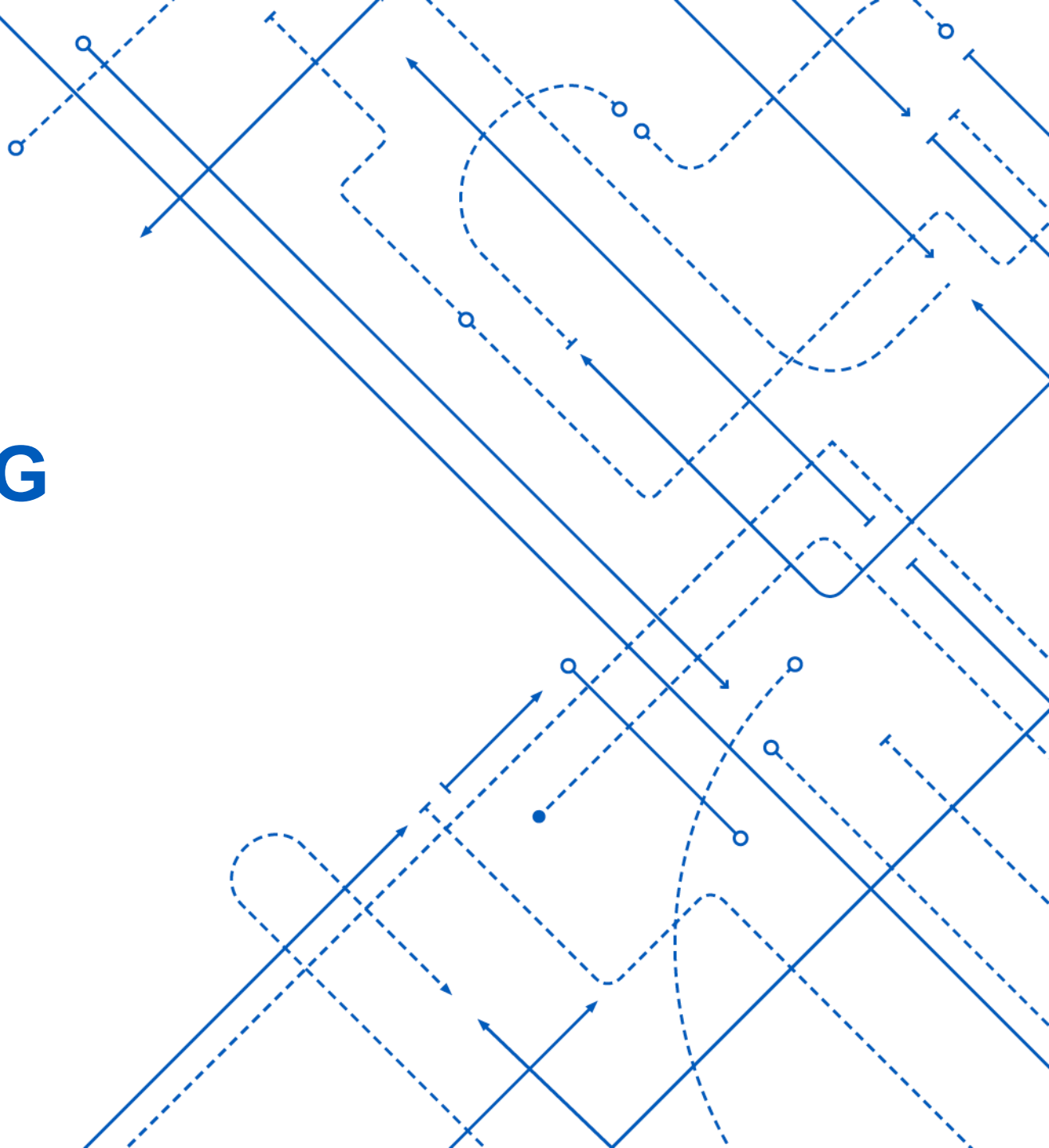
# WORKFORCE PLANNING ESSENTIALS

Tools and Strategies for Future-Ready Departments

October 24, 2024

University at Buffalo The State University of New York



## CHRISTOPHER DELELLO

### ASSOCIATE VICE PRESIDENT FOR HUMAN RESOURCES

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# Agenda

- Understanding Workforce Planning
- Workforce Assessment
- Tools and Techniques
- Implementation
- Skills Assessment Activity

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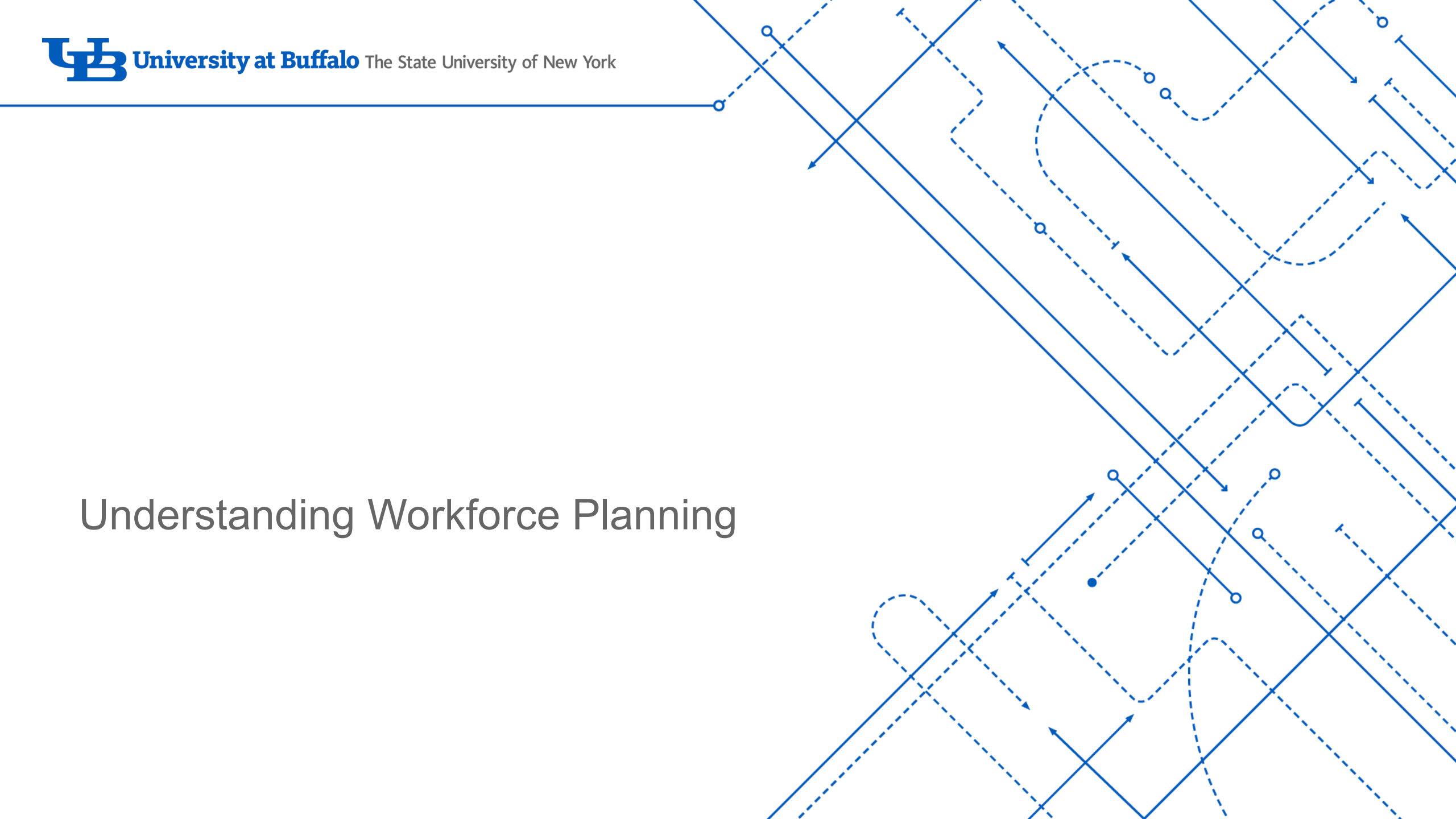
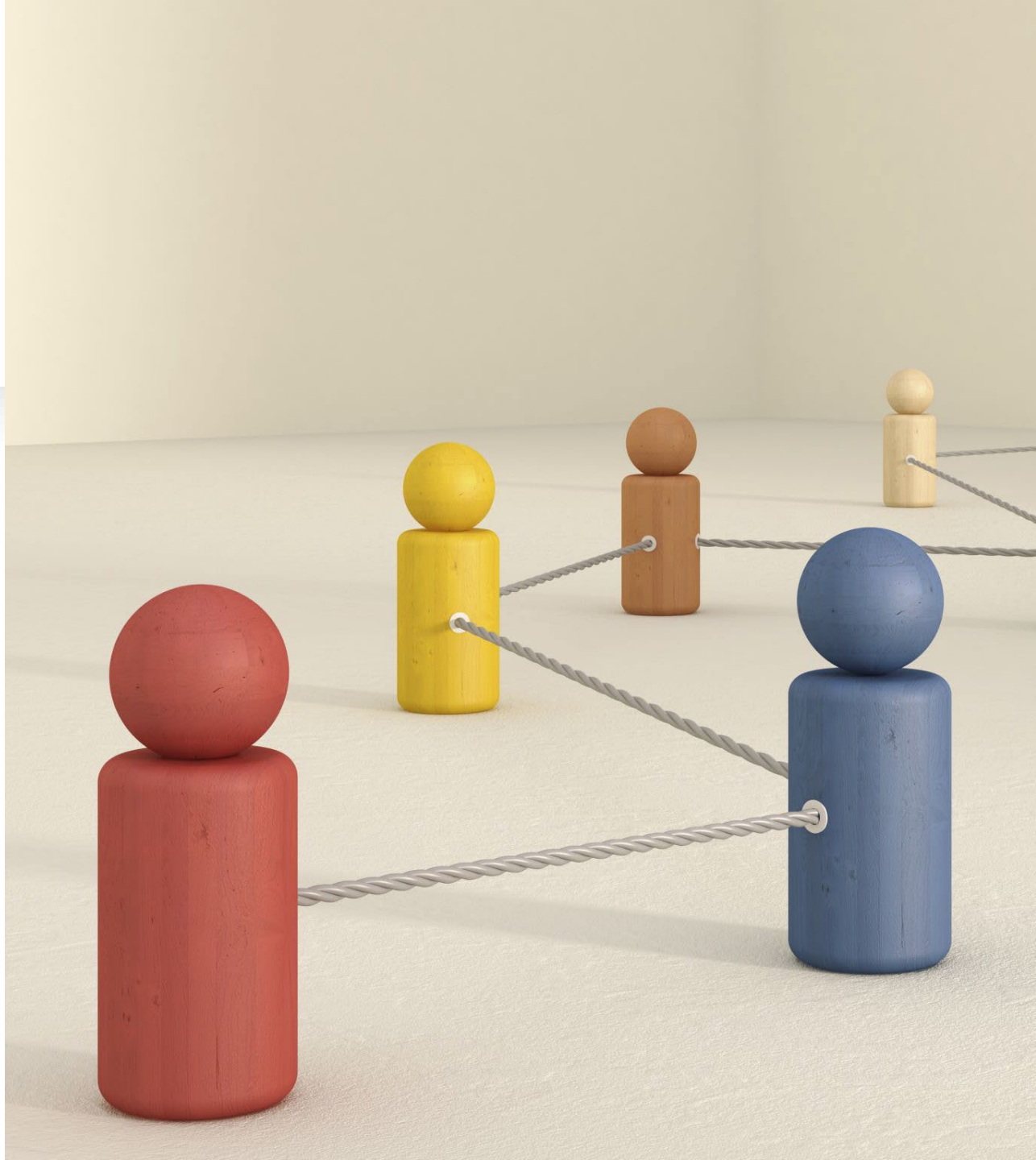
# Understanding Workforce Planning



# What is Workforce Planning

- Ensuring an organization has the right people in the right place at the right time.
- Identifying human resources to meet strategic requirements.

https://www.buffalo.edu/administrative-services/managing-people/managing-hr/manage-staff-positions/develop-workforce-plan.html



# Why is Workforce Planning Important

- Identifies needs
- Finds workforce gaps and surpluses
- Improves recruitment
- Workforce changes are a constant

# Activity – Workforce Planning

- Write down one position within your organization that is critical to the operations of your department.

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- For the position that you selected, make a list of the skills that would make a new person in the role successful?

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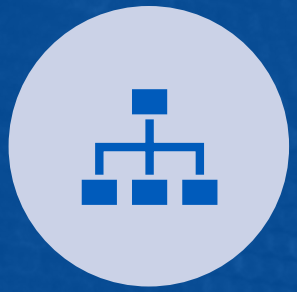
# Workforce Assessment

# Organizational Analysis



Organizational goals

Understand the supply resources

Assess analytics

Identify limitations

# Conduct a Skills Gap Analysis

SKILL SHORTAGES

SKILL SURPLUSES

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- What new skills would be needed?

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- If the current employee were to leave the position, would you keep the position or thinking through a longer-term strategy, how could you change the job description?
- What new skills would be needed?
- Write down the name of one or two employees in your department that could be transitioned into this new role today.

# Activity – Workforce Assessment

- Think about your current workforce, how long have previous employees stayed in this or similar positions in your organization?
- If the current employee were to leave the position, would you keep the position or thinking through a longer-term strategy, how could you change the job description?
- What new skills would be needed?
- Write down the name of one or two employees in your department that could be transitioned into this new role today.
- Write down the name of one or two different employees that have the competency to learn the skills for this new role today.

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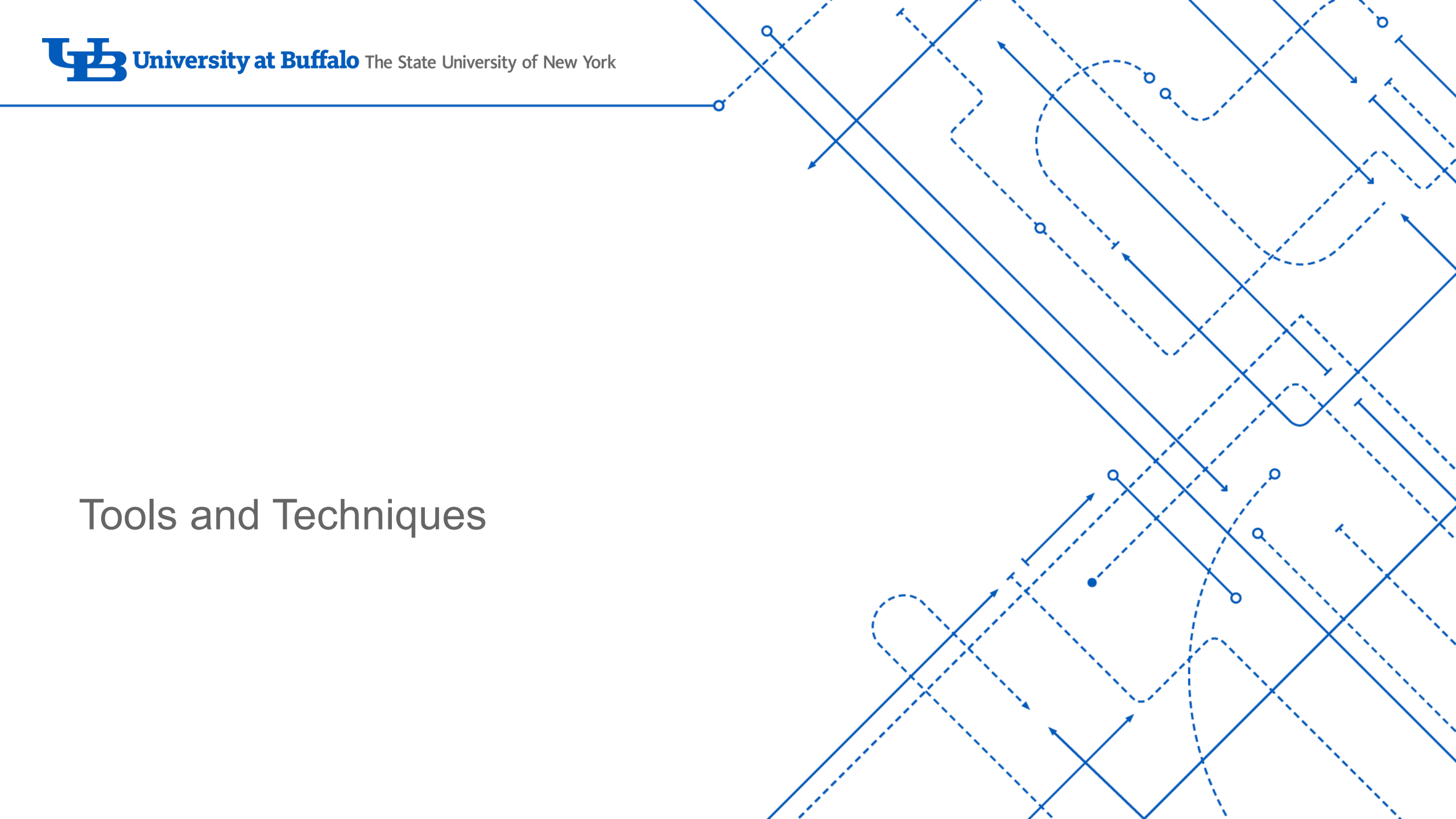


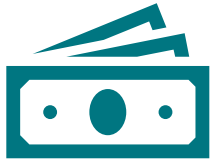
# Tools and Techniques

# Position Management

Duties & Responsibilities

Skills

Title & exemption status



Compensation

https://www.buffalo.edu/administrative-services/managing-people/managing-hr/manage-staff-positions/manage-positions/create-update-position.html

# Inclusive Recruitment

- Setting organizational goals to grow a diverse workforce
- Creating details about a vacancy to share with the internal and external populations
- Identifying skills, capabilities and competencies needed to perform the tasks assigned to a job
- Hiring the next person to shape the role within your organization

https://www.buffalo.edu/administrative-services/managing-people/managing-hr/recruitment-toolkit/for-hiring-managers.html

# Performance Management

01

Identifying current skills and competencies

02

Defining future goals to grow and develop

03

Assessing progress

https://www.buffalo.edu/administrative-services/managing-people/supervising/planning-evaluating-performance.html

# Retention - Actions

- Create an environment where all employees can thrive and fully participate
- Recognition
- Balanced
- Culture
- Fulfilling work

https://www.buffalo.edu/administrative-services/wellness-work-life-balance.html#wwlb-unit

# Retention – Inclusive Outcomes

- Improved employee experience
- Welcoming environment
- Employee engagement
- Fosters innovation and creativity
- Enhances problem solving skills
- Improved innovation

https://www.buffalo.edu/administrative-services/wellness-work-life-balance.html#wwlb-unit

# Training and Development

Develop training plans

Grow skills

Do work differently

https://www.buffalo.edu/administrative-services/training.html

# Succession Planning - Actions

Succession planning is for all levels of an organization

Investment in current workforce

Training and growth of employees

https://www.buffalo.edu/administrative-services/managing-people/managing-hr/develop-employees.html

# Succession Planning - Outcomes

- Retention of institutional knowledge
- Minimizing skill shortages
- Career pathing for existing employees
- Increased employee morale

https://www.buffalo.edu/administrative-services/managing-people/managing-hr/develop-employees.html

# Activity – Tools and Techniques

- If you had employees ready to step into the role, what techniques and tools did you utilize to prepare the employee?
- Is there anything you will change for preparing the next employee for the future?

- If you did not have an employee ready to step into the role, but you have employees with the competencies, what are your next steps to help make the employee successful in their next role?

- If you are unsure of your existing workforce, what steps can you take when to learn more about your employee's skillset and what steps can you take to change the skillsets of your current workforce?

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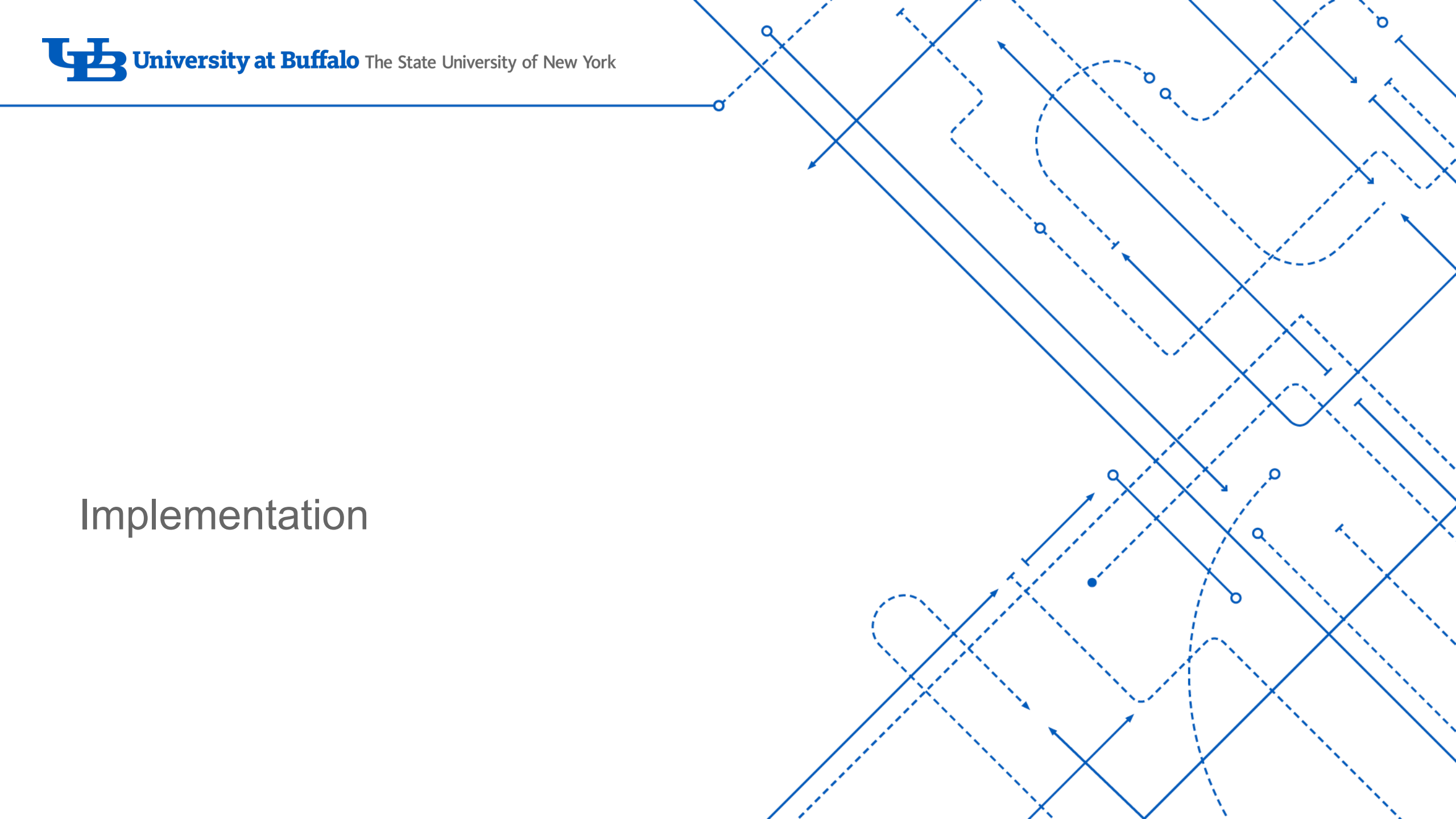


# Implementation

# Business Plan

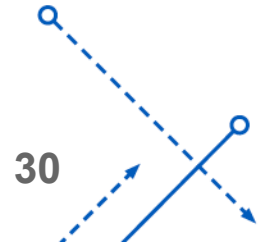
- Directly linked to business plans and goals
- Workforce needs
- Strategies to meet needs
- Reasonable timelines
- Measurements of success and planned deliverables
- Communication plans
- Change management requirements, if needed
- Costs associated with changes

# What Happens Next

- Monitor measurements
- Make adjustments to current plan
- Start new plan
- Workforce planning is ongoing as workforce changes are constant.

# Activity – Implementation

- Reflection - Where do you want to get started?



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