

## Checklist: The Strategic Workforce Planning Process

- 1. Establish where your business is going**
  - a. What is your business strategy?
    - i. Areas to grow
    - ii. Areas to maintain
    - iii. Areas to exit
  - b. What does this change mean for the business?
    - i. Executive level
    - ii. Business unit level
    - iii. Front-line operational level
  - c. Expected speed of change
- 2. Understand where the labor market is going**
  - a. Macroeconomic forecasts
  - b. Demographic trends
  - c. Regulatory changes
  - d. Competition for scarce resources
  - e. Talent movement trends in your industry
- 3. Understand your future talent demands**
  - a. Organizational structure necessary to support future strategy
  - b. Jobs necessary to support the future organization
  - c. Obsolete jobs to phase out
  - d. Critical employee segments
- 4. Assess your current talent inventory**
  - a. Behavioral fit for new future jobs
  - b. Skills to perform new future jobs
  - c. Internal talent movement
    - i. Retirement
    - ii. Attrition
- 5. Identify your talent gaps**
  - a. What positions will you need to fill?--Scenario analysis
  - b. When will you need to fill them?
  - c. How will you fill them?
    - i. Development of internal talent
    - ii. Redeployment of redundant resources
    - iii. Recruitment from within or from outside
    - iv. Contingent and contract labor
- 6. Implementation**
  - a. Secure top-level executive sponsorship
  - b. Don't attempt to swallow the entire elephant!
    - i. Focus on critical roles or most significant pain points
    - ii. Build positive momentum through quick wins
    - iii. Learn through a focused pilot
  - c. Much more than an HR initiative alone