Workforce Planning

Building a foundational blueprint for long-term growth
Why Choose Queen’s IRC?

Queen’s IRC focuses on developing and delivering human resources (HR), labour relations (LR) and organizational development (OD) programs for busy practitioners.

- 85 years of evidence-based and practitioner-focused training
- In-person, virtual and custom programs available
- Coaching from industry leaders with real-world experience
- Certificate-based programs in HR, LR and OD
- Practical simulations and tools that apply to your work environment
An aging workforce, increased employee turnover, global workforce opportunities and a wide range of other factors are resulting in a talent shortage for many organizations. It’s clear that new approaches for recruiting, engaging and growing tomorrow’s leaders are needed for long-term growth.

Workforce Planning gives you the tools to accurately assess your current situation and develop a solid workforce plan that is aligned with and supports your organization’s business strategies and plans and considers the many economic and demographic influences that can impact your workforce.

Learning Objectives

- Understand what is meant by “strategic” workforce planning and the strategic context for workforce planning relative to your organization’s HR and business strategy
- Assess your organization’s current workforce and internal labour market and determine your projected workforce requirements with a focus on future skills and competencies, as well as the numbers
- Use a range of financial and economic metrics to understand the external labour market and evaluate the effectiveness of your workforce plan and market competitiveness of your employee value proposition to determine whether they support your longer-term strategies and plans
- Develop various tools to address any gaps between your current and future workforce requirements and the external market (e.g., high potential employee programs and succession plans) to support your workforce plan and recognize potential pitfalls in these tools
- Understand the importance of HR governance and establishing accountabilities to optimize the outcomes of your strategic workforce plan

Organizational Benefits

- Frameworks and tools for understanding your current workforce and future workforce requirements
- Succession planning frameworks to address gaps between your current workforce and future workforce requirements
- Practical application of theory through case studies and sharing leading practices through group discussions
- Additional resources for further understanding of strategic workforce planning and addressing your talent gaps and challenges (e.g., diversity)

Takeaway Tools

- Tools for measuring the current state of your workforce and talent practices and understanding the external labour market
- Frameworks and practical examples to enhance the strength of your organization’s workforce planning initiatives
Program Overview

Our module-by-module overview introduces the topics that will be explored in depth over the course of the program.

**MODULE 1**

**Introduction to Strategic Workforce Planning: Understanding the Evolution of Planning in an Ever-Changing World**
- Explore the concept of "strategic" workforce planning and why it is important to an organization
- Discover the strategic context for workforce planning relative to your organization’s HR and business strategy

**MODULE 2**

**Strategic Workforce Planning Frameworks**
- Explore examples of strategic workforce planning frameworks
- Analyse a business strategy and plan, and determine the implications for workforce planning
- Conduct a workforce and labour market analysis with a focus on assessing the internal labour market
- Examine ABC Limited Case Study – Parts 1 and 2

**MODULE 3**

**Workforce Development: Addressing Workforce Gaps and Succession Planning**
- Examine ABC Limited Case Study – Part 3
- Conduct a workforce and labour market analysis with a focus on assessing the external labour market
- Address workforce gaps that were identified during the workforce and labour market analysis, and develop a workforce plan.
- Discover the importance of succession planning as an essential process for addressing workforce gaps

**MODULE 4**

**Retention of Leadership and Other Key Talent**
- Address workforce gaps including High-Potential Employee Programs
- Explore a case study on branding to better understand the challenges associated with succession planning and high-potential programs
- Examine ABC Limited Case Study – Part 4
- Discuss the importance of understanding HR governance and establishing accountabilities
Ian Cullwick (Speaker)

Ian Cullwick is a retired partner with an international consulting firm, and has served as the Vice-President of HR and Organization Research at the Conference Board of Canada. Ian specializes in governance effectiveness, performance management, human resources strategy, and organization design. He has advised a broad cross-section of organizations in both the private and public sectors, including high technology companies, financial institutions, crown corporations, health care and not-for-profit organizations. He is also a noted thought leader and has authored a number of articles on organization design, performance management and compensation strategy. Ian also teaches in the Executive MBA program at the Telfer School of Management.

Ian has an MBA from the Ivey Business School (Western University), an MIR from the University of Toronto and an undergraduate degree from Queen’s University. He currently serves on the Boards of Directors of the Trans Canada Trail and Family Services Ottawa. Ian is a former board member of the Children’s Hospital of Eastern Ontario, Bradburn Securities, and the Ottawa YMCA.

The roster of facilitators and speakers may change. We will do our best to keep you informed of program changes.

Catherine Stewart (Lead Facilitator)

Catherine (Cathy) Stewart has extensive experience as a business leader and human resources executive with an excellent reputation for building relationships, and collaborating with senior leadership and cross functional teams in organizations to develop and implement HR strategies and best practice HR programs, systems and processes that are aligned with and support their business strategies. As a trusted HR advisor, Cathy has supported business executives and front-line managers through challenging organizational and structural changes and has launched many new initiatives and held several unique HR roles. She is recognized as someone who “gets things done” to meet the HR operational requirements of the business and drive significant change, when required.

Cathy has led the HR function for small and mid-size organizations and held HR leadership positions with large multi-national organizations in the financial services, high tech/ telecommunications, business services and national and international sport sectors. Cathy recently retired as the Executive Director, Human Resources for the Canadian Olympic Committee (COC). Following a major review of the organization in 2015, Cathy successfully led the transition of the COC and Canadian Olympic Foundation (COF) to being recognized as one of the Best Workplaces™ in Canada by the Great Place to Work Institute® for both 2020 and 2021, and one of the Best Workplaces™ for Women and Best Workplaces™ for Mental Wellness in 2021, as well as being certified as a Great Place to Work in 2019 and 2020. Among her many accomplishments at the COC/COF, Cathy developed and facilitated a semi-annual leadership and senior leadership team succession planning process to identify and develop high potential and emerging leaders for both organizations, and to mitigate attrition and leadership risks identified through the organization’s enterprise risk management framework. Cathy is now working as an independent HR consultant, assisting organizations across a spectrum of HR functional areas.

Cathy has a Physical Education undergrad degree and MBA with a focus on Organizational Behaviour from York University. She is a Certified Human Resources Leader (CHRL) and has facilitated programs for the Life Office Management Association (LOMA) and the Human Resources Professional Association of Ontario (HRPA).
Building Better Leaders