5 Things Effective Managers Do in Planning for a Talented Workforce

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1. Systematically compare what you have to what you need ...

**Demand Analysis**
- Forecast
- Organizational Conditions
- Forecast Labor Demand

**Supply Analysis**
- Forecast Internal Supply
- Forecast External Supply

**Reconcile Gaps**
2. Know the job ...

Job Analysis

Job Description

Exemption Status

Job Design
Sidebar – Job Design

Concerns in Designing Work for Others:
1. Balancing between specialization and variety.
2. Establishing the importance of the work.
3. Allowing for autonomy and self-direction.
4. Providing opportunities for feedback.
5. Fostering safety and an ergonomic work environment.
2. Know the job ...

Job Analysis

Job Description

Job Design

Exemption Status
Sidebar – Job Descriptions

Common Components:
1. Job Summary
2. Essential functions / Duties
3. Non-essential functions / Duties
4. Accountabilities / Responsibilities
5. Experience/Education Requirements
6. Knowledge/Skills/Abilities/Competencies
7. Work Environment
8. Version / Developer Information
2. Know the job ...

Job Analysis

Job Description

Job Design

Exemption Status
Sidebar – Exemption Status

Exemption Tests:
1. Salary Level Test
2. Salary Basis Test
3. Duties Tests
3. Think broadly in determining your people resources ...

Volunteers

Employees &

Independent Contractors &

Interns

Outsourcing
Sidebar – Is it an Internship or a Volunteer?

Non-Profit/Charitable Organizations Volunteer:
1. Less than a full-time job
2. No compensation expectation
3. Does not displace regular workers
4. Work is not of a commercial nature

Unpaid Internship Test:
1. Training similar to an educational environment
2. For the benefit of the intern
3. Does not displace regular employees
4. Employer derives no immediate advantage
5. Intern is not necessarily entitled to a job at conclusion of internship
6. Both parties understand that there is no entitlement to wages

**When in Doubt: Pay a Minimum Wage or Develop a Volunteer Agreement Form**
3. Think broadly in determining your people resources ...
Sidebar – Is it an Independent Contractor?

Common Characteristics:
1. Opportunity for profit & loss
2. Multiple clients
3. Own tools, equipment, resources
4. Control of scheduling & method of work
5. Paid by contract or invoice for completion of work

** Twenty-factor Test **
4. Plan for the Future ...

- Surprises: Replacement Plan
- Systematic: Succession Plan
- Build-it: Skills Inventory & Development Plan
- Buy-it: Network Sourcing Plan
5. Use the Planning Information to Drive your Management Decisions ...

Sidebar Example: Strategic Recruiting Plan
1. Position Characteristics
2. Market Choice
3. Message Choice
4. Media & Sources