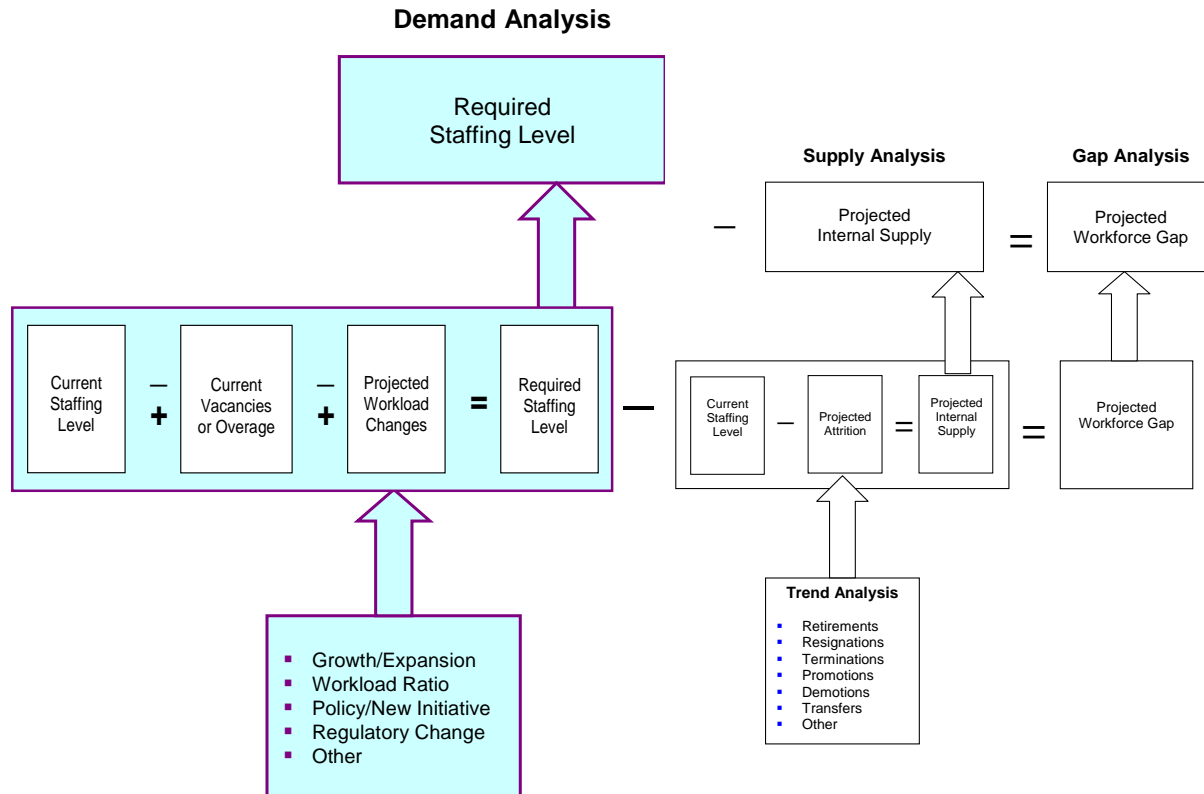


Getting Started – The Demand Analysis



The **Demand Analysis** identifies your agency's workforce needs:

- The starting point for your Demand Analysis is based on the number of staff you currently have – not on the number you need.
- The Demand Analysis must identify not only the *numbers* of staff needed (**Staffing Assessment**), but also the *competencies* that are critical to successful job performance (**Competency Assessment**).
- The focus of the Demand Analysis is identifying the *functions* that an agency must perform, not just the people needed to carry out the functions.

➤ Tip:

The Demand Analysis can provide one of the greatest benefits in workforce planning because it offers the chance for an agency to re-examine long-standing assumptions about the purpose and direction of its programs in light of the changes taking place.

- The Demand Analysis should also examine *changes in functions*. These changes might have a significant impact on the size and kind of workforce needed in the future. In fact, the *kind* of staff you have today may not meet your current needs, let alone your future needs.

Once you've decided which classifications to target, you'll need to conduct both a Staffing and Competency Assessment in order to get a full understanding of your workforce. You should spend some time thinking about whether to start your Supply/Demand Analysis with a Competency Assessment or the Staffing Assessment. The following guidelines will help you decide:

Guidelines: Starting with a Competency Assessment or Staffing Assessment

- **Competency Assessment First:** When introducing a new service delivery initiative, such as Family to Family (F2F) or the Juvenile Detention Alternatives Initiative (JDAI), the competency requirements for the position are likely to change. In fact, the Competency Assessment may lead you to conclude that you need a new job classification. For example, introducing the F2F model may result in the creation of a Team Decision Making Facilitator position.
- **Competency Assessment First:** When there is a significant gap between job performance and agency expectations in the targeted classification, we recommend starting with the Competency Assessment. Such an assessment may lead to discussions of job reengineering, new classifications and/or technology changes, having a significant impact on the number of employees needed.
- **Staffing Assessment First:** When you have “the right kind of people in the job,” and you expect the nature of the work to remain fairly stable, starting with the Staffing Assessment makes perfect sense.

➤ Tip:

The results you obtained from the *Targeted Classification Worksheet* provide you with most of the information you need to decide whether to start your Demand Analysis with the Competency Assessment or the Staffing Assessment.