

Planning your future workforce

Things to think about

Trends in work and workforce

The key strategic objectives of the organisation and how these may change

Possible changes in the operating environment

How to manage potential capability shortages, surpluses, risks

Key actions

Understand how employee capabilities impact on organisational outcomes

- Consider the key strategic objectives of the organisation and define the capabilities your team will need to achieve organisational outcomes now and in the future. Include technical and professional capabilities, knowledge and experience requirements as well as core capabilities in your consideration of your team's needs.
- Compare the capability strengths and weaknesses of your team to what is needed for an optimal workforce. Where are there potential capability shortages and surpluses and areas of risk in the future?
- Consider how the capability requirements of your team may change over time: what future capability requirements can you foresee, and how much time will you have to prepare your team to meet them?
- Which environmental changes might affect the capabilities your team will need? Consider political, economic, social, technological, environmental and legal factors that are likely to influence your team's objectives and the way they will do their work.
- If your organisation has a Human Capital Management (HCM) system, speak with your HR team about accessing capability data for your team.

Points to remember

- Your organisation's strategic workforce plan is the big picture 'vision' of how your organisation will be resourced to achieve its strategic goals.
- Talk to your HR team about the plan and business areas of growth and decline, and think about how your team's capabilities contribute to achieving the overall business objectives.
- Base your workforce planning decisions on data and discussions about your team's capabilities, rather than 'gut feeling' or assumptions about each employee's potential.
- To identify individuals with the potential to move into other roles, look at their recent performance reviews for information about their capability strengths and development areas and identify opportunities for further development.

Key actions continued

Plan how you will fill any capability gaps

- Evaluate strategies available to address capability gaps, including
 - acquiring external talent
 - developing the existing workforce
 - leveraging contingent labour
 - reorganising teams
 - uplifting performance
- Refer to the PSC guide on *Deciding how to fill a role* and the *Fill a role* decision tree to help you decide on your approach.
- Some options to fill an immediate capability need include:
 - Use mobility options such as assignment to role, secondment or transfer
 - Bring in resources with the required capabilities using recruitment or outsourcing
 - Use existing recruitment pools
- Build internal talent pipelines to fill future capability requirements. Use the Capability Framework to identify and develop potential successors for key positions in your organisation and to predict whether an individual has the required capabilities and may be suited to perform a role he or she may never have held. Consider the capabilities and goals of each employee, compare them to the requirements for current and future roles, and track employee progress toward being ready to fill those roles.
- Refer to the Capability Framework when you are having career conversations with your team and working on their development plans. Encourage them to develop a variety of capabilities aligned with the organisation's future needs to build an internal pool of capable employees who can move flexibly into a range of roles over the longer term as the organisation's capability requirements change.

Toolkit

- Workforce Planning Guides
- Recruitment Guides: Deciding how to fill a role & Fill a role decision tree
- NSW Leadership Academy
- Human Capital Management System
- Career Pathway Template
- ICT Career Pathway Framework (for ICT professionals)
- Workforce Dashboard
- Agency developed resources