Workforce Planning Self-Assessment Questions for Senior Leadership

When identifying workforce issues, employers may ask the following questions:

Planning and Alignment

- How will our environment impact our workforce? How are customer demands expected to change (e.g., increase, decrease, or shift in focus)?

- How will technology change the way we work and interact with and deliver services to our customers?

- Are we reorganizing? Are we creating or expanding business lines or services? Are we eliminating or scaling back business lines or services? Are we consolidating or centralizing programs? Decentralizing programs? Will programs or people be relocated or redistributed?

- Are we restructuring the work? Will our distribution of workload change? Will the use of overtime increase / decrease? Will work process improvements change the division of labor in the organization?

- Will our workforce be restructured? Will there be a new ratio of managers to employees? Will there be a new balance of generalists and specialists?

- Are job functions and competencies changing? Which **current** job functions and workforce competencies are critical to our mission and goals? Which will no longer be required in 3-5 years? What **new** job functions and competencies will be needed in 3-5 years?

Hiring

- What factors affect our ability to recruit and retain mission-critical knowledge and skills?

- How effective are current sourcing, recruitment, and selection strategies?

- What factors are affecting retention of high performers?

- How effective are current retention strategies? What does data from employee surveys and exit interviews show?

- How are workforce attitudes (e.g., factors affecting job satisfaction, level of engagement in the workplace, loyalty to employer) expected to change, and what impact do we expect those changes to have on our agency?

Deployment

- How well are agency goals cascaded through the agency and linked to individual employee key results expected?

- How engaged are employees in the success of the agency?

- What information, resources, and technology must employees have to be successful?

Development

- How well are managers prepared to coach employees for new opportunities and career growth?

- How well are individuals for leadership positions identified, assessed, and developed?

- How well is knowledge transferred among employees to retain mission-critical competencies?

- What forms of training and development are needed to teach mission-critical competencies in the next 3-5 years?

Performance

- How does our current employee performance management system enable our workforce to be successful?

- How effective are supervisors at dealing with poor performance?

- How well do managers provide formal and informal recognition?

- How well does leadership hold managers accountable for managing people?