retention approaches and strategies competitors currently use to attract hard-to-find specialists.

Examples of the external data that can be used for the SWOT analysis include:

1. General information such as:
 - Demand for and supply of workers in key occupational fields
 - Emerging occupations and competencies
 - Net migration patterns
 - Retirement
 - Desirability of key geographic areas
 - Competitors in key geographic areas
 - Policies of major competitors
 - Labor force diversity
 - Colleges' and educational institutions' enrollments and specialties
 - New government laws and policies affecting the workforce
 - General economic conditions
2. Changing composition of the workforce and shifting work patterns including demographics, diversity, outsourcing, work patterns, and work shifts such as:
 - Civilian labor force age
 - Civilian labor force ethnicity
 - Growing occupations/ethnicity in the civilian labor force
 - Vanishing occupations/ethnicity in the civilian labor force
 - Emerging competencies/ethnicity in the civilian labor force
 - Civilian labor force education levels/ethnicity
 - Civilian labor force secondary and post secondary school enrollments/ethnicity

- Civilian labor force high school graduations/ethnicity
 - New social programs (e.g., school to work)
 - Terminated social programs
 - Current trends in staffing patterns (such as part-time or job sharing)
 - Technology shifts
3. Government influences—policies, laws, and regulations affecting the workforce such as:
 - New employment laws
 - Revisions in current employment laws
 - Trends in lawsuits
 - Changes in rules and regulations (e.g., by the Environmental Protection Agency) that affect the work being studied
 4. Economic conditions that affect available and qualified labor pools such as:
 - Unemployment rates—general
 - Unemployment rates in the specific geographic area of the organization
 - Interest rates
 - Inflation rates
 - Interest rates in the specific geographic area of the organization
 - Inflation rates in the specific geographic area of the organization
 - Gross National Product trends
 5. Geographic and competitive conditions such as:
 - Turnover data—general
 - Turnover data—industry and occupation specific
 - Secondary and post-secondary school enrollments
 - Enrollments in curricula needed to support organizational strategies
 - Net migration into the geographic area

b. Internal Factors

While it is important to identify threats and attractive opportunities in the external environment, it is even more critical to ensure the people and competencies are in place to meet those threats and take advantage of those opportunities. Your organization needs to evaluate periodically its internal strengths and weaknesses. After you examine external forces, you will want to do an internal assessment of what the organization can do before you reach a decision on what it should do. You will need to identify internal strengths and weakness in light of the philosophy and culture of the organization. Information you will gather relates to capabilities, including current workforce skills, retirement patterns, and demographic profiles of current employees.

c. SWOT Analysis

A SWOT analysis brings together the external and internal information to develop strategies and objectives. The SWOT analysis develops strategies that align organization strengths with external opportunities, identifies internal weaknesses, and acknowledges threats that could affect organization success. Of course, as with all analysis, budget considerations must be a major component of this review.

Figure 9 shows a matrix that can facilitate the SWOT analysis.

Figure 9. SWOT Matrix

Strengths	Weaknesses	Opportunities	Threats
Existence of previous strategic Human Resources planning efforts offers several innovative solutions	Failure to communicate formally and informally, both cross-functionally and within departments	“Personnel” is allowing for more creative and flexible options (e.g., for compensation and staffing)	Full-time employees (FTE) and budget constraints imposed by legislature
Tools to improve human resources activities are available (e.g., interview guide and training manual)	No continual evaluation and updating of human resources practices and policies	Advanced technologies are available to foster more effective human resources activities	Government is moving toward privatization increasing the competition for services
Experienced workforce dedicated to mission. Employees feel “part of the team.”	Lack of accountability of managers and employees to achieve clear and measurable performance levels.	Availability of information about best practices in human resources	Other organizations may attract employees and business away from us
Etc.	Etc.	Etc.	Etc.

Step 2—Supply and Demand Analysis

The environmental scan sets the stage for Step 2—supply and demand analysis. This critical next step looks at the composition of your workforce (the supply of human capital) and the additional people and competencies you will need (the demand for human capital). Using the SWOT analysis developed in Step 1, your organization can assess supply and demand by factoring workload, workforce, and competencies.

1. Supply Analysis

Supply analysis examines the current and future composition of the workforce and workload. To perform this analysis, you will need to consider the organization’s workforce, workload, and competencies as integrated elements. You also will need to use the SWOT analysis you prepared in Step 1. The demographic data gathered in Step 1 provide “snapshots” of the current workforce for the supply analysis process. To project the future workforce supply, you can use transaction data to identify employment trends.

You can obtain necessary baseline data by reviewing changes in workforce demographics by occupation, grade level, organizational structure, race/national origin, gender, age, length of service, and retirement eligibility. Your organization can then develop valuable information on areas such as retirement eligibility or turnover for a given point in the future by projecting from current workforce demographic data.

Personnel transaction data for your organization can help you identify baselines such as turnover rates. It can also provide powerful tools to forecast workforce changes in the future that may occur from actions such as resignations and retirements. While projecting demographic data can provide useful information on issues such as retirement eligibility, trend data can provide powerful predictors of how many employees will actually retire, resign, or transfer. In conjunction with demographic data, transaction

data help HR professionals and other managers forecast opportunities for workforce change that can be incorporated into the action plan you develop in Step 4 of the process.

Developing an Attrition Forecast

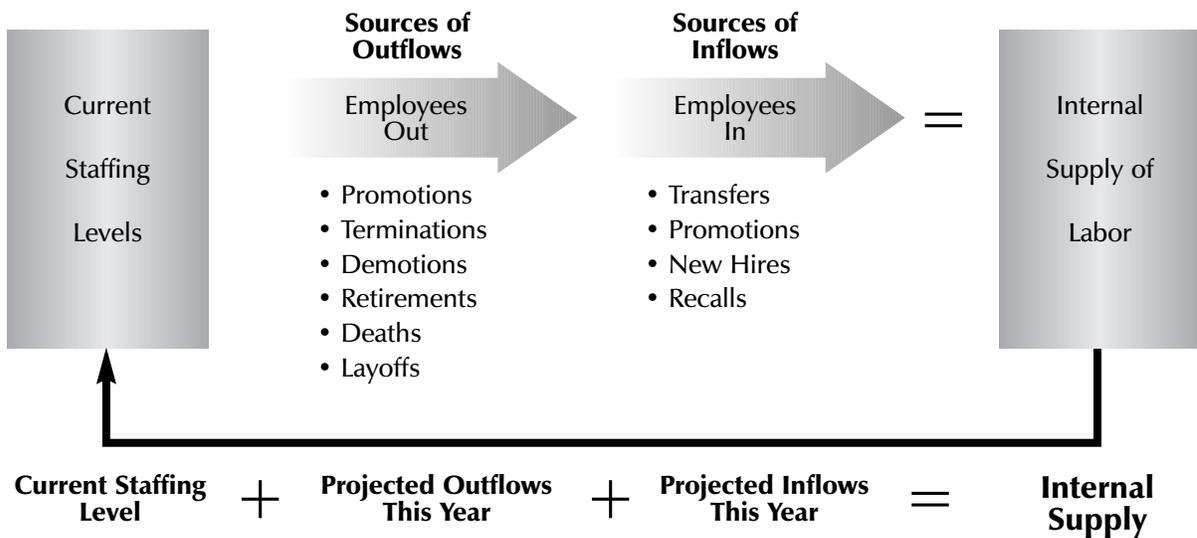
As part of your supply analysis, you will need to develop an attrition forecast that will also help you analyze your demand for new workers. Your organization will want to specify assumptions based on factors specific to your organization to forecast an attrition rate. These factors include estimates of the number of employees who will separate: resign, transfer, be dismissed, or retire.

A general attrition rate is a calculation. For example, the number of resignations + the number of transfers + the number of retirements divided by the total number of employees = the **attrition rate percentage**.

It is important to understand the components of the attrition rate so you can make adjustments. For instance, if you have a planned voluntary retirement program, it may affect the retirement and/or resignation rate, and thus increase your demand for additional workers.

The literature suggests some organizations have used an annual attrition assumption of 4.5 percent. Of course, this varies depending on the size of your organization, hiring freezes, downsizing, or economic changes. You may choose to develop your own attrition forecast. Your model may look like Figure 10.

Figure 10. An Attrition Forecast Model



To summarize, for supply analysis, you analyze the current and future supply of human capital by considering:

- Quantitative data on the current and projected workforce
- Quantitative data on current and projected workload and competencies
- Qualitative data on current competencies

2. Demand Analysis

Demand analysis examines future activities, workloads, and the competency sets your workforce of the future will need. In demand analysis, you will have to consider workforce shifts driven by changing work tasks, workload, and technology. Of course, even if none of those factors changes, you will still have demand for more workers because of turnover in your current workforce.

The demand analysis generates:

- Quantitative data on anticipated workload and workforce changes during the planning period
- Quantitative and qualitative data on future competency requirements

The results of demand analysis will establish requirements for your organization's future workforce and workload, and lead to an assessment of competencies. The methods you will use to examine workload and workforce needs are the same as those described in Section IV, where they are discussed as if these were the only approaches your organization would take to workforce planning. If you were doing a comprehensive workforce plan, this information would be used in the demand analysis and would help you identify and define the competencies your organization will require.

The U.S. Bureau of Labor Statistics (BLS) collects a vast amount of data that can help you conduct demand analysis. Some of this information should be collected in Step 1. BLS data include employment projections, occupational outlooks, demographic profiles, and much more. Such data is available at www.bls.gov.

Identifying the Competencies Needed to Meet Demand

A key aspect of assessing the demand for human capital in your organization will be looking at the competencies your organization will need to achieve its strategic goals. Even if you are largely just using the workforce or workload approaches, you likely will consider the competencies your workforce will need.

Your organization can identify its core competencies by studying how top performers succeed because competencies focus on the attributes that separate those high performers from the rest of the workforce. You can gather information in a variety of ways: administering employee questionnaires, facilitating focus groups, and interviewing managers and employees.

Two key elements in identifying competencies are:

- **Workforce skills analysis**, which describes the skills required to carry out a function. Conducting workforce skill analysis requires the leaders of your organization anticipate how the nature of the organization's work will change and to then identify future HR requirements. (This process spans the supply analysis and demand analysis aspects of workforce planning.)
- **Job analysis** collects information on successful job performance. Job analysis focuses on tasks, responsibilities, knowledge, and skill requirements as well as other factors that contribute to successful job performance. The information you obtain from employees during job analysis becomes the basis for identifying competencies.

Competency and skill analysis tools are available from the U.S. OPM at <http://www.opm.gov/workforceplanning/index.htm>

These tools can be applied to jobs at all levels of government.

Step 3—Gap Analysis

Gap analysis is the process of comparing information from the supply and demand analyses to identify the differences, or “gaps,” between the supply of and demand for human capital. In this step, you will use the workload and workforce data and the competency sets your organization developed in the supply and demand analysis phases. It is important that the supply and demand data and competencies analyses are coordinated because they have to be comparable.

Gap analysis identifies situations when demand exceeds supply such as when critical work demand, number of personnel, or current/future competencies will not meet future needs. It also identifies situations when future supply exceeds demand, however, such as when critical work demands, number of personnel, or competencies exceed needs. In either event, your organization must identify these differences and make plans to address them. Your HR plans will come from actions you take to eliminate the gaps.

Depending upon how the supply and demand needs are determined and how specific they are, gaps can be identified by job title, series, grades, and locations. To be effective for comparison, the data and competencies in the supply and demand analysis phases need to be developed in tandem.

The “solution analysis” that will close the gaps must be strategic in nature. When doing solution analysis, your organization should be prepared to address ongoing as well as unplanned changes in the workforce. The trends identified in supply and demand analysis can help your organization anticipate these changes.

In summary, calculating gaps will enable you to identify where your human capital (people and competencies) will not meet future needs (demand will exceed supply). The gap analysis also will determine whether your human capital exceeds the needs of the future (supply will exceed demand). There may also be situations where supply will meet future demand, thus resulting in a zero difference or no gap.

The gap analysis process is outlined in Figure 11.

Figure 11. The Gap Analysis Process

How	What
Assess	The current supply of human capital
Factor in	Variables and assumptions
To come up with	Supply of human capital, then
Compare to	Demand
To come up with	Gaps and surpluses

Once you have identified the gaps between the demand (future needs and projected workload) and the supply (workforce and competencies), you will need to consult with management to set priorities to fill the gaps that will have a critical impact on your organization’s goals. This leads to Step 4.

Step 4—Action Plan

After you have completed the SWOT, the supply/demand analysis, and the gap analysis, and the organization has set priorities to fill gaps, you will begin to develop action plans. These plans should be developed first around the most critical gaps the organization faces so that *human capital can support strategy*.

Your organization will tailor its action plan based on your organizational strategy to eliminate gaps. Some work processes may require reengineering since competency needs may differ among occupational and work groups. Figure 12 outlines some general approaches to action planning:

Figure 12. Approaches to Action Planning

Actions	Ask Yourself
1. Define required employee movement by identifying internal sources of workers	Can movement be implemented through career development programs?
2. Define reductions in force	Can required skills be obtained through sharing resources? Can contracting be cost-effective?
3. Define and redesign jobs	How will job redesign impact the current classification and compensation system?
4. Define recruiting needs and develop recruiting strategies by identifying recruitment sources for external sources of workers	Are there ways to maximize recruitment to minimize training needs of new employees?
5. Define training and development needs to support planned movement, redeployment	Are there ways to maximize recruitment to minimize training needs of new employees? Can we explore retraining or recruiting options for filling competency gaps?
6. Define critical job/competency needs and develop succession-planning programs such as mentoring, “stretch” assignments, job rotations, etc.	Is there a commitment and budget to grow talent with internal staff?
7. Define diversity initiatives	Is diversity balanced throughout all levels of the organization?
8. Define those special competencies your organization cannot obtain and consider contracting out	Is it cost effective and/or good business practice to contract out for special competencies?
9. Identify changes to current HR programs (such as performance management) to address gaps	Can the performance management system develop talent to close the gaps?
10. Review quality of work life issues to ensure you are an “employer of choice”	Is your organization healthy enough to retain the new talent?
11. Track organizational and operational productivity for improvements, goal attainment, and accountability	Are gaps closing? If not, why not?
12. Identify restructuring opportunities (organizational, functional, and occupational)	Is the organizational structure appropriate for conducting the required work?
13. Design a workforce plan to address skills gaps	What is the cost associated with the strategies to address competency or skill gaps?

This approach will lead you, in your roles as Business Partner and Leader for workforce planning, to develop HR strategies in key operational areas to address serious workforce shortfalls and related critical issues.

Once your action plan is designed you are ready for implementation. There are six key steps to implementing the workforce plan:

1. Obtain management leadership and support
2. Develop change management strategy
3. Communicate
4. Monitor
5. Evaluate
6. Revise

1. Obtain Management Leadership And Support

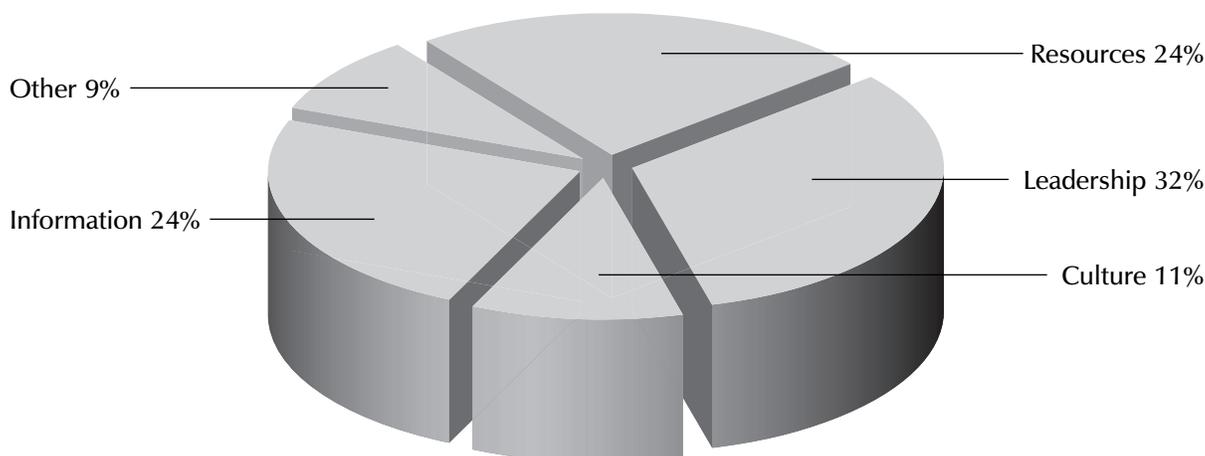
Workforce planning offers a way to systematically align organizational and program priorities with the money and human capital needed to meet those priorities. By beginning the planning process with identified strategic objectives, you can help managers in your organization to develop workforce plans that will accomplish those objectives. Since there is a clear connection between objectives and the budget and human resources needed to accomplish them, workforce plans also provide a sound basis to justify budget and staffing requests.

Successful workforce planning requires commitment from top management and leadership. Senior-level managers must lead the planning process, ensuring that workforce plans are aligned with strategic directions, and holding subordinate managers accountable for carrying out workforce planning and using the results of the planning process.

Similarly, your organization's program managers must lead the workforce planning process for their particular program areas and offices, with advice and assistance from HR. Program managers will gain the most immediate benefits of workforce planning because the competencies of their own staffs will improve as well as become better aligned with strategic goals and directions for the organization.

In fact, when HR professionals attending the IPMA Workforce Planning Workshop were asked what they would have done differently in their workforce planning efforts, 32 percent indicated "more leadership and support," as shown in Figure 13.

Figure 13. How HR Professionals Would Do Workforce Planning Differently



Implementing action plans requires dedication, time, and the resources needed to address the critical gaps or surpluses in workload, workforce, and competencies in your organization. This includes identifying specific actions to take—with whom, when, where and how—and targeting specific movements, managing voluntary attrition, and improving staff utilization.

2. Develop Change Management Strategy

Workforce planning requires all stakeholders in your organization to seriously consider change, and change has to be managed. Workforce planning requires a vision of what is to be accomplished and what changes are needed to achieve that vision. Participants must be able to discard personal considerations and visualize the shape of things to come. This need for an objective view of the change process, along with the amount and depth of analysis needed, has prompted some organizations to dedicate resources or hire contract support for all or part of the workforce planning process.

3. Communicate

Communication is essential to the success of the workforce plan. Part of your organization's communication strategy should include training the people accountable for workforce planning and its implementation. Employees throughout the organization should also be aware of the HR programs available to provide them opportunities for growth, development, and movement.

4. Monitor

You will want to continuously monitor program activities and any internal or external developments that may affect the action plans. Your organization should be ready to address and make essential changes to the action plan when the environment demands change.

5. Evaluate

There are many different methods to obtain feedback about how well your organization accomplishes its action plan and how effective the outcomes have been. You can obtain this information via meetings, surveys, focus groups, and reviews of accomplishment reports. There are questions you can ask to determine whether the strategies and action items are effective. These include:

- Were the actions and strategies completed, and do they fulfill the goals?
- Did the action plan accomplish what the organization needed?
- If not, have the organization's strategies on which the plan is based changed? Are other factors preventing attainment of the goals?
- Are the assumptions of the demand and supply models still valid?
- Have the conditions changed so that the strategies need to be revisited?
- Is there a need to modify the action items?

In addition to collecting information from program users, your organization should measure the results of the workforce plan, looking for examples of efficiency and effectiveness such as:

- Do the workload and workforce gaps still exist?
- Are planning assumptions still valid?
- Are the skills of employees being developed quickly enough to become effective?
- Is there any imbalance between workload, workforce, or competencies?
- Do the new recruits possess needed competencies?
- Has the cost to hire been reduced?
- Has overall organization performance increased?
- Do adequate staffing levels exist?

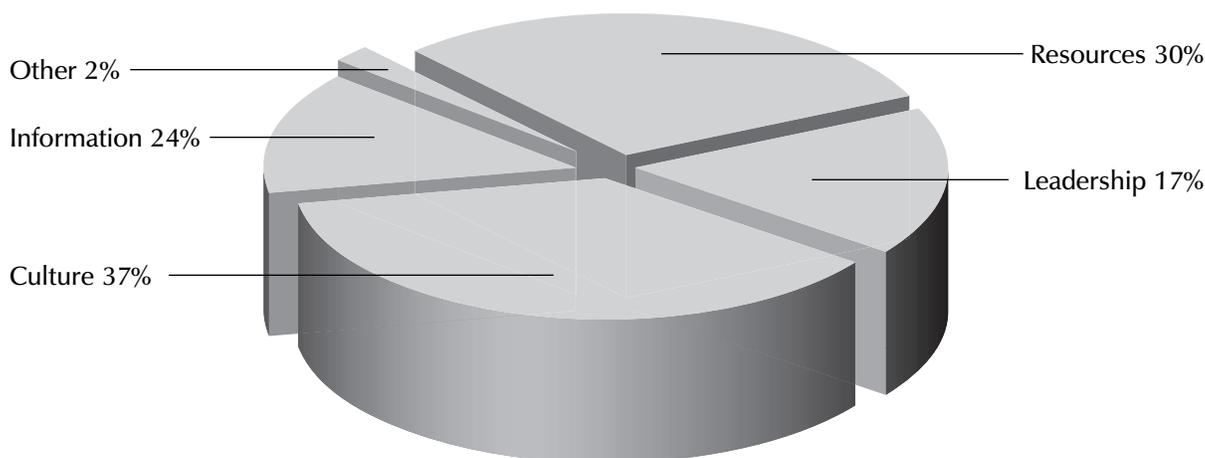
6. Revise the Plan

After you have evaluated workforce planning to determine progress, you will want to make necessary plan revisions. Your organization must communicate changes to action plans in a timely manner, and allow questions and clarification. Similarly, achievements should be reflected in your organization's annual accomplishments and any reports that measure progress toward attaining strategic goals. Successful workforce planning is an active, ongoing, and dynamic process that must be repeated and adjusted.

VI. Special Issues in Workforce Planning

IPMA Workforce Planning Workshop participants were asked, “What are some of the barriers to developing workforce planning programs in your organization?” Chart 3 shows the categories of barriers the participants identified—cultural and attitudinal factors, resource constraints, lack of leadership, and the need for more and better information/data for planning.

Figure 14. Barriers to Workforce Planning



While workforce planning affects all HR functions, it especially impacts recruitment and retention strategies, training and development, and performance management. Two special challenges in attracting workers are recruiting for occupations that are in heavy demand and for emerging occupations.

This section of the *Guide* discusses some special issues to consider when you reach the action planning step of your workforce planning process.

A. Resources

Successful workforce planning requires resources such as funding or staffing, and these should become a part of the overall organization budget. Often, the most costly component of workforce planning is the funding needed for ongoing training and development. One way to develop your organization’s planning budget is to ask other organizations that have conducted workforce planning what their costs are.

Effective workforce planning requires dedicated staffing to ensure the process is ongoing, and that it is properly managed and implemented. A matrix management approach can be effective, in which HR will work with other operational areas for designing, developing, and managing the planning process.

There are, however, organizations that have decided to shift resources and forgo other functions to undertake workforce planning because it is critical to the long-term success of the organization. As we know, public sector managers are some of the most creative folks around—out of necessity!

B. Recruitment Strategies

Your workforce planning effort likely will lead to changes in your organization's recruitment strategies. Employment in all categories that require education and training—that generally require an associate degree or higher—is projected to grow faster than the 14 percent average growth rate for all occupations. For example, occupations generally requiring an associate degree are projected to grow 31 percent, faster than all other education categories, over the 1998-2008 period.⁴ There will be fierce demand for these new workers.

Gone are the days when applicants flocked to government employment and the role of HR was to test and select the “best of the best.” Today, government organizations must be proactive in ensuring they have the right people at the right place at the right time to meet organizational objectives. Proactive approaches to recruitment include:

- Internet recruitment
- Employee referral programs
- Job fairs
- Professional associations and conferences
- Radio and television advertising
- Executive recruitment firms
- Campus recruitment and outreach, including internships
- Print media
- Candidate databases of interested applicants
- Hiring retirees

C. Retention Strategies

It is just as important to keep employees as it is to attract them in the first place. Although the strategies involved in keeping them are listed as retention approaches, some may actually convince potential employees to choose your organization as their “employer of choice” because of a work environment that is productive, flexible, and meaningful. Strategies to consider include:

- Flexible work schedules
- Promotion from within
- Cafeteria benefit plans

- Child care
- Organizational assessment surveys
- Employee input in decision-making
- Employee recognition
- Safe and attractive facilities
- Job-sharing
- Timely and thorough communication

D. Training and Development

As technology and other factors change the nature of some jobs, employers will need to keep staff up-to-date and prepare them for roles of increasing responsibility and leadership. Although continually hiring individuals with the requisite skills is one option for meeting the challenges of those changed jobs, it is not an option that will fulfill most organizations' needs and preserve the knowledge amassed by current employees. Strategies to create a learning organization and develop employees to their fullest potential include:

- Tuition reimbursement
- On-the-job training
- Technical and developmental training
- Mentoring
- Lateral transfers
- Job rotation
- Individual development plans
- Career counseling
- Skills/competencies databases

E. Performance Management

Performance management plays a critical role in workforce planning and is often the weakest link in the talent management strategy of an organization. Performance management comes into the workforce planning process at both the supply and demand phases. It is also a factor in recruitment and retention for employer-of-choice organizations. In other words, talented people want to work with other high performers like themselves.

In the public sector, performance management has been most successful as a development tool facilitated by supervisor-employee discussions on strengths and weaknesses with the goal of enhancing future performance. As public entities are asked to be more accountable for accomplishing organization goals and objectives and using resources well, the move to performance-based rewards is becoming more common. This trend goes hand-in-hand with the need for workforce planning.

F. Changes in Employment by Occupation

Difficulty filling positions in certain occupations is often the first indication major changes in the labor force are under way. Currently, for example, many government agencies have difficulty recruiting and retaining nurses, IT professionals, corrections officers, and other public safety employees, and these are just a few examples of hard-to-fill positions.

In looking to the future, the BLS forecasts changes in the civilian workforce that will affect recruitment and retention. The information provided here illustrates what data are available to help with forecasting, an important component of the supply and demand analysis of workforce planning. This information is often available on a region-by-region or state-by-state basis. Some examples of BLS data are shown below and in Figures 15 and 16.

- The five fastest-growing occupations are computer-related occupations, commonly referred to as information technology occupations.
- Professional specialty occupations are projected to increase the fastest and to add the most jobs—5.3 million from 1998 to 2008. This group also had the fastest rate of increase and the largest job growth during the 1988-1998 period. Service workers are expected to increase by 3.9 million jobs by 2008. These two groups, on opposite ends of the educational and earnings spectrum, are expected to provide 45 percent of total projected job growth for the 1998-2008 period.
- Other groups projected to grow faster than average are executive, administrative, and managerial occupations; technicians and related support occupations; and marketing and sales occupations.
- Administrative support occupations, including clerical jobs, are projected to grow more slowly than average and slightly more slowly than in the past, reflecting the impact of office automation.
- Precision production, craft, repair occupations and operators, fabricators, and laborers are projected to grow much more slowly than the average growth rate due to continuing advances in technology, changes in production methods, and the overall decline in manufacturing employment.

Figure 15. Ten Fastest Growing Occupations—1998-2008

Occupation	Employment 1998 (thousands)	Employment 2008 (thousands)	Employment Increase (thousands)	Percent Change
Computer Engineers	299	622	323	108
Computer Support Specialists	429	869	439	102
Systems Analysts	617	1,194	577	94
Database Administrators	87	155	67	77
Desktop Publishing Specialists	26	44	18	73
Paralegal and Legal Assistants	136	220	84	62
Personal Care and Home Health Aides	746	1,179	433	58
Medical Assistants	252	398	146	58
Social and Human Services Assistants	268	410	141	53
Physician Assistants	66	98	32	48

Figure 16 shows that the ten occupations adding the most jobs will account for nearly one-fifth of total employment growth.

Figure 16. Ten Occupations with the Highest Growth Rate—1998-2008

Occupation	Employment 1998 (thousands)	Employment 2008 (thousands)	Employment Increase (thousands)	Percent Change
Systems Analysts	617	1,194	577	94
Retail Salespersons	4,056	4,620	563	14
Cashiers	3,198	3,754	556	17
General Managers and Top Executives	3,362	3,913	551	16
Truck Drivers (Light and Heavy)	2,970	3,463	493	17
Office Clerks	3,021	3,484	463	15
Registered Nurses	2,079	2,530	451	22
Computer Support Specialists	429	869	439	102
Personal Care and Home Health Aides	746	1,179	433	58
Teacher Assistants	1,192	1,567	375	31

G. Technology Enablers for Workforce Planning

To be competitive, organizations must have business plans firmly grounded in the effective use of people, and “people plans” centered on the business plan. Technology can be a key element of the relationship between these two plans.

Workforce planning is greatly facilitated by an enterprise-wide human resource information system (HRIS), or human resource management system (HRMS). In the past, without these expensive systems, the only available tools for “automating” workforce planning were dozens of different niche software programs that couldn’t share information with each other or the enterprise systems.

Today, however, there are better options such as Workforce Vision from Peopleclick, ExcuTRACK from HRSoft, MyHRIS from Nu View Systems, and The Succession Pulse™ from Pilat. SAP and Peoplesoft also offer tools that can complement your current platforms. Specific descriptions are in Appendix C.

Appendix A

IPMA has compiled a list of tools/resources to help you conduct your own workforce planning. The list is not exhaustive but, in conjunction with this *Guide*, should give you the baseline information to customize your own workforce plan. The resources are categorized by federal, state, and local government and related reading materials.

1. Accessing Workforce Planning Models

Federal Government

Federal Government Workforce Planning and “Who Is Doing What List”

<http://www1.opm.gov/workforceplanning/index.htm>

The “Who Is Doing What List” is on the OPM web site and is designed to help federal agencies share information and best practices with each other. It will help you by identifying the federal agencies that are doing workforce planning, so your organization does not have to reinvent the wheel. It also tells you whom to contact if you are interested in a particular aspect of workforce planning.

Federal Government Workforce Planning Best Case Examples, Resources, and Links

Shown in Figure 17 is a portion of the federal government workforce planning web site that has been added to focus on best-case examples of successful workforce planning efforts. The content of this page will be updated regularly so you can visit it to read new and updated information. There is also a plan to post examples from public and private organizations, to share information on this important topic.

Figure 17. Some Federal Workforce Planning Web Sites

Topic	Description
Workforce Skills Analysis Tools	These tools may be used in a variety of ways, and should be seen as a starting point that may require modification for your specific use. These surveys are designed to obtain important information about the work performed in several types of occupations. The purpose of these surveys is to determine the skills and competencies that are vital to accomplish an agency’s mission, goals and objectives. You may want to ask all of your components to complete the survey for their work units. The aggregated results of the survey can be used to determine the skills and competencies that will be required now and in the future.
U.S. Forest Service Workforce Plan	Working closely with the National Academy of Public Administration (NAPA) (http://hrm.napawash.org/), the U.S. Forest Service (http://www.fs.fed.us) undertook a comprehensive look at their human capital issues, trends, and projections and has developed the appropriate strategic initiatives to ensure a competent, skilled, and diverse workforce now and in the next five years. The initial document, presented on the site in “pdf” and “MS Word” versions, is a complete copy of NAPA’s report provided to the U.S. Forest Service.

State Government

Although there are many reports on workforce planning in the states, listed here are self-service web sites where you can see a variety of workforce planning activities ranging from analyses of demographics, to strategic plans, to workforce planning manuals.

State: Arizona

Topic: Salary Plan and Competing for Talent

Web Address: <http://www.hr.state.az.us/classcomp/ar2000.pdf>

State: Georgia

Topic: Strategic Planning and Workforce Planning

Web address: <http://www.gms.state.ga.us/agencyservices/wfplanning/index.asp>

State: Iowa

Topic: Demographics and Trends

Web Address: <http://www.state.ia.us/idop/rdfs/PERB%20Presentation%20-%20Oct%2024%202000.ppt>

State: Kansas

Topic: Workforce Planning Report

Web Address: <http://da.state.ks.us/ps/documents/00work.pdf>

State: Maine

Topic: Statewide Statistics

Web Address: <http://www.state.me.us/bhr/AnnualReport/index.htm>

State: Minnesota

Topic: Strategic Staffing *Guidebook*

Web Address: <http://www.doer.state.mn.us/stf-strat/strstf-1.htm>

State: New Jersey

Topic: Workforce Profiles

Web Address: <http://www.state.nj.us/personnel/policy/workforce.htm>

<http://www.state.nj.us/personnel/policy2001/1.pdf>

State: Washington

Topics: Workforce Planning and Manual

Competency Profiles

Competency Assessments

Web Address: <http://hr.dop.wa.gov/workforceplanning/index.htm>

Local Government

We need examples from local government, and hope some committee members can provide some, or refer us to people who can.

2. General References

Web Sites

www.workforceonline.com

www.bls.gov

Books, Article, White Papers and Other Case Studies

Recruitment and Retention—Employer of Choice

- Title: Competing for Talent, Key Recruitment and Retention Strategies for Becoming an Employer of Choice
 Author(s): Ahlrichs, Nancy S.
 Publisher: Palo Alto: USA, Consulting Psychologists Press, Inc.; November 2000
 Book Details: 254 pages, Illustrated, 09.000x06.000 I
 ISBN: 0891061487
- Title: How to Become an Employer of Choice
 Author(s): Herman, Roger E and Gioia, Joyce L
 Publisher: Oakhill Press, 2000
 ISBN: 1-886939-35-7
- Title: Promising Practices in Recruitment, Remediation & Retention
 Author(s): Gaither, Gerald H., Editor
 Publisher: San Francisco: USA, Jossey-Bass, Incorporated Publishers; January 2000
 Book Details: 133 pages
 ISBN: 0787948608
- Title: Best Practices in Recruitment & Retention
 Author(s): Green, Lori
 Publisher: Waterford: USA, Bureau of Business Practice; January 1998
 ISBN: 0876227736

Workforce Planning

- Title: Nursing Workforce Planning
 Author(s): Hurst
 Publisher: Harlow, Essex: GBR, Addison-Wesley Longman, Limited; January 1993
 ISBN: 0582213223
- Title: Staffing, Scheduling, & Workforce Planning, A Help Desk Institute White Paper
 Author(s): Murtagh, Steven J.
 Other Contributors: Bultema, Patrick, Editor; Etchison, Jim, Editor; Rhoades-Baum, Patrice, Editor; Johnson, Lyneen, Editor
 Publisher: Colorado Springs: USA, Help Desk Institute; Date not provided
 ISBN: 1571250026

Title: Human Resource Forecasting and Strategy Development: *Guidelines for Analyzing and Fulfilling Organizational Need*
 Author(s): Loidon, M., Bassman, E., & Fernandez, J
 Publisher: Westport, Quontum Books, 1990

Succession Planning

Beeson, John, Succession Planning: Building the Management Corps—Ensuring First-Class Executive Succession at the top Requires Identifying and Cultivating the Best Talent Throughout the Corporation, *Business Horizons*, 1998, Vol. 41, No. 5, p. 61-66.

Title: Effective Succession Planning—Ensuring Leadership Continuity and Building Talent From Within
 Author(s): Rothwell, William J
 Publisher: American Management Association, 1994
 ISBN: 0-8144-0206-2

Technology

Eutsler, Kevin J., and Thomas H. Harrison, Human Performance Technology in the Role of Succession Planning, *Performance and Instruction*, April 1994, Vol.33, No. 4, p. 15-17.

Title: Coping with Labor Scarcity in Information Technology, Strategies & Practices for Effective Recruitment & Retention
 Author(s): Agarwal, Ritu; Ferratt, Thomas W., (Author)
 Series: Practice-Driven Research in IT Management Ser., No. 2
 Publisher: Cincinnati: USA, Pinnaflex Educational Resources, Incorporated; March 1999
 ISBN: 1893673022

Other Case Studies and White Papers

Broski, John W., Putting It Together: HR Planning in '3D' at Eastman Kodak, *Human Resource Planning*, 1990, Vol. 13, No. 1, p. 45-57.

Duane, Michael John, *Customized Human Resource Planning: Different Practices for Different Organizations*, Westport, CT: Quorum Books 1996.

Eastman, Lorrina J., *Succession Planning: An Annotated Bibliography and Summary of Commonly Reported Organizational Practices*, Center for Creative Leadership: Greensboro, 1995.

Laabs, Jennifer L., Duke's Newest Power Tool," *Personnel Journal*, June 1996, Vol. 75, No. 6, p. 44-52.

Ripley, David E., *Workforce Planning*, White Paper for the Society for Human Resources Management, 1996.

Simpson, Dan, How to Identify and Enhance Core Competencies, *Planning Review*, November 1994, Vol. 22, No. 6, p. 24-26.

Tunc, E.A., and J. Haddock, A Multi-Stage Approach for Production and Workforce Planning in Long-Cycle Product Environments, *Production Planning and Control*, 1994, Vol. 5, No. 5, p. 465-474.

Appendix B: Selected Workforce Planning Models

IPMA has selected eight workforce planning models for your reference in the *Guide's* Appendix. These models were selected to show common activities as well as specific organizational applications. The models are a representative mix of government at several levels and the private sector. The models are:

1. Federal Government
2. State of Georgia
3. Minnesota Department Of Transportation
4. Booz•Allen & Hamilton, Inc.
5. State of Washington
6. Duke Power
7. City of Minneapolis
8. City of Los Angeles

This section will define workforce planning in the context of the selected models and show the steps and a visual presentation for each.

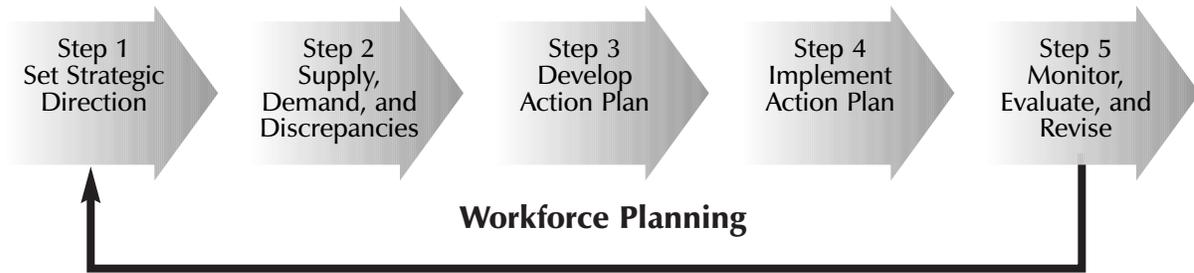
1. Federal Government

Definitions

Strategic direction setting is a part of workforce planning. It is a process of preparing a model for long-term organizational success. What does setting the strategic direction mean? Strategic direction sets your organizational direction for human resources/workforce planning while linking human capital to the direction of the agency. It also facilitates an organization's macro standards for means and outcomes. The first workforce planning module focuses on the importance of knowing where you are going before moving there. Preliminary strategic investigating and thinking is necessary before you start in any workforce planning direction. Planning to become a higher performing organization is only effective if it is done with a goal in mind.

There have been many definitions of strategic planning. A comprehensive treatment of strategic planning that Goodstein, Nolan, and Pfeiffer developed uses a key definition for the term. The National Performance Review (NPR) uses this definition in its study of best practices in strategic planning. In these sources, strategic planning is defined as “a continuous and systematic process where the guiding members of an organization make decisions about its future, develop the necessary procedures and operations to achieve that future, and determine how success is to be defined.”

Steps In The Federal Government Workforce Planning Process



Step 1. Set Strategic Direction

- Organize and mobilize strategic partners
- Set vision/mission/values/objectives
- Review organizational structure
- Conduct business process reengineering
- Set measures for organizational performance
- Position HR to be an active partner

Step 2. Supply, Demand, and Discrepancies

- Analyze workforce
- Conduct competency assessment and analysis
- Compare workforce needs against available skills

Step 3. Develop Action Plan

- Design a workforce plan to address skills gaps
- Set specific goals
- Develop HR infrastructure to support the plan

Step 4. Implement Action Plan

- Communicate the workforce plan
- Gain organizational buy-in
- Conduct recruiting, hiring, and placement
- Conduct succession planning
- Restructure where needed
- Implement retention strategies

Step 5. Monitor, Evaluate, and Revise

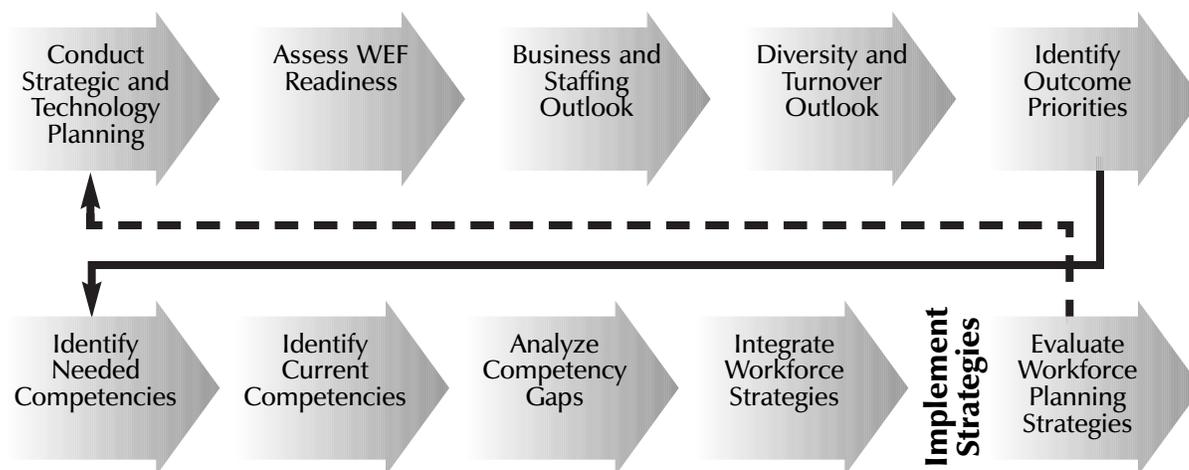
- Assess success and failures
- Adjust plan as needed
- Address new workforce and organizational issues

2. State of Georgia

Definition

The Georgia Merit System has developed a 10-step workforce planning process to guide state agencies. All state agencies in Georgia are required to prepare annual workforce plans following this model. The Merit System defines workforce planning as a systematic process to identify the workforce competencies required to meet the agency's strategic goals and develop strategies to meet these requirements.

Georgia Workforce Planning Model



Steps in the State of Georgia's Workforce Planning Process

Step 1. Conduct Strategic and Technology Planning

The workforce plan should be consistent with the agency's strategic plan and information technology plan. It is an integral component of the overall strategic plan, linking workforce issues to strategic objectives and budgets.

Step 2. Assess Workforce Planning Readiness

Assess resources, capabilities, and cultural acceptance of and commitment to workforce planning.

Step 3. Assess Business and Staffing Outlook

Clarify the impact of environmental influences upon the functional activities and workforce segments of the agency. Project growth or decline in employee head-counts.

Step 4. Assess Diversity and Turnover Outlook

Identify and profile characteristics of current and former employees in terms of ethnicity, age, tenure, and gender in relation to function, jobs, pay, and FLMA status. Compare to relevant labor, customer, and population bases. Examine turnover rates and projected retirements.

Step 5. Identify Outcome Priorities

Target segments of the workforce for subsequent steps in workforce planning based on opportunities and risks associated with strategic, workforce, cost, diversity and change factors.

Step 6. Identify Needed Competencies

Identify and profile the competency characteristics needed in the future by the targeted segments of the workforce to achieve desired outcomes and accomplish organizational goals and objectives.

Step 7. Identify Current Competencies

Identify the extent to which the targeted workforce segments possess the competencies and characteristics needed in the future.

Step 8. Analyze Competency Gaps

Compare the competency profiles identified in Steps 6 and 7. Identify differences between the competencies of the current workforce and those desired in the future workforce.

Step 9. Integrate Workforce Strategies

Select and integrate strategies to acquire, develop, and retain an effective workforce based on expected cost-benefit. Align workforce strategies such as recruitment, selection, compensation, training, performance management, succession planning, diversity, telework, retention, and safety to close identified diversity, competency, and staffing gaps in support of strategic, workforce, and technology goals.

Step 10. Evaluate Workforce Planning and Strategies

Evaluate the workforce planning process and the impact of the implemented workforce strategies upon desired outcomes and results associated with strategic goals and objectives, costs and benefits, workforce strategies, diversity, and change factors.

Systematically review and adjust the workforce planning process. Modify or adjust the workforce profiles, strategies, and practices to ensure their validity, cost-benefit, and/or return on investment.

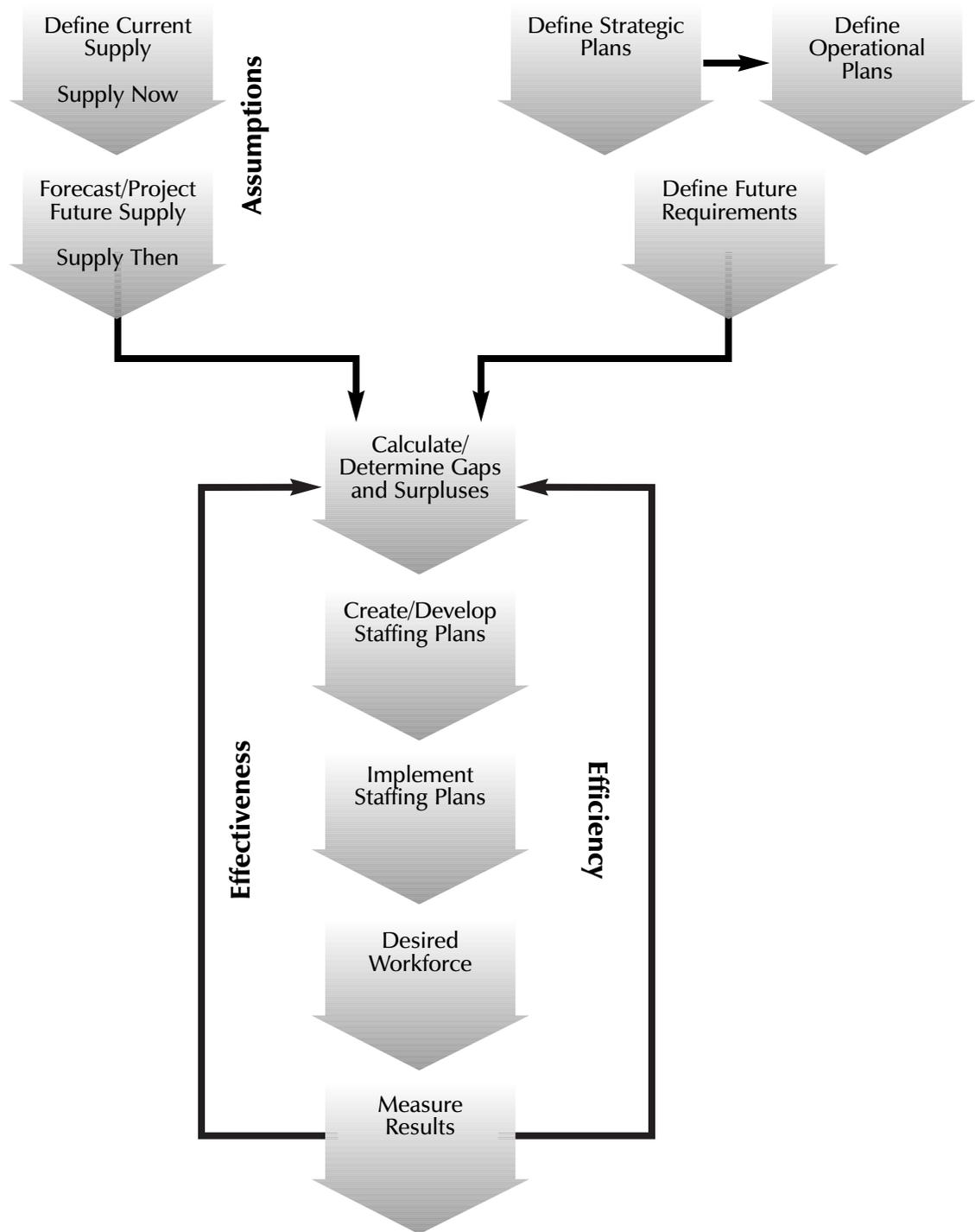
3. Minnesota Department Of Transportation (MNDOT)

Definition

Workforce planning is the term typically used to describe the process through which human resource planning is integrated with an organization's strategic plan. Minnesota's approach uses strategic staffing in place of workforce planning, as it more closely determines the activities necessary to have "the right people with the right skills in the right place at the right time." Strategic staffing is a process for defining and addressing staffing implications of strategic and operational plans. Staffing, in this context, includes all managed movement into, around, and out of an organization (e.g., recruitment, hiring, promotions, transfer, redeployment, attrition, retention). Strategic staffing also takes into consideration other HR activities such as employee development and classification.

A step-by-step process of strategic planning is not included in the strategic staffing model. However, the model assumes, depends, and relies on the alignment of strategic and operational planning with strategic staffing.

Strategic Staffing Model



Steps in MNDOT Workforce Planning Process

Step 1. Demand

Identify the critical issues and determine the environment, resources, and other factors that need to be addressed. This type of information is obtained by strategic and operational planning efforts, review and study of the population, identification of five to ten required competencies, time frames or the planning horizon, and the structure and framework needed to assist in the translation.

Begin with the demand side to better focus the issue because it highlights the future HR requirements needed and assists in providing a more targeted analysis when determining the current and future supply within the organization.

Step 2. Supply

Current supply identification requires assessing the number of people the organization currently has with the competencies needed to address the critical issues.

Forecasting or projecting the future supply requires identifying variables (such as turnover rate, the rate of promotions based on seniority, projected retirements, voluntary resignations, and current recruitment efforts) and applying assumptions about how these variables will influence the type of and level of workforce the organization will have in the future.

Step 3. Gap or Surplus

To calculate or determine the gaps and surpluses that exist within an organization requires comparing the future demand with what has been forecasted regarding the future supply. Calculating and determining gaps and surpluses will provide the organization with simple data in terms of what needs to be done.

Step 4. Create/Develop Staffing Plans

Design strategic staffing plans to include but not be limited to:

- Defining required movement
- Defining recruiting needs and developing recruiting strategies
- Defining reductions
- Defining training and development needs to support planned movement/redevelopment
- Defining diversity initiatives
- Conducting environmental scanning to determine external environment in which the organization operates

Step 5. Implement Staffing Plans

Implementing staffing plans involves dedicating time and resources to address the critical gaps or surpluses that exist around the critical business issues identified earlier in the process to include but not be limited to:

- Evaluating current talent that exists within the organization
- Identifying what specific actions will be done with whom, when, where, and how for all HR movement to maximize staff utilization including performance, alternative staffing, and employee redeployment

Step 6. Envision Desired Workforce

The desired workforce is defined by what the organization needs in terms of the number of employees, whether they have the appropriate skills, and whether they are at the right location.

Step 7. Results, Efficiency, and Effectiveness

Strategic staffing plans are measured based on the efficiency and effectiveness of results.

4. Booz•Allen & Hamilton, Inc.

Background

A major challenge for many organizations is finding ways of effectively managing its workforce to meet human resource requirements and organizational performance standards. The key is having the right staffing size and mix (i.e., the level of staffing that allows efficient execution of an organization's workload by members with the required skills). Also, organizations must justify their workforce requirements by linking to strategic planning and budget processes. Booz Allen developed its workforce planning capability to address these challenges.

Definition

Organizations in need of workforce planning are seeking answers to several questions:

- How can the current mission be met while simultaneously and proactively planning and preparing for the future?
- How can strategies, processes, technology, and management systems be integrated to respond to changing requirements?
- What attributes of our current workforce should we, or must we, change for the future?
- What new knowledge, skills, and abilities do people need to perform in a changing environment and how do we capture that information?
- How can workforce planning assist us in developing workforce requirements that will strengthen justification of budget requests?
- What should we do about the changes that are occurring in our workforce?

As illustrated in the below, the Booz Allen workforce planning process defines the organization's strategic business definition; assesses the current and future supply and demand with respect to workload, workforce, and competence; examines the gap between the two; and recommends HR solutions to realize the future vision of the organization.

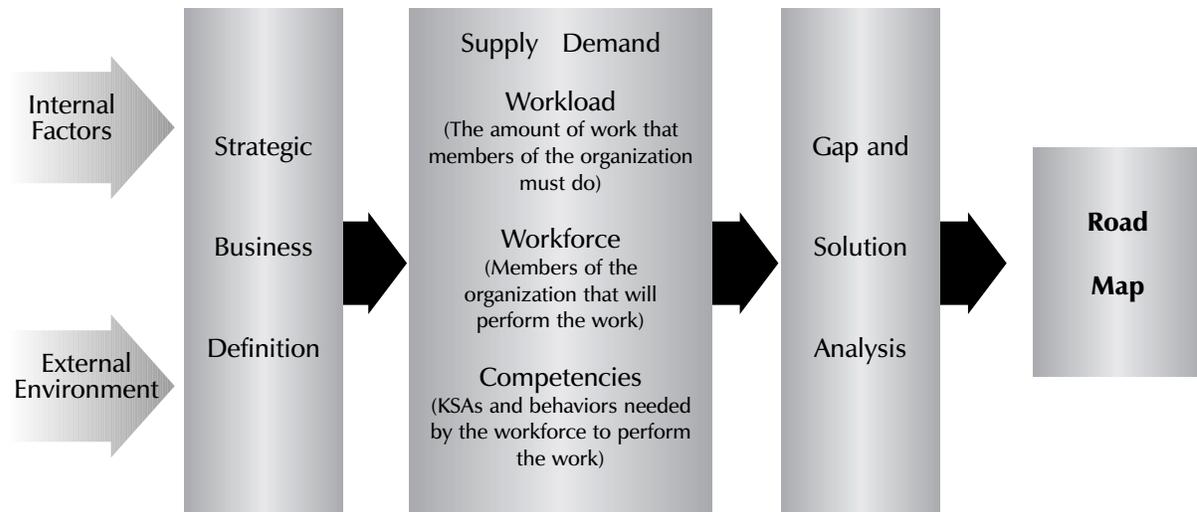
The methodology combines activities from various HR and personnel functions, and draws on and supports other organizational planning initiatives, including strategic planning, outcome measurement, and human capital investment analyses.

The outcomes that provide benefits to the organization and to its managers, include:

1. a strategic basis for managers to make HR decisions;
2. a foundation to assist the organization with focused cross-organizational placement, training, retraining, and recruiting;
3. the opportunity for managers to anticipate change rather than be surprised by events;
- and 4. strategic methods for addressing present and anticipated workforce issues.

Booz•Allen & Hamilton Model

Workforce Planning Methodology



Steps in the Workforce Planning Process

Step 1. Develop a “strategic business definition,” or help to describe a vision for the organization’s future

During this step, the strategic business definition is established as an accurate model of the current business environment and to generate a framework for a future vision of the organization. Typically, information is obtained from facilitated sessions with senior leadership and/or functional managers to identify the organization’s work functions and activities, associated competencies, and the anticipated changes to these elements over the planning period. The business definition provides the empirical foundation that supports the subsequent supply/demand analysis.

Step 2—Conduct a supply analysis to identify the current workload and workforce characteristics and competencies

This step characterizes the makeup and composition of the workforce and the current workload. To perform an assessment of the organization’s current workforce, workload, and competencies, a series of quantitative and qualitative data are collected and analyzed. Typically, competency assessments are performed primarily via surveys of both managers and employees. Workload data are collected via reporting templates from managers with specific instructions and formulas on how to compute workload. Workforce data are obtained from personnel records, human resource reporting systems, etc.

Step 3—Perform a demand analysis to determine future requirements

To determine future organizational requirements, this step asks the organization to forecast changes in workload, the available workforce, and future competency requirements. Often, these forecasts are difficult for organizations to make and require various assumptions to be made. Like the earlier supply step, a series of quantitative and qualitative data are made with respect to anticipated workload, workforce changes, future competency requirements, trend analyses, and forecasting of workforce composition.

Step 4—Construct a gap analysis to identify future shortfalls

From the data obtained in Steps 2 and 3, gaps between the current and future workforce, workload, and competency requirements are identified. Often, thresholds are established to determine “significant” gaps.

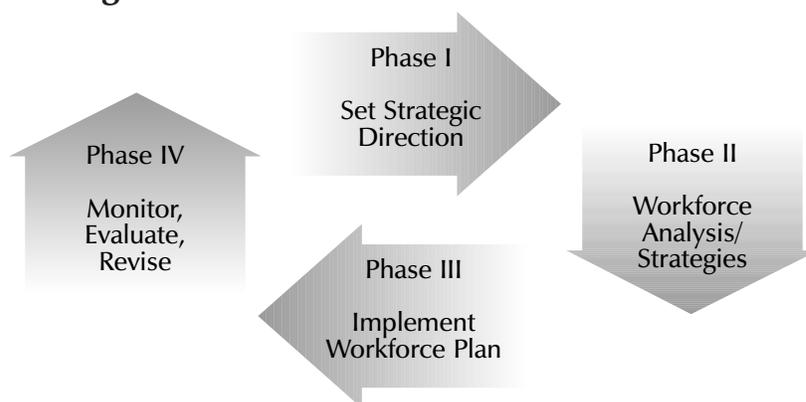
Step 5—Create a solution “roadmap” to address the gaps

Ultimately, the workforce planning analysis provides a solution analysis or a “roadmap” that enables the organization to actualize its strategic business goals. The solutions can take many forms that address a full range of human resources activities—organizational design, technology, work reallocation, recruiting/retention, diversity programs, employee training/development, and performance management.

5. State of Washington

Definition

Workforce planning is getting the right number of people with the right set of competencies in the right jobs at the right time.

State of Washington Model**Steps*****Phase I Set Strategic Direction***

Determine future functional requirements through the agency’s strategic planning and budgeting process.

Phase II Workforce Analysis/Strategies**Step 1. Demand Forecast**

The future workforce profile of staffing levels and competencies needed to meet future functional requirements.

Step 2. Supply Projection

The present staffing and competency profile projected for the future if no management action were taken to replace attrition and develop staff.

Step 3. Gap Analysis

A comparison of the Demand Forecast with the Supply Projection to determine future gaps (shortages) and surpluses (excess) in the number of staff with needed competencies.

Step 4. Strategy Development

Appropriate recruitment, development, and retention strategies as well as timelines to address gaps and surpluses to ensure the organization will have appropriate staffing to meet its future functional requirements.

Phase III Implement Workforce Planning

- Communicate workforce plans
- Implement strategies to close gaps such as succession planning, target recruitment, training restructuring, and retention strategies.

Phase IV Monitor, Evaluate, Revise

- Assess what is working and what is not
- Make adjustments to plan
- Address new workforce and organization issues

The Department of Personnel has designed a four-phase Workforce Planning Model as a suggested approach for agencies. Each state agency has unique operating cultures and business needs. Therefore, the department expects each agency to modify the model and its associated considerations, strategies, and tools.

6. Duke Power Electric Distribution and Retail Services Business Units

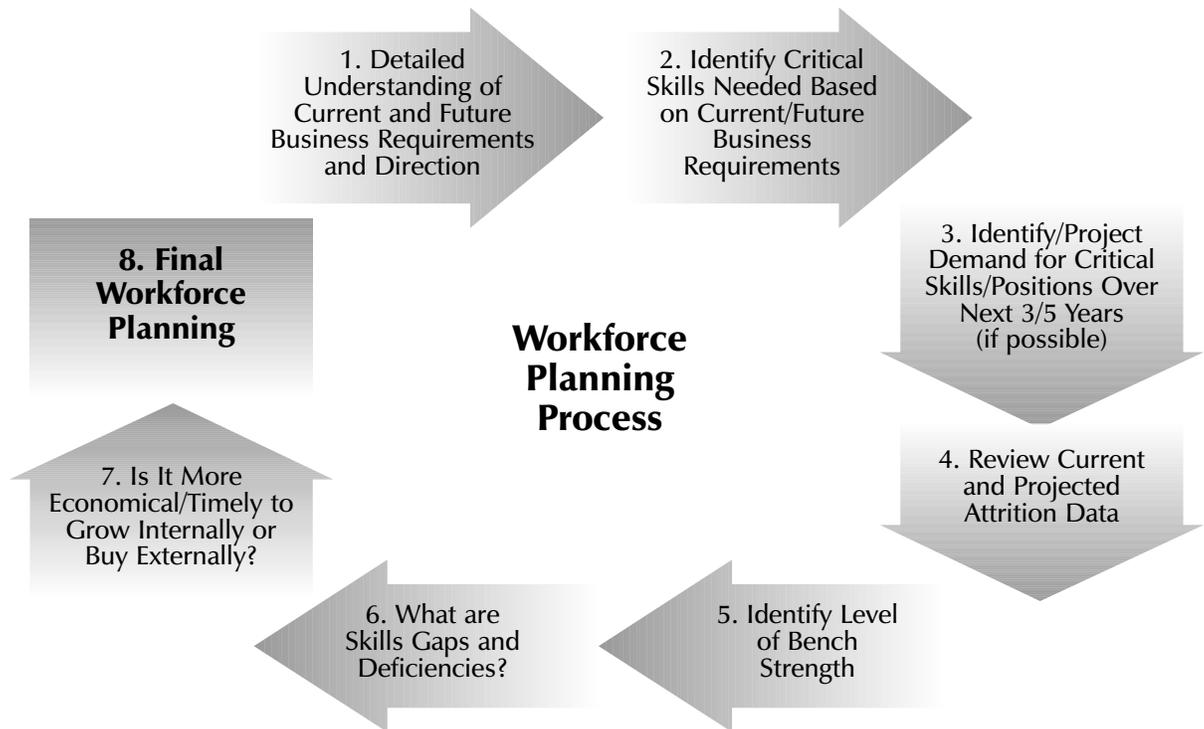
Electric Distribution Workforce Planning Template

Objectives:

- Develop a common workforce planning methodology for Electric Distribution to address issues that surround future state and worker replenishment, retention, and readiness
- Review data by region/location where appropriate
- Analyze attrition data on a rolling, three-year basis
- Establish staffing targets based on the amount of work to be accomplished
- Ensure Electric Distribution maintains qualified workers to meet future work demand
- Effectively plan to replace critical skills
- Evaluate the expected financial impacts resulting from workforce plans and adjust future business plans as appropriate

Look at the Facts:

- What is the average age of Electric Distribution _____
- How many employees (historically and approximately) of Duke Power retirement-eligible employees retire each year
- Demographics on diversity are:
 - % white male
 - % white female
 - % minority male
 - % minority female

Duke Power Model

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Workforce Planning Steps**Step 1. Have a detailed understanding of current and future business requirements and direction**

- Where is your business going in the next three to five years? (Strategy/Mission)
- What are the workload drivers for your business?
- Will projects or projected growth impact business?
- Review current employee facts (average age at retirement, diversity demographics). How long will it take for a replacement employee to be fully functional in the same role?

Step 2. Identify critical skills needed based on current/future business requirements: knowledge, skills, and abilities

- What current skills are essential to the business?
- What new skills are needed for future business requirements?

Step 3. Identify/project demand for critical skills over the next three to five years, if possible***Internal Scanning***

- Work processes—how will changes impact the workforce plan?
- Productive/non-productive time
- Represented/non-represented (union)
- Budget implications

- Diversity demographics/culture in current work group
- What job classifications do they fall into?
- How many people are on staff who can't do the full scope of their jobs?

External Scanning

- External benchmarking data (rates of pay, skill availability)
- External environmental data (unemployment rate in the area, inflation, competition)

Step 4. Review current and projected attrition data

- What are current and projected retirements, general turnover (voluntary/involuntary terminations), transfers out, layoffs, etc.?
- Review current year labor budget

Step 5. Identify level of bench strength

- Is the number of employees with critical skills adequate?
- Are critical skills available in other positions that can be utilized without having an impact on other parts of the business?
- Are there feeder positions for these critical skills? Are they appropriately staffed with employees who can grow into the higher position?
- A skill assessment may be necessary to fully identify gaps

Step 6. What are skills gaps and deficiencies?

- What avenues are available to eliminate?
- Are there process changes/technology or training methods that can be changed to cause the skill to be less 'critical' or to more effectively utilize the current workforce?
- What is the risk of doing nothing?

Step 7. Is it more economical/timely to grow internally or buy externally?

- Consider representation issues for non-exempt positions
- Are there certifications or licenses needed to perform the critical skills? What impact does the certification requirement have on the timeframe to grow internally?
- Diversity issues; is there a market not tapped? (such as Hispanic/ American Indian/Cuban/Asian/Bosnian population)
- Length of time to grow the skill set internally?
- Volatility of external market? (Can experienced employees be hired or has the labor pool diminished? Can the organization afford to hire fully experienced employees?)
- General capabilities of available workforce
- Is there an option to grow part and buy part?
- Is there an opportunity to use part-time as phased retirement?
- Consider alternative methods to train internally or externally that could change the cost/benefit model

Grow internally?

- Will this require a backfill in feeder groups?
- Do the costs support this option?

- Identify impact to current staffing to train new employees—will it negatively affect productivity to train internally vs. hire employees with requisite basic skills?
- Is Duke Power experience necessary? Why?

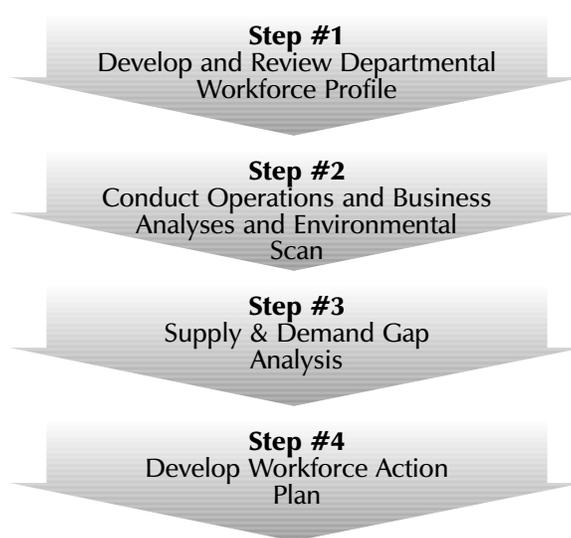
Buy externally?

- What are most likely resources? College, tech school, community college, high school technical programs, military, strategic intern
- Is co-op an option?
- Hire from contractors—(If current contractors are hired, what is the impact on their ability to hire new resources?)
- Hire from other contractors
- Outsource entire body of work (Caution—is the organization positively ready to contract out a critical skill set or one that has a major impact on business?)
- What creative options can be utilized to grow a skill set?
- Tech school programs—let them conduct basic education
- Apprenticeships
- Cost benefit analysis of decision (labor budget)

7. City of Minneapolis Human Resources Department

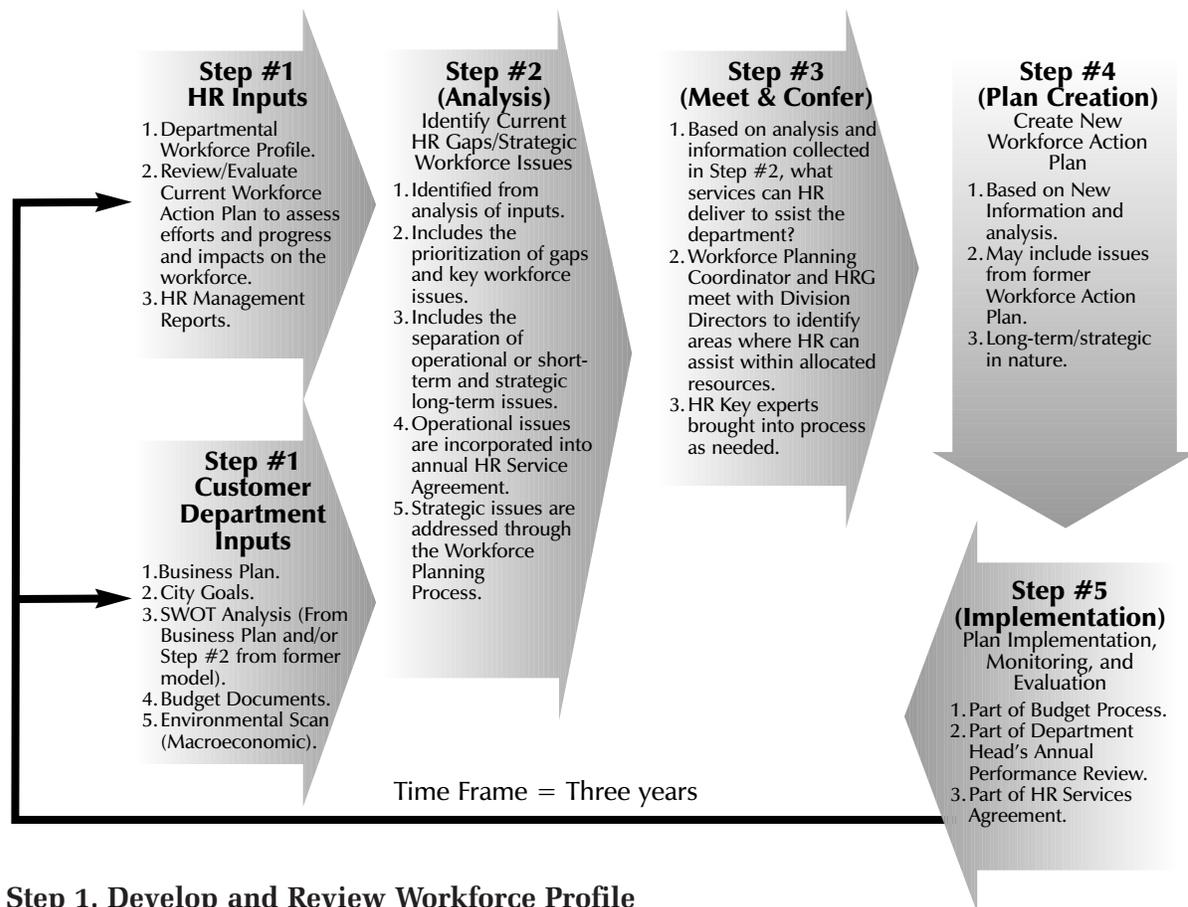
The City of Minneapolis faced a dramatic change in its workforce as many long-term, baby boomer employees planned to retire. Rather than simply taking each retirement sequentially (have a vacancy, fill a vacancy), the city decided to undertake a more strategic approach. Workforce planning always adds value, but is especially critical when major changes are on the horizon. Now, operating departments are thinking about where they will be three to five years from now, and are planning how to have the right sized, best trained workforces.

City of Minneapolis Workforce Planning Model



Note: After the workforce action plan has been created, the department head is responsible for managing and implementing the plan. HR staff works with the department head to monitor progress, review priorities and to access necessary HR resources to meet the goals and objectives contained within the plan.

Workforce Planning Model (Phase II) City of Minneapolis



Step 1. Develop and Review Workforce Profile

- A. Upload information from PeopleSoft HRIS into Excel for demographic data analysis
- Calculate average years of service, average time in current position, average age, and average hourly wage for department
 - Determine representation by gender, race and EEO job category for department and compare to City demographics
 - Review the year current employees were hired to determine trends
 - Project employee retirements using pension plan criteria. (Ten-year projection done once a year and updated as needed for department)
 - Calculate average years of service, average time in current position, average age, and average hourly wage for specific job classifications or job groups
 - Identify vacant positions (Information Source: HRIS)
- B. Place above analyses into PowerPoint Presentation for distribution at organizational meeting with department.

Step 2. Conduct Business and Operations Analyses and Environmental Scan (four components)

- A. Business Needs
- Identify changes in business strategies including expansion, discontinuance, acquisition or divestiture of business functions

- Identify new products, programs, or services and the workload drivers for these services
- Assess changes in systems, management or organizational structure and the alignment of these changes with City goals
- Identify budget-driven activities that affect the workforce (i.e. new FTEs)
- Determine the implications of the above changes and activities on the workforce.

B. External Factors

- Labor market including availability of qualified candidates, ability to recruit these candidates, and departmental challenges (i.e. internal constraints) in recruiting competitively
- Labor relations climate
- New work practices driven by new legislation or other external influences (economic, technological, political)
- New regulatory requirements and the impacts on the workforce (i.e. federal labor laws)
- New programs or service demands on department
- Internal Analysis
 - Employee turnover (calculate annual employee turnover for department and/or by job classification to identify trends)
 - Age pattern analysis by job classification or job group to identify trends (i.e. imbalances suggesting high future attrition, career path blockage)
 - Employee mix (proper balance of managerial, professionals and support staff)
 - Promotional and career enrichment opportunities for staff
 - Performance management—percentage of employees who have had a performance appraisal conducted within the last year
 - Performance issues and shortcomings in technical competencies that identify training and development needs
 - Cross-training needs (identify positions where only one person knows how to perform certain functions)
 - Diversity of the workforce (use workforce information from affirmative action to identify areas of under-representation for women and people of color in specific job groups and EEO categories)
 - Vacancy projections in the next three to six months and based on retirement projections.

C. Management

- Span of control analysis (calculate span of control for each employee with supervisory responsibility)
- Departmental succession planning and executive development efforts
- Key competencies for management positions
- Intentions of key employees to leave the department
- Internal pool of qualified successors and whether they have been identified
- Technical and managerial competence and experience of present managers (gaps)
- Management structure and staffing appropriate to accomplish business objectives
- Best practice research completed
- Business and strategic planning endeavors

Step 3. Supply and Demand Gap Analysis

There are a number of methodologies that can be used including: macro or “big picture” gap analysis, micro gap analysis at the job classification or employee level focusing on individual competencies or based on workloads.

Gap analysis includes three steps:

1. Demand analysis
2. Supply analysis
3. Identification/calculation of the differences between supply and demand.

A. Macro Gap Analysis—Using this approach, we ask the department representatives to answer the following question, “What “gaps” in terms of competencies, positions, employees, etc., currently exist in the workforce that will need to be reduced or eliminated to achieve the future vision of the organization?”

- Conduct structured (i.e. affinity diagram) or unstructured brainstorming method to identify the gaps within a department’s workforce. Each departmental representative is asked to identify the gaps or key workforce issues that exist within the organization’s workforce.
- Gaps from brainstorming session are grouped into functional categories. Duplicate gaps are combined or deleted. Categories have included staffing, employee retention, training and development, performance management, succession planning, etc.

B. Micro Gap Analysis—Identify the competencies that are needed for a specific position or job classification now or in the future (i.e. the demand). Assess the competency levels of the current labor supply to identify the competency gaps within the workforce. Automation of this process will make it easier to readily identify the gaps that exist within the workforce.

C. Workload Identification—To allocate resources, the organization looks at the demand for services (i.e. workload indicators) across business function and geographic region to examine the supply of labor in relation to the demand for services. Labor supply can then be reallocated based on where demands are increasing or decreasing.

Step 4. Create Departmental Workforce Action Plan (Macro Model)

The creation of a departmental workforce action plan consists of four components:

1. **Listing gaps by theme or functional category**—The gaps identified in Step 3 of the model, as described above.
2. **Identifying the action items**—Project team leader facilitates sessions with departmental representatives to identify gap-specific action items and strategies that can be taken to reduce the gaps identified within the department’s workforce.
3. **Assigning responsibility**—Team members work to identify who should have primary responsibility for completing each action item. Many times the top management of the department will have responsibility for completing the action items. Other times there will need to be a collaborative effort on the part of staff from the customer department and HR. In some cases, responsibility for change or resolution will have to lie with top policy makers or elected officials.

4. **Setting the timeline for completion**—When the workforce action plan is being finalized, team members assign timelines to the various action items. Some timelines are date-specific while others are projected into the future and some are listed as TBD. In addition, some timelines are short-term, while other timelines are longer term in nature and should be integrated into annual departmental work plans and business plans.

8. Los Angeles County Strategic Workforce Plan

Los Angeles County has initiated a five-year strategic plan to improve service and efficiency for its customers—the public. To ensure workforce excellence, defined as enhancing the quality and productivity of the County’s workforce, the Department of Human Resources (DHR) has designed a five-phase strategic workforce process. The five-phase process follows:

Phase One:

- Review the County’s Strategic Plan and the specific strategy to be addressed in this *Guidebook*
- Provide a clear overview of the process to accomplish this strategy
- Provide an overview of Strategic Workforce Planning
- Define a four-step departmental needs assessment
- Present strategies, methods, and tools for Strategic Workforce Planning
- Provide the Needs Assessment Workbook and discuss the procedure to complete the Needs Assessment Workbook

Phase Two:

- Review the Strategic Workforce Planning *Guidebook*
- Answer questions pertaining to the Needs Assessment Workbook
- Provide each department with its specific retirement data reports and current employee profiles by age and years of service
- Provide training on interpreting reports
- Provide Data Interpretation *Guide Sheets*
- Convey instructions on how to complete the Strategic Workforce Plan Forms along with an example
- Convey what will be expected of each department

Phase Three:

- Incorporate and review information gathered from completing the Needs Assessment Workbook along with the retirement data provided by DHR
- Determine classifications with high levels of anticipated vacancies that may impede or disrupt services
- Develop a Strategic Workforce Plan for each impacted classification with high levels of vacancies, and document the plan by completing the Strategic Workforce Plan Forms
- Develop a Strategic Workforce Plan for Department-wide Strategies
- Return all Strategic Workforce Plan Forms to DHR for review
- DHR staff will assist any department that may have questions regarding this process

Phase Four:

Review Strategic Workforce Plan Forms submitted by departments

Phase Five:

An assessment of the implementation progress of the Strategic Workforce Plans will take place one year after implementation.

Appendix C. Technology Vendors and System Features

There are a number of software packages your organization can consider for workforce planning. Those presented in this appendix are widely used, but their inclusion does not constitute an IPMA endorsement.

Workforce Vision from Peopleclick (www.Peopleclick.com)

Peopleclick's Workforce Vision is a fully integrated, analytical people planning software application that provides HR professionals, managers, and executives with business intelligence about talent at all levels of the workforce.

The application works by pulling together essential facts about employees from any data system such as performance, education, competencies, training, development, career paths, succession plans, job requirements, reporting relationships, and more. The system then integrates, analyzes, reports, charts, and graphs them at your direction.

The result is everyone in the organization is suddenly working together to reach his or her full potential and help the organization execute the business plan.

Product Features

Key support areas that Workforce Vision is capable of performing include:

- Undertake succession/career planning
- Discover talent deep within the organization and not just at the top
- Identify talent based on performance, competency profiles, and professional networks instead of simplistic skills checklists or job progression ladders
- Align succession plans with employee career paths and development plans
- Link department records so key planning data don't get lost when employees are promoted or transferred between business units
- Allow senior managers, line managers, and HR professionals to work together through the interactive features (via secure intranet access) to identify and develop talent within the organization
- Deal with performance management
- Use web-based, self-service performance assessments that eliminate wasteful piles of paper appraisal forms and provide useful data for analyzing your workforce
- Permit (through interactive features) performance assessment to be an ongoing, collaborative process between employees and managers, instead of a one-sided, often subjective, and potentially confrontational activity that most members of the workforce dislike

- Permit HR professionals to use sophisticated analysis tools for assessment data to create “what if” scenarios and project staffing alternatives
- Address issues of competency management
- Use powerful search functions to pull together project teams based on talent and abilities rather than just who’s available
- Track specific skills by department, job family, or position
- Tie skill and competency profiles to training and development programs
- Use interactive features that allow employees to compare their own skills and competency assessments with the requirements of other jobs within the organization to actively plan a career path
- View powerful graphic displays that make it easy for executives to see where the organization is strong and where it needs to develop additional talent within the workforce
- Support training administration
- Use the system’s flexibility to easily find the training courses that will enhance specific skills or competencies required by individual departments or business units
- Use the “self-service” features that streamline the registration process for training administrators
- Permit managers to plan and monitor training programs for their staffs, and provide employees and managers with around-the-clock access to course catalogs and class registration through the interactive features

ExecuTRACK from HRSoft (www.HRSoft.com)

ExecuTRACK™ provides a central repository—somewhere to store all these data in an open, accessible format. The data analysis and flexible reporting tools transform raw data into information. The data are gathered from resumes, assessments, performance reviews, and interviews to provide a thorough inventory of the employee.

ExecuTRACK™ was developed with extensive input from HR professionals and is supported by the firm’s 18 years of experience in implementing enterprise strategic talent management solutions. To ensure clients are successful, HRSoft provides assistance with every aspect of developing HR planning and development systems from re-engineering processes to implementing custom software solutions.

In addition, ExecuTRACK™ provides the power to maximize the potential of your organization’s current and future leadership.

Product Features

Key support areas that ExecuTRACK™ is capable of performing

- Develop succession management strategies
- Identify and track key employees and positions
- Search and match individuals with position requirements
- Generate resumes, replacement tables, and succession analysis reports.
- Identify gaps in succession plans

- View organizational structure, incumbents, and candidates
- Plan for leadership and management development
- Query and search for possible high potentials based on any criteria
- Build and monitor individual development and career plans
- Search and match learning and development activities based on current or future needs
- Maintain development activity (corporate university) information
- Address competency management issues
- Establish competency models to support organization requirements
- Manage skills inventories to highlight strengths and identify areas of improvement
- Perform gap analysis of position or job family requirements and employee assessments

Government customers include but are not limited to the Pentagon, Air Force, transit authorities in the Mid-Atlantic region, some municipalities, and more than 15,000 clients worldwide.

MyHRIS from NuView (www.nuviewinc.com)

This HR Planning module helps an organization reduce the administrative stress associated with identifying, preparing, and developing leaders for future positions.

Product Features

- Develop individual development plans
- Publish executive and development profiles
- Reports to screen make entering details on organizational hierarchy easy
- Create organization charts
- Conduct what-if analysis for candidates leaving a position (with organizational charts)
- Develop performance reviews
- Create skills inventory
- Examine next-planned position, long-range position, backup positions
- Create graphical reports showing organization structure, positions by location, department, and organization
- Create instant matches for a position
- Show position skill matches
- Find candidate skill matches
- Suggest development courses using skills required for job or position, or compared with previous employees
- Suggest back-up candidates
- Tie in with external HRIS and training expert

Key Benefits

- Best price/performance value for organizations with up to 15,000 employees
- Integrated with personnel, benefits, applicant tracking, and training administration
- Payroll, Benefit and 401K Interface with companies like ADP, Aetna, Cigna, and Fidelity Investments
- Integrated with Microsoft Office

The Succession Pulse™ from Pilat (www.pilat-hr.com)

The Succession Pulse™ provides the intuitive environment needed to quickly analyze comprehensive data on employees, positions, and development activities. Succession Pulse™ fully supports conventional processes through its data management tools and provides the ability to search an organization's employee pool to find 'hidden or unknown talent.' Searches can seek out potential role candidates using any combination of the data—competence, qualifications, experience, and achievements. Listed candidates can be rank-ordered in terms of fit with a given role profile.

Product Features

- Customize to fit the HR Processes through the Table & View Manager modules
- Track multiple levels of successors and related data
- Search for and identify candidates through the powerful Query Manager
- Locate and compare successors based on competency searches and comparisons
- Create organization and successor charts
- Define and track competency-based development plans for your organization's leadership
- Integrate performance and multi-rater assessment data
- View flexible data entry screens that are web-enabled
- Create ad-hoc reports easily and quickly using the Extract Manager
- Use comprehensive report library utilizing Crystal Report Writer
- Be assured of extensive security with user-defined views
- Select from stand-alone, client server, and Intranet access versions
- Use enhanced end-user tools
- Use the set of software tools that allows for rapid modification so the system adapts to an organization's requirements and evolves with needs for the future.
- Find potential successors by using a competency search engine to rank employees based on their competency scores
- Use the competency-based management design
- Adapt and integrate competency models and assessments, including positional profiles. Can be used with supervisor assessments, 360-degree assessments, or any other multi-rater assessment.

- Use the integrated leadership development
- Use a comprehensive link between management development and succession. The program was developed for organizations seeking a mechanized system to drive and support preparing executives and managers for the global business climate of the future.

Other Technology Enablers

Suppliers of enterprise systems such as Oracle, PeopleSoft, and SAP are rushing to give their customers ways to unlock the knowledge that resides in the transactional data generated by enterprise planning systems. PeopleSoft's Enterprise Performance Management (EPM) suite competes with Oracle's business-intelligence tools, SAP's Business Information Warehouse, and analytical applications from vendors such as Business Objects, Hyperion, and Informatica.

PeopleSoft has added financial and human resource analytical applications to the EPM suite. By the end of the year, PeopleSoft Inc. will deliver Workforce Analytics, a human resources application that lets managers run "what if" scenarios for workforce planning. For example, using a strategic goal such as staff retention, a manager will be able to test various actions such as raising salaries and view a graphic representation of the likely results.

The Workforce Planning application uses data from PeopleSoft's HR software to help managers evaluate an organization's workforce skills and determine what skills it must acquire to match its business strategy. The Business Planning and Budgeting application lets managers do financial modeling and generate forecasts. PeopleSoft users are about to get more powerful tools for viewing enterprise resource planning data and using operational data to forecast business performance.

More organizations are taking a page from professional-services firms as they try to rein in projects and better manage the people working on them. They're using an emerging category of applications called workforce optimization to assess skills and project costs, forecast results, and shift resources for maximum efficiency as priorities change. Enabling software includes:

Niku Corp.'s Resourcer—categorizes the skills and tracks the work. The software gives an overview of tasks across all projects: who's working, who's available, and when.

Evolve Software Inc—offers skill assessment and scenario building, time and expense accounting, and contractor management.

Changepoint with Microsoft Project—assists in maximizing the use of its own people before going to outside consultants.

Endnotes

¹ Federal Times, 03/22/99, Vol. 35 Issue 7, p14, 1/3p

² National Academy of Public Administration, Building Strategic Organizations: A *Guide* to Successful Workforce Planning, May 1, 2000

³ American Management Association survey of 1,168 human resources managers, June 1997 and <http://www.workforceonline>

⁴ Occupational Employment Statistics, as reported in “Occupational Employment and Wages, 1996” (U.S Department of Labor, Bureau of Labor Statistics, August 1998, bulletin 2506)

About IPMA

The International Personnel Management Association (IPMA) was established in 1973, through the consolidation of the Public Personnel Association and the Society for Personnel Administration in 1937. IPMA is a non-profit organization representing the interests of agencies and individuals in public sector human resources. Members are located in federal, state, and local governments.

The following are the purposes and objectives of IPMA:

- to promote excellence through the ongoing development of professional and ethical standards and personal and career development;
- to enhance the image of human resource professionals by recognizing their contributions to the public service;
- to foster fairness and equity by promoting the application of merit principles and equal opportunities for all;
- to encourage research and development in human resources management; and
- to promote communication and sharing of information among human resources professionals.

The Association seeks to further its purpose and objectives through its many programs and projects.

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About CPS Human Resource Services

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- Strategic and workforce planning
- HR process re-engineering
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- Salary surveys
- Organizational development
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