## Step 3-G: Evaluating strategic workforce planning

Use this tool to assess the state of strategic workforce planning in the organisation, and to highlight areas for further development.

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| **Strategic Workforce Planning Status** |
|  | **How do we rate?** |
| **1Poor** | **2Fair** | **3Average** | **4Good** | **5Excellent** |
| 1. Strategic workforce planning is well accepted and supported by executives and leaders.
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| 1. A plan is in place to deal with labour and skill shortages in the future.
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| 1. The workforce strategy is closely aligned to the business strategy.
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| 1. Strategic (as opposed to operational) workforce planning is endorsed and practiced.
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| 1. Roles have been categorised based on their importance to executing strategy.
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| 1. Roles have been categorised as strategic, core, supportive, and misaligned to executing strategy (or similar spectrum).
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| 1. Competencies for each strategic role have been identified.
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| 1. Top talent is assigned to strategic roles; close fit between strategic roles and top talent.
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| 1. The internal and external environmental factors that impact the present and future workforces are well understood.
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| 1. Analytics and data are used to analyse different workforce profiles and trends.
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| 1. The risk associated with important environmental factors is assessed.
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| 1. The profile and characteristics of the current workforce are clearly understood.
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| 1. The no-change future state is used to forecast what the current workforce would look like if no changes or adjustments were made.
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| 1. Scenario planning is used to help understand the future workforce characteristics.
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| 1. Both quantitative and qualitative data are used to construct future scenarios.
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| 1. A gap analysis is performed to reconcile the differences between the current and future state needs.
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| 1. The best decisions about how to meet skill and competency gaps are made through hiring, developing, and using external resources.
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| 1. A detailed action plan is in place to accomplish the initiatives required by the workforce strategy.
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| 1. The workforce strategy is monitored so that if conditions change, the strategy can be modified or redirected as needed.
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| 1. The workforce strategy and action plans make the best use of existing systems, data, people, and resources.
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***Source:*** Adapted from Human Capital Institute (HCI) Strategic Workforce Planning Toolkit 2015.