People Management
Level 5 – Optimizing

Workforce Projection

**Purpose** — To coordinate long-term workforce development activities to meet future business needs of the IA activity. Workforce projection involves developing a strategic workforce plan that sets out the IA activity’s objectives for competency development and workforce activities, in conjunction with the organization’s projected strategic needs, and developing plans to guide workforce development activities for the IA activity.

**Essential Activities**
- Project the IA activity’s future services and required skills/resources in the context of the organization’s strategic plans.
- Analyze and develop the workforce requirements needed by the IA activity (in terms of number of resources and skill sets) to carry out the projected services.
- Analyze the gap between existing and the desired resources and competencies.
- Develop long-term strategies for closing the resource gap (e.g., training and development of existing staff, creation of new positions, reclassifying existing positions, reorganizing reporting relationships, developing consulting relationships, engaging technological tools, co-sourcing, and outsourcing).

**Outputs**
- Workforce plan for staff or position development to ensure that adequate competencies are in place in the IA activity for future work needs.
- Proposal (as needed) to strengthen the capacity of the IA activity through addition or modification of staff skills and experience, co-sourcing, outsourcing, etc.

**Outcomes**
- Organizational recognition of the relationship between its strategic objectives and risks and the makeup of its IA activity.
- Recognition of the IA activity’s long-term relevance and capacity to provide value-added services.

**Institutionalizing Practice Examples**
- Senior management support for workforce projection development activities.
- Organizational policy on strategic workforce planning.
- Internal audit strategic plan.
- Internal audit strategic staffing plan.