

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>