## AC2.2 Evaluate the techniques used to support the process of workforce planning.

* Promotion/Demotion rates.

Promotion and demotion rates give an indication about the head count of senior and junior employees across the organization. Using these figures in workforce planning help determine openings for senior or junior posts in the plan. However, it does not give an indication about the number of posts needed in each senior or junior level.

* Employee turnover rates.

Employee turnover rate gives an indication about the skills gap in the organization. For example, if turnover rate is high, it gives an indication that the plan for recruitment has to compensate the employees who left the organization. Although turnover rate gives an overall view about skills gap, it does not provide a detailed account for the type of skills needed to fill the gap.

* Critical Incident Analysis (CIA):

It is used to collect information about how an incident or a project is done including knowledge, skills, abilities, and other attributes (KSAO) (MBA Skool, 2020) in the form of storytelling from an employee to an observer. The information collected using CTA is helpful to re-engineering job descriptions and person specifications which are essential tools for workforce planning. They draw a picture about potential candidates and their KSAOs. Nevertheless, the information collected is subjective and prone to accuracy of the observer or honesty of the employee.