

Soft-Train



*At Soft-Train
Technology Works*

Strategic Staffing Workforce Planning (3 Days) ST00117

COURSE GOAL: To Learn clear, efficient staffing initiatives and the tools to make them work successfully.

PREREQUISITES: None.

LEARNING OBJECTIVES:

Upon completion of this course, the student will be able to:

- Identify staffing needs and opportunities through qualitative and quantitative measures
- Present several effective nontraditional approaches to strategic staffing.

KEY TOPICS:

I. Setting the Stage

- A. An Overview of This Book
- B. Developing the Strategic Staffing/Workforce Planning Process
- C. Implementing and Supporting Your Strategic Staffing/Workforce Planning Process
- D. Beyond Staffing Plans

II. What is Strategic Staffing, Anyway?

- A. Definition
- B. Objectives and Outputs
- C. Other Key Definitions
- D. What Is the Objective of Strategic Staffing?
- E. An Overview of the Process
- F. Staffing Strategies
- G. Staffing Plans

III. How Should You Begin

- A. Why Is Effective Strategic Staffing /Workforce Planning So Rare
- B. Common Impediments to Strategic Staffing
- C. What Should I Do?
- D. Tweak It

IV. Developing the Strategic Staffing/Workforce Planning Process

- A. Placing Strategic Staffing/Workforce Planning in a New Context
- B. Traditional Approaches Just Aren't Effective

- C. More Effective Approaches to Strategic Staffing
- D. Focus on Issues, Not Organizations
- E. Taylor the Process for Each Issue
- F. Focus on Particular Positions, Not All Positions
- G. Keep Plans Separate and Detailed, Not Consolidated
- H. Define Issues on an Ongoing Basis
- I. Solve Problems; Don't Just Build Capability
- J. Think of Strategic Staffing/Workforce Planning as a Function That Feeds Other HR Functions

V. Designing Your Strategic Staffing/Workforce Planning Process

- A. An Overview of the Process
- B. Define Critical Staffing Issues
- C. Understand the Longer-Term Business Context
- D. Identify Staffing Issues Raised by Business Plans
- E. Identify Other Potential Staffing Issues
- F. Select the Staffing Issues You Will Address
- G. Define Staffing Gaps and Surpluses
- H. Define Your Overall Staffing Model Process
- I. Create a Detailed Staffing Model
- J. Define Staffing Requirements
- K. Forecast Staffing Availability
- L. Develop Staffing Strategies
- M. Define Staffing Plans

- N. Document Your Plans
- O. Define Supporting Actions

VI. Strategic Staffing/Workforce Planning at 30,000 Feet

- A. Striking a Balance Between Consistency and Flexibility
- B. The "Common" Part
- C. The "Tailored" Part
- D. Strike the Right Balance

VII. Defining Required Staffing Levels

- A. There is No "Magic Bullet"
- B. Preparing the Right Foundation
- C. Defining Required Staffing Levels
- D. Regression
- E. Staffing Ratios
- F. Project Based Staffing
- G. The Zero-Based Approach
- H. The Incremental Approach
- I. Staffing Profiles

VIII. Defining Staffing Requirements Where Plans Are Uncertain

- A. Alternatives to Perfect Data
- B. Fully Solve Part of the Problem
- C. Conduct Scenario Planning
- D. Prepare "What-If" Plans
- E. Creating Specific Plans in an Uncertain Environment
- F. Considering Project Probabilities

IX. A Staffing Model Example

- A.** Defining Staffing Gaps and Surpluses
- B.** Define the Model Parameters
- C.** Define Staffing Requirements
- D.** Determine Existing Staff Level
- E.** Define Voluntary Turnover
- F.** Estimate Retirements
- G.** Forecast Available Resources
- H.** Calculate Preliminary Gaps and Surpluses
- I.** Defining Required Staffing Actions
- J.** Define Internal Movement
- K.** Define External Transfers
- L.** Determine New Hires
- M.** Define Involuntary Terminations
- N.** Calculate Final Gaps and Surpluses
- O.** Create Staffing Plans

X. Implementing and Supporting Your Strategic Staffing/Workforce Planning Process

- A.** Implementing your Process Effectively
- B.** Placing Strategic Staffing/Workforce Planning Within Your Business Context
- C.** Assessing Your Current Strategic Staffing/Workplace Planning Process
- D.** Engaging and Involving Managers in the Strategic Staffing/Workplace Process
- E.** Developing a Strategic Staffing/Workplace Planning Web Site
- F.** Getting Started

XI. Beyond Staffing Plans: Analyzing and Applying the Results

- A.** Using Workforce Planning to Define the Impact of Retirements on Your Workforce
- B.** Using Workforce Planning to Support Management Succession and Development Planning
- C.** Talent Planning
- D.** Structuring Strategic Workforce Planning to Support Common Business Initiatives
- E.** Defining Staffing Reductions in a Strategic Context
- F.** Measuring Staffing Effectiveness and Evaluating Staffing Options