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Workforce Planning & Development

Practical Thoughts: Workforce Planning and Development

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For our Discussion Today:

- Workforce Planning v. Development
- Workforce Planning as Strategic Planning
- Workforce Development as a Mindset
- Pulling it all Together: A Practical Approach

Please stop me and ask questions.

Workforce Planning v. Development

- What are we really talking about?
- Working Definitions:
  - Workforce Planning is the systematic process of putting the right "skills" in the right spaces to ensure continuity of services.
    - One way to look at this is as a process of "risk assessment"
  - Workforce Development is the process of building "good people" to lead and provide a committed, engaged workforce.

***Workforce Planning** is about resource allocation; **Workforce Development** is about PEOPLE.*

Workforce Planning as Strategic Planning

- Workforce Planning is a strategic problem that is process oriented.
  - Applying a systems approach, it can be modeled.
- There are some key components in the development of a working workforce development model:
  - Knowing your Organization.
    - Assessment of the key functions done currently.
    - Assessment/Projection of future functional needs.
    - Understanding the political environment.
  - Knowing your Workforce.
    - Assessment of current skills.
    - Assessment of "workforce risk".

Workforce Planning is the Science!

Workforce Planning as Strategic Planning

- Assessment of the Gaps between the functional needs and the available skill sets.
  - Planning redundancies, planning for retirements, planning for growth in workload.
- Develop a long-term plan.
  - Long-term planning for service changes.
  - Skill development planning.
  - Nexus between planning and development.

Workforce Planning should focus on the technical skills.

Workforce Development

- Shifting from a process orientation to a mindset.
  - Relationships built on Trust.
  - Shifting to a focus on employees not services.
- Shifting to a new mindset in dealing with employees.
  - Employees as a "whole person" v. a resource or a tool.
  - Employees as uniquely skilled v. broken and in need of repair.
    - People's temperament will probably not change.
    - Skills can be taught.
  - Evaluations focused on development v. the "Festivus" model.

Mindset → Behavior → Results

Workforce Development

- Shifting to a new mindset in dealing with employees. (cont'd)
  - Evaluations focused on development v. the "Festivus" model.
    - Evaluations based on a "feedforward" concept.
    - Must be timely.
  - Manager taking responsibility for the success of the employee, the manager sets the tone.
  - Investment in the development of the employees.
- Shifting to Openness and Transparency.
  - Sincerity is critical. "They will never care how much you know, until they know how much you care."
  - Aiming at the discretionary effort of the employees, "engaged v. unengaged".

A changing workforce will necessitate a change in our traditional management mindset.

Pulling it all Together: A Practical Approach

- ❑ Assessment
  - Function Matrix:
    - What has to be done and who is currently doing it?
    - What will need to be done in the future?
    - The idea is to create a function based service inventory.
  - Skillset Matrix:
    - Who do we have on staff now and what are their current Skills?
    - Who will we need in the future and what will their skills need to be?
  - Employee Surveys

So What, Now What?

Pulling it all Together: A Practical Approach

Function Matrix

	Function #1	Function #2	Function #3	Function #4	Function #5	Function #6	Function #7	Function #8
Position A								
Position B								
Position C								
Position D								
Position E								

Skill Matrix

	Skill #1	Skill #2	Skill #3	Skill #4	Skill #5	Skill #6	Skill #7	Skill #8
Employee A								
Employee B								
Employee C								
Employee D								
Employee E								

Setup matters, Go slow to go fast!

Pulling it all Together: A Practical Approach

- ❑ Analysis
  - Analyze the Functions.
    - Looking for redundancies and segregation issues.
  - Analyze the skills.
    - Remember skills can be taught, however temperament will probably not change.
  - Gap Analysis - The knowledge gained can form the start of your succession planning.
- ❑ Planning
  - Developing individual training plans – "Feedforward" evaluations.
  - The nexus of science and art!
  - Developing "SMART" Goals

Planning and development is a matter of priority, it's probably the most important thing a manager can do.

Sidetracked! – SMART Goal Setting
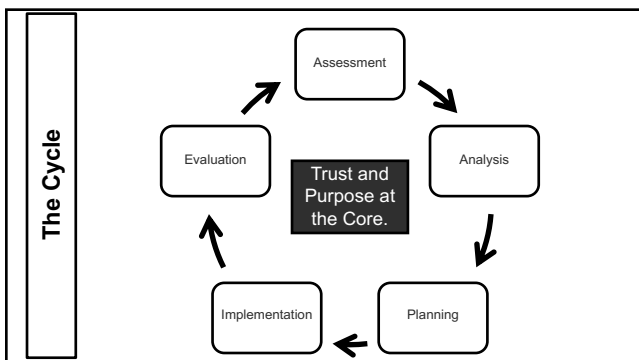
(S) Specific: What **exactly** will you accomplish?

(M) Measurable: How will you **know** when you have reached this goal? "inspect what you expect."

(A) Achievable: Is achieving this goal **realistic** with **effort and commitment**? Have you got the **resources** to achieve this goal? If not, how will you get them?

(R) Relevant: Why is this goal **significant** to your **life**?

(T) Timely: **When** will you achieve this goal?

Train, Provide Resources, Empower, and Get out of the way. Hire good people and let them do their job.

Pulling it all Together: A Practical Approach

❑ Implement
- Put skin in the game - if you do not believe it and model it, how can you expect your staff to?
- Put the right people in the right places.
- Invest in the needed resources.
  - Training, equipment, software, staffing
  - Spending dollars to save pennies!
- Communicate
  - Formally v. Informally
  - Sincere, Transparent, and Clear.
  - Information ≠ Power

❑ Evaluate
- Pulse Surveys
- Informal Communication
- Update the Analysis

Remember trust begets trust!

The Cycle

Assessment

Analysis

Planning

Implementation

Evaluation

Trust and Purpose at the Core.

Closing thoughts!

Remember this is about a mindset and an organization's culture. Culture was not created overnight and will not be changed overnight.

"Be the change you want to see in your organization. It can start with you no matter where you sit!"

Be ever vigilant in planning and committed to development of your staff, they are what it's all about!

Questions?
Thank You!