



Information and Communications Technology Council
Conseil des technologies de l'information et des communications

Developing Tomorrow's
Workforce Today



HR TIP SHEET

HR Planning

To plan is to work out details beforehand. If organizations effectively plan for their HR needs, they afford themselves the luxury of deciding the best way to meet their business objectives.

HR Planning is a series of activities whose objective is to assess labour supply and demand. It involves the analysis of current human resources and the external labour pool against the future needs and objectives of the business. In short, it is a plan for addressing the identified gaps or shortfalls in the required level of human resources.

What are the benefits of good HR Planning?

- Ensures adequate human resources to meet the goals of the organization by comparing the projected work load against the available talent. This may involve reviewing an employee's skills inventory to identify specific skill sets or abilities available internally.
- Helps the organization predict future labour and management needs.
- Addresses the impact of social, economic, legislative and technological trends that impact the human resources within the ICT sector. For example, changes in the economy or trends within the technology sector may dictate the types of resources required for business sustainability and profitability.
- Allows the organization to manage change more effectively.

What are the costs of poor or absent HR Planning?

- Good HR Planning provides the opportunity to select the best possible resources to fill the organization's needs. Organizations may be challenged to find quality employees when they are required to hire quickly.
- Ensuring a present and engaged workforce may provide organizations with a competitive edge over similar businesses in the market.
- By staying attuned to organizational needs, businesses will be able to respond to client needs more efficiently and effectively.

- Similarly, by staying attuned to the needs of the employee, organizations will increase the levels of employee motivation and engagement. They will be able to provide employees with meaningful and challenging work. This increases employee retention and reduces the costly requirement to recruit and train new employees.
- With proper planning organizations are better positioned to take on new workloads, and to respond to common business challenges such as absenteeism, illness and leaves of absence.

Documenting the HR Plan:

- HR Planning is a continuous process that requires constant review and assessment against the organization's goals and objectives.
- Most organizations review and document the HR Plan on a yearly basis.
- The HR Plan is a brief document that outlines the HR initiatives and strategies that respond to the organization's needs and overall direction. It states the key assumptions and identifies who has responsibility within the organization for the various strategies.
- Typically, the HR Plan includes timelines for implementation.

Communicating the HR Plan:

- The HR Plan must be communicated throughout the organization and should include:
 - How the HR Plan serves to meet the organization's goals and objectives
 - What changes in policies, programs, practices and systems will be made
 - How the changes will impact the staff
 - When the changes will occur
 - How each staff member can contribute and support the HR Plan
 - How the HR Plan will impact the organization in the future
- The HR Plan should be supported and agreed to by the CEO and senior managers.

Canada

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The HR Planning process:

HR Planning Steps

What should you consider?

Step 1 Develop / Review your organizational profile Analyze your current HR environment against the organization's goals and objectives.	<ul style="list-style-type: none">■ Where are you today?■ Where would you like to be?■ What are the organization's key objectives?■ What internal capabilities, processes, policies, and systems are able to support you in attaining your objectives?■ What is occurring in the external environment?■ How will this external environment impact on your HR needs?
Step 2 Forecasting your HR requirements Identify the number and types of positions required to meet the organization's objectives.	<ul style="list-style-type: none">■ What positions do you need to fill?■ What types of competencies are necessary?■ What knowledge, skills, and abilities are needed to meet your objectives?■ How many people are needed to do the work?
Step 3 Forecasting your HR availability Analyze the capability and availability of the organization's current work force.	<ul style="list-style-type: none">■ Is there anyone among the existing employees who has the skills, experience, and competencies to do the job?■ Are employees currently in positions that use their strengths?
Step 4 Gap Analysis Compare the anticipated positions against the current workforce availability.	<ul style="list-style-type: none">■ Is the number of vacancies higher or lower than the number of qualified individuals to perform the work?■ Do employees have the right competencies and qualifications?■ Are they overqualified with respect to the vacant positions?
Step 5 Planning HR Initiatives Design strategies/initiatives to respond to identified gaps.	<ul style="list-style-type: none">■ What is the best approach for addressing the gap?■ Should you hire internally or externally?■ Is outsourcing an option?■ Are temporary or permanent layoffs required?■ Is organizational restructuring a solution?■ Are you able to train current staff to do the work?■ Is your approach compliant with existing laws and regulations?■ Is there an impact on employee benefits plans, compensation, or office space and equipment?
Step 6 Measure / Evaluate Link efforts invested in talent to the bottom line.	<ul style="list-style-type: none">■ How did you do?■ What initiatives or activities require alignment to meet your organization's goals and objectives?■ Which initiatives yield the greatest return on our investment?

For more tools and tips on how to plan your ICT human resources, go to the Information and Communications Technology Council website www.ictc-ctic.ca and inquire about their HR tools to help you manage your ICT human resources more effectively. Look for the *ICT Competency Profiles framework* to inform you of the competencies needed for 36 ICT work streams or ask about their latest version of the *Human Resources Management Guide*.