

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 Guide

Katrin Zwirgmaier



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Table of Contents Ipma Workforce Planning Guide

1. Understanding the eBook Ipma Workforce Planning Guide
 - The Rise of Digital Reading Ipma Workforce Planning Guide
 - Advantages of eBooks Over Traditional Books
2. Identifying Ipma Workforce Planning Guide
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Ipma Workforce Planning Guide
 - User-Friendly Interface
4. Exploring eBook Recommendations from Ipma Workforce Planning Guide
 - Personalized Recommendations
 - Ipma Workforce Planning Guide User Reviews and Ratings
 - Ipma Workforce Planning Guide and Bestseller Lists
5. Accessing Ipma Workforce Planning Guide Free and Paid eBooks
 - Ipma Workforce Planning Guide Public Domain eBooks
 - Ipma Workforce Planning Guide eBook Subscription Services
 - Ipma Workforce Planning Guide Budget-Friendly Options

6. Navigating Ipma Workforce Planning Guide eBook Formats
 - ePub, PDF, MOBI, and More
 - Ipma Workforce Planning Guide Compatibility with Devices
 - Ipma Workforce Planning Guide Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Ipma Workforce Planning Guide
 - Highlighting and Note-Taking Ipma Workforce Planning Guide
 - Interactive Elements Ipma Workforce Planning Guide
8. Staying Engaged with Ipma Workforce Planning Guide
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Ipma Workforce Planning Guide
9. Balancing eBooks and Physical Books Ipma Workforce Planning Guide
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Ipma Workforce Planning Guide
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Ipma Workforce Planning Guide
 - Setting Reading Goals Ipma Workforce Planning Guide
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Ipma Workforce Planning Guide
 - Fact-Checking eBook Content of Ipma Workforce Planning Guide
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development
 - Exploring Educational eBooks
14. Embracing eBook Trends
 - Integration of Multimedia Elements

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