

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>