

## Workforce Planning and Options for Replacing an Employee

When an employee leaves a position, as a supervisor you have options and can do some “workforce planning”. The Society for Human Resource Management (SHMR) defines workforce planning as the process an organization uses to analyze its workforce and determine the steps it must take to prepare for future staffing needs.

When planning your department’s workforce ask yourself:

- Do I need to replace the exact position as is?
    - Let Business Services help you review your current staffing structure, help evaluate the services you provide, and the positions needed to effectively meet your department mission.
  - Can I spread the work out to others in my department and use the budget to increase their salaries?
    - Evaluating workload, processes, available tools, and skill sets you may be able create a leaner staffing model.
  - If more than one person is eligible in my department, do I do an internal to department search and hire at the lower level later?
  - Can I look at promoting a person in my department and hire a new employee at a lower level?
    - USU’s HR office recommends starting with a promotion option. When using this option, ask the following question:
      - Is there more than one eligible employee in the same salary grade?
        - If so, HR always recommends an internal to department search.
- There may be times when more than one employee has the same title and salary grade, but only one is more qualified for the higher-level role. If this is the case, you need to be able to provide HR documentation why the promotion is justified.
- If only one employee is qualified, you can either:
    - 1) Complete a position re-evaluation of the employee’s current position
    - 2) Move the employee into the vacant position number as a non-competitive promotion
  - If you are not able to justify the promotion, an internal to department search must be conducted.