

WORKFORCE PLANNING RESOURCES

Why is Workforce Planning Important?

Benest, Frank. "It's a Reality: The Shrinking Talent Pool for Local Government Managers." Public Management 87.2 (2005): 1-6.

<http://web.ebscohost.com/ehost/pdf?vid=1&hid=106&sid=6bca1c98-74f6-469a-acf9-dd209c9f9534%40sessionmgr109>

Benest discusses the shrinking talent pool and outlines several reasons for the future gap: demographics, lack of rewards, and differing values are outlined as the cause of the gap. Benest provides a brief review of strategies including workforce and succession planning to develop or recruit needed talent. Also, the article makes a very useful suggestion of educating each successive governing board on the replacement crises.

Kiyonaga, Nancy. "Today is the Tomorrow You Worried About Yesterday: Meeting the Challenges of a Changing Workforce." Public Personnel Management 33.4: 357-361.

<http://www.cs.state.ny.us/successionplanning/Today%20is%20the%20Tomorrow.pdf>

Outlines the argument for workforce and succession planning. States that awareness and urgency is coming because the succeeding generation of workers is much smaller than the baby boomers. Kiyonaga confirms that succession planning is the solution to retaining expertise and knowledge. She also argues that HR and managers must work together to match strategic goals with strategic workforce planning. Kiyonaga proposes succession planning as the solution to local governments gap problems, but reminds the reader that managers and HR must work together for succession and workforce planning to be successful.

How do We do Workforce Planning?

Pynes, Joseph. "The Implementation of Workforce and Succession Planning in the Public Sector." Public Personnel Management 33.4 (2004): 389-403.

<http://web.ebscohost.com/ehost/pdf?vid=2&hid=116&sid=c722e333-fdc3-45ba-90b8-d523863ec4dc%40sessionmgr108>

<http://www.ok.gov/opm/documents/The%20Implementation%20of%20Workforce%20and%20Succession%20Planning%20in%20the%20Public%20Sector.pdf>

Pynes argues that HR must be including in strategic planning in order for succession and workforce planning to work. HR must have information on the current capabilities and talents of their current staff, and must know what capabilities that staff needs to meet future strategic goals. HR must identify the gaps that exist in the current workforce when compared to future requirements. Further, HR must use succession planning to ensure that qualified managers are recruited or developed internally to replace retiring managers.

Anderson, Martin. “The Metrics of Workforce Planning.” Public Personnel Management 33.4 (2004): 363-377.

<http://web.ebscohost.com/ehost/pdf?vid=1&hid=106&sid=c0f8ce2a-2537-4d9d-8224-7a38d149bbe1%40sessionmgr104>

Anderson describes the metrics behind workforce planning: supply analysis, demand analysis, gap analysis, and solution analysis. Further, Anderson adds that the accuracy of an organization’s supply and demand analysis determines the success of the gap analysis, and the subsequent success of the workforce planning. Anderson covers private and public sector techniques to forecast future workforce supply and demand.

Workforce Planning – Other Government Units:

- Fairfax Co, VA:** <http://www.fairfaxcounty.gov/hr/pdf/workforceplanningmanual.pdf>
- Connecticut:** <http://www.das.state.ct.us/HR/Workforce/default.asp>
- New York State:** <http://www.cs.state.ny.us/successionplanning/>
- South Carolina:** <http://www.ohr.sc.gov/OHR/employer/OHR-wfplan-overview.phtm>
- State of California:** http://www.dpa.ca.gov/general/publications/manuals/WF_planning/
- State of Georgia:** <http://www.gms.state.ga.us/agencyservices/wfplanning/wfpdefined.asp>
- State of Wisconsin:** **Webcast - Workforce Planning Training**
<http://media1.wi.gov/dao/viewer/Viewers/Viewer240TL.aspx?mode=Default&peid=f4c7804d-5783-4ea6-9285-b8d357db2914&shouldResize=False&pid=8ea2d9d2-f6e1-4df3-af91-253bd0935378&playerType=WM7>
- NASPE:** <http://www.naspe.net/index.cfm?PageID=97>

Why is Succession Planning Important?

Ibarra, Patrick. "Succession Planning: An Idea Whose Time Has Come." Public Management 87.1 (2005): 1-7.

<http://web.ebscohost.com/ehost/pdf?vid=2&hid=103&sid=010acbea-0214-4694-96ca-18409ba2972c%40sessionmgr106>

Characterizes the upcoming retirement of a significant portion of local government managers as a "brain drain," and advocates that local governments must urgently and systematically replace talent to sustain their performance. The article outlines the most popular and effective solution as succession planning. Ibarra explains the theory behind the need for succession planning, provides an attrition and retirement worksheet, and explains the necessary steps in succession planning through a simple flowchart. Ibarra advocates that local governments should use succession planning to ensure the continuity of their talent by having fully prepared management candidates to step into vacant positions.

Succession Planning - Practices, Examples, and Tools from other Governments:

Holinsworth, Sheryn. "Case Study: Henrico County, Virginia: Succession Management: A Developmental Approach." Public Personnel Management 33.4 (2004): 475-485

<http://web.ebscohost.com/ehost/pdf?vid=8&hid=106&sid=4e7f9c9a-acd6-41f9-870e-31bcc583011f%40sessionmgr104>

Holinsworth outlines Henrico County's succession training program that focuses on internally training all middle managers to ensure that any sudden vacancies at upper levels can be immediately filled with qualified in-house replacements. The training is done through individualized learning plans administered to middle managers by upper managers. Upper level managers are seen as teachers and mentors who are constantly transferring knowledge, skills, and abilities to their future successors.

Henrico County Virginia. Department of Human Resources. Succession Management Program: Steps in Succession Management. Henrico County: 2001.

<http://www.co.henrico.va.us/hr/edt/s-mgt.html>

Henrico County has been identified as a best practice example in succession

planning. The link goes to a packet of documents used by the county in its internal management training program. The documents are very useful in bridging the gap between succession plan theories and the actual practices used to implement succession planning. The documents include an outline of the steps in succession planning reflecting the typical theoretical steps, a form which identifies internal candidates and outlines the skills they will need for advancement, and several personalized learning plans. This packet is a good practical guide on how to implement succession planning steps.