

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

*Gilbert L. Johnson
Judith Brown*

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 Guide

Robert Lavigna



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Workforce Planning Resource Guide for Public Sector Human Resource Professionals, 2002 Encyclopedia of Public Administration and Public Policy - 5 Volume Set Domonic A. Bearfield, Evan Berman, Melvin J. Dubnick, 2020-08-14 Now in its third edition *Encyclopedia of Public Administration and Public Policy* remains the definitive source for article length presentations spanning the fields of public administration and public policy It includes entries for Budgeting Bureaucracy Conflict resolution Countries and regions Court administration Gender issues Health care Human resource management Law Local government Methods Organization Performance Policy areas Policy making process Procurement State government Theories This revamped five volume edition is a reconceptualization of the first edition by Jack Rabin It incorporates over 225 new entries and over 100 revisions including a range of contributions and updates from the renowned academic and practitioner leaders of today as well as the next generation of top scholars The entries address topics in clear and coherent language and include references to additional sources for further study 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 **Public Personnel Management** Donald E. Klingner, Jared J. Llorens, John Nalbandian, 2015-07-17 Distinguished by its coherent values perspective *Public Personnel Management* focuses on the conflicts political processes and management techniques that provide the context for personnel 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 *Public Personnel Management* Norma M. Riccucci, 2023-08-28 *Public Personnel Management* has served as an essential concise reader for public personnel and human resource management courses in the fields of public administration political science and public policy for more than 30 years Since the first edition published in 1991 the book has provided professors and students alike with an in depth look at cutting edge developments beyond standard textbook coverage to cultivate a broad understanding of the key management and policy issues facing public and nonprofit HRM today Original chapters are written expressly for the text by leading public administration scholars each focusing on specific and sometimes controversial concerns for public personnel management such as social equity labor relations public employee rights and the operation of nonprofits Now in an extensively revised seventh edition *Public*

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