Workforce Planning Not A Common Practice, IPMA-HR Study Finds

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The IPMA-HR Benchmarking Committee has been providing human resources benchmark information and data metrics to IPMA-HR members on various topics — including recruitment, compensation, training, HR information technology, operations and demographics — since 1997. Most recently the committee issued a survey to 5,700 IPMA-HR members measuring the extent to which public agencies utilize a workforce plan and have a formalized workforce planning process in place. The results are analyzed here.

Workforce planning has long been an active HR strategy that has been discussed at professional conferences and within professional journals and publications. Since the late 1990s, HR professionals and decision makers have been aware of the need for formalized strategic planning of their workforces, especially given the pure demographics of the public service environment, at all levels. The inevitably changing workforce, driven by the steady exodus of baby boomer workers towards retirement, and converging many times with an increasing demand for public services, marked the generational HR management need for proper planning and development of thoughtful strategies in the areas of recruitment, retention and succession planning.

While the HR and leadership community recognized this need for proper planning, circumstances and limited resources have prevented some agencies from instituting a formal approach to workforce planning. However, there are many examples of success in this area, often driven and supported by government leadership outside of the traditional HR community. For example, at the federal level workforce planning — or human capital planning — is a major component of the President's Management Agenda; and in the State of Georgia, the state legislature embedded formalized workforce planning for agencies within state law.

As shown in the following summary of results of the 2004 IPMA-HR Workforce Planning Survey, many agencies have reported their data and successful strategies for developing a workforce plan and process. As telling as the reported data are, the lack of a higher response rate to the survey may also be an indicator that we've still not formally embraced workforce planning in many of our public agencies. However, the input received from this survey provides useful information for agencies of all sizes, with various degrees of resources available to commit to workforce planning. The journey towards recognized and formalized workforce planning has certainly begun, and will continue to evolve and take form.

Ipma Workforce Planning Resource Guide

Lisa A. Daniel

Ipma Workforce Planning Resource Guide:

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the Third Sector and the treatment of gays and lesbians in public sector workforces **Salary Survey Guidebook** American Management Association,1998 HR News ,2008

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