A Framework for Workforce Planning

Desired Outcome

A readily available talent pool to achieve the strategic objectives of the organization.

STEP 1

Future State

Identify talent needed to meet the future strategic objectives of the organization:

- What should the organizational structure look like?

- What competencies, skills, and knowledge are needed?

STEP 2

Current State

Conduct a talent review process to create a current organizational talent profile:

- What does our current organizational structure look like?

- Does our current talent possess the competencies, skills, and knowledge we need in the future?

- Who are the high potentials and how do we define "high potential"?

- Should we use assessment instruments to evaluate talent?

- Are we at risk of losing key talent—retirement and "mission" critical talent vulnerability?

STEP 3

Gap Analysis

Compare readiness of talent to future workforce needs:

- Where is the organizational structure misaligned?

- What competencies, skills, and knowledge are lacking?

- What is our talent risk?

The business case

The business case for workforce planning is supported by demographic research and data that indicates a future shortage of talent. With this in mind, a well-thought-out approach to workforce planning is critical to ensure that the desired outcome of creating a readily available talent pool to achieve the strategic objectives of an organization is accomplished.

Workforce planning framework

While the workforce planning framework looks simple and straightforward, there are many variables and unknowns that can be encountered in carrying out the process. Environmental factors that can impact business direction, workforce needs, and availability of talent include economic conditions, legislation, workforce demographics, and immigration regulations. Internally, the successful creation and execution of the plan requires the involvement, buy-in, and accountability of numerous individuals in the organization. While not a perfect science, and more of an art, workforce planning is a key strategy to identify, develop, and acquire talent to create a readily available talent pool to achieve the strategic objectives of an organization.

STEP 4

Strategies

Identify and plan strategies to close the gap and achieve the desired outcome:

- Do we develop internal talent or acquire externally?
- What is the availability of this talent?
- How do we transfer knowledge?
- How do we retain talent?

STEP 5

Determine Measurements of Success

STEP 6

Execute the Plan

STEP 7

Monitor and Evaluate Progress and Results

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