



Strategic Workforce Planning

BCASBO

August 2025



Today's Agenda

- 01 What is Strategic Workforce Planning?**
- 02 Back to Basics: How Do You Start?**
- 03 Essential Success Factors**
- 04 Small Group Discussion**
- 05 Debrief & Facilitated Group Discussion**

Your Facilitators



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01

What is Strategic Workforce Planning?



What is workforce planning?



Workforce Planning is the process of analyzing, forecasting, and managing your workforce to ensure that it has the **right capacity**, with the **right skills**, at the **right time**.



It helps you answer questions like:

- ✓ How many teachers, education assistants, and specialists are needed to meet student needs this year?
- ✓ What staffing levels will be required across schools and programs in the next 1–3 years?
- ✓ What roles and skill sets will be critical to support evolving student needs?



Workforce planning is not:

- × Daily staff scheduling
- × Classroom assignment decisions
- × Organizational design
- × Succession planning
- × Reporting
- × Talent management

These areas are *related* to workforce planning, but are not typically directly included in this work.

Why is workforce planning needed?

A quickly growing student population, rapid changes in AI technology, capacity and funding concerns, shifting needs of learners, and more, are coming together to increase the need for visibility and strategic workforce planning.

Leaders in education are grappling with both immediate capacity requirements and more strategic questions.



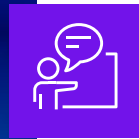
How are schools and students evolving and how can teachers meet those needs?



What will the size and distribution of the student and teacher population look like in the next 5–10 years?



How is AI transforming the education system and the skill sets teachers will need?



How can we incorporate increasingly important areas such as mental health and Indigenous studies into education?



Which changing skills do teachers need that we should prioritize investment in?

87%

Of business leaders want flexible and agile workforce planning rather than periodic.

Source: Forrester Analyst report

01

An agile and simpler planning approach

02

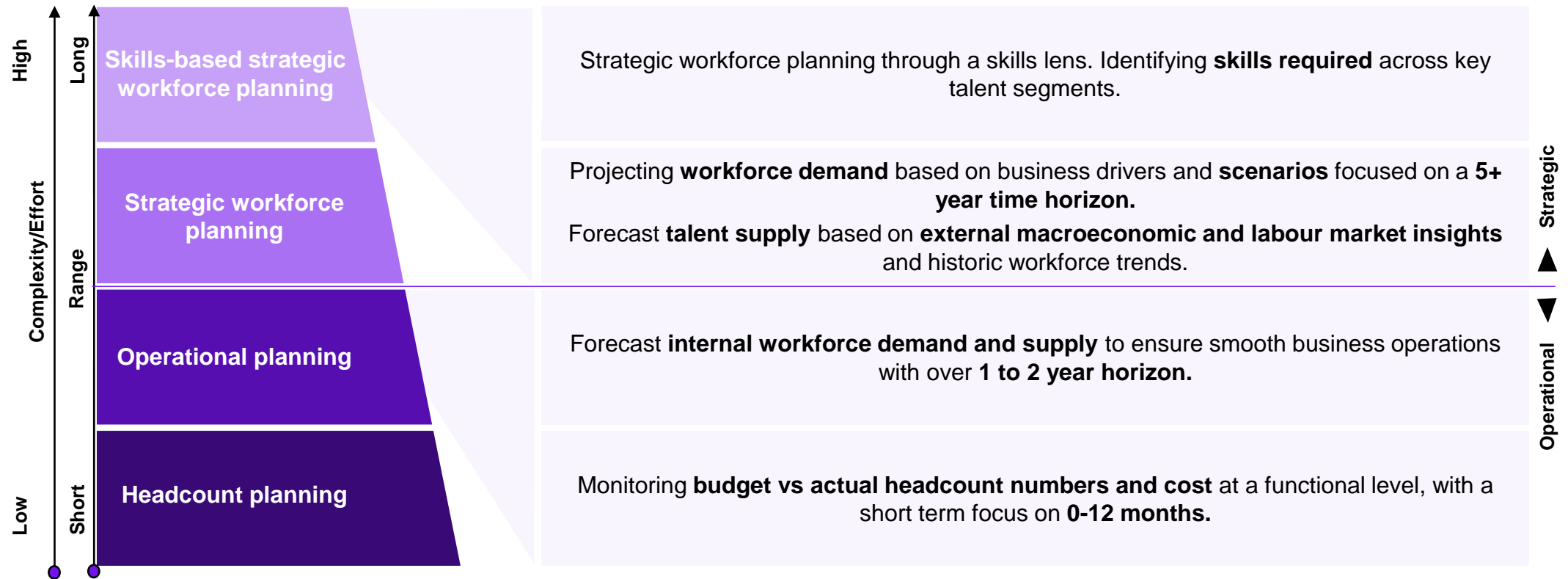
A long-term view of skills and capabilities

03

Planning for high impact changes and scenarios

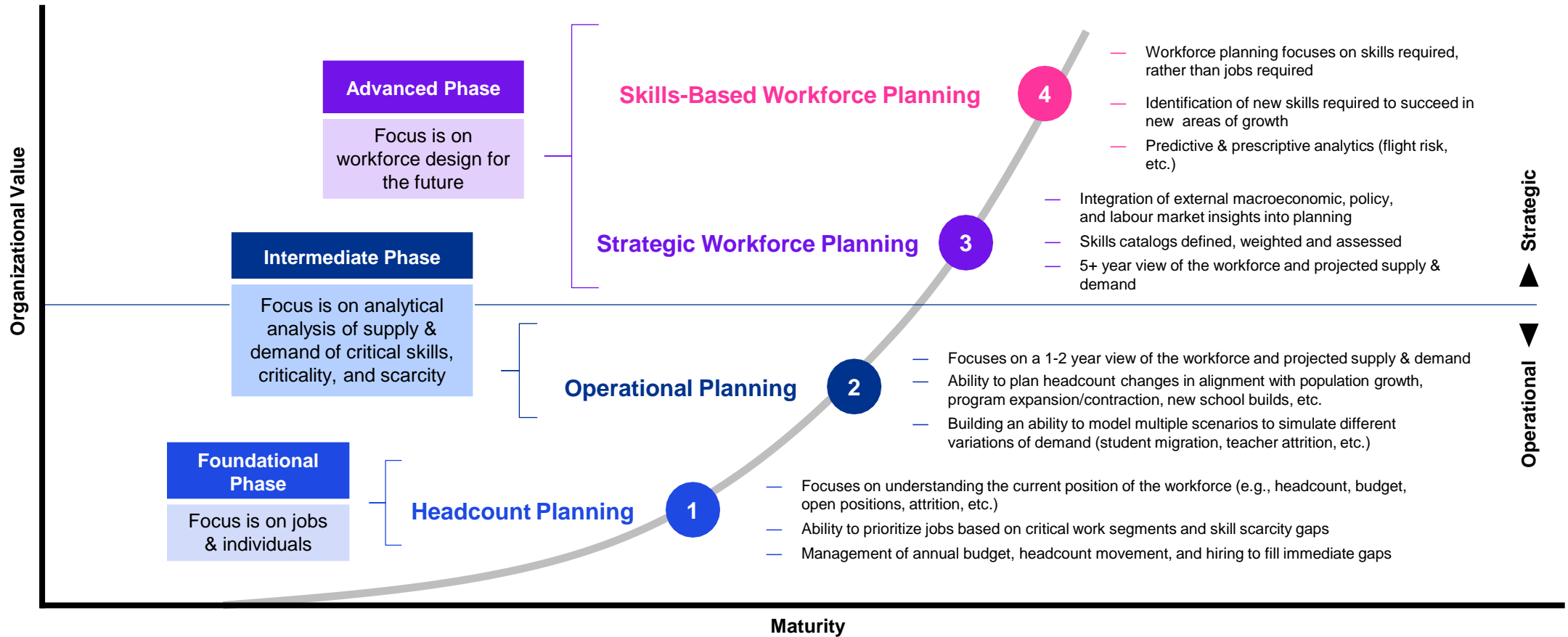
Workforce planning exists on a spectrum

Workforce planning as a concept encapsulates several ‘types’ of planning, each with a slightly different focus. Typically, both operational and strategic workforce planning are desired and valuable for organizations.



The workforce planning spectrum is a maturity curve

The 'types' of workforce planning build on and enable each other. Organizations typically begin in the 'Foundational Phase' with Headcount Planning before progressing to further levels of maturity.



Operational vs strategic workforce planning

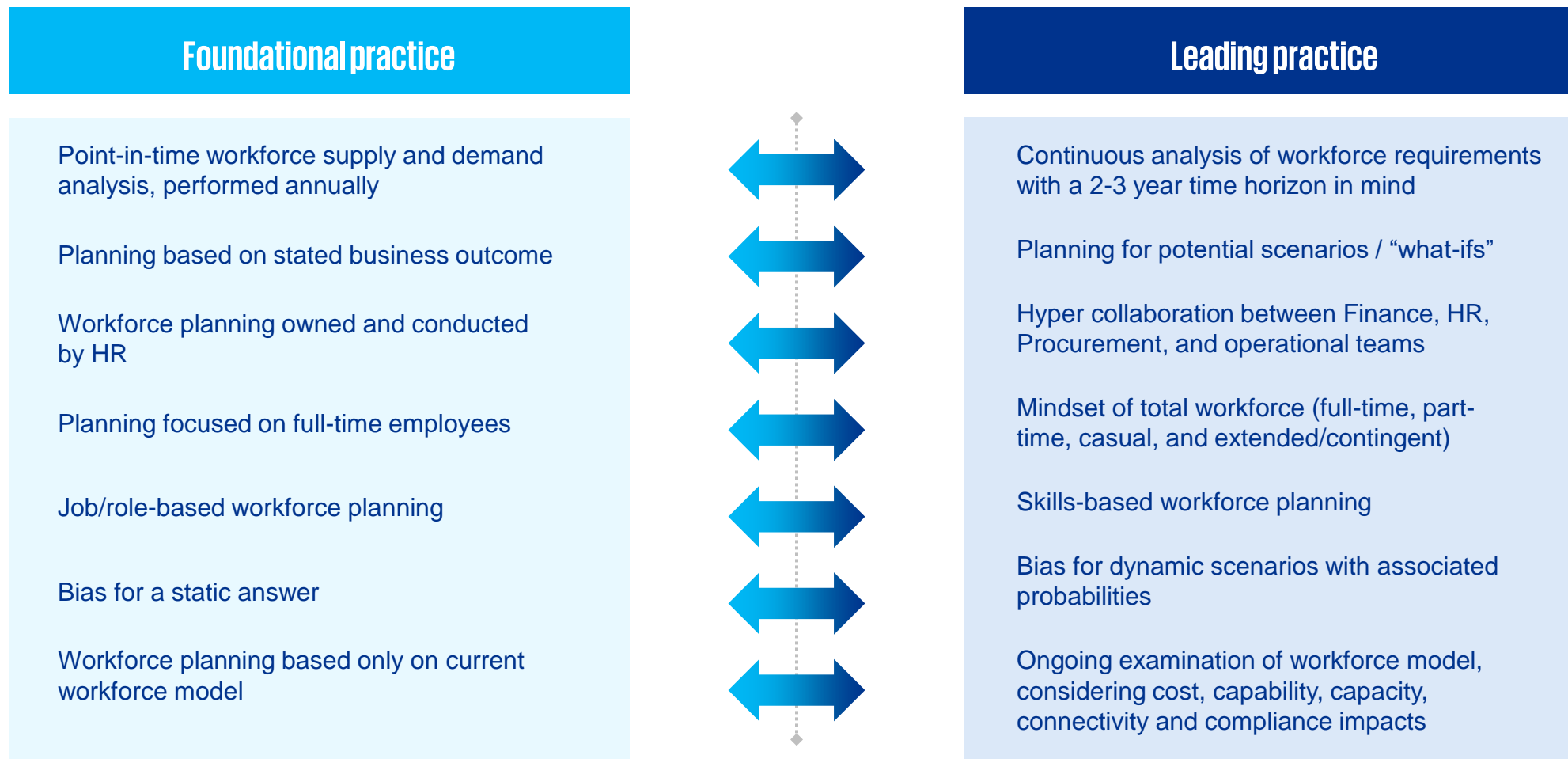
Operational and strategic workforce planning serve distinct but complementary purposes. They have two distinct outlooks, processes, and type of value for an organization.



While there are fundamental differences in the approach and intent of the two forms of workforce planning, visibility of the **skills** that are being hired for the **location** we are hiring them at, and how the **shape** of the current organization will fit in to the future needs are key considerations.

The trend: organizations are evolving how they plan

A shift is being seen in the market; increasingly, organizations are looking to incorporate more dynamic elements into their workforce planning processes.





02

Back to Basics: How Do You Start?

	BLAIR VITALE
DOB	GENDER
08/18/1998	MALE
CITY	OCCUPATION
ELK GROVE	ENGINEER

	ALEX WALTON
DOB	GENDER
08/18/1998	MALE
CITY	OCCUPATION
ELK GROVE	ENGINEER



	ALESSIO MESSANA
DOB	GENDER
08/13/2002	MALE
CITY	OCCUPATION
ST. LOUIS	STUDENT

ALESSIO MESSANA

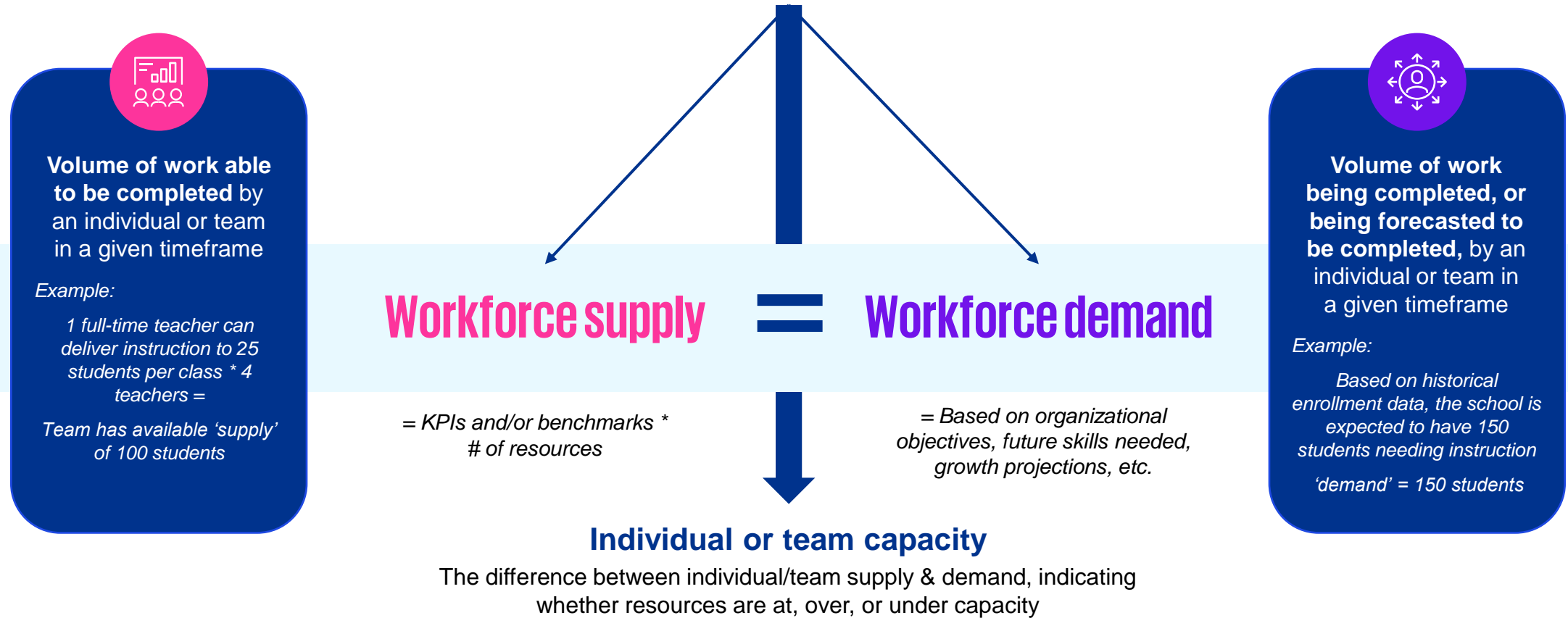
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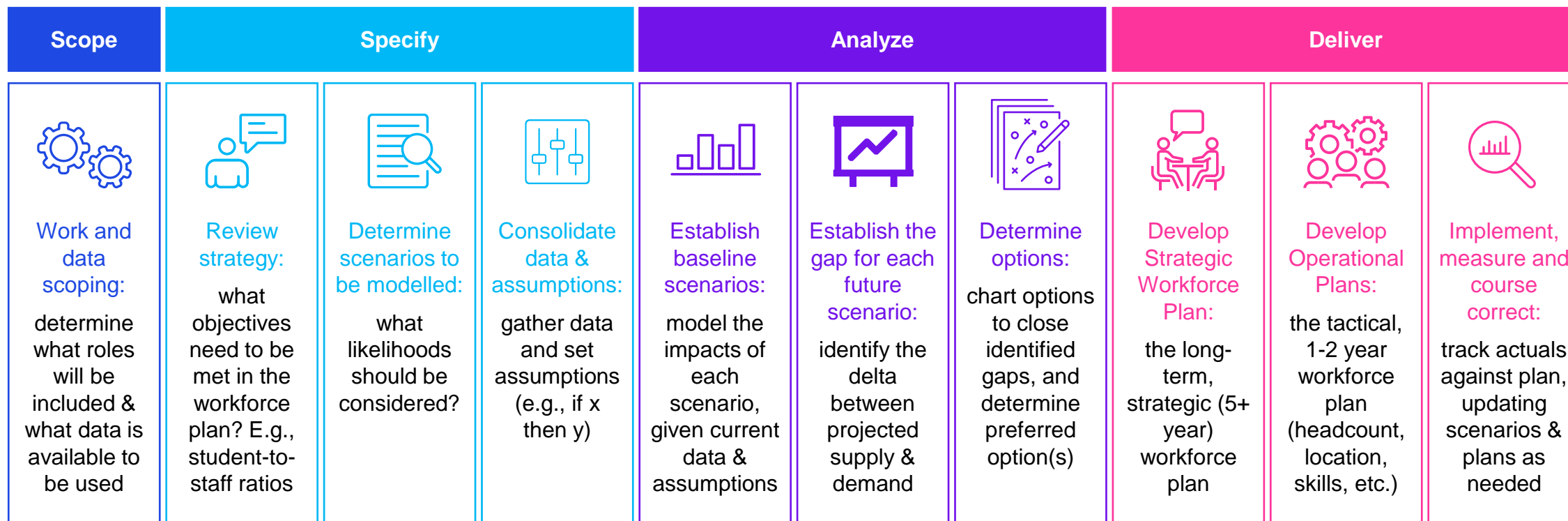
Workforce planning is a supply & demand equation

At its core, workforce planning is about strategically aligning the available workforce (supply) with the staffing needs required to deliver on organizational goals (demand).



Workforce planning: KPMG's approach

The art and science of balancing workforce supply and demand can be broken into 4 core buckets of activities, shown below.



Getting started with workforce planning

Implementing workforce planning practices can be daunting. Starting with clearly articulating your goals and the framework that will be followed, as well as defining & gathering the data to be used, are key places to start.

01

Define goals & scope

Set initial objectives, or the 'why' for doing workforce planning. Outline which groups are involved in the plan.

02

Determine framework

Assign areas of accountability (e.g., setting assumptions, gathering data), align on a tool, and determine the processes to be followed.

03

Gather data

Assess what data is currently available to support supply & demand modelling, and gather this data.

04

Pilot & iterate

Begin inputting data into the tool with 1-2 pilot groups, and iterate the process and tool as required.



03

Essential
Success Factors

Critical 'get rights'

When establishing a workforce planning process and capability in an organization it is imperative to address and establish clear ownership & governance, data orientation, and periodicity of the workforce planning processes.

01 Data and Insights-led

Adequate external and internal data is available and used in workforce planning efforts; ensuring that workforce planning provides high-value insights.

Data access and quality are key elements of effective workforce planning. Upfront time and effort to establish data quality will yield better results and help to build credibility and buy-in.

02 Centrally-driven

Clear ownership for workforce planning through a Centre of Expertise or community of practice will ensure consistency in framework across connected organizations.

Ownership of workforce planning processes, framework-setting, and governance **should be driven through central teams/CoEs.**

03 Reviewed regularly

The organizational approach to workforce planning, and the organizational workforce plan, is reviewed at a regular cadence to foster continuous improvement.

There is a conscious effort to **move away from an annual event-based** approach and towards incorporating workforce planning as an integral part of business planning and operations management.

04 Integrated

The workforce planning cycle is integrated with the organizational planning & budgeting cycles. In BCASBO's context, integration & data sharing across school districts may be highly valuable.

Ensure that workforce planning becomes an **integrated part of processes** versus a one-time event. Collaboration across linked organizations can be highly beneficial.

Key considerations

Effective workforce planning is built on foundational clarity, data-driven insights, and continuous, collaborative improvement.



Walk Before You Run

Effective workforce planning starts with a clear view of your current state—who you have, what roles are critical, and where the gaps are. Without it, planning lacks a strong foundation.

Focus on:

- ✓ Workforce profile
- ✓ Governance and roles
- ✓ Skill scarcity gaps
- ✓ Baseline metrics



Technology Won't Solve Everything

Technology is only as effective as the data, processes and functional collaboration behind it. Reliable data is essential to quantify workforce supply and demand.

Consider:

- ✓ Enrollment trends
- ✓ Attrition rates
- ✓ Vacancies



Integrate with Strategic and Budget Planning

Workforce planning must align with district strategy and financial realities to ensure sustainable staffing.

- ✓ Tie workforce needs to enrolment projections and program priorities
- ✓ Use budget vs. actuals, vacancy rates, and cost modeling to guide decisions



Make it Cyclical, Not One-and-Done

Workforce planning should be a recurring process that evolves with your districts' needs.

- ✓ Embed into annual cycles; align with budgeting, staffing, and enrolment forecasting
- ✓ Engage stakeholders to ensure planning is coordinated and responsive



You're Not Behind or Alone

Workforce planning is a shared challenge; there's no perfect model or finish line. Most organizations are building capacity and learning as they go.

- ✓ Focus on progress over perfection; start where you are and build iteratively
- ✓ Share insights with peer districts to accelerate learning



04

**Group Discussion &
Debrief**

Group discussion

Consider our presentation on workforce planning and how this connects to the current and future needs in education. Now we want to hear from you about the challenges that are impacting you and how workforce planning can help support the future of education.

Instructions:

- Break into groups for discussion with those around you
- We will prompt you with questions to start a discussion
- At the end of the discussion we will bring the whole group back together for a debrief on the discussions

Timeline:

- Group discussions: 25 minutes
- Debrief: 20 minutes



Discussion questions for future readiness

These questions are designed to spark open dialogue on how workforce planning connects to budgeting, data, and future skill needs in BC's K–12 education system.

01

How does workforce planning currently show up in your budgeting and headcount processes?

02

What data do you currently have access to for workforce planning and what's missing?

03

Why do you think workforce planning is difficult in the K–12 context?

04

How are you thinking about future skills—especially with AI and technology changing the classroom?

05

What workforce planning challenges are you anticipating in the next 3–5 years?



Your Facilitators



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