## Step 2-C: Role segmenting tool

Strategic workforce planning should include an analysis of the key roles in the organisation. While all jobs are important, roles vary in their impact on the organisation’s capacity to meet its strategic objectives. An awareness and analysis of the key roles will help to prioritise workforce planning strategies. According to the following, strategic roles and, to lesser extent, core roles should be considered as key roles that are highlighted for monitoring through the planning process.

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| **Role type** | **Determining role types** |
| **Strategic** | * Does this role play a vital role to driving and achieving strategy goals?
* If this role were to go unfilled, would the future success be compromised or put at high-risk?
* Does this position change with time and strategy?
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| **Core** | * Does this role relate to operational excellence?
* Is there considerable risk to goal/strategy achievement if these roles are not filled?
* Is this role called a “never out job” (e.g., always want these jobs filled)
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| **Supporting** | * Does this role keep the internal operation working smoothly, such as IT, finance, or HR?
* Does this role support the business processes that enable the strategic and core roles to deliver the mission?
 |
| **Misaligned** | * Can this role be redeployed?
* Is there no risk to the organisation if the role were to go unfilled?
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***Source:*** Adapted from National Institutes of Health, Workforce Planning Toolkit: Identifying Key and Mission-Essential Positions, 2015 https://hr.nih.gov/sites/default/files/public/documents/working-nih/workforce-planning/pdf/04-keyandmissionessentialpositionsoverview.pdf

| **Segmentation of roles** | **Responses** |
| --- | --- |
| What roles in the organisation are essential to implementing the business strategy? Try to identify the three to five roles that are critical. |  |
| Describe how each of these key roles contributes to executing the strategy and value creation. |  |
| Prioritise these roles in terms of a continuum of impact; from strategic to core to supportive to misaligned. |  |
| Identify which key roles are linked with identified issues, risks or challenges, and should therefore be monitored through the gap analysis process. |  |
| For each key role, consider the following factors currently and in the future: supply and demand, skills, role design, team roles, and drivers for attraction and retention. |  |

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