

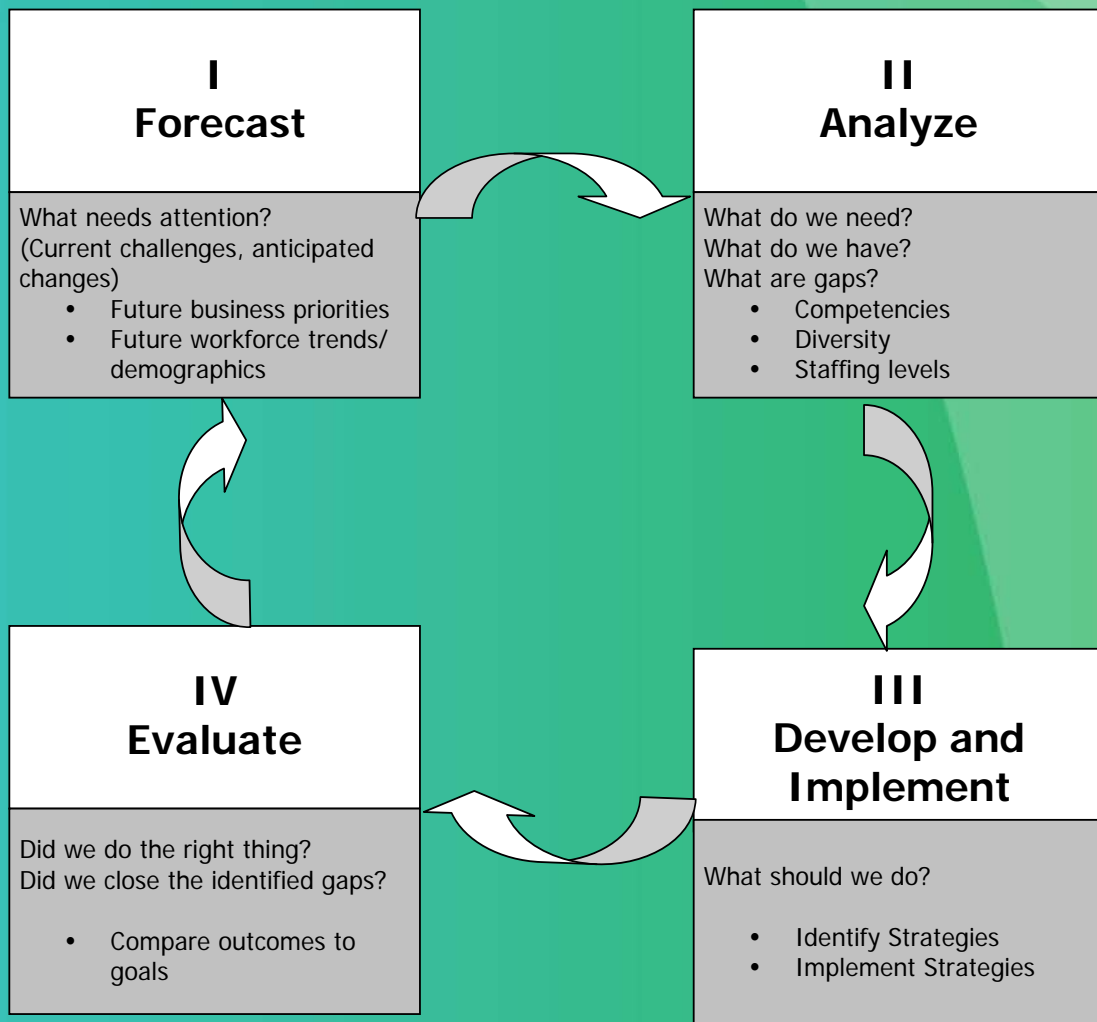


State of Georgia

2012 Workforce Planning Guidelines

Workforce Planning is a systematic, proactive process, which aligns strategic planning, human capital, and budgeting to meet organizational goals and

- Forecasting mission critical talent needs;
- Analyzing current workforce and talent supply; and
- Developing, implementing, and evaluating strategies to close gaps.



I Forecast

What needs attention?

(Current challenges, anticipated changes)

- Future business priorities
- Future workforce trends/ demographics

Forecasting is a process for predicting upcoming changes in the demand and supply of the workforce your organization needs to carry out business priorities.

Areas of workforce forecasting:

- ❖ Estimate increases or decreases in services, programs, products, or business areas.
- ❖ Estimate the impact these changes will have on workforce needs (e.g. the estimates can include the number and type of employees as well as where and when they will be needed).
- ❖ Estimate the internal and external availability of the workforce needed to meet anticipated business needs.

The predictions that result from the forecast have two basic purposes:

- ❖ To educate or provide awareness to leadership, managers and HR about what they need and expect from the future workforce.
- ❖ To assist in identification and prioritization of future business and provide specific information on workforce supply and demand.

List Future Business Priorities of the Agency

- 1) **Activity** - Identify projected business opportunities, threats/challenges to the business and identify the trends that are most relevant to that business (usually about 5-8). Note: these items may have already been identified in the agency's strategic plan.
- 2) **Questions**
 - What is happening now and what impact will these events/trends have on the future business priorities?
 - What will we be doing in a different way?
 - What will we be doing that we did not do before?
- 3) **Conditions To Consider** - Consider segmenting trends by two categories:
 - Those that affect your operation's demand for talent.
 - Those that affect internal and external supply and /or availability of talent.
- 4) **Prioritization** - Prioritize the identified opportunities, threats/challenges and trends. Examples of appropriate criteria include the following:
 - Actionable – something on which the agency can take significant action on.
 - Controllable – things that are within the agency's realm to impact.
 - Measurable – items which you can actually assign an amount or quantity. Measures are generally in terms of quantity, quality, cost, and timeliness.

- Consider relevance to the agency's business/clientele.

5) **Work Product** - List of priority services, programs, products, or business areas

Determine Future Workforce Needs

1) **Activity** - Project workforce needs:

- Indicate which areas of business will require increases or decreases:
 - Use data from previous step, identify organizational units affected
 - Include vacancy projections
- Determine competencies employees need in order to accomplish organizational objectives

2) **Questions**

- What does the future makeup of your workforce need to be in order to respond to business priorities? What do we need that we do not currently have?
- What competencies will they need to be able to accomplish work?
- What do we need more of? Less of?

3) **Conditions To Consider**

- **Supply**
 - Number of workers you currently have access to (Do you know where they will come from? Internal supply or will they come from somewhere else?)
 - Characteristics and skills of your current workforce
- **Demand**
 - Number of workers needed
 - Worker skills and characteristics needed for success

Tool Box:

- Workforce projections - PeopleSoft
- Facilitated work group
- Organizational chart
- SWOT Analysis
- Methods to prioritize
- Workforce Planning Template

4) **Prioritization**

Prioritize supply and demand information.

5) **Work Product**

List of workforce supply and demand issues categorized by services, programs, products, or business areas

**II
Analyze**

- What do we need?
 What do we have?
 What are gaps?
- Competencies
 - Diversity
 - Staffing levels

Analysis of workforce data is the key element in the workforce planning process. Agencies will analyze differences between present workforce and future needs to identify the most critical jobs or job groups in order to develop a plan to address workforce issues and close the identified gaps. Analysis may include the whole workforce or focus only on a list of priority business functions, services, or programs identified in Step 1 and consist of workforce demographics, staffing patterns, and competencies.

Assess the Future Workforce

- 1) **Activity** - Collect and Analyze data in order to assess and describe the future workforce.
- 2) **Questions**
 - What are your future services, programs, products or business areas, and workforce supply and demand issues identified in Step 1 Forecasting?
 - How far in the future do you want to assess the “future” workforce?
For example, the time frame might be at least two years, preferably five or more.
Note: this decision may have been made during the strategic planning process.
 - What are the future workforce demographics relevant to your organization’s mission?
 - What is the population outlook for the area? This can be any area your agency selects; e.g., a city, county, region, statewide, the Southeast, the nation.
 - How is the total population expected to change? Will it increase or decrease?
 - Which ethnic groups are expected to increase? Which ethnic groups will decrease?
 - How will the age demographics change? Will the population become older or younger?
 - How will the gender makeup change? Will the population have more males or females than currently present?
 - How will the education levels change? Will the population have a higher level of academic attainment?
 - What are the future client demographics?
 - What is the demographic outlook for the client population your agency serves?
 - What talent will you need in the future? What competencies are needed?
- 3) **Conditions To Consider** - Consider collecting information on:
 - Future needed competencies
 - Technical competencies/Specialized knowledge
 - Generic competencies
 - Leadership competencies
 - Diversity projection of future workforce and customer base:
 - Age
 - Tenure
 - Ethnicity
 - Gender
 - Future Staffing levels:
 - Project the needed skills; talents and other workforce characteristics that staff will have to demonstrate in order to meet the need.
 - Vacancy projections
 - Necessary decreases in staff
- 4) **Work Product** - Data describing the makeup of the organization’s future workforce

Assess the Current Workforce

- 1) **Activity** - Collect and analyze data in order to assess and describe current workforce.
- 2) **Questions**
 - What are the current workforce demographics?
 - What is the total number of employees in the agency?
 - What are the demographics (age, tenure, ethnicity, gender) of the current workforce?
 - Do people demonstrate the right competencies?
 - What are the existing competencies?
 - Do we have enough people?
 - What is the voluntary turnover rate/cost?

- What factors influence turnover?
- What are retirement eligibility statistics (e.g. percentage of workforce eligible to retire within the next five years)?
- Do we have any staffing shortages?
- How is diversity affecting the achievement of agency's goals and objectives?
- What are hiring patterns (time to fill vacancies, average number of vacancies, etc.)?
- Are there any jobs in which we are experiencing recruitment/ retention issues (e.g. difficult to hire, difficult to retain)?

3) **Conditions To Consider** - Consider collecting information on:

- **Current Competencies**
 - Technical competencies/Specialized knowledge
 - Generic competencies
 - Leadership competencies
- **Diversity**
 - Age
 - Tenure
 - Ethnicity
 - Gender
- **Staffing Levels**
 - Turnover statistics
 - Retirement patterns (e.g. eligibility)
 - Hiring patterns
 - Vacancies

Tool Box:

- Competency Profile (E –Performance)
- Retirement projections
- Turnover analysis
- Focus groups, interviews, surveys
- Facilitated work group
- Methods to Prioritize
- Software to analyze data

4) **Work Product** - Data describing the makeup of the organization's current workforce

Identify Competency, Diversity, and Staffing gaps

1) **Activity** - Target jobs or job groups, then identify and prioritize a list of competency, diversity, and staffing gaps.

2) **Questions**

- Which jobs or job groups have competencies gaps, either current or projected? Which competencies will no longer be required?
- What are the gaps between the ethnic background, gender, age, and tenure of the employees to the department's workforce, the department's customer base, and the population of Georgia?
- What are the current vacancy and voluntary turnover rates compared to the future workforce needs? Will an agency have enough people with the right skills in the future? How do the rates compare to the department and the population of Georgia? Are there any job functions that may no longer be required?
- What are the projected retirements? Does an agency have internal candidates ready to replace incumbents upon retirement? What is the bench strength?

3) **Conditions To Consider** - Identify target jobs or job groups that have the highest risk or the greatest potential for gain in terms of business priorities.

4) **Prioritization**

- Decide which gaps have the greatest impact on the achievement of agency goals and objectives.
- Decide which gaps influence service delivery, safety, retention, etc.
- Identify which jobs or job groups are hard to fill, hard to retain, and have the highest retirement vulnerability.

5) **Work Product** -A list of targeted jobs or job groups and gaps.

III Develop and Implement

What should we do?

- Identify Strategies
- Implement Strategies

Development and Implementation of workforce strategies allows the organization to identify and execute solutions that will close gaps found in Step 2 Analyze. The organization will first prioritize the list of gaps, develop strategies to close high priority gaps, and then implement the most promising strategies.

Identify Gap-Closing Strategies

- 1) **Activity** - Identify and prioritize a list of gap closing strategies.
- 2) **Questions**
 - What are the nature, causes, and patterns of identified gaps?
 - What are the most cost-effective strategies to close identified gaps?
- 3) **Conditions To Consider** - Analyze the critical gaps by examining the nature, causes, and patterns of the gaps. The results may help indicate appropriate strategies.
- 4) **Prioritization** - Prioritize strategies based on such factors as:
 - Time
 - Resources
 - Critical competencies
 - Causes, nature and patterns of gaps
 - Alignment with strategic objectives and goals
 - Hiring, demographic, retention, retirement data
 - Targeted jobs or job groups
- 5) **Work Product** - A list of workforce strategies to close specific gaps identified in Step 2

Tool Box:

- Succession Planning Model
- Communication Plan
- Workforce Planning Template

Implement

- 1) **Activity** - Develop action plan and implement strategies.
- 2) **Questions**
 - Who is going to be involved? Depending on the gap, consider including program managers, human resources or organizational development representatives, customer representatives, etc.
 - What process will be used?
 - Do you have "buy-in" from senior management to ensure that strategies are supported prior to implementation?

3) **Conditions To Consider**

- Develop an action plan. Consider including objectives, targeted jobs/job groups, measures, action steps, timelines, resources, and accountabilities.
- Consider developing a communication plan to keep stakeholders informed and gain their support for what the agency is doing. Explain action and demonstrate benefits.
- Implement and monitor strategies success.

4) **Work Product** - Action plan for implementation of strategies to close identified gaps

IV Evaluate
Did we do the right thing? Did we close the identified gaps?
<ul style="list-style-type: none">• Compare outcomes to goals

Evaluate and determine the impact of your workforce planning process. Identify the strategies from Step 3 Develop and Implement that closed gaps. Identify the strategies that did not close gaps. Determine the impact on business objectives (improved business processes, increased customers satisfaction, etc.).

Determine the Success or Failure of HR strategies

1) **Activity** - For each HR strategy measure the gap it was supposed to close using the procedures outlined in Step 2 Analyze. Then, compare those results with gaps previously identified in Step 2 Analyze and make determination whether gaps are closed.

2) **Questions**

- Do you have the staffing levels necessary to perform the critical functions?
- Does the workforce have the needed competencies?
- Do you have the diversity necessary to achieve the agency's goals and objectives?

3) **Conditions To Consider** - Changes in the following areas:

- Skill level, job knowledge and/or competency levels that can be attributed to the strategy
- Number of successful promotions in comparison to hires from outside
- Demographic distribution of the workforce
- Turnover and tenure rates
- Salary levels relative to market
- Vacancy rates
- Available/needed resources

4) **Work Product** - A list of strategies that closed specified gaps, and a list of strategies that did not close specified gap.

Determine whether closing those gaps improved services, programs, products or business objectives.

1) **Activity** - Measure improvements in services, programs, products or business objectives.

2) **Questions**

- Where did we improve?
- Is there increased productivity at identified levels of the organization?
- Are services, programs, etc., more effective?
- Are customers/clients more satisfied?
- Are we achieving the organization's goals?

3) **Conditions To Consider** - Identifying and measuring improvement in the following areas:

Program effectiveness

- Units of completion, unit per resource
- Products developed
- Services provided, number of contacts
- Deadlines met
- Process efficiency
- Costs

Customer Satisfaction

- Customer satisfaction levels
- Number of complaints
- Customer usage levels
- Compliance levels

Mission, goals, and objectives

- Program objectives measures, deadlines, and milestones
- Funding levels and/or budget expenditures
- Mission accomplishment
- Establishment of new programs
- Changes in population served (education levels, number on welfare, etc)

Tool Box:

- Questionnaires/Surveys
- Facilitated work group
- Kirkpatrick's 4 Level Evaluation Model
- Workforce Planning Template

4) **Work Product** - List of gaps that were closed, associated strategies and the subsequent impact on business outcomes (programs, customers, costs, etc.)

Make Recommendations Regarding HR Strategies

1) **Activity** - Create a list of recommendations of HR strategies based on effectiveness/ineffectiveness.

2) **Questions**

- Was the benefit worth the cost of each strategy?
- Which strategies are effective and should be continued?
- Which strategies are effective, but need to be modified?
- Which strategies are ineffective and need to be modified?
- Which strategies are ineffective and need to be discontinued?
- What strategies should be created for continued improvement?

3) **Conditions To Consider**

- Consider the impact of the workforce's new ability to respond to the changes in business direction.
- Consider whether decreases in gaps have improved business processes, increased customers satisfaction, and attained business objectives.

4) **Work Product** - List of agency recommendations for forecasting.