

Strategic health workforce planning framework

Guide

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Government

Contents

Welcome	3
Purpose	3
Drivers	4
Further information	4
Introduction to strategic workforce planning	5
Planning process	6
Planning context	6
Principles	8
Accountability	8
The process in action	9
Getting started	9
Strong foundations	10
Step 1. Understand the business	11
Step 2. Analyse the workforce	13
Step 3. Plan for the future	16
Ensuring success	18

Queensland Health has developed the strategic health workforce planning framework to support public, private and not-for-profit health service organisations¹ across Queensland's health sector to design, develop and support the workforce of the future.

Welcome

Ensuring the ongoing availability, capability and responsiveness of Queensland's health workforce is central to the sustainability of the state's health system. Strategic workforce planning is a valuable tool which enables the health sector to effectively position its workforce to achieve its strategic objectives and deliver the high-quality, sustainable health services that the sector is in the business of providing.

Importantly, workforce is one pillar of an integrated approach to strategic planning which ensures that *capital works*, *digital and medical technology*, and *workforce* all align with the overarching *service planning* framework and agenda, to deliver on the objectives of the organisation. The strategic health workforce planning framework should be used in conjunction with the organisation's cyclical strategic planning tools for service, capital works, and digital and medical technology planning. It may also be applicable in conjunction with tactical integrated planning tools that are used for planning investments in new developments or service expansions.

Purpose

This framework offers health service organisations a strategic planning process, a set of principles and supporting tools. It is intentionally simple, with the idea that it may be relevant and useful to any health service organisation. The framework will support health sector organisations to identify and articulate their medium- to long-term workforce priorities, and to develop a set of strategies to support progress and achievement in each of the identified areas. With a clear strategy in place, these organisations will be able to make the greatest workforce impact, in the areas that matter most to their business and to achieve sustainable service delivery success. Such a strategy will also provide an overarching guide and reference point, supporting good workforce decision-making every day.

The strategic health workforce planning framework has been developed from the strong and diverse foundation of published best practice methodologies, tools and templates (which are referenced throughout the documents) and it has been tailored for the health context in Queensland. Importantly, the framework is consistent with the principles and approach endorsed by the Queensland Government Public Service Commission (available at <https://www.forgov.qld.gov.au/use-strategic-workforce-planning-framework>).

It is intended that the strategic health workforce planning framework be reviewed, enhanced and updated over time. Users are invited to contribute feedback and comment on their

¹ The term *health service organisation* is used throughout this guide to refer to Hospital and Health Services, as well as private and not-for-profit health service providers that are part of the Queensland health system.

experiences in the application of the various components of the framework, to facilitate its increasing utility over time.

Drivers

The emerging challenges and changing face of healthcare are well-documented. Increasing and evolving demand for services, rising costs, changing consumer expectations, new technology, and evolving service models present constant challenges and opportunities for the health care sector. Public, private, not-for profit and Aboriginal and Torres Strait Islander Community Controlled health service organisations work with consumers, Primary Healthcare Networks, general practitioners, and the Queensland Ambulance Service to plan and deliver services to Queenslanders in an increasingly networked and approach.

The health system in Queensland strives to respond to the evolving health care environment and to deliver high-quality, sustainable services. *My health, Queensland's future: Advancing health 2026* sets out the strategic vision and priorities for the health system in Queensland, while Queensland Health's *System Outlook to 2026*, takes a multifaceted approach to transform, optimise and grow Queensland's health service system to achieve sustainability in response to emerging challenges.

The strategic health workforce planning framework was developed to align with these strategic drivers. It also operates as a practical tool to assist health service organisations deliver on strategies outlined in *Advancing health service delivery through workforce: A strategy for Queensland 2017-2026*. This long-term clinical workforce strategy sets out the priorities, strategies and action areas that Queensland Health is pursuing at a whole-of-system level and aims to position Queensland's clinical workforce to respond effectively to challenges and embrace opportunities as the health sector heads into a rapidly changing future.

Further information

A *snapshot* as well as several factsheets have been developed as part of the strategic health workforce planning framework. These may be used to provide an overview of the planning process or of particular aspects of the framework. These resources may be accessed and used in conjunction with this Guide and the Toolkit, and are as follows:

- Strategic health workforce planning framework snapshot
- Factsheet: What is strategic workforce planning
- Factsheet: Planning context
- Factsheet: Benefits and challenges
- Factsheet: Strategic vs operational

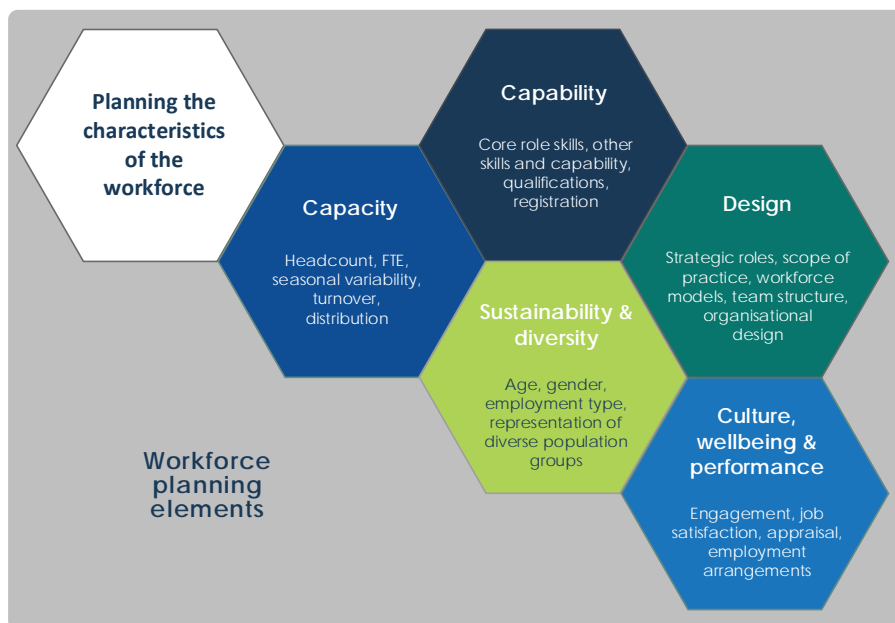
If you would like further information about strategic workforce planning for the health sector, including implementation of the framework, please visit <https://www.health.qld.gov.au/system-governance/strategic-direction/health-workforce-information-gateway>. Alternatively, contact Workforce Strategy Branch, Department of Health at healthworkforce@health.qld.gov.au.

Introduction to strategic workforce planning

Strategic workforce planning is a cyclical process of evidence gathering, scenario planning, strategy development, action planning and review, with a timeline of 5 to 10 years. As a defining feature of this type of planning, workforce strategies are aimed at positioning the workforce in ways which effectively support achievement of the health service organisation's strategic objectives over the medium- to long-term.

As illustrated below, workforce strategies target changes in workforce characteristics such as capacity, capability, sustainability, diversity, design, culture, wellbeing and performance. Strategic workforce planning helps the business to understand and enhance its workforce over time and to manage workforce risks. In this way the workforce can be effectively positioned to deliver the outcomes the business is working towards, at both a health service and a system level.

Strategic workforce planning cycles and processes should be closely integrated with the planning cycles for services, capital works, and digital and medical technology, with all strategic



planning functions aligned to the delivery of the health service organisation's overarching strategic objectives. The timeframe for strategic planning activities, including for workforce, should align with the health service organisation's overarching strategic plan timeframe; which as noted above, may be every 5-10 years.

One of the outputs of the strategic workforce planning process is an evidence-based *workforce strategy* – a document that outlines a clear set of workforce priorities for the health service organisation, as well as strategies for action to be implemented across the term of the strategy. The workforce strategy will provide a starting point and pathway for action that will to see the strategies implemented across the health service organisation via action plans, with clearly identified accountabilities and timeframes. At the operational level, human resource plans and programs, and operational workforce plans should be cognisant of the workforce strategy, and should broadly align with the priority areas expressed within it.

The workforce **strategy** identifies *what* the organisation intends to do to enable the achievement of its strategic objectives, and *why* these are important. Specific **action plans** detail *how* the organisation will go about it.

Planning process

The strategic health workforce planning framework offers an evidence-based, cyclical approach to strategic workforce planning that is founded on the key elements of leadership, engagement and governance. The process, as illustrated below, incorporates the key elements of other published strategic workforce planning cycles, including the Queensland Public Service Commission's *Scan-Profile-Align-Transition-Review* workforce planning model.

The illustrated process identifies three clear stages that health service organisations can work through to build and develop the desired workforce over the medium- to long-term. Each stage incorporates essential activities that contribute to the next stage of the process. This planning process lies at the heart of the strategic health workforce planning framework, and is supported by the information in this guide, as well as many linked resources to support workforce planning teams on their journey.

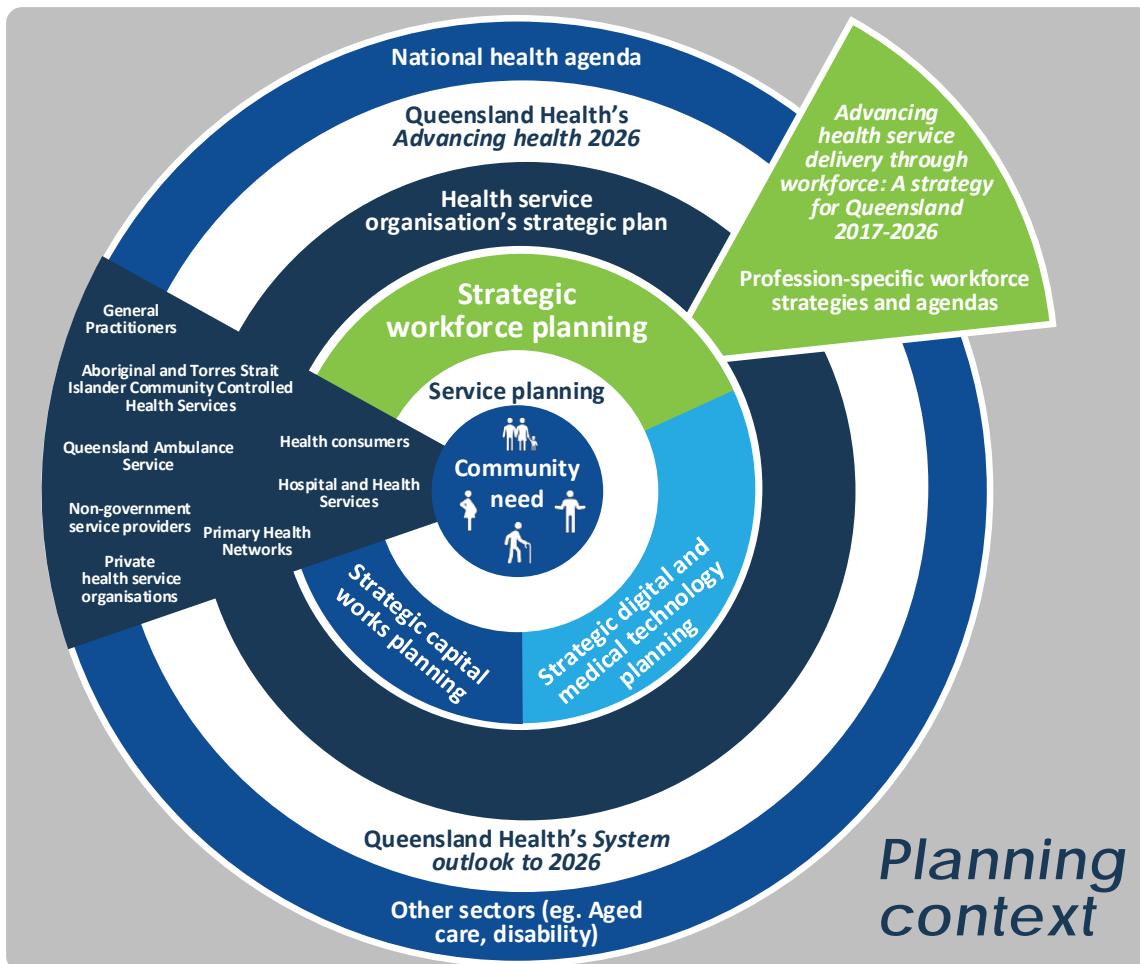


Planning context

The strategic health workforce planning framework was developed for the health service delivery context in Queensland, and considers the broader strategic agenda set by the Commonwealth and State governments, and by Queensland Health. Strategic workforce planning processes occur within a complex systems environment and need to be integrated with other strategic planning processes, and also cognisant of operational requirements.

An integrated workforce strategy will have clear links to the health service organisation's strategic priorities, service commitments and objectives, other functional strategies, and to broader health sector workforce strategies. Key strategic documents such as Queensland Health's *Advancing Health 2026* and *System Outlook to 2026* have a clear workforce component which sets out high level workforce priorities to transform, optimise and grow the workforce. Health service organisation workforce strategies should reflect these broader system strategies as well as the priority areas detailed in *Advancing health service delivery through workforce: A strategy for Queensland 2017-2026*.

As they strive for greater effectiveness and increased sustainability, health service organisations in Queensland are moving towards a way of working which demands improved awareness, understanding and collaboration with other service providers and stakeholders. Strategic planning processes should reflect consideration of the broader health sector and indeed related and inter-connected sectors, such as aged care, disability and education.



Through appropriate evaluation of the context, a health service organisation's workforce strategy should:

- Support and enable achievement of the organisation's strategic plan objectives
- Support commitments under the service plan and any service agreements
- Integrate with capital works, and digital and medical technology strategies
- Reflect an awareness of how the organisation's workforce is positioned, relative to other stakeholders in the health sector, especially locally
- Align to the priority areas in *Advancing health service delivery through workforce: A strategy for Queensland 2017-2026*.
- Align to system-level profession-specific workforce strategies
- Align to system-level strategic plans and strategies
- Inform operational workforce plans, and human resources plans and programs

Principles

Strategic workforce planning will help the organisation achieve its goals, and to improve its service delivery and operations. The strategic health workforce planning framework incorporates the following principles and it is recommended they be reviewed and operationalised throughout the planning cycle.

Strategic workforce planning principles	
Focus	Successful strategic health workforce planning focusses effort and attention on a limited number of improvement areas at a time. Each area is aligned to support and enable the achievement of critical, assessed business and health service outcomes.
Improvement	The cyclical nature of strategic health workforce planning provides the opportunity for continuous improvement. New initiatives can reflect changes in the strategic direction of the organisation and in the delivery of healthcare services over time.
Integration	Effective strategic workforce planning links with other health planning functions to deliver on the strategic and service objectives of the business. Well-placed governance and consultation mechanisms support and enable genuine integration.
Engagement	Strategic workforce planning is fundamentally about people. Culture, consultation, engagement, and authentic and compassionate communication are key success factors in the process. This applies within the health service organisation and with external stakeholders.
Innovation	Strategic workforce planning is an opportunity to prepare for, and to create, the future of healthcare service delivery. It is a process which dovetails with new models of care, service models and new ways of working. It continually prepares the organisation for the evolving future of work.

Accountability

Accountability for strategic workforce planning may rest with a health service organisation's leader or leadership team, and may be formalised in performance or service agreements, depending on the organisation. Like other planning functions, strategic workforce planning is a high-value activity aligned to the achievement of organisational outcomes. Strong investment by health senior leaders in the process will drive engagement levels across the organisation, and high levels of senior management involvement and expectation will also strengthen measurement and reporting processes.

The leadership of the health service organisation may delegate coordination responsibility for strategic workforce planning to cross-functional strategic planning or workforce planning teams. These teams may be led out of strategy, planning, human resources or workforce development areas of the health service. Regardless, it is important that they interact closely across the business to ensure the ongoing relevance of their work, and to draw on expertise and experience which may be available across the health service and broader health system. Clear governance and reporting arrangements provide appropriate oversight of strategic workforce planning processes and outcomes, and the effective escalation and resolution of issues.

The process in action

Getting started

Health service organisations can prepare for their strategic workforce planning journey by taking a few important preparatory steps.

- Confirm the executive sponsor for strategic workforce planning and clarify their expectations.
- Clarify accountabilities for strategic workforce planning and establish governance mechanisms including a committee structure and reporting arrangements.
- Meet with service, capital works, and technology planning staff/teams to identify links and to establish mechanisms for shared input into strategic planning activities.
- Form a cross-functional strategic workforce planning team and allocate roles and responsibilities. Agree upon protocols and processes.
- Review the strategic health workforce planning framework to understand the context for strategic workforce planning, the planning principles and how the process works.
- Identify and analyse strategic workforce planning stakeholders, including internally, and other organisations from health and related sectors. Plan consultation and engagement mechanisms.
- Assess the strategic workforce planning maturity of the health service organisation and map out an achievable process and timeline, consistent with this framework.

TOOLKIT LINK: Getting started

- ✓ A: Strategic workforce planning maturity assessment tool
- ✓ B: Are you ready for strategic workforce planning? Checklist
- ✓ C: Stakeholder analysis

Strong foundations

Strategic workforce planning processes should be underpinned by robust leadership, engagement and governance arrangements. These arrangements should be put in place at the commencement of the planning processes. Where appropriate and effective, they are integrated with other planning frameworks, for example, shared governance committees or multi-purpose engagement channels.

Leadership

Senior management leadership of strategic workforce planning provides a key foundation element for the process and is also an important success factor. Strong leadership can influence the outcomes and overall effectiveness of the strategic workforce planning process through:

- endorsement of the role and importance of strategic workforce planning to the organisation
- engagement with managers and staff across the organisation to champion its operation, and
- driving implementation through performance measurement and reporting.

Engagement

Effective workforce planning teams understand that stakeholder engagement is a key workforce planning success factor.

A comprehensive stakeholder matrix and a well-considered consultation and engagement plan are foundation elements of good strategic workforce planning. Effective stakeholder management ensures tailored and targeted messaging throughout the process, leading to enhanced clarity, communication and engagement.

As facilitators rather than owners of the process, successful workforce planning teams engage key stakeholders to take ownership of all steps of the process and to lead strategy development and implementation. In this way, responsibilities and successes are shared.

Governance

As with other business planning processes, effective strategic workforce planning operates under a clear and transparent governance framework. While accountability for strategic workforce planning may rest with an organisation's leadership, formal delegation of responsibility for different aspects of the process is both necessary and appropriate. This also works effectively in the context of broader governance arrangements, such as for monitoring and reporting.

A strong governance framework includes a formal committee structure with well-defined roles and responsibilities, and robust processes for ensuring integration and alignment of all the



strategic planning functions – for services, workforce, capital works, and digital and medical technology. There are also clear processes in place for consultation, decision-making, and the escalation and resolution of issues.

Expectations and accountability for the implementation of actions, risk and resource management, and the measurement and reporting of outcomes are clearly articulated and monitored.

Step 1. Understand the business

Purpose of this step:

The purpose of this step is to understand the strategic direction the health service organisation is likely to take in the next 5-10 years, and the implications that this will have on the workforce.

Do this by examining the organisation’s strategic plan objectives, service plan and commitments, and the leadership team’s priorities. Then consider environmental impacts and the role of the workforce in this future.

What you will have at the end of this step:

- Clarity about the current and future service priorities, commitments, and objectives of the health service organisation
- A list of the top priority strategies that will be pursued across the organisation over the next 5-10 years (“strategic priorities”)
- An analysis of how internal and external environmental factors may impact the implementation of these strategic priorities over the specified timeframe
- An analysis of what will be required of the workforce to enable the successful implementation of these strategic priorities in the context considered

What you need to do for this step:

- Collect and analyse information about the current strategic objectives, service plans and service commitments of the health service organisation, and the strategic workforce objectives of the health workforce in Queensland. Consult existing plans and strategies and engage with the leadership team to obtain this information.
- Undertake environmental scanning through a structured analysis process to explore how internal and external environmental factors may impact the strategic direction of the organisation and the implementation of the strategic priorities. Clinical and functional leads, and middle and operational level managers are an essential source of information about



service delivery and how the planned strategies might be rolled out in practice. Consider how the plans, challenges and opportunities identified might impact on workforce, and identify possible issues and risks.

- Ascertain the top high-priority strategies that will be implemented across the organisation over the next 5-10 years. Consider the implications and expectations for the workforce with respect to each of these strategic priorities.
- Work to narrow the planning focus to strategic priority areas which will be actively pursued within the specified planning timeframe as too many priority areas may limit effectiveness in any one area.

Some sources of evidence:

- The health service organisation's strategic plan, and other current strategies and functional plans, e.g. Aboriginal and Torres Strait Islander Health strategy, mental health strategy
- The health service organisation's service plan and service agreement
- The health service's capital works and digital and medical technology plans, priorities or planning teams
- The health service organisation's service utilisation data including demand projections
- Consumer engagement input including patient satisfaction data
- Interviews with health service organisation Board members and leadership team
- Interviews with local clinical and functional area leads, service planning and finance teams
- Interviews with middle and operational level managers regarding service delivery models, changes, impacts, challenges and successes
- Queensland Health strategic plan: *My health, Queensland's future: Advancing Health 2026*
- Queensland Health *System Outlook to 2026* for a sustainable health service
- Queensland Health strategies and frameworks, such as for *Closing the Gap*, eHealth investment, and health and wellbeing, and any applicable statewide service plans
- Reports on health sector trends
- Private, non-government and public health service delivery and workforce profiles

TOOLKIT LINK: Step 1

- ☑ Step 1-A: Question guide for step 1 – Understand the business
- ☑ Step 1-B: Summary of strategic priorities
- ☑ Step 1-C: Environmental analysis – PESTLE
- ☑ Step 1-D: Environmental scan report
- ☑ Step 1-E: Workforce requirements overview

Tips for this step

- Choose a planning time horizon (e.g. 5 years), ideally aligned to the organisation's strategic planning timeframe.
- To understand the business and its current strategic priorities, review information from all sources. Use information from interviews with senior leaders to validate and update objectives and priorities published in the organisation's strategic plan and services plan. Consult with other functional areas to promote integration and alignment with other planning processes.
- Re-visit this step throughout the planning process to ensure continued alignment between workforce priorities and the health service organisation's strategic objectives. A good engagement plan will ensure that communication channels between the strategic workforce planning team and the business always remain open and effective, such that workforce strategies remain realistic, relevant and on-target.

Step 2. Analyse the workforce

Purpose of this step:

The purpose of this step is to understand the major gaps to achieving the workforce that the organisation needs, in order to deliver on its strategic and service priorities.

Do this by analysing the current workforce design and profile, and the likely and desirable future workforce, according to various scenarios.

What you will have at the end of this step:

- A profile of the current workforce, including relevant workforce metrics, supply and demand analyses, workforce design and role analyses, and culture and performance analyses
- A profile of the required future workforce state, with consideration to possible scenarios related to the achievement of strategic priorities that were identified during the environmental scanning activity
- A workforce gap analysis

What you need to do for this step:

- Use available data to develop a useful profile of the current workforce, and its trajectory given current trends and existing programs. Consider the following workforce characteristics (refer diagram in Introduction at the beginning of this guide):



- *Capacity* (headcount, FTE, composition/mix, supply and demand projections, seasonal variability, distribution, turnover, leave)
 - *Capability* (core role skills, other skills, qualifications, role registration)
 - *Sustainability and diversity* (age, gender, employment type, employment status, classification, representation of diverse population groups in comparison with community representation rates, E.g. Aboriginal and Torres Strait Islander people)
 - *Design* (strategic/pivotal roles, scope of practice, workforce models, team structures, organisational design)
 - *Culture, wellbeing and performance* (employee engagement and satisfaction, performance appraisal, industrial/regulatory arrangements).
- Analyse the workforce profile in the following ways:
 - in comparison with any previous profiles to identify trends, strengths, risks and challenges (E.g. high turnover rate, low Aboriginal and Torres Strait representation, gender imbalance, maldistribution)
 - in responding to current service demand and service delivery models
 - in the context of the strategic priorities identified in Step 1, and the current capacity of the workforce to meet the expectations that will be placed upon it in the future
 - with consideration to the objectives and priorities of other relevant organisational and sector workforce strategies (refer “Some sources of evidence” below)
 - in comparison with equivalent health service organisations (where benchmarking data is available)
 - in the context of the trends, issues and risks identified in the environmental scan report developed in Step 1.
 - Use scenario planning to consider, at a high level, how the organisation would respond to potential future situations identified in the environmental scan report and workforce projections E.g. in the circumstances of significant increases in service demand, high technology uptake, or workforce shortages in strategic/pivotal roles.
 - Build a profile of the desired future workforce; its capacity, capability, sustainability, diversity, design, culture, wellbeing and performance, by exploring different pathways, and options for how the workforce could best respond in each situation.
 - Assess and define the gap between the current workforce profile and the workforce projected to be required to meet the organisation’s needs over a 5-10 year period.

Some sources of evidence:

- Health service organisation workforce data (E.g. System Performance Reporting (SPR), DSS/payroll data) and employee satisfaction survey data
- HR program data (E.g. performance appraisal data, induction, exit surveys)
- Internal education and training program data
- Workforce supply data such as from education providers, including graduate data

- Health sector workforce and labour market reports
- Interviews with local clinical leads, and middle and operational level managers regarding workforce models, roles, changes, impacts, challenges and successes
- Queensland Health ten-year workforce strategy: *Advancing health service delivery through workforce: A strategy for Queensland 2017-2026*
- Other organisational and health sector workforce strategies and frameworks, such as:
 - *Advancing health service delivery through workforce: A strategy for Queensland 2017-2026*
 - *Rural and Remote Workforce Strategy 2017-2020*
 - *Aboriginal and Torres Strait Islander Workforce Strategic Framework 2016-2026*
 - *Medical Practitioner Workforce Plan for Queensland, Optimising the allied health workforce for the best care and best value: A 10-year Strategy 2019-2029* and other profession-specific workforce plans and strategies
 - *Queensland Health Workforce Diversity and Inclusion Strategy 2017-2022*
- Environmental scan report from Step 1
- Benchmarking data, where available

TOOLKIT LINK: Step 2

- ☑ Step 2-A: Question guide for step 2 – analyse the workforce
- ☑ Step 2-B: Current workforce assessment
- ☑ Step 2-C: Role segmenting tool
- ☑ Step 2-D: Risk matrix
- ☑ Step 2-E: Supply and demand assessment
- ☑ Step 2-F: External labour market analysis
- ☑ Step 2-G: Benchmarking tool
- ☑ Step 2-H: Scenario planning tool
- ☑ Step 2-I: Gap analysis

Tips for this step:

- In strategic workforce planning, the *gap* is the difference between the current state of the workforce and the future desired workforce state. The gap may be articulated as a list of workforce characteristics which may be individually analysed.
- The gap is not just about numbers, such as a shortage identified through analysis of supply and demand data. Gaps may exist in any of the workforce characteristics, including workforce skills, locations, role or team relationships or links, employment flexibility or diversity.
- A workforce gap ideally includes a reference to priority; how important each characteristic is, in supporting the organisation to achieve its strategic objectives. The gap is then prioritised with only the highest priority factors gaining initial attention in the workforce strategy.

Step 3. Plan for the future

Purpose of this step:

The purpose of this step is to prepare a workforce strategy that targets enhancements in a few high-priority workforce areas – areas which will have maximum impact on the organisation’s ability to achieve its strategic and service priorities.

Do this by assessing and prioritising the characteristics described in the workforce gap and developing strategies to address them.

What you will have at the end of this step:

- A workforce strategy that:
 - outlines the health service organisation’s workforce priorities (with links to the strategic and service priorities of the organisation, and the workforce priorities of the health system)
 - identifies the objectives and strategies to be pursued in each workforce priority area over the specified 5-10 year timeframe
 - specifies the outcomes to be achieved and the performance measures that will be used to monitor and assess the achievement of these outcomes
- action plans linked to each of the strategies, with clear accountabilities, time frames and measures, and which are available for linking in with operational workforce planning and human resource planning and programs

What you need to do for this step:

- Review the workforce characteristics described in the gap analysis from Step 2 and organise into workforce priority areas. These should be clearly linked to the organisation’s strategic and service priorities and to the broader system priorities for the health workforce.
- Formulate objectives and strategy options to close the gaps, and then evaluate the strategies in terms of feasibility, risk, resourcing, and likely efficacy in supporting the achievement of the organisation’s priorities.
- For each objective and set of strategies, describe the desired outcome, and develop performance measures that may be used to assess the outcomes.
- Engage and support the business to develop action plans to operationalise each of the strategies, and for outcomes to be monitored and reviewed, and fed into subsequent planning cycles.
- Implement the action plans, monitor progress and periodically evaluate the effectiveness of the strategies against the established performance measures. Adjust strategies and actions



where required and continually review priorities, strategies and actions for appropriateness and relevance to the health service's evolving priorities.

Some sources of evidence:

- Workforce profile and scenario planning outputs from Step 2
- Gap analysis from Step 2
- Strategy costings

TOOLKIT LINK: *Step 3*

- ☑ Step 3-A: Question guide for step 3 – Plan for the future
- ☑ Step 3-B: Strategy alignment matrix
- ☑ Step 3-C: Organising the strategies
- ☑ Step 3-D: Workforce strategy template
- ☑ Step 3-E: Workforce strategy snapshot template
- ☑ Step 3-F: Action planning template
- ☑ Step 3-G: Evaluating strategic workforce planning

Tips for this step:

- Make best use of the gap analysis as the starting point to generate strategy options and apply brainstorming techniques to identify a broad range of options before evaluating and reducing the number.
- Plan on having an action plan for each identified strategy, with clearly assigned accountability, responsibilities, resources, outcomes, milestones and measures, and linked to reporting and other governance mechanisms.
- Keep it simple. Depending on resources, it is usually only possible to focus effectively on a few priority areas at a time. Choose to focus on the workforce enablers that will have the biggest impact on the delivery of the organisation's strategic priorities in the allocated timeframe. Be prepared to break things up into manageable parts and take on just the first part this planning horizon, scheduling subsequent parts for later.

Ensuring success

Keep in mind the following key factors for workforce planning success.

Plan within capacity

Ideally, health service organisations work to develop, improve and integrate their strategic workforce planning systems over time. Strategic workforce planners can start small and build and enhance the systems, evidence base, engagement levels and the scope of strategies, into the future.

Adopt the principles

As outlined previously, this framework incorporates a set of principles to be applied when undertaking strategic workforce planning: *simplicity, improvement, integration, engagement, innovation and alignment*. Workforce planners are encouraged to examine each of the principles and plan for how they will be brought to life throughout the strategic workforce planning cycle.

Keep it real

While strategic workforce planning efforts always aim to enhance the position and functioning of the workforce, the number and scope of strategies are best kept realistic and achievable with specific consideration to timelines and complexity.

Measure, measure, measure

Strategic workforce planning involves the identification of priority areas, strategies and actions. To effect any change, the strategy must have clear outcomes and appropriately-defined measures which are used to assess and report on performance. These results can then be used to inform further analysis and subsequent strategy development cycles.

This assessment of performance is critical to the continuous improvement process as it makes outcomes definitive, allows lessons to be learned (and successes to be celebrated), and guides new initiatives. Importantly, the measurement and evaluation of performance and benefits also lends significant credibility to the strategic workforce planning process.