

Step 2-A: Question guide for step 2 - Analyse the workforce

Determining future gaps

The following questions are designed to provoke thought, analysis and exploration with respect to this step of the strategic workforce planning process. It is not necessary to discover answers to each of these questions – however consideration of these elements may contribute to a more robust workforce strategy.

- How well does the workforce currently support service delivery requirements? Consider a range of workforce characteristics: capacity, capability, sustainability, design, diversity, culture, wellbeing and performance.
- What elements of the workforce profile currently stand out, such as turnover, locations, diversity rates, employment type, retirement rate, staff satisfaction? What risks or challenges are apparent and how will these affect delivery on service commitments and strategic priorities? How will we assess and respond to these risks?
- What workforce issues and trends have been identified at a statewide or national level, and are these concerns for our health service organisation?
- What are the strategic or pivotal roles that are critical to service delivery? Consider capability, supply and design elements with respect to these roles. Can groups for development, retention and mobility been identified?
- What are the diversity statistics for each workforce segment, and are there opportunities to improve representation of diverse groups?
- How flexible, agile and adaptable is the workforce? Does the organisation make use of non-full-time appointments such as job sharing and telecommuting?
- Are workforce models fit for purpose and are clinicians working at optimised scope of practice?
- What scenarios could play out in the future? Consider changes to services, models of care, level of activity, technology, funding, etc.
- How will jobs and workloads change as a result of disrupters such as technological advancements, health sector changes, and the environmental influences identified in the PESTLE analysis?
- What would be the implications for the workforce of these types of changes? Which characteristics would be impacted and how could these be managed?
- Considering different scenarios, what are the characteristics of the desired workforce within the next 5-10 years?
- What new capabilities will be needed and at what level, and are the new capabilities available? What capabilities may not be needed in coming years?
- What culture will be desired and required to support the strategic priorities?

Source: Adapted from Strategic Workforce Planning Framework, Public Service Commission, NSW Government, 2019, and Strategic Workforce Planning Guide: How to Create Your Own Strategic Plan, National Institutes of Health, <https://hr.nih.gov/workforce/workforce-planning/getting-started>