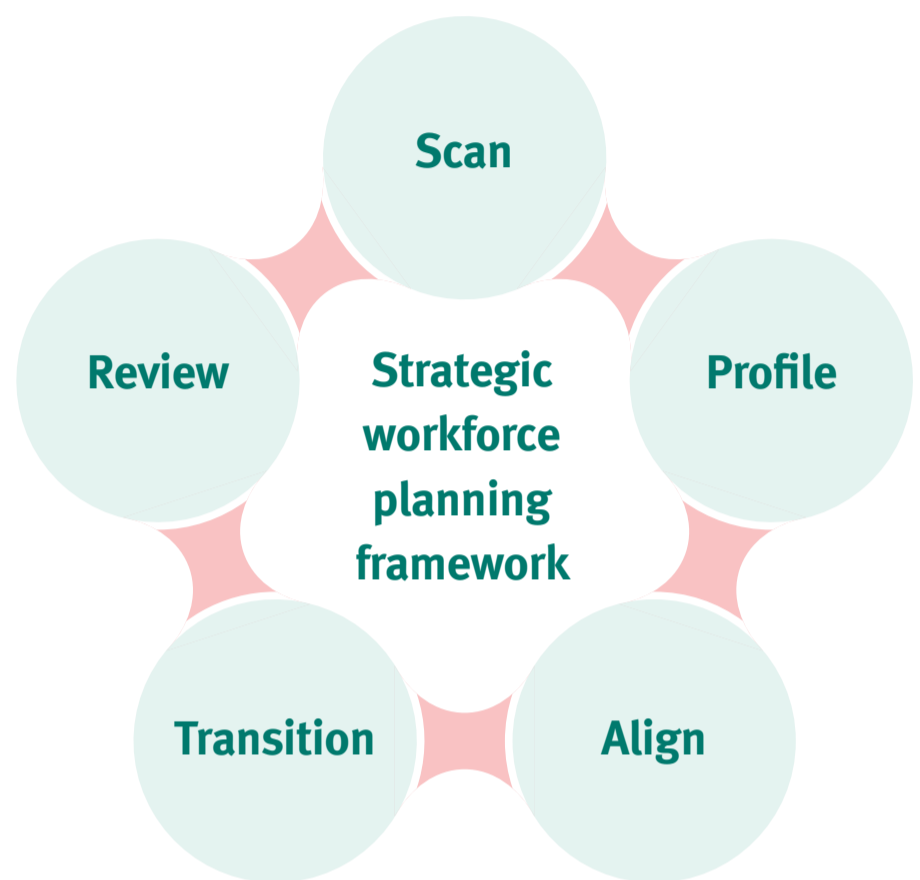


Strategic workforce planning framework

The continuous dynamic process to ensure your workforce is agile and directly linked to the future direction of your organisation.



	Objective	Consult and engage	Data analysis
Scan	Scan global, national, contingent and enterprise workforce landscape and understand the strategic direction	<ul style="list-style-type: none"> Identify drivers affecting workforce design and deployment – including political, economic and societal factors. Confirm high-level business process, service delivery or technology changes for the workforce. Consider desired attributes, skills, capabilities and performance expectations of your future workforce. Consider plausible futures and scenarios. 	<ul style="list-style-type: none"> Undertake an environmental scan to understand external and internal workforce impacts. Source information on external labour market conditions – in particular, critical skills or emerging occupational groups. Review current skills, capabilities and performance.
Profile	Consider current and future workforce state	<ul style="list-style-type: none"> Review current and future workforce design. Identify the workforce impact of your organisations' strategic agenda. Understand service delivery expectations and strategic direction. 	<ul style="list-style-type: none"> Source relevant workforce data such as: <ul style="list-style-type: none"> occupations and roles by classification demographics and workforce metrics workforce segmentation by business unit critical attributes, capabilities and competencies by occupations/roles.
Align	Analyse and interpret gaps and identify essential activities to position your organisation for the future	<ul style="list-style-type: none"> Model workforce supply and demand forecasts of business and service delivery environment, including understanding the impact of automation. Identify potential opportunities for performance and productivity lift including ways to collectively manage resources Align desired future state with stakeholder expectations. 	<ul style="list-style-type: none"> Source workforce data on how the workforce is: <ul style="list-style-type: none"> recruited – promoted developed – deployed engaged – managed. Model future workforce expenditure and investments with the greatest impact. Analyse automation impact across various workforce segments including regions.
Transition	Design and implement workforce strategies and a measurement framework	<ul style="list-style-type: none"> Summarize critical transition challenges by order of magnitude for roles, locations, capabilities. Design strategic workforce plan elements, next steps and recommendations. Consider organisational design – constructing and adjusting an organisation's structure, governance and way of working to achieve its business strategy. Engage with stakeholders to inform priorities. 	<ul style="list-style-type: none"> Agree on critical success factors to assist with monitoring. Undertake additional data gathering to support and measure benefits and return on investments. Design workforce reporting measures to monitor performance.
Review	Review and sustain progress through regular monitoring, evaluation and annual updates	<ul style="list-style-type: none"> Monitor implementation of workforce strategies. Agree on how to measure success governance and reporting arrangements. Embed review process into existing planning cycle. 	<ul style="list-style-type: none"> Review results and refine ongoing data capture, and reporting requirements. Regular reporting of workforce performance.

Source: adapted from Gente Consulting Pty Ltd – Workforce Planning Essentials (updated Dec 2019)