Strategic workforce planning ensures your workforce is dynamic and directly linked to the future direction of your organisation.

Objective

- 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.

Consult and engage

- 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.

Data analysis

- Source relevant workforce data such as:
  - occupations and roles by classification
  - demographics and workforce metrics
  - workforce segmentation by business unit
  - critical attributes, capabilities and competencies by occupations/roles.

Scan global and national landscape and understand the strategic direction

- Review current and future workforce design.
- Identify the workforce impact of your organisation’s strategic agenda.
- Understand service delivery expectations and strategic direction.

Consider current and future workforce state

- Undertake scenario-based supply and demand forecasts of business and service delivery environment, including understanding the impact of automation.
- Identify potential opportunities for performance and productivity lift.
- Align desired future state with stakeholder expectations.

Analyze and interpret gaps and identify essential activities to position your organisation for the future

- Source workforce data on how the workforce is:
  - recruited
  - developed
  - engaged
  - promoted
  - deployed
  - managed.
- Model future workforce expenditure and investments with the greatest impact.

Design and implement workforce strategies and a measurement framework

- Summarize critical transition challenges by order of magnitude for roles, locations, capabilities.
- Design strategic workforce plan elements, next steps and recommendations.
- Engage with stakeholders to inform priorities.

Review and sustain progress through regular monitoring, evaluation and annual updates

- Monitor implementation of workforce strategies.
- Agree on governance and reporting arrangements.
- Embed review process into existing planning cycle.

Source: adapted from Gente Consulting Pty Ltd – Workforce Planning Essentials 2010