WORKFORCE PLANNING

WORKFORCE DATA & GAP ANALYSIS

Building the Foundation for Effective Planning



Purpose of Workforce Data

- Provide an evidence base for strategic decision making
- Support identification of risks and workforce vulnerabilities
- Highlight gaps that require targeted strategies
- Support succession management by showing pipeline and readiness concerns

What is a Gap Analysis?

Departments should identify:

- Current and future staffing gaps
- Competency gaps
- Recruitment, retention, and development risks
- Knowledge transfer vulnerabilities
- Underutilization challenges
- Succession gaps impacting key positions

Policy Requirements

- **Identify current vs. future gaps in staff/competencies**
- **Explain how the gaps were determined**
- **Include risk if gaps aren't addressed**
- **Link gaps to SLAA, WFA, etc.**

Key Data Components

Workforce Overview:

- **Current staffing**
- **Workforce characteristics**
- **Historic trends**
- **Retirement eligibility**
- **Separation/turnover snapshot**
- **Demographics & underutilization analysis**
- **Survey results**
- **Key positions & pipelines**

Departments can use tools like MIRS reports, HR Net, public dashboards, surveys, and internal HR reports to gather and interpret data.

Types of Gaps to Identify



- Recruitment - diversity, hiring challenges, hard-to-fill
- Retention - engagement, equity, competition, growth
- Development - training access, competency readiness, career paths
- Knowledge Transfer - tacit knowledge, lack of SOP, limited onboarding
- Succession - lack of bench strength, key person dependency

Process for Conducting a Gap Analysis

Analysis Recommendations

- Workforce data
- Program input & leadership interviews
- Workforce surveys
- Internal/external environment factors
- Skills & competency assessments

Confirm Gaps by Evaluating:

- What will the workforce need in 1-5 years?
- What skills, classifications, or capacities are missing now?
- What functions are at highest risk?

Common Pitfalls

- **Over-reliance on a single report**
- **Listing symptoms but not root causes**
- **Failing to connect gaps to strategies**
- **Ignoring underutilization requirements**
- **Not validating findings with program leaders**

Checklist

- **All pertinent workforce data elements are included**
- **Gaps are tied to actual data and trends**
- **Risks are clearly stated**
- **Underutilization classifications are addressed**
- **Gap analysis connects directly to action planning**
- **Workforce and succession gaps are treated distinctly but cohesively**

Model Phase Links

Phase 2 - Workforce Planning Model - Gather and Analyze Organizational Workforce Data

Phase 2 - Succession Management Model - Identify Candidate Pool and Gaps