Analyzing your Workforce

Workforce analysis is the foundation of any good workforce plan. It involves three distinct phases including Supply Analysis, Demand (or Needs) Analysis and Gap Analysis. Altogether, this process yields information that can be melded together with the other components of workforce planning to form a strategic plan to cope with the workforce challenges of the future. The whole analysis should be revisited periodically to identify new trends and factors.

Step One—Supply Analysis: Evaluating the Current Resources

This step is generally the easiest because much of the information has been collected already somewhere in the organization. Evaluating current employee and demographic data will help identify future needs as well as a projected workforce strategy. Below is a list of the kind of data you will need and some potential sources of it.

Existing Employee Data. Most of the employee data is available to authorized users through the "State Employees" query in WiscJobs:

- What are the demographics of your current workforce? (Gender, ethnic, disabled, full/part time, classified/LTE, etc.)
- How many people are performing each job?
- Where are the jobs located?
- What is the employee/supervisor ratio? Does it need to change?
- What are the pay rates of current employees?
- What is the likelihood of attrition through retirements? You can estimate potential retirements by identifying those employees who are eligible for retirement benefits currently and in succeeding years. The value of this type of estimate is limited by the scope of the data in payroll systems. Additional information such as total years of creditable service, amount of accumulated sick leave, and retirement eligibility of spouses would be very helpful, but is difficult to obtain.

Termination Reports (from the payroll system), Exit Interviews and Employee Surveys:

- How many people have left the department?
- Why did the employees leave the department?
- Where did they go?
- What were their impressions of the work environment before they left?
- How do the continuing employees feel about the agency?

Recruitment Data (from WiscJobs and payroll records):

- What recruitments have been completed in the last two to three years? Check both your own agency and recruitments done by other agencies for related jobs.
- What recruitment activities and resources were used?
- How many qualified applicants were found?

- Where did the most qualified applicants come from?
- What do new employees think of your recruitment practices?

Additional materials agencies can use to assist in the analysis include:

- Strategic planning documents.
- Current budget and position reduction information.
- External influences on operations.
- External labor market and economic data. (See links at the end of this document.)

Step Two—Demand Analysis: Evaluating the Future Needs of the Agency

To assess future needs, determine the answers to the following questions:

- How essential is each job?
- What job functions, if any, could be consolidated?
- How many people are needed in the future to perform each job?
- What knowledge, skills, competencies and abilities (KSA) are needed to perform anticipated job functions?
- What technology changes will be made?
- What processes could be done more efficiently or effectively?
- What activities can the agency stop doing or give up?
- Are there opportunities for reorganization?
- What are the organization's strategic objectives?
- What are the organization's diversity objectives?

Step Three—Gap Analysis: Comparing Supply and Demand

This step can be completed in a fairly straightforward manner. Simply take the demand analysis results and match them to your supply results. Any mismatches indicate either a projected unmet need or a surplus, either of which presents a challenge.

To fill the gaps between current resources and future needs, use the results of the other core components of your workforce plan to craft possible solutions. Some approaches include:

- Ensure employees with obsolete skills receive the training needed so they can continue to contribute.
- Hire and maintain employees who can develop and use ever-changing technology.
- Provide a workplace and work opportunities that retain employees.
- Train employees in skills that support the agency's strategic direction to ensure valuable use of time and resources.

- Document the processes, methods, tools and techniques for positions requiring special skills and responsibilities.
- Determine the best use of positions by analyzing needs rather than just refilling the position in the same way.
- Increase efficiencies in recruitment and hiring processes by proactively identifying future anticipated vacancies and completing some of the steps in the exam development process prior to positions being vacated.
- Identify training needs, classification and compensation issues, organizational or position changes.
- Research labor market availability of candidates and possibilities to "grow your own" for certain positions.
- Create affirmative action strategies in an effort to maintain and increase diversity within the department.

2002 Wisconsin State Workforce Fact Book

http://oser.state.wi.us/docview.asp?docid=1113

State & Local External Labor Market Data

Office of Economic Advisors

Assistance with labor trends analysis

Wisconsin Labor Market Information

- Affirmative Action by County
- County Labor Force
- County Labor Supply and Wage
- Regional Information
- Civilian Labor Force
- Industry Employment

National Labor Market and Economic Data

Bureau of Labor Statistics

- Mass Layoffs
- Employment Projections.
- Job Openings and Labor Turnover.
- Employment by Occupation.
- Wages by Area and Occupation.
- Demographic Characteristics of the Labor Force.

Other State Examples

- State of Georgia – **SWiFT Tool**
- **State of Washington**