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

***Source:*** Adapted from Human Capital Institute (HCI) Strategic Workforce Planning Toolkit 2015.