Inclusive Workforce Planning & Diversity Practices in Nonprofits
Tuesday, July 28, 2020
2:00 – 3:30 PM ET

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AGENDA

• Why Workforce Planning Matters
• Who’s On Your Bench?
• Who’s Got Next & Why?
• Workforce Planning & Equity: How Do You Achieve It?
TODAY’S PRESENTER

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A Diversity, Equity, Inclusion & Belonging Talent Management Virtual Education Series for Nonprofits
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Why Workforce Planning Matters
Workforce Planning

Workforce Planning is a medium- to long-term analysis of how an organization aligns its organizational strategy and business needs to its workforce composition and workload.
Workforce planning is the process of ensuring the organization has the right number of people with the right skills, in the right place, at the right time to deliver on organizational goals and drive organizational impact.
Workforce planning is particularly relevant during times of organizational change, enabling organizations to be resilient to change as well as face the challenges ahead in a positive and proactive way.
4 Key Components of Workforce Planning

Set strategies & priorities

Assess current skills

Identify & address gaps

Forecast future needs

- Establish priorities for the organization including growth, new programs/projects, shifts in mission focus, alignment with strategy
- Evaluate the current composition of the workforce in terms of skills & demographics (age, gender, race, ability, etc.)
- Adopt strategies to fill gaps in supply and demand; assess impact of gaps on organization & goals
- Using historical data & strategic business plans, forecast future workload.
4 Essential Elements of Workforce Planning Analysis

**Supply Analysis**
Define current labor supply

**Demand Analysis**
Review future business plans and objectives

**Solution Analysis**
Focus on how to address gaps in current staffing and future staffing needs

**Gap Analysis**
Compare differences in supply and demand models; identify skill surpluses and deficiencies
Why Workforce Planning Matters

Because **TALENT** is the most important tangible asset of your organization
Why Workforce Planning Matters

If done well, workforce planning will increase productivity, cut labor costs, improve financial performance and innovation, and dramatically enhance organizational impact because you’ll have the right number of people, with the right skills, in the right places, at the right time.
Who’s On Your Bench?
Who's On Your Bench?

Understanding your organization’s workforce composition is an exercise in risk management.

Examine both capacity & capability!
Who’s On Your Bench?

What do you know about the composition of your organization’s workforce?
Who’s On Your Bench?

What do you know about the capabilities of your organization’s workforce?
Who’s On Your Bench?

Composition/Supply Analysis

- Employee data – demographics, age, gender, race/ethnicity, identity, earnings, employment type, employee retention and distribution
- Turnover and recruitment data – vacancy lengths, recruitment rates and number of applicants during recruitment process
- Internal influence – organizational changes that may influence decisions such as a change in programmatic direction, budget cuts and external pressures
- Current competencies – skills and competencies of current workforce
- Rewards – how are employees being recognized and rewarded for their work
- Competitor analysis – Looking at competitors and comparing their workforce strategy
Who’s On Your Bench?

How did you get where you are?

How are the systems and people in your organization contributing to your current workforce composition and capabilities?
Who’s Got Next?

Key Questions for Consideration?

- Who are your key players?
- Who do you see as capable of leading? Filling future opportunities?
- What criteria have you established for who sits in what seat?
- What organizational practices and systems are helping you identify promise and potential?
- What organizational practices and systems are limiting how you identify promise and potential?
Who’s Got Next & Why?

Key Questions for Consideration

- **Why** have you identified the key players that you have?
- **Why** do you see certain individuals as leaders and not others?
- **Why** have you established the criteria that you have for who sits in what seat? What limiting beliefs or organizational biases might exist that prevent certain groups from advancing their careers?
- **Why** are you engaging the systems that you to help you identify promise and potential?
Workforce Planning & Equity:
How Do You Achieve It?
Workplace Equity

An approach that recognizes unique disparities and provides relevant support systems for overcoming barriers; that supports those in the room having the things they need to thrive
Equitable workplace cultures demonstrate behaviors that value and respect individuals and groups with different backgrounds, and recognize the specific challenges and circumstances experienced by these different groups.
Benefits of Workplace Equity

- Achievement
- Results
- Retention
- Brand Value
- Attraction
REALITIES

Workplace Equity & Workforce Planning

How do your current systems support the equitable use of talent?

Forecasting & assessment

Succession Planning

Leadership Development

Recruiting
Retention
Redeployment
Retirement
Workplace Equity & Workforce Planning

How do your current practices support (or not support) the equitable use of talent?
Workplace Equity & Workforce Planning

What are staff perceptions, feelings and experiences regarding your organization’s workplace equity practices?
Workplace Equity & Workforce Planning

7 Steps to Developing Equitable Workforce Planning Practices

1. Do not talk about workplace equity without addressing your what and your why
2. Explore and seek to understand your organization’s history with bias and discrimination
3. Use data to drive decision making and uncover inequities
4. Commit to redesigning your workforce planning strategy/practices with equity at the center
5. Seek buy-in from the full demographic representation of your leadership and workforce
6. Prioritize internal equity in workforce planning and all talent management practices
7. Lead by example and action
REALITIES

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Q&A

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