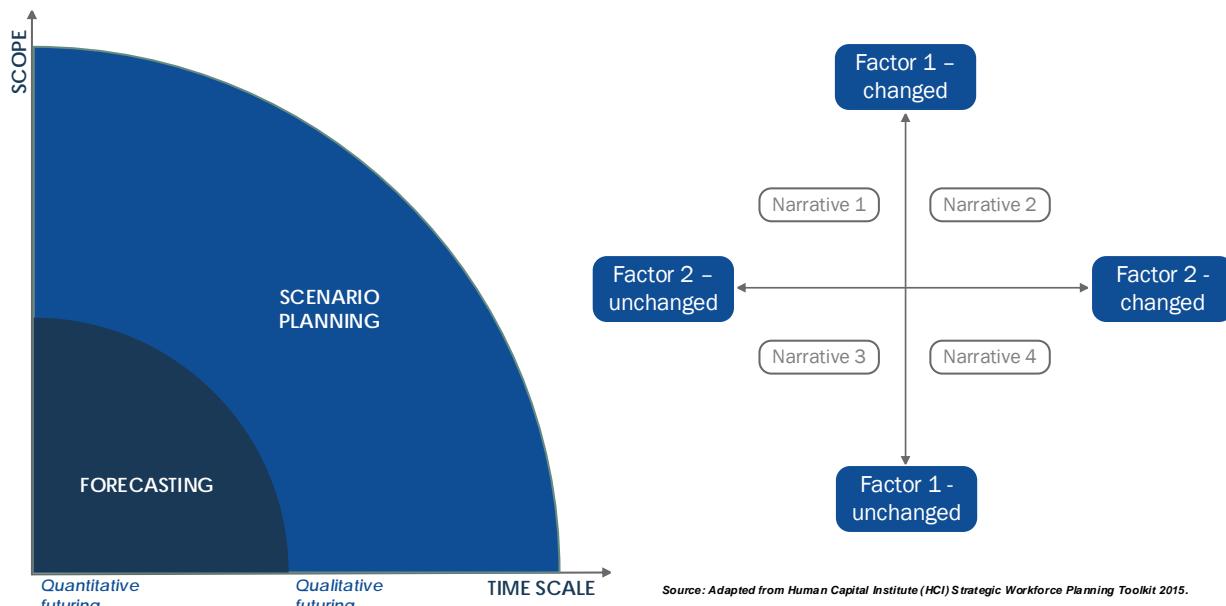


Step 2-H: Scenario planning tool



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

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:

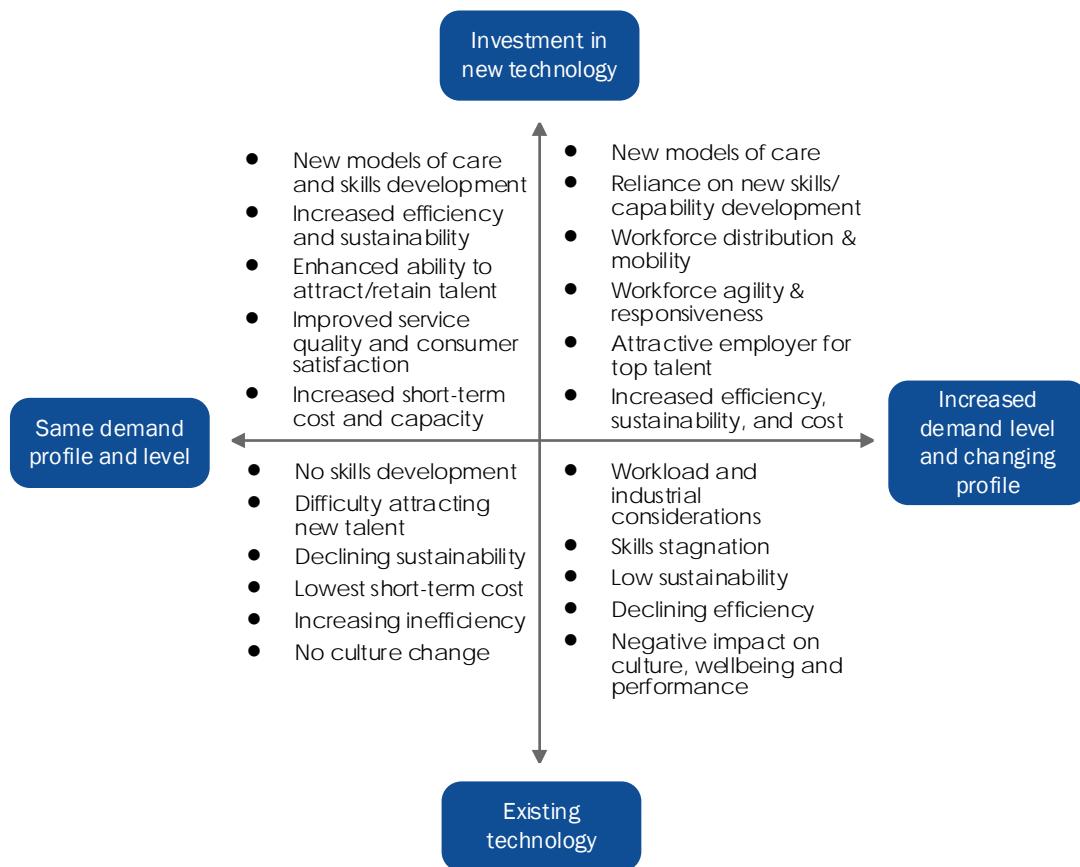
- New funding models
- Consumer demand profile and/or level
- Availability of skilled workforce
- New medical technology
- Population distribution
- Changes to disease profile

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.

Strategic health workforce planning framework toolkit – Resource

Scenario planning grid and worked example:



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