

Strategic Workforce Planning— Where to Begin?

IPMA-HR MCC Training & Development Forum

May 18, 2016

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Objectives of Workshop

- What is Strategic Workforce Planning (SWP)?
- What are the business questions that we want to answer within the various stages of the SWP cycle?
- What are the challenges associated with SWP implementation?

What is Strategic Workforce Planning?

Traditional Workforce Planning vs Strategic Workforce Planning

Traditional Workforce Planning

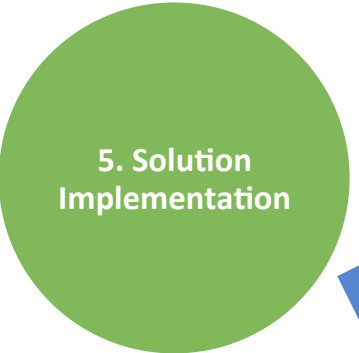
- Operations lessons learned
- Headcounts
- HR role
- Annual snapshot

Strategic Workforce Planning

- Forecast of future needs
- Costs/competencies associated with headcounts
- Collaboration across admin offices
- Continuous, periodic assessment

What are the phases of workforce planning?

Monitoring Progress
Monitor the performance of solutions and their impact on the gaps they were designed to address, and to continuously improve the solutions to maximize their effectiveness.



Strategic Direction
Understand key mission goals and future objectives set by organization leadership and how the workforce needs to be aligned to achieve them.

Supply Analysis
Understand the current workforce and how it is projected to change over time, due to attrition and other trends.

Demand Analysis
Understand the organization's current and future workforce requirements.

Gap Analysis
Understand the gaps between workforce demand and supply and to define top priority gaps with the greatest impact on organizational performance.

Solution Implementation
The appropriate workforce interventions and activities to close identified workforce gaps and enable your organization to meet its strategic goals.

Challenges to Strategic Workforce Planning Implementation

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Job Functions

Stakeholder involvement

Finance Office Silo

HR Silo

HR vs Finance

Data Limitations

Diminished opinion of workforce planning

Data comprehension

Employee/Management resistance

Resources

Organization culture

Time

Strategic Workforce Planning (SWP)

What is it? Strategic Workforce Planning is a repeatable process, usually concurrent with strategic and financial planning.

Purpose: Proactively plan to have the right people in the right place at the right time to enable the organization to meet its strategic objectives

Timeframe: SWP is a forward-looking plan that usually covers a 3-5 year forecast period

The Strategic Workforce Plan **includes:**

- Analysis of internal workforce (supply)
- Analysis of future workforce needs (demand)
- Gap analysis between current and future states
- Recommendations for human capital strategies to close gaps

Strategic Workforce Planning **answers:**

Why do we need more of this and less of that? (Based on business drivers that define workforce needs)

What capabilities and skills do we need?

Where do we need them?

When will we need them?

Thank you!



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