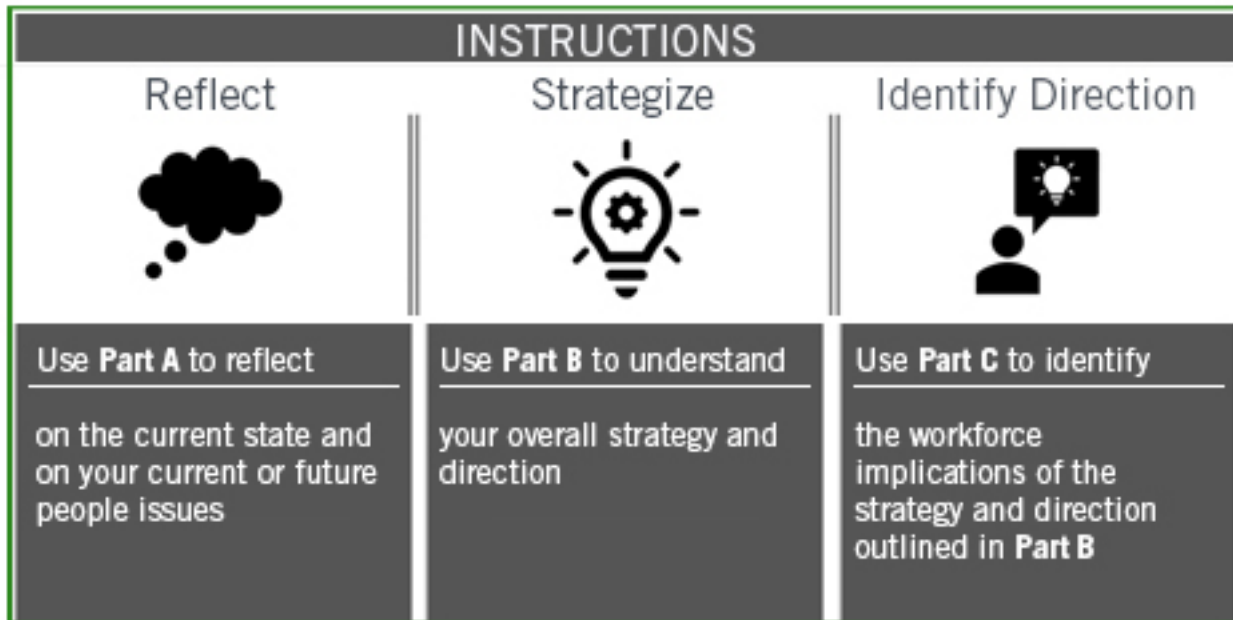


FLEXIBLE WORK READINESS ANALYSIS QUESTIONNAIRE



The Questionnaire helps map out future strategy to identify talent capability requirements and plan for University initiatives.

How? By reflecting on the current state and future talent issues, you can uncover workforce implications.



Questionnaire: Part A

- Understanding the Current situation

Questions	Responses
1. How does your unit contribute to the larger University's competitive strengths?	<ul style="list-style-type: none">▪▪▪
2. What are your unit's major weaknesses?	<ul style="list-style-type: none">▪▪▪
3. What are the biggest opportunities that you see today as you lead the unit?	<ul style="list-style-type: none">▪▪▪
4. What are the biggest threats you face today as you lead the unit?	<ul style="list-style-type: none">▪▪▪
5. What are the most significant changes (recent or projected) in the organization and/or its staff members?	<ul style="list-style-type: none">▪▪▪
6. Do you have a focus on particular customer segments?	<ul style="list-style-type: none">▪▪▪
7. Are there projected changes to these segments that will affect your unit?	<ul style="list-style-type: none">▪▪▪

Questionnaire: Part B

- Understanding Business Strategy and Direction

Questions	Responses
1. What are your key goals for your department over the next two to five years?	<ul style="list-style-type: none">▪▪▪
2. How will you know if your unit is successful? How will you measure success?	<ul style="list-style-type: none">▪▪▪
3. What are the two to three key success factors that will make or break the attainment of identified goals?	<ul style="list-style-type: none">▪▪▪
4. What critical outputs/end results are you accountable for?	<ul style="list-style-type: none">▪▪▪
5. What are your divisional strengths that will help achieve the strategy?	<ul style="list-style-type: none">▪▪▪
6. What major obstacles will the unit face while reaching these objectives?	<ul style="list-style-type: none">▪▪▪
7. What will need to be changed or realigned?	<ul style="list-style-type: none">▪▪▪

Questionnaire: Part B (continued)

- Understanding Strategy and Direction

Questions	Responses	
8. Are any of the following likely to affect the University over the next three to five years, and, if so, what will be the effect on the workforce?	Impact (Y/N)	How will this affect your talent/skill/capacity needs? Be specific
Changes in Strategy or Direction		
Significant Cost Reductions		
Outsourcing		
Implementing New Technology		
Changing Customer Expectations or Requirements		
New Lines of Business or Products		
Planned Mergers or Acquisitions		
Improvements in Efficiency		
Changes in Government Policy or Legislation		
Economic trends/Environment		
Environmental Issues		
Technology Changes		
Other_____ (Specify)		
9. Having thought about these issues, how would you describe the five-year future state of your unit?	<ul style="list-style-type: none"> ▪ ▪ ▪ 	
10. What are the cultural implications of executing on your unit's strategy?	<ul style="list-style-type: none"> ▪ ▪ ▪ 	

Questionnaire: Part C

- Workforce Implications of Strategy

Questions	Responses
1. Identify the mission-critical roles, occupations, and groups required to achieve success? (Discuss in terms of key job types.)	<ul style="list-style-type: none">▪▪▪
2. What knowledge or skills are critical to achieving success? (Discuss in terms of capabilities or competency skill sets; confirm list of essential skills for each job type.)	<ul style="list-style-type: none">▪▪▪
3. How do you assess whether you have the required knowledge and skills in the division? What initiatives are in place to retain or build the required knowledge or skills?	<ul style="list-style-type: none">▪▪▪
4. What positions or skills will become less important or no longer needed to achieve success?	<ul style="list-style-type: none">▪▪▪
5. Are there any internal barriers to accessing resources with the required skills and knowledge (e.g. internal mobility, lack of training)?	<ul style="list-style-type: none">▪▪▪
6. What are the external barriers to access resources with the required skills and knowledge (e.g. labor market shortages)?	<ul style="list-style-type: none">▪▪▪