

## FAQs

### What is workforce planning?

Workforce planning is the process to identify the right people, with the right skills and support, in the right jobs, at the right time so that Middlebury can achieve its highest goals and objectives. It is not simply about reduction, or cost cutting, or a substitute for performance management.

### What are the steps in workforce planning?

There are five steps in the workforce planning process:

1. Determining the future workforce needs
2. Assessing our current workforce
3. Analyzing the gaps
4. Defining priorities, strategies and solutions
5. Executing our workforce plans.

### What is the timeframe for each step?

Our intent is to take the entire institution through steps 1-4 by April 2019. The specific timeframe for each step is:

- |  |                                      |
|--|--------------------------------------|
| 1. Determining the future workforce needs        | August 30, 2018 –September 2018      |
| 2. Assessing our current workforce               | October 19, 2018 – November 2018     |
| 3. Analyzing the gaps                            | December 21, 2018 – January 18, 2019 |
| 4. Defining priorities, strategies and solutions | February 8, 2019 – March 1, 2019     |
| 5. Executing our workforce plans                 | June 30, 2019 and beyond             |

### What are we expecting as outcomes of the first step?

Project Teams will continue their work over the next several weeks and by the end of August, they will put a stake in the ground to define, in broad strokes, their future work by identifying the following:

- Long-term departmental goals and objectives
- The essential components of the work required
- The required competencies, skills and knowledge
- Ideal systems and processes
- Technology requirements

### Who are the project team leads and how were they selected?

Project team leads were selected by the vice presidents based upon the areas they manage, as well as their insight. You can see who they are [here](#).

**How can I participate?**

If asked to participate on a project team, we hope that you will do so. In addition, there will be many stakeholder engagement conversations over the next several weeks. Ask to join one for a department in which you have an interest.

**When can we expect to hear the outcomes of the future state conversations?**

Project teams are asked to provide preliminary drafts of their future state by the end of August. While there may be continued efforts to refine their thinking, we should have a strong sense of where we are going by then. We anticipate sharing that with the community by September.