

## Job Description

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<b>Job Title:</b>	Manager, Workforce Planning
<b>Department:</b>	Human Resources
<b>Reports To:</b>	Director, Employee Relations, and Planning
<b>Jobs Reporting:</b>	Workforce Planning Advisor, Workforce Planning Coordinator
<b>Salary Grade:</b>	USG 12
<b>Effective Date:</b>	February 2024

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### **Primary Purpose**

The Manager, Workforce Planning supports workforce optimization by leading and facilitating discussions to identify current and future state workforce needs using integrated systems and design thinking approaches through analyzing current workforce data, examining internal and external drivers, and forecasting future workforce needs. This role is relied upon to compare workforce data with market data to advise senior leaders on indicators, trends, and changes impacting the workforce.

The Manager, Workforce Planning proactively understands the university's direction and priorities, and identifies, develops, implements, supports, and manages strategic initiatives, aligning workforce strategies with the four anchors of workforce planning – the academic mission, strategic plan, student experience, and research/scholarship at the University of Waterloo. This position plays a key role in ensuring the university has the right talent, in the right place, at the right time, to meet institutional objectives efficiently and effectively.

### **Key Accountabilities**

#### **Workforce Optimization**

- Develop and guide a consistent workforce planning framework campus wide.
- Oversee the design, application, and delivery of workforce planning solutions that focus on people, processes, and technology to improve organizational performance.
- Develop effective working relationships across campus with university leadership, creating partnerships and working collaboratively with Faculties and Academic Support Unit leaders to support the achievement of the university's strategic plan goals and departmental workforce plans.
- Manage the implementation of short term and long-term workforce planning initiatives, to ensure the university has the right mix of skills and expertise to meet current and future demands.
- Analyze workforce data, trends, and metrics to make data-driven decisions in the development of workforce strategies, understanding how changes in the workforce may impact different areas of the university.
- Deliver workforce planning and data presentations to committees and leadership outlining progress towards meeting goals and objectives, providing industry trends impacting the university, and informing on campus community developments.
- Extract and consolidate campus wide change drivers and present to Director, CHRO, and university leadership for action.
- Remain up to date on industry trends, emerging developments, and best practices, along with the latest technologies in workforce planning.
- Participate in broader HR and university wide projects associated with workforce optimization and transformation.

- Represent the University of Waterloo at external committees and conferences on workforce planning strategies.

### **Strategic Workforce Planning**

- Lead facilitated discussions and sessions to engage department/faculty in the workforce planning process, working closely with leaders to optimize resource allocation and utilization.
- Design and implement workforce programs and initiatives to enhance employee engagement and retention, establishing client focused solutions and continuous quality improvement.
- Collaborate with cross-functional teams to align staffing levels with production goals and service delivery requirements, developing contingency plans to address unexpected fluctuations in staffing needs.
- Partner with HR Partners, hiring managers, and other stakeholders to gather information and insights to support short term and long-term strategic workforce plans.
- Manage and facilitate change with department/faculty leadership teams through the implementation of proactive strategies and workforce plans.
- Oversee the operationalization of workforce plans through organizational change, continuous improvements, and change management.
- Identify challenges within the workforce planning process and employ effective solutions.
- Lead, liaise or participate in projects initiated from workforce planning outcomes.
- Ensure workforce planning practices comply with legal requirements and university policy.
- Report on workforce planning initiatives, news, and updates in a clear and timely manner to the Director and CHRO, outlining progress, themes, and outcomes.

### **Forecasting, Data Analysis, and Continuous Improvement**

- Implement forecasting models to predict future workforce scenario planning based on university needs, historical data, and industry trends.
- Collaborate with department leaders to understand upcoming projects, operational goals, and changes in workflow that will affect and inform on workforce planning scenarios related to staffing requirements and fluctuations in demand.
- Create workforce plans to address talent gaps and anticipate future skills requirements, aligned with institutional objectives.
- Partner regularly with department leadership to identify key roles, developing future-focused action plans that ensure continuity of service and leadership.
- Manage the analysis of Workday data to determine workforce trends and needs around recruitment, retention, retirements, turnover etc.
- Lead workforce analytics assessments for stakeholders and leadership presentations to support strategic decision making.
- Manage the collection of workforce data from the university sector, regional, national, and international sources.
- Lead initiatives to enhance workforce planning processes and methodologies regularly.
- Define and measure success metrics that provide strategic insight and measure change progress.
- Evaluate the effectiveness of existing forecasting tools and systems, recommending and implementing improvements.

### **Workforce Management**

- Manage and coach the Workforce Planning office comprised of the Workforce Planning Advisor and Workforce Planning Coordinator, leading, and guiding the team through the workforce planning process.

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- Coach, train, mentor, and develop employees to support growth, development, engagement, and retention.
- Conduct annual performance plans with direct reports and ensure adherence to Annual Performance Planning and Review process within the department.
- Promote team spirit, cohesiveness, motivation, and commitment to client focused service and continuous quality improvement.

*\*All employees of the University are expected to follow University and departmental health and safety policy, procedures, and work practices at all times. Employees are also responsible for the completion of all health and safety training, as assigned. Employees with staff supervision and/or management responsibilities will ensure that assigned staff abide by the above, and actively identify, assess, and correct health and safety hazards, as required.*

### **Required Qualifications**

#### **Education**

- University undergraduate degree in Human Resources, Business or a related discipline, or equivalent combination of education and experience
- Certified Human Resource Leader (CHRL) designation
- Certification from a recognized authority an asset (e.g., Change Management (PROSCI) etc.)
- Certification in facilitation an asset (e.g., CTDP, IAF etc.)

#### **Experience**

- 1-3 years of progressive workforce planning experience.
- 5-7 years of human resources partner and/or organizational development experience, with exposure to change management.
- 2-4 years of leadership responsibility, influencing senior-level management and key stakeholders.
- Manager/Leadership experience preferred.
- Experience with data reporting and analytics to drive strategy.
- Prior experience with major organizational changes.
- Experience translating strategic workforce planning into tactical outcomes.
- Experience and knowledge of workforce planning principles, methodologies, tools, and metrics.
- Demonstrated knowledge of applicable employment legislation and human resources best practices.
- Experience leading and executing workforce planning projects with senior business leaders.
- Practical experience with interpreting and reporting on workforce data.

#### **Knowledge/Skills/Abilities**

- Strong business acumen, strategic problem solving, and decision-making skills with the ability to address complex workforce challenges.
- Strong leadership skills to drive change and influence key stakeholders.
- Proactive and innovative thinking to develop creative solutions for workforce challenges.
- Strong analytical and data interpretation skills; proficient in collecting, organizing, and managing workforce data.
- Effective communication skills, both oral and written; able to convey complex workforce planning concepts to various stakeholders with a clear and compelling approach.
- Exceptional interpersonal skills able to build robust working relationships at all levels.
- Proven ability to think strategically and align workforce plans with organizational goals.
- Ability to work collaboratively with cross-functional teams and diverse stakeholder groups, and influence decision making at all levels.
- Ability to prioritize and manage multiple projects/clients simultaneously.
- Ability to adapt plans based on evolving business needs and industry trends.

- Ability to manage timelines, resources, and deliverables effectively.
- Solid analytical ability, judgment, and creative thinking skills to solve complex issues, which may include building consensus through brokering and facilitating effective solutions.
- Proficient in MS Office and HRMS.
- Excellent facilitation skills with a high degree of comfort delivering outcomes and recommendations to senior leaders.
- Demonstrated knowledge of workforce planning, organizational development, and change management initiatives.
- Demonstrated skill partnering with clients to support ongoing strategic initiatives.
- Results oriented with the ability to create recommendations and challenge assumptions.
- Demonstrated ability to manage confidential and sensitive information in a professional manner.
- Flexible and adaptable, able to work in ambiguous situations, and remain calm under pressure.

### **Nature and Scope**

- **Contacts:** Internally, the Manager, Workforce Planning collaborates with university leadership and other senior employees across all areas to guide and support on issues related to areas of responsibility. Must be able to advise, motivate, and influence stakeholders on issues that could have organization-wide impacts. Build strong working relationships with the HR Partner, Data Specialist, Job Evaluation, and Talent Acquisition teams to manage a unified and consistent implementation process of workforce initiatives. Expected to perform facilitated conversations and deliver presentations on workforce strategies, analytics, and change drivers at senior leadership meetings. Collaborates with external organizations and professional counterparts (e.g., Workforce Planning Board of Waterloo Wellington Dufferin).
- **Level of Responsibility:** The Manager, Workforce Planning is responsible and accountable for the results of the Workforce Planning portfolio and team and is accountable for meeting relevant goals. The position is expected to be future-focused, aware of workforce trends, and bring innovative and creative concepts, opportunities, and recommendations to the Director, Employee Relations, and Planning.
- **Decision-Making Authority:** The Manager, Workforce Planning is expected to be self-directed in responding to requests and supporting campus stakeholders in workforce planning optimization. Changes regarding workforce planning strategy may be referred to the Director, Employee Relations, and Planning.
- **Physical and Sensory Demands:** Minimal demands typical of a position operating within an office environment
- **Working Environment:** Minimal exposure to disagreeable conditions typical of a position exposed to stress and pressure in a fast-paced work environment.