

Strategic health workforce planning framework

Toolkit

May 2020



Queensland
Government

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Introduction

Health service organisations¹ across the Queensland health system have a central role to play in building and delivering the future health workforce. The Department of Health has developed the strategic health workforce planning framework to support these organisations in their planning. The framework comprises a guide, this toolkit, and a set of fact sheets. It is intended to assist health service organisations to plan and position their workforces to achieve their strategic and service objectives.

The strategic health workforce planning framework has been developed from the strong and diverse foundation of existing, 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 will be reviewed, enhanced and updated over time. Users are invited to contribute feedback and comment on their experiences in the application of the various components of the framework, to facilitate its increasing utility over time.

A *snapshot* as well as several fact sheets 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 Toolkit and the Guide, 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.

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.

Strategic Health Workforce Planning Framework SNAPSHOT

Strategic workforce planning...

What...

Strategic workforce planning is a cyclical business planning process that recognises the workforce as a key enabler of delivering strategic business and health service outcomes. This process considers and plans for the capacity, sustainability, diversity, design, culture, wellbeing and performance of the health workforce over time.

Why...

Insights gained through the strategic workforce planning process enable the identification, and articulation via a Workforce Strategy, of the health service's overarching workforce priorities. With this clarity, these priorities can:

- inform the development of workforce strategies to be implemented via action plans
- inform operational plans and human resources programs
- guide, influence and support day-to-day decision making across the health service

Who...

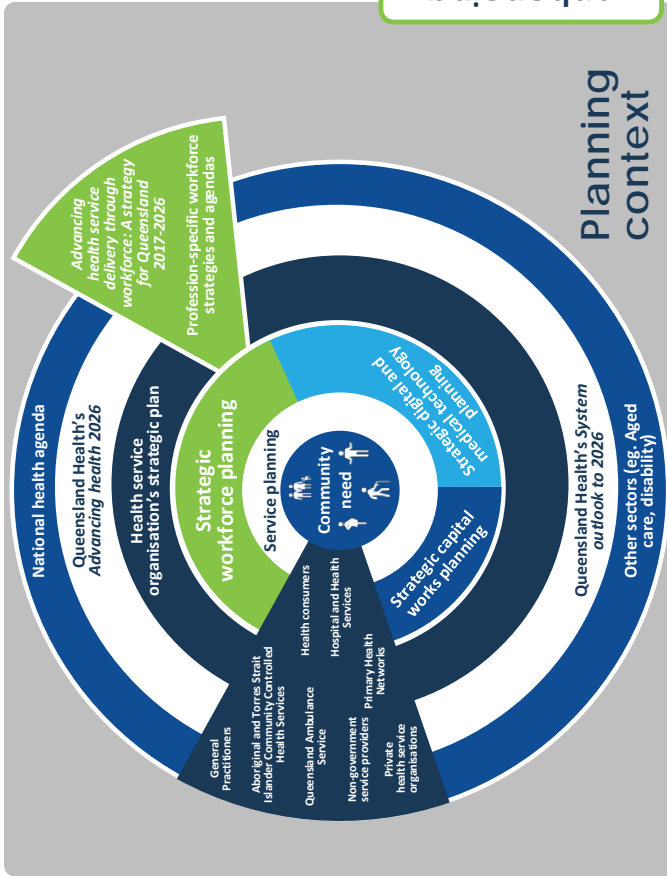
As strategic workforce planning is an enabler of the health service's strategic outcomes, senior management is accountable for the workforce strategy, and should lead and champion it throughout the organisation. Cross-functional teams, sometimes including human resources or organisational development staff, may be called upon to engage all parts of the organisation in the planning process and to coordinate and drive the delivery of desired outcomes.

When...

Strategic workforce planning typically has a 5-10 year planning horizon and should be timed to align with other elements of the organisational planning cycle such as for strategic, service and performance planning.

How...

The strategic workforce planning process developed by Queensland Health is illustrated at right.



Planning process

1 Understand the business

What is the strategic direction over the next 5-10 years and what does it mean for the workforce?

- Service plans and objectives
- Strategic objectives & key strategies
- Environmental scanning
- Workforce enablers

2 Analyse the workforce

What does the workforce look like now and what are the future gaps?

- Workforce design & profile now
- Scenario planning
- Desired future workforce state

3 Plan for the future

What strategies will position the workforce to deliver?

- Workforce priorities and objectives
- Workforce strategies for action
- Implement, measure & review

Leadership ♦ Engagement ♦ Governance

Strategic workforce planning...
Enabling the business to meet its strategic and health service objectives through workforce.

Strategic health workforce planning Guide ♦ Toolkit ♦ Fact Sheets
<https://www.health.qld.gov.au/system-governance/strategic-direction/health-workforce-information-gateway>
 healthworkforce@health.qld.gov.au

enhancing workforce...
 capacity
 capability
 sustainability
 design
 diversity
 culture
 wellbeing
 performance

RESOURCES

Getting started

A: Strategic workforce planning maturity assessment tool

Organisations may be at different stages of maturity in implementing strategic workforce planning. The maturity level is driven by a combination of factors including:

- organisational priorities
- organisational readiness
- data availability and quality
- internal capacity and capability to undertake the strategic workforce planning

Use the following table to assess the health service organisation’s maturity level.

	Building	Consolidating	Integrating
Alignment	No alignment between strategic and workforce planning	Strategic planning includes some workforce planning themes	Strategic business planning is fully aligned with workforce planning
Understanding	Some understanding of strategic workforce planning in pockets of the organisation	Limited understanding of and commitment to planning for system wide issues and changes	Strategic workforce planning is used as a strategic business tool
Approach	Workforce plans are developed by HR only	Siloed approach to looking at workforce planning across the organisation	Stakeholder engagement is high and provides meaningful input into process and outcomes
Resources	Often little or no dedicated resources	Some senior sponsorship and top-down input into workforce plan at points in time	Business units, HR and Finance work together to implement, monitor and adjust the plan
Data	Workforce planning decisions are not based on meaningful and informed data	Workforce planning decisions are based on some basic meaningful and informed data	Workforce planning decisions are based on sophisticated, meaningful and informed data

Source: Adapted from: Strategic Workforce Planning Framework, Public Service Commission, NSW Government, 2019.

B: Are you ready for strategic workforce planning? Checklist

	Yes	No	Maybe
Do you have a current/recent strategic workforce plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have an up-to-date strategic plan?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have commitment and enthusiasm from the Board, Chief Executive and senior management?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Does senior management have the right skills mix to lead the organisation through the strategic workforce planning?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Is your management structure well-designed to support a workforce planning process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a cross-functional team to undertake the strategic workforce planning?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have governance arrangements in place to oversee workforce planning strategy development and implementation?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the resources, time and capability to invest in strategic workforce planning?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have quality systems and continuous improvement processes to support changes arising from the workforce planning process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you actively engaged with your workforce to implement changes from the workforce planning process?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have concerns about your future workforce?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Do you have processes in place to collect workforce data?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Are you ready to acknowledge and tackle current and future workforce challenges?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Where you have indicated 'No' or 'Maybe' above, devise strategies to minimise and manage any constraints or shortfalls.			

Source: Adapted from: Workforce planning toolkit: Everything you need to plan for your future workforce, Community Services and Health Industry Skills Council, 2015.

C: Stakeholder analysis

Strategic workforce planning stakeholders should be identified and engaged early and taken on the planning journey from the beginning. Use this template to analyse the internal and external stakeholders who will be involved in the strategic workforce planning process or who will be impacted by its outcomes.

Consider each stakeholder’s interest area and concerns, and the influence they have over other individuals and groups, and the process. Plan strategies to engage stakeholders, and to secure their contribution to the planning process and the implementation of strategies. Highlight stakeholders who are already strategic workforce planning champions, or who could be engaged to become champions.

Stakeholder	Interest	Influence	Engagement
<i>Internal stakeholders</i>			
<i>External stakeholders</i>			

RESOURCES

Step 1 Understand the business



Step 1-A: Question guide for step 1 - Understand the business

Determining strategic priorities

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

- What is the agreed strategic planning time horizon (e.g. 3 years) and what are the key organisational business objectives over this period?
- What service commitments are in place in relation to this period, and are current service delivery models fit for purpose?
- What are the top 5-8 strategies to be implemented, evaluated and reported on over this time?
- What are expected service and program changes over the same period?
- Do any of these relate specifically to workforce?
- How do our strategic objectives link with Queensland Health's strategic objectives for the health workforce?
- How may the organisation's work change in the future due to political, economic, social, technological, legal and other environmental (PESTLE) factors?
- What are the 3-4 large-scale challenges that may affect the achievement of these objectives?
- What are the implications of the organisational objectives for different parts of the organisation?
- Which workforce characteristics will be critical to achieving the objectives?
- What are the specific initiatives required to execute the organisational objectives?
- What is the timeframe available to execute each of the initiatives?
- What are some of the strategic resources (e.g. capabilities, experience, knowledge, existing infrastructure) the organisation has to support achievement of the initiatives?
- How well-positioned is the organisation to respond to changes (e.g. to health sector, budget, consumer demand, etc.)?
- What are your key strategic relationships and what could impact those relationships?

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>

Step 1-B: Summary of strategic priorities

Use this template to record the health service organisation’s key strategic priorities over the agreed strategic planning period (e.g. 5 years). These may be drawn from a variety of sources, which should be reflected in the template. Refer back to this list throughout the planning cycle to ensure data analysis and discussions are focused on these objectives, and to ensure that strategies remain updated with any changes in the organisation’s strategic priorities.

	Health service organisation strategic priorities	Source
E.g.	Improved services to Aboriginal and Torres Strait islander people and communities	Health service organisation strategic plan
E.g.	Increased capacity to deliver in-home services	Queensland Health strategic plan <i>My health, Queensland’s future: Advancing health 2026</i>
E.g.	Enhanced digital service delivery and capability	<i>Queensland Health System Outlook to 2026</i>
E.g.	Reduce rates of childhood obesity	Queensland Health strategic plan <i>My health, Queensland’s future: Advancing health 2026</i>
E.g.	Enhanced renal services in response to identified demand	Emergent local priority
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		

Step 1-C: Environmental analysis - PESTLE

A PESTLE analysis is the systematic review of current and emerging forces in an organisation's external environment, which impact on its operations; specifically, political, economic, sociological, technological, legal, and environmental forces. Each of these is defined below and a template for completion is over page.

Political forces include the way in which the political landscape influences the business and personal environment. This is linked to policy decisions made by Commonwealth, State or Local Governments that affect the way in which your organisation operates. E.g.

- Political stability or change
- Policy reform and current priorities
- Funding agendas
- Influence over health, education and infrastructure

Economic forces consider the way your organisation receives money and manages financial assets. This can be impacted by the national, state and regional economy. E.g.

- Consumer demand
- Funding availability and priorities
- Partnerships
- Regional development and investment
- Other industries and their impact on workforce availability

Sociological forces include the responsibility of your organisation to the community in which it operates as well as the influence of population demographics on service delivery models. E.g.

- Population growth and distribution across the service area/s
- Consumer expectations
- Age distribution, and generational shifts in the workforce or specific occupational groups
- Workforce diversity, cultural capability, diversity and representation
- Closing the Gap (Indigenous health)
- Social change

Technological forces include consideration of how technological advances influence the way your service operates and interacts with its stakeholders. E.g.

- New technology impacting models of care and roles, e.g. Telehealth

- Paperless frontline care and support, e.g. ieMR
- Consumer data management and security considerations
- Consumer self-management or contribution to service support and care
- Efficiencies in support functions – finance and human resource management, e.g. MyHR
- Change management practices within the service

Legal forces include a range of legal obligations that apply to your organisation as both an employer and a human service organisation. E.g.

- Funding arrangements and contracts
- Industrial relations awards and agreements
- Workplace health and safety
- Compliance obligations, service accreditation and standards
- Obligations for consumer safety and wellbeing

Environmental forces describe the responsibility of your organisation towards protecting your resources and environment both internally and externally. E.g.

- Planning for responses to natural disasters
- Climate change – impacts and responsibilities
- Risk management and mitigation strategies
- Environmental / sustainability policies and procedures and the way in which these are communicated to staff (recycling, waste management, energy management, fuel usage etc).
- Engagement in local community initiatives to support the environment

Source: Adapted from: Workforce planning toolkit: Everything you need to plan for your future workforce, Community Services and Health Industry Skills Council, 2015.

Complete the PESTLE analysis below using the explanations from the previous page.

		Current Influences	Emerging influences (next 5-10 years)
P	POLITICAL		
E	ECONOMIC		
S	SOCIOLOGICAL		
T	TECHNOLOGICAL		
L	LEGAL		
E	ENVIRONMENTAL		

Step 1-D: Environmental scan report

This environmental scan report uses the SWOT (Strengths, Weaknesses, Opportunities and Threats) format to consider both internal and external influences on the organisation, currently and into the future. Complete the SWOT analysis using the template below.

When considering the organisation's **strengths and weaknesses**, focus mostly on internal factors which can be identified currently. Consider factors such as:

- Infrastructure, resources
- Service capacity and service models
- Service quality, standards and reputation
- Research and development
- Workforce capability (Leadership, technology, engagement, skills availability)
- Workforce culture, design, performance and wellbeing
- Workforce design

When considering the **opportunities and threats** to the organisation, focus mostly on external factors, which may emerge in the future. Consider factors such as:

- Influences identified in PESTLE analysis
- Consultation, engagement and partnerships
- Innovation and future-focussed, emerging initiatives

STRENGTHS	<i>Current focus</i>	WEAKNESSES
	Internal	
Positives		Negatives
	External	
OPPORTUNITIES	<i>Future focus</i>	THREATS

Source: Adapted from: Workforce planning toolkit: Everything you need to plan for your future workforce, Community Services and Health Industry Skills Council, 2015,

Step 1-E: Workforce requirements overview

Use this template to record the strategic priorities identified in Step 1, the key internal and external environmental factors that will impact the organisation over the next 5-10 years, and a high-level description of the workforce that will be required to deliver the desired outcomes. Highlight any issues that already stand out as requiring a workforce response, such as the closure of a facility, or the widespread introduction of a new model of care, or the need for culture change.

Strategic Priorities:	
Environmental influences:	
Workforce Requirements	Capacity:
	Capability:
	Sustainability:
	Design:
Diversity:	
Culture:	
Wellbeing:	
Performance:	

RESOURCES

Step 2 Analyse the workforce



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>

Step 2-B: Current workforce assessment

Use the format below to summarise the current workforce characteristics identified through data analysis and to highlight issues for further consideration.

	Considerations	Current workforce profile	Strengths, issues, risks and challenges
Capacity	headcount, FTE, composition, supply and demand projections, seasonal variability, distribution, turnover, leave, retirement rates		
Capability	Core role skills, other skills, qualifications, registration		
Design	strategic/pivotal roles, scope of practice, workforce models, team structures, organisational design		
Sustainability & diversity	age, gender, employment type, classification, employment status, representation of diverse population groups, E.g. Aboriginal and Torres Strait Islander people		
Culture, wellbeing & performance	employee engagement and satisfaction, performance appraisal, industrial/regulatory arrangements		

Step 2-C: Role segmenting tool

Strategic workforce planning should include an analysis of the key roles in the organisation. While all jobs are important, roles vary in their impact on the organisation’s capacity to meet its strategic objectives. An awareness and analysis of the key roles will help to prioritise workforce planning strategies. According to the following, strategic roles and, to lesser extent, core roles should be considered as key roles that are highlighted for monitoring through the planning process.

Role type	Determining role types
Strategic	<ul style="list-style-type: none"> Does this role play a vital role to driving and achieving strategy goals? If this role were to go unfilled, would the future success be compromised or put at high-risk? Does this position change with time and strategy?
Core	<ul style="list-style-type: none"> Does this role relate to operational excellence? Is there considerable risk to goal/strategy achievement if these roles are not filled? Is this role called a “never out job” (e.g., always want these jobs filled)
Supporting	<ul style="list-style-type: none"> Does this role keep the internal operation working smoothly, such as IT, finance, or HR? Does this role support the business processes that enable the strategic and core roles to deliver the mission?
Misaligned	<ul style="list-style-type: none"> Can this role be redeployed? Is there no risk to the organisation if the role were to go unfilled?

Source: Adapted from National Institutes of Health, Workforce Planning Toolkit: Identifying Key and Mission-Essential Positions, 2015 <https://hr.nih.gov/sites/default/files/public/documents/working-nih/workforce-planning/pdf/04-keyandmissionessentialpositionsoverview.pdf>

Segmentation of roles	Responses
What roles in the organisation are essential to implementing the business strategy? Try to identify the three to five roles that are critical.	

Segmentation of roles	Responses
<p>Describe how each of these key roles contributes to executing the strategy and value creation.</p>	
<p>Prioritise these roles in terms of a continuum of impact; from strategic to core to supportive to misaligned.</p>	
<p>Identify which key roles are linked with identified issues, risks or challenges, and should therefore be monitored through the gap analysis process.</p>	
<p>For each key role, consider the following factors currently and in the future: supply and demand, skills, role design, team roles, and drivers for attraction and retention.</p>	

Source: Adapted from Human Capital Institute (HCI) Strategic Workforce Planning Toolkit 2015.

Step 2-D: Risk matrix

You can use this risk matrix tool to assess workforce risks that were identified in the environmental scan, workforce profiling or role segmentation activities. Risks are assessed in terms of likelihood of occurrence and potential impact on service delivery. Workforce issues and challenges that fall into the red or orange zones should be highlighted and monitored for potential prioritisation and strategy development as you proceed through the strategic workforce planning process.

Likelihood of Occurrence	Almost Certain			Explore	Prepare	Prepare
	Likely			Explore	Explore	Prepare
	Possible			Explore	Explore	Explore
	Unlikely					Explore
	Rare					Explore
		Negligible	Minor	Moderate	Major	Extreme
Impact on Service Delivery						

Example risk assessment:

Risk: Ageing X workforce – high risk of losing a high turnover of experienced staff across the next 3-5 years.

Likelihood: Almost certain – X workforce has high % of staff aged 55-65 and >65 years. There has been an increased level of turnover in X workforce across the past 2 years and this trend is likely to continue.

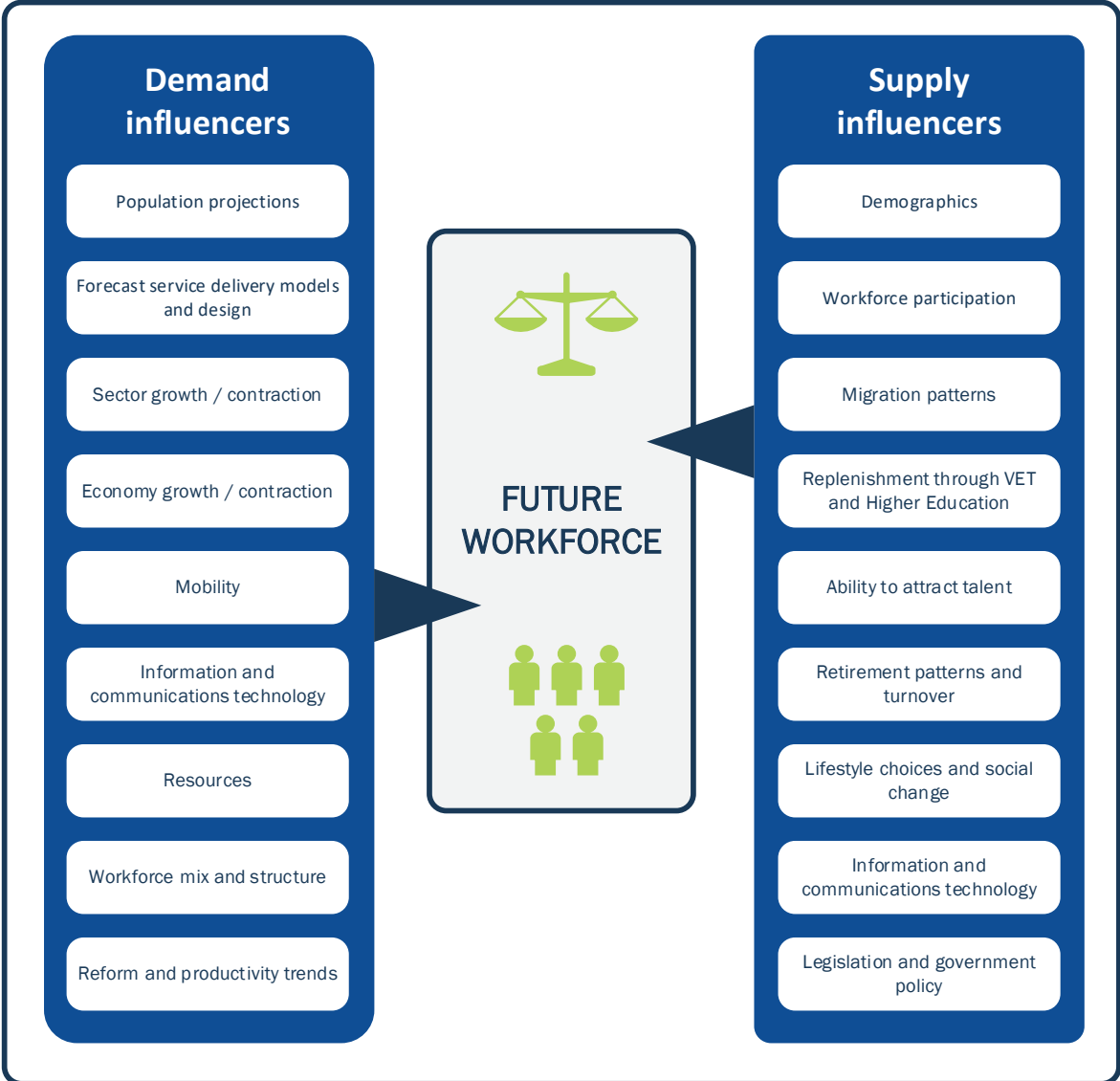
Impact: Major – X workforce has specialised skill set and delivers critical clinical services and the availability of a replacement workforce is questionable.

Outcome: Prepare – There is a need to further explore this risk through workforce planning in order to identify suitable strategies and actions to reduce the impact of this risk.

Source: Adapted from: Sunshine Coast Hospital and Health Service Workforce Planning Toolkit, Sunshine Coast Hospital and Health Service July 2015.

Step 2-E: Supply and demand assessment

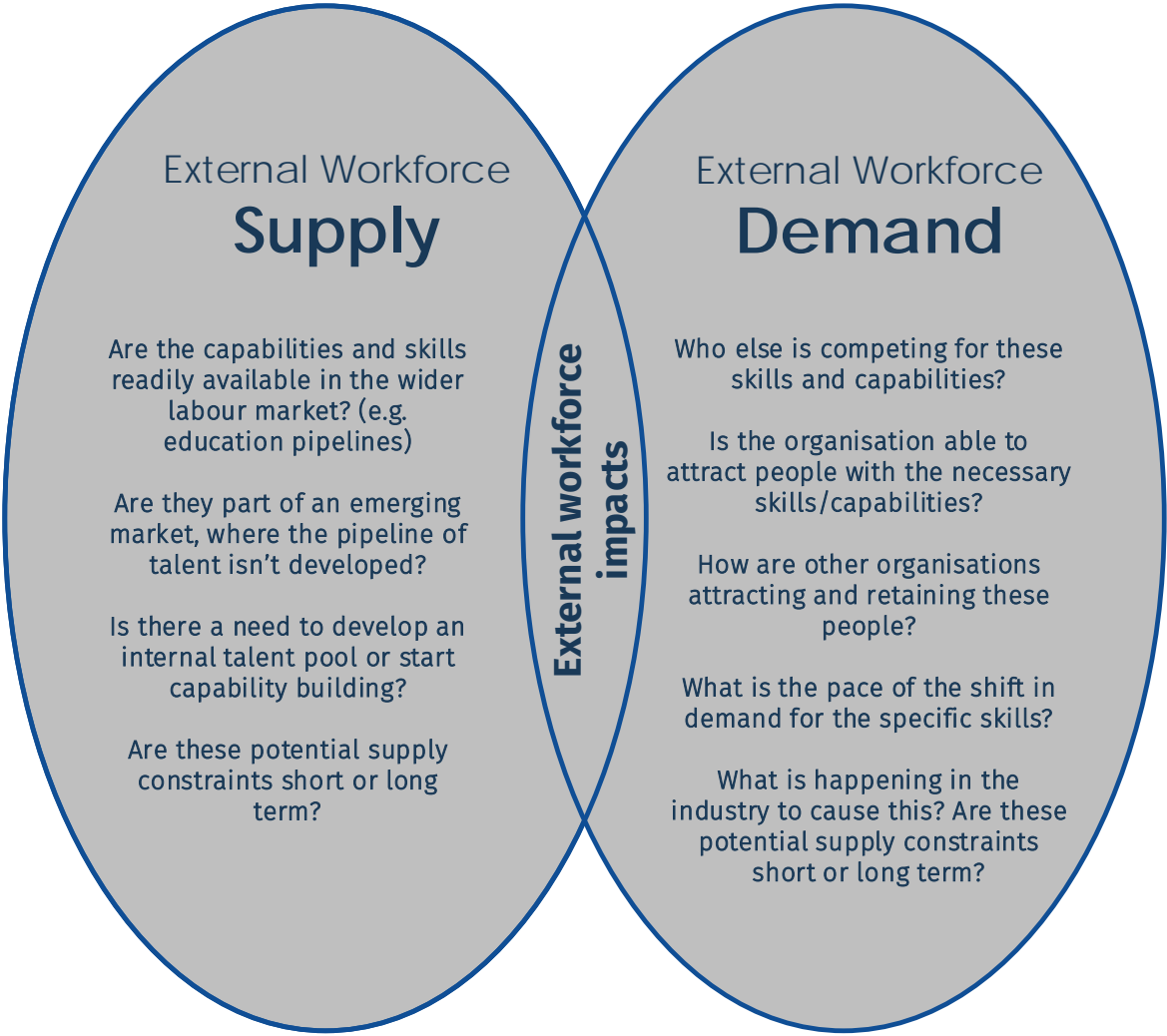
The diagram below illustrates factors which determine the supply of and demand for different workforce groups. Use this tool in conjunction with workforce supply and demand projections to analyse the current and future workforce. This tool is also useful in Step 3 of the planning process, to identify the factors that can be influenced through the workforce strategies to be developed and implemented.



Source: Adapted from: Strategic Workforce Planning: Practical tips and advice on how to write a strategic workforce plan, Jenny Stephensen, Public Service Commission, Queensland Government, April 2015

Step 2-F: External labour market analysis

When analysing potential future workforce supply and demand, consider the external labour market. An organisation may have a clearly defined strategic vision and business strategy, but failure to respond to constraints in external workforce supply or demand creates significant operational risk. This diagram offers questions that can be asked during an in-depth analysis of the external labour market context.



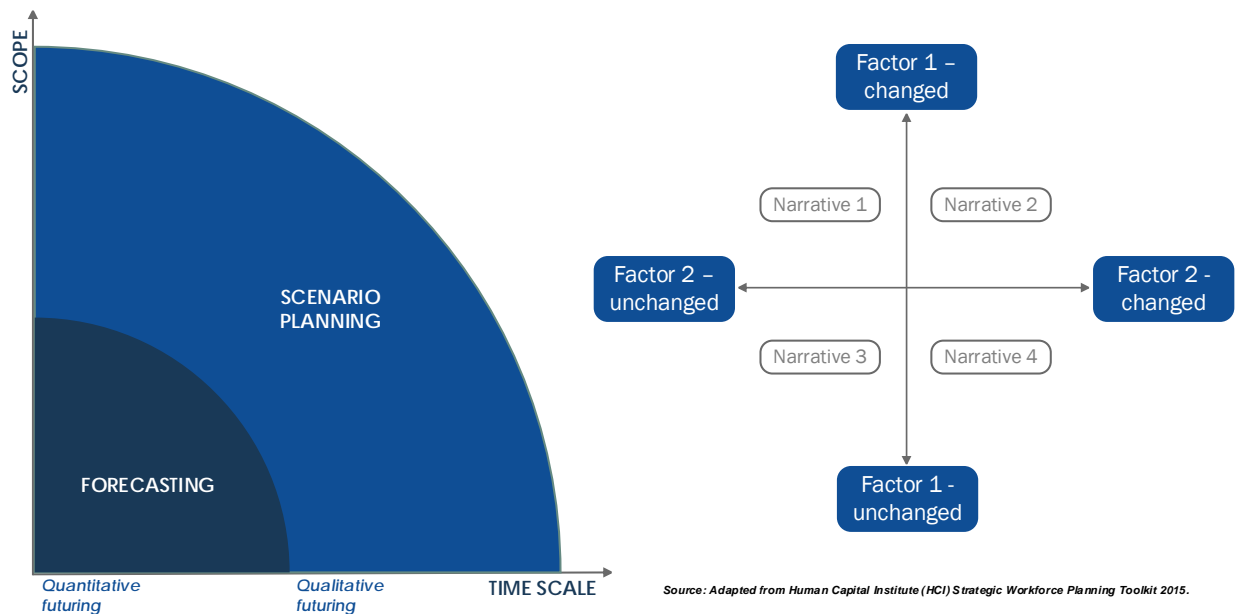
Source: Adapted from: Strategic Workforce Planning Framework, Public Service Commission, NSW Government, 2019.

Step 2-G: Benchmarking tool

Where data is available, benchmarking provides an opportunity to compare aspects of the organisation’s workforce profile with those of other similar organisations. This type of analysis should be done with caution since each organisation has a unique operating context, however it can be a useful tool for highlighting points of difference that warrant further enquiry.

Organisation	Head-count/ FTE	Average age	Average age	Gender % female	Turnover	A&TSI	NESB

Step 2-H: Scenario planning tool



The environmental scanning process should have highlighted emerging forces which may impact on the organisation's achievement of its strategic objectives. Scenario planning is a qualitative process which allows us to explore the possible futures created by these forces, alone and in combination. It builds on the important foundation provided by workforce data analysis and forecasting, and adds value through its capacity to see new futures created, through brainstorming, innovating and the introduction of new ideas.

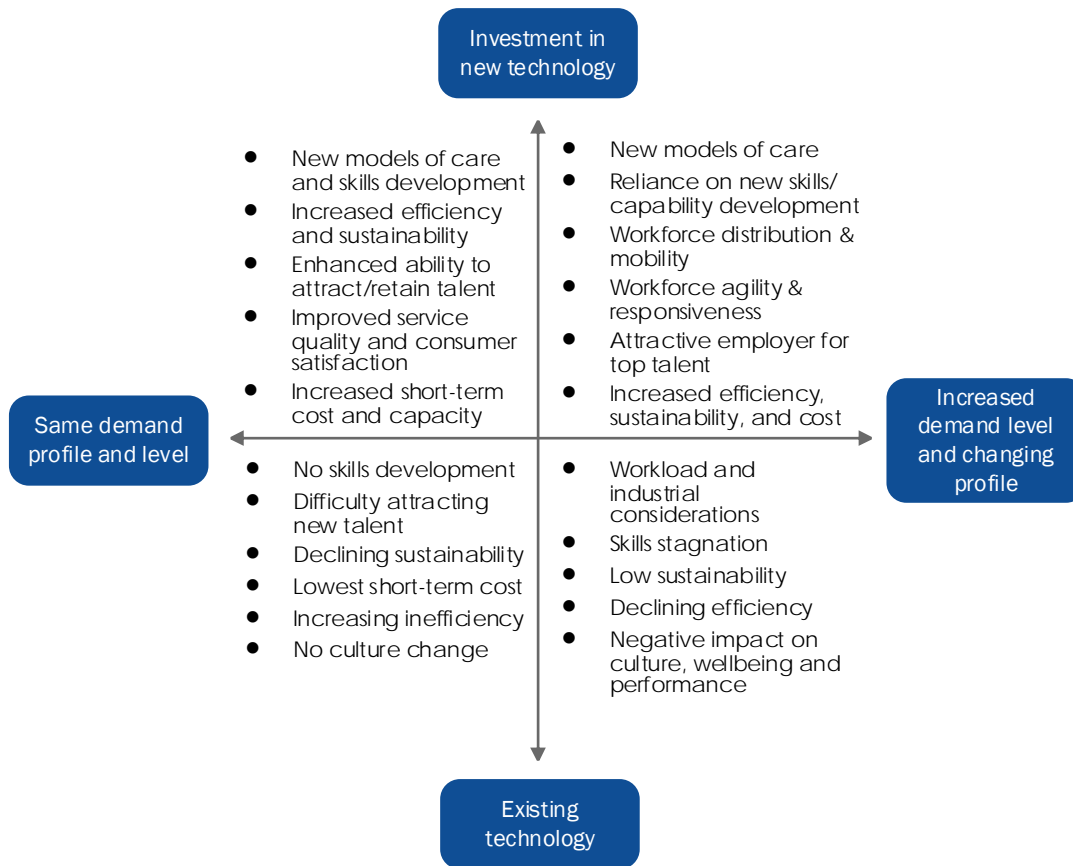
To undertake scenario planning, choose factors from the environmental scan that were identified as potentially impacting the organisation's pathway to achieving its strategic outcomes. These may include internal or external forces such as:

- New funding models
- Consumer demand profile and/or level
- Availability of skilled workforce
- New medical technology
- Population distribution
- Changes to disease profile

Use the above tool to develop narratives to describe possible future scenarios, in the event of identified future factors *occurring* (changed) or *not occurring* (unchanged). These narratives provide a useful means by which to define, nominate, and clarify the desired future outcomes for the organisation. From this point, the workforce profile required to deliver on the future state will be more readily determined.

Refer over page for an example of the scenario planning tool in use. The example considers the possible outcomes related to investment in new technology and increased consumer demand.

Scenario planning grid and worked example:



Source: Adapted from Human Capital Institute (HCI) Strategic Workforce Planning Toolkit 2015.

Step 2-I: Gap analysis

Use this template to summarise the gap in the characteristics of the workforce - between now and where the workforce should be positioned for the future, with consideration to anticipated workforce requirements (Refer Toolkit item 1-E).

Summary Gap Analysis			
	Current workforce profile	Workforce gap	Future workforce profile
Capacity			
Capability			
Design			
Sustainability & diversity			
Culture, wellbeing & performance			

RESOURCES

Step 3 Plan for the future



Step 3-A: Question guide for step 3 - Plan for the future

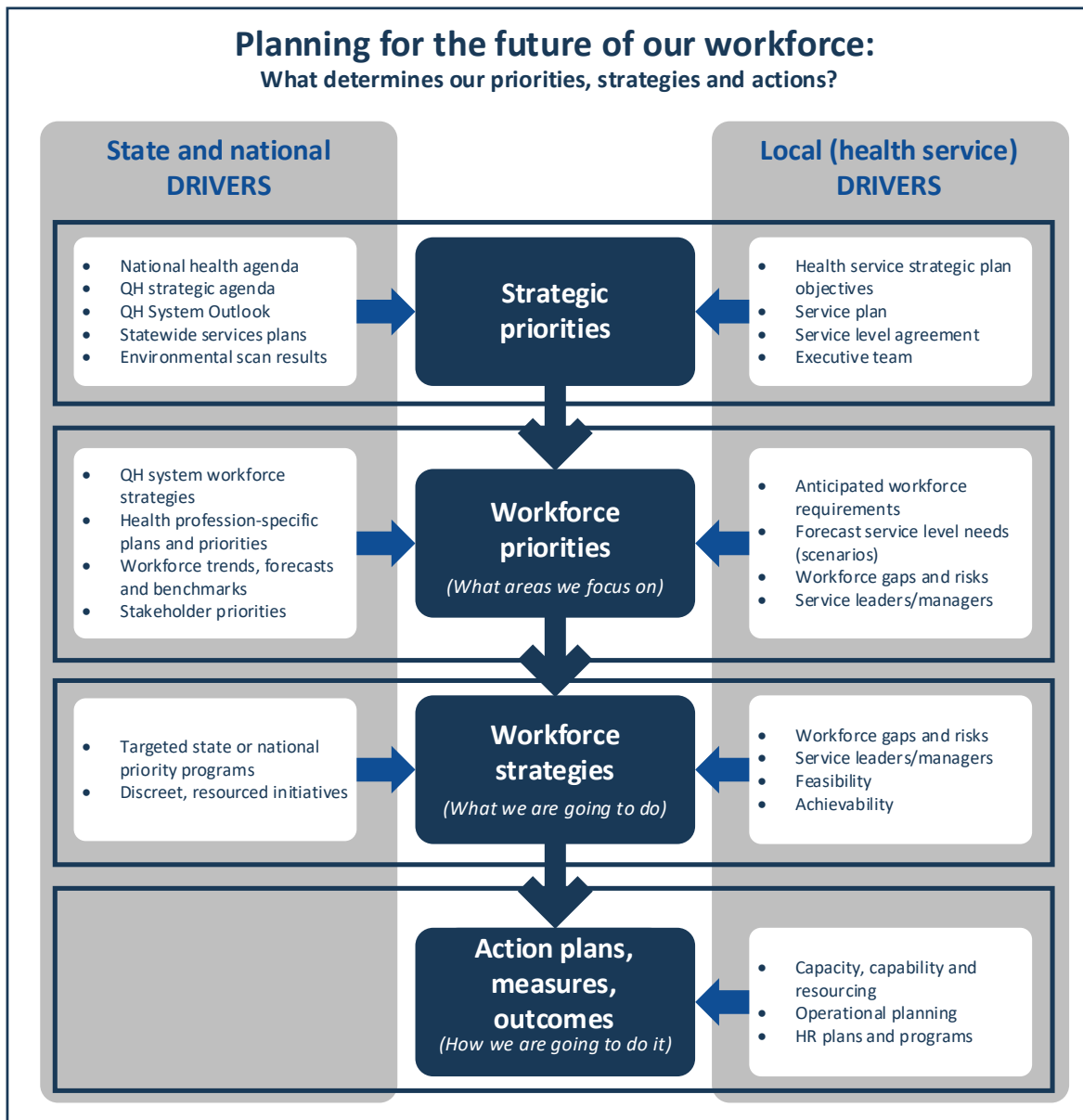
Positioning the workforce to deliver

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

- Which are the most/least important workforce gaps to be closed, to deliver on the organisation's strategic priorities? Which are non-negotiable?
- What strategies could we put in place to close (or minimise) each workforce gap across identified scenarios?
- What are the pros and cons of each strategy, and what are the risks in light of their potential effectiveness? What may be the unintended consequences?
- Do we have the resources and capability to implement these strategies over the next 3-5 years?
- How can we implement these strategies with minimal disruption to service delivery?
- Can we articulate the outcomes we hope to achieve from each strategy and how we will measure success?
- Can we be specific about the actions we will need to take to implement each strategy?
- Who will develop action plans to implement each strategy, and be accountable for their implementation?
- How will progress towards the outcomes be monitored, and how will it be communicated to stakeholders (e.g. leadership, employees, etc.)?
- How will the implementation be continually evaluated and revisited to ensure strategic workforce planning reflects any significant internal or external changes?
- Who will own the post-implementation review process?
- How will the organisation monitor the success of workforce planning processes in order to continuously improve them?

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>

Step 3-B: Strategy alignment matrix



Step 3-C: Organising the strategies

Use this template to set out strategic workforce priorities and strategies. If desired, these may be organised around categories from the organisation’s strategic plan, or the focus areas from the Queensland Health ten-year workforce strategy (designing, enabling, and strengthening the workforce, and keeping connected). Importantly, there should be a clear strategic basis for the identification of each as a priority, and the strategic links can be noted in the template. Refer to the example for guidance.

Priority #	
Priority:	Objective:
	Strategic Links:
Strategies	Performance Indicators

Priority 1 (Example only)

Priority Aboriginal and Torres Strait Islander health care workforce and cultural capability.	Objective: Build the Aboriginal and Torres Strait Islander service delivery and support workforce to respond to identified workforce capacity, capability and design gaps, to reduce risks and improve outcomes in patient care.	
	Strategic Links: <ul style="list-style-type: none"> Health service strategic plan: Closing the Gap – value and quality indigenous health care QH ten-year workforce strategy: Strengthening the workforce 	
Strategies		Performance Indicators
1. Establish Aboriginal and Torres Strait Islander representation benchmarks across all workforce groups and invest in targeted attraction and retention strategies to align the workforce profile to these benchmarks.	Indigenous workforce representation rate Profile and use of identified positions Indigenous application and retention rates	
2. Build cultural capability through investment in accessible, practical, sustainable training and development initiatives.	Training completion rates Indigenous presentation rates Patient satisfaction	
3. Develop career pathways in Indigenous healthcare for Indigenous and non-Indigenous staff through workforce design initiatives and development programs.	Program delivery Participation rates Patient satisfaction	
4. Invest in grow-your-own Indigenous workforce strategies through partnering with education providers	Application rates	
5. Invest in business processes that provide for integrated decision making and models of care that maximise the incorporation of Aboriginal and Torres Strait considerations in service delivery.	Representation rates Indigenous presentation rates Patient satisfaction	

Step 3-D: Workforce strategy template

Organisational context

Stakeholders (Toolkit resource: Before you start - C)

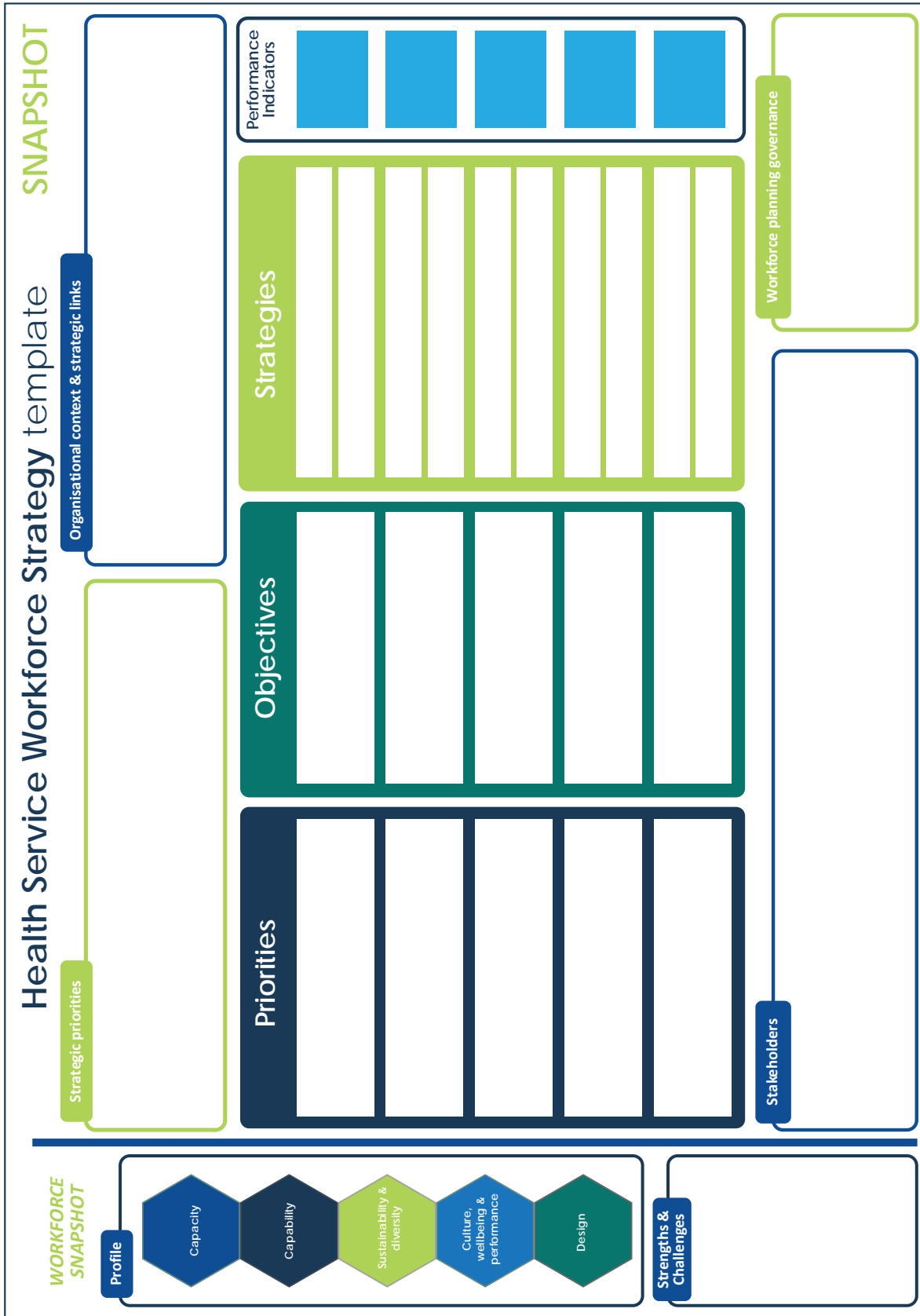
Strategic priorities (Toolkit resource: Step 1-B)

Workforce profile, strengths and challenges (Toolkit resource: Step 2-B)

Workforce priorities, objectives, strategies and performance measures (Toolkit resource: Step 3-C)

Workforce planning governance (Toolkit resource: Before you start - B)

Step 3-E: Workforce strategy snapshot template



Step 3-G: Evaluating strategic workforce planning

Use this tool to assess the state of strategic workforce planning in the organisation, and to highlight areas for further development.

Strategic Workforce Planning Status					
	How do we rate?				
	1 Poor	2 Fair	3 Average	4 Good	5 Excellent
1. Strategic workforce planning is well accepted and supported by executives and leaders.					
2. A plan is in place to deal with labour and skill shortages in the future.					
3. The workforce strategy is closely aligned to the business strategy.					
4. Strategic (as opposed to operational) workforce planning is endorsed and practiced.					
5. Roles have been categorised based on their importance to executing strategy.					
6. Roles have been categorised as strategic, core, supportive, and misaligned to executing strategy (or similar spectrum).					
7. Competencies for each strategic role have been identified.					
8. Top talent is assigned to strategic roles; close fit between strategic roles and top talent.					
9. The internal and external environmental factors that impact the present and future workforces are well understood.					
10. Analytics and data are used to analyse different workforce profiles and trends.					
11. The risk associated with important environmental factors is assessed.					
12. The profile and characteristics of the current workforce are clearly understood.					
13. The no-change future state is used to forecast what the current workforce would look like if no changes or adjustments were made.					
14. Scenario planning is used to help understand the future workforce characteristics.					
15. Both quantitative and qualitative data are used to construct future scenarios.					
16. A gap analysis is performed to reconcile the differences between the current and future state needs.					
17. The best decisions about how to meet skill and competency gaps are made through hiring, developing, and using external resources.					
18. A detailed action plan is in place to accomplish the initiatives required by the workforce strategy.					
19. The workforce strategy is monitored so that if conditions change, the strategy can be modified or redirected as needed.					
20. The workforce strategy and action plans make the best use of existing systems, data, people, and resources.					

Source: Adapted from Human Capital Institute (HCI) Strategic Workforce Planning Toolkit 2015.