

# HUMAN RESOURCE / WORKFORCE PLANNING AND DEPARTMENTAL PLANNING - SUPPLEMENT

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## *A Guide to Integration and Alignment*



HR POLICY AND PLANNING DIVISION  
HUMAN RESOURCE BRANCH

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## TABLE OF CONTENTS

<b>LINKING AND ALIGNING HR / WORKFORCE PLANNING TO DEPARTMENTAL PLANNING .....</b>	<b>1</b>
<b>STEP 1 – DETERMINE YOUR BUSINESS GOALS .....</b>	<b>2</b>
<b>STEP 2 – SCAN THE ENVIRONMENT.....</b>	<b>3</b>
<i>WORKFORCE ANALYSIS</i> .....	3
<i>INTERNAL SCAN</i> .....	3
<i>EXTERNAL SCAN</i> .....	4
<b>STEP 3 – CONDUCT A GAP ANALYSIS .....</b>	<b>5</b>
<b>STEP 4 – SET HR PRIORITIES TO HELP ACHIEVE DEPARTMENTAL GOALS .....</b>	<b>6</b>
<b>STEP 5 – MONITOR, EVALUATE, AND REPORT ON PROGRESS .....</b>	<b>7</b>
<b>AN INTEGRATED PLANNING PROCESS .....</b>	<b>8</b>

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## Linking and Aligning HR / Workforce Planning to Departmental Planning

*Effective alignment of human resources / workforce planning and departmental goals is critical in achieving both government priorities, departmental goals and objectives, as well as sustaining business continuity.*

To determine current and future human resource (HR) needs, a five step approach can be employed. Such steps include the following: determining business goals, undertaking environmental scans (including a workforce analysis, as well as internal and external scans), conducting gap analyses, setting HR priorities, and measuring, monitoring, and reporting on progress. *The information and approach contained in this document is supplementary to the workforce planning guidelines prepared in the Fall of 2006 by the Public Service Secretariat.* These two documents should be used together to develop a HR / workforce plan.

The primary focus of this document is to describe the steps involved in linking and aligning HR planning / workforce planning to departmental strategic / business planning. Establishing HR priorities to help achieve business goals and measuring, monitoring and reporting on progress will be critical.



## Step 1 – Determine Your Business Goals

A solid understanding of government and ongoing departmental business and HR priorities, emerging changes and trends, and the impact of legislative reforms are needed to determine business goals. This step should also consider whether or not strategic partnerships (to facilitate business and HR planning / workforce planning efforts) should be established and ensure that accountability requirements are met. Government priorities are articulated in documents such as the Speech from the Throne, Budget Speeches and other applicable government documents, including departmental Strategic and Business Plans. This information is likely already available in existing departmental strategic / business plans.



## Step 2 – Scan the Environment

### *Workforce Analysis*

Once business goals are understood, an understanding of the workforce, as well as planning for projected shortages and surpluses in specific occupations and skill sets, will be required. Key demographic employment data and characteristics (e.g. sex, average age, occupational groups, skills/competency profiles, etc.), as well as internal workforce trends (e.g. retirement eligibility, vacancy rates, turnover, etc.), are important factors to consider when conducting a comprehensive workforce analysis. This information is likely already available in existing departmental workforce plans, though it may require updating.

### *Internal Scan*

The internal scan is primarily focused on identifying the factors within the department that might affect the HR capacity to meet departmental goals. Each department will be able to identify internal opportunities and challenges. It will be important for the organization to build on its strengths and to minimize challenges and risks.

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#### INTERNAL SCAN

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-  Changes in legislation, collective agreements, etc.
  -  Anticipated changes in funding or budgets
  -  Changes in leadership and priorities
  -  Health and safety
  -  Corporate culture
  -  Employee engagement
  -  Organizational restructuring
  -  Management practices
  -  Leadership styles
  -  Internal policies (ex. immigration, diversity, etc.)  
that could affect the workforce
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### *External Scan*

The external scan focuses on identifying those external factors that may affect workforce capacity, given known operational needs and emerging issues. An external scan should consider the opportunities that exist which can be advantageous to the department. It will also enable the department to identify risks or potential risks in the external environment so that the department can identify specific strategies to manage those risks.

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#### EXTERNAL SCAN

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-  Current workforce trends
-  Demand and supply of employees in certain occupations
-  Candidate pools
-  Current and projected economic conditions
-  Technological advancements which could create new employment or negatively impact certain occupations or positions
-  Migration patterns
-  In-take for occupational groups at post-secondary institutions
-  Employment practices of competing organizations



## Step 3 – Conduct a Gap Analysis

Current and future HR requirements need to be projected based on an analysis of departmental goals and priorities, and environmental scanning. Questions that are helpful in determining HR needs, identifying gaps, and projecting future HR requirements include the following:

- ❖ Do you foresee a skill shortage in a specific occupational group?
- ❖ Will changes in program delivery require the acquisition of new skills?
- ❖ Do you have succession plans for critical positions?
- ❖ Have you conducted a risk analysis of the elements of the scan critical to the success of your organization?

Sample Gap Analysis				
Business Objectives	HR requirements to deliver on the business objectives	Gap - does the department have what it needs to achieve departmental goals	Outcome of not addressing the gap	Potential solutions/strategies to address the gap
Implement the Energy Plan	Engineers with specialized training and experience in the petroleum industry	No	Plan not implemented  High negative impact on development of the industry	<ul style="list-style-type: none"> <li>• Explore bursary, internships etc. to encourage engineers to work in department</li> <li>• Build relationship with MUN and other organizations</li> <li>• Improve the work environment</li> <li>• Re-organize and/or redesign organizational structures, business processes and position descriptions</li> <li>• Implement Integrated Talent Management Program</li> <li>• Create entry-level positions</li> </ul>




## Step 4 – Set HR Priorities to Help Achieve Departmental Goals

Subsequent to an examination of the gap analysis outcomes, HR priorities should be determined and the strategies needed to achieve desired outcomes must be identified by departments. Strategies might address the following issues:

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### SAMPLE STRATEGIES

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-  Developing a talent pool
  -  Work environment improvements
  -  Organizational development
  -  Competency / Skills development
  -  Employee engagement
  -  Workplace well-being
  -  Recruitment / staffing
  -  Retention
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## Step 5 – Monitor, Evaluate, and Report on Progress

Monitoring, evaluating, and reporting on HR performance outcomes is key to assessing progress in target areas, organizational learning and improvement, and to determining future priorities.

Consider the following questions:

- ❖ Have clear and measurable HR goals been identified?
- ❖ Are the HR performance measures aligned with other existing accountability measures (ex. measures that already exist in departmental strategic plans, etc.)?
- ❖ Are systems in place to track performance indicators and analyze any cost benefit?
- ❖ Do results from performance indicators inform priority setting for the next fiscal year?
- ❖ What is the degree of success that has been achieved?

## An Integrated Planning Process

*Ensuring HR priorities are aligned with and support organizational directions*

