



WORKFORCE RESET

A Playbook for Workforce and Employer Resilience

Workforce Planning Process – Questions and Considerations

Strategy		Questions/Considerations
1	Understand the organization and its environment	How has COVID-19 impacted your business, work, workforce and workplace?
		How are you managing challenges from and during the COVID-19 pandemic?
		What are the key drivers of supply and demand for the talent you need? <ul style="list-style-type: none"> ▪ Economic ▪ Demographic ▪ Social ▪ Technological <ul style="list-style-type: none"> ▪ Political ▪ Cultural ▪ Other
2	Analyze the current and potential workforce	What has changed with your workforce (if at all) since the start of the pandemic? <ul style="list-style-type: none"> ▪ Do you need less talent? What types? ▪ Do you need more talent? What types? ▪ Do you need different talent? What education, experience, skills, attitudes/aptitudes? ▪ Do you need different positions? What kinds? ▪ Do you need to reorganize work? What types? ▪ Do you need to improve retention?
3	Determine future workforce needs	How will your needs change in the coming months and years? <ul style="list-style-type: none"> ▪ Will you need less talent? What types? ▪ Will you need more talent? What types? ▪ Will you need different talent? What education, experience, skills, attitudes/ aptitudes? ▪ Will you need different positions? What kinds? ▪ Will you need to reorganize work? What types? ▪ Will you need to improve retention?

Strategy		Questions/Considerations
4	Identify workforce gaps against workforce needs	Identify variances between actual versus desired quality and quantity of your workforce
		Can you quantify the gaps, or are they qualitative?
		What evidence do you have to validate the gaps?
		Prioritize/weight the gaps by urgency/immediacy, impact, financial value, cost, etc.
		Differentiate gaps in different departments or levels of staff
5	Actions to address shortages, surpluses and skill mismatches	Building Talent (internal options) <ul style="list-style-type: none"> ▪ Internal recruitment ▪ Onboarding ▪ Skills training <ul style="list-style-type: none"> ▪ Development ▪ Career development ▪ Retention ▪ Compensation <ul style="list-style-type: none"> ▪ Rewards program ▪ Increase productivity ▪ Move/redeploy talent
		Buying Talent (external options) <ul style="list-style-type: none"> ▪ Attraction strategies ▪ External recruitment <ul style="list-style-type: none"> ▪ Employer of choice modelling ▪ Compensation
		Borrowing Talent (external options) <ul style="list-style-type: none"> ▪ Contingent labour <ul style="list-style-type: none"> ▪ Labour/temporary labour providers ▪ Outsource
6	Monitor and evaluate actions	How will you monitor and track your strategies and actions?
		Did you set output/outcome measures and targets with which to evaluate progress?
		Plan periodic reviews of progress and adjust the strategies and tactics as necessary
		Ensure your plan has built-in decision-points to respond to emerging scenarios and opportunities to go in different directions for nimbleness.