

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

*Gilbert L. Johnson
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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

Lei Huang



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Workforce Planning Resource Guide for Public Sector Human Resource Professionals, 2002 **Human Resources Management for Public and Nonprofit Organizations** Joan E. Pynes, 2008-12-22 Public and nonprofit organizations face difficult challenges today that make the strategic management of human resources crucial This book shows how to integrate HR practices with the mission of their organization An accessible tool complete with an instructor's manual this book provides an integrated approach to current HR concerns and is unique in its focus on both public and nonprofit agencies Offering guidance and techniques for implementing effective human resource management strategies job analysis performance evaluation recruitment and selection training and development compensation and benefits and collective bargaining Pynes demonstrates how strategic human resources management is essential to proactively managing change

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administration in the public sector Organized around the four principal personnel functions that must be fulfilled in any complex organization this book provides a comprehensive exploration of the planning acquisition development and sanctions within public personnel management OECD Urban Policy Reviews: Viet Nam OECD,2018-02-07 This report provides a comprehensive assessment of Viet Nam s urban policies and analyses how national spatial planning for urban areas along with specific sectoral policies directly and indirectly affect Viet Nam s urban development **Resource Guide** ,1995

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