

Week Four – Conduct Gap Analysis

Gap analysis is the process of comparing the workforce supply projection to the workforce demand forecast. An analysis should consider the composition of the workforce, including demographic characteristics, geographic location, size, and employee competencies level. The agency will establish workforce strategies based on the results of this analysis.

Analysis results may show one of the following:

- A **gap** (when projected supply is less than forecasted demand), which indicates a future shortage of needed workers or skills.
- A **surplus** (when projected supply is greater than forecasted), which indicates a future excess in some categories of workers and may require action. The surplus data may represent job classifications or skills that will not be needed in the future or at least not be needed to the same extent.

Key Questions:

- How will the anticipated demand for the agency services impact the size, skills and competencies of the current workforce?
- Does the current or future labor market indicate the appropriate availability of talent for which the agency is competitive?
- Is the agency currently or projected to experience losses due to retirement or normal attrition?
- How will the agency compensate for projected skill and competency deficiencies?

Seek:

- Deviation from normal operating procedures and the impact on agency service delivery.
- Changing morale and work-life issues that may impact organizational performance.
- Structural barriers, systems, policies and procedures that inhibit efficiency and change adaptability.
- Changing skill requirements and the impact on current and future workforce.

Next week will address developing strategies for gaps and surpluses.

For additional information concerning strategic planning, please visit our website at: [Kentucky: Personnel Cabinet - Kentucky Government Agency Strategic Plans and Progress Reports](#)

