

Workforce Strategy & Planning

We support organisations in designing, developing and implementing a holistic Workforce Strategy which outlines key focus areas for ensuring alignment of an organisation’s workforce capabilities and environment to their business strategy. Planning strategically enables organisations to identify and respond to the workforce functional, talent and cultural risks which often hinder successful execution of strategic business priorities.

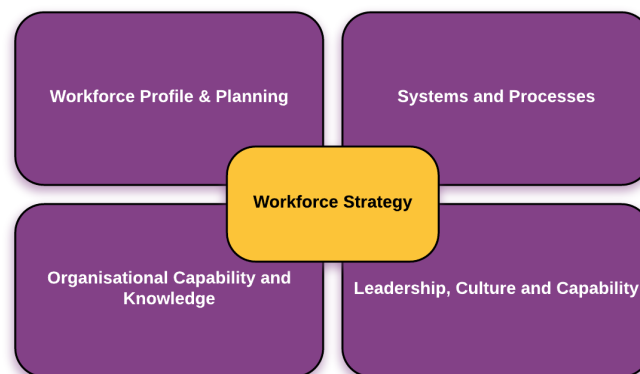


Fig (i): Our Holistic Approach to Workforce Strategy

Our approach involves consideration of several aspects of the workforce and workplace – see *Fig (i)*.

Workforce Profile and Planning - the business’s ability to identify, based on the business strategy, the supply of and demand for roles and capabilities, both current and future - ensuring you have the right number of employees with the right skills in the right place at the right time

Systems and Processes – the infrastructure, including industrial agreements and policies, which enables the people to perform and deliver desired outcomes

Organisational Capability and Knowledge – the collective capability and approach to organisation-wide initiatives, eg change implementation

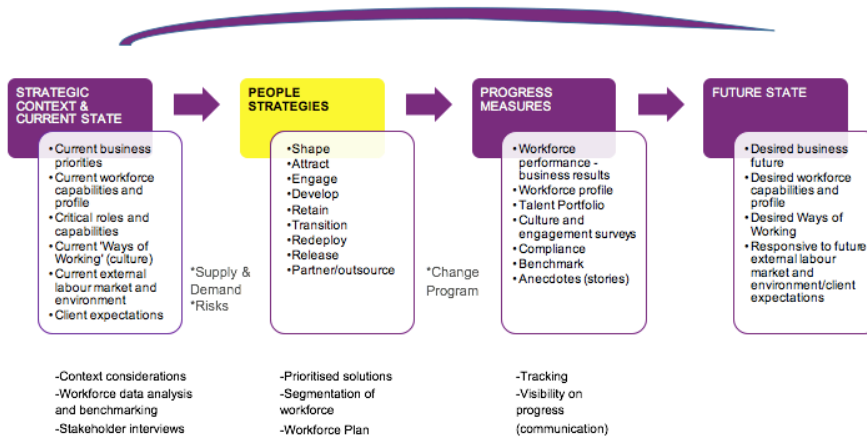
Leadership, Culture and Capability – the leadership and core capabilities identified to be critical for successful delivery. The capabilities can then articulate expected behaviours which in turn shape the organisation’s ‘ways of working’ and ultimately determine its culture.

Successful implementation of a workforce strategy requires the ownership and accountability by the organisation’s broader leadership, not just the Human Resources Department. Furthermore, elements of the Workforce Strategy should be reflected in each Department’s ‘operational’ plan.

To unlock insight around the workforce capabilities your organisation requires, we ask such questions as:

- What assumptions underpin your existing strategic workforce directions, if these exist, and do these hold?
- What purpose does your organisation require a workforce strategy to serve in order to achieve desired workforce attributes?
- How best do you respond to external factors and trends, eg talent shortages?
- Where, if at all, can your business outcomes be improved through external partnering?
- What are the enablers of your strategy – processes, industrial relations context, workforce data?
- What will a workforce strategy give you that you currently do not have?

Fig (ii): Creating and bringing to life an enabling Workforce Strategy



Once the strategy is endorsed, we can support organisations in developing an implementation plan which is likely to include at least some of the following People Strategies:

Shape: Workforce Planning, talent portfolio analysis, diversity planning, organisational design, job design

Attract: Employee brand, EVP, Recruitment, On-boarding

Engage: Recognition and reward, culture, change management, employee communication, Employee Relations, work life balance, corporate social responsibility

Develop: Capability frameworks and gap analysis, learning strategy, performance management, feedback, coaching and mentoring, career development pathways

Transition: Voluntary/involuntary separation, outplacement, alumni programs, retirement, ill health management

A holistic workforce strategy closely aligned with the Business Strategy should also strengthen your business case for resources and budget required to implement the Workforce Strategy's activities.