Workforce Planning : in practice

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Queensland Australia

ACKNOWLEDGEMENT OF COUNTRY

Griffith University acknowledges the people who are the Traditional Custodians of the land. We pay respect to the Elders, past and present, and extend that respect to all Aboriginal and Torres Strait Islander peoples.

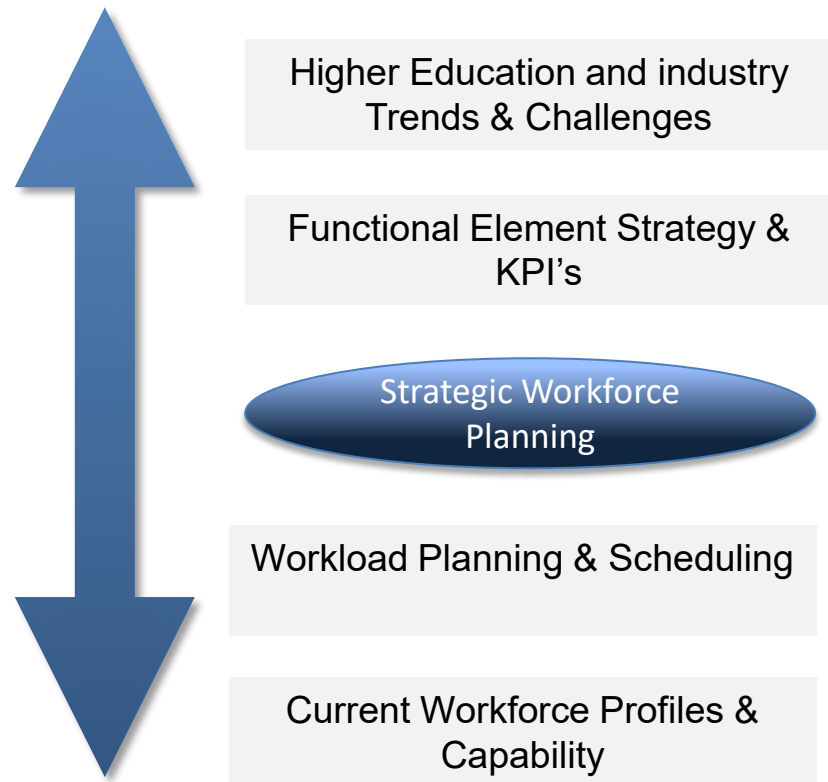*Together*, Sid Domic

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Agenda:

- Why engage in workforce planning?

- Common challenges

- Maturity Model

- Workforce Planning Framework at Griffith University

- Fundamentals of workforce planning (Demand/Supply/Gap)

- Workforce Strategies and Solutions Framework

- Activities and stakeholder engagement

- Toolkits, tools and foundational data models

- Developing a Workforce Plan

Case Study : Developing a Workforce Plan for Digital Solutions

Questions

Strategic workforce planning provides evidence-based direction and input into key workforce and talent processes and programs. It does not replace workforce processes on an individual level.

Higher Education and industry Trends & Challenges

Functional Element Strategy & KPI's

Strategic Workforce Planning

Workload Planning & Scheduling

Current Workforce Profiles & Capability

Strategic workforce planning is designed to…..

➢ Understand **current state workforce** and internal **supply of talent** and benchmark **performance** (revenue and cost) across academic and professional areas

➢ Consider **future scenarios** and the implications of the workforce required e.g., changing mode of delivery, changing resourcing models, development of new programmes or services

It will not replace:

▪ Current or future workload planning for specific individuals
▪ Detailed forecasting on facility or other non-workforce costs

How can workforce planning help ?

Workforce Planning will help answer the following:

Right Capabilities

- What are the **critical capabilities** to achieve our business strategy (organizational, leadership and technical capabilities)?
- What **skills** will be needed to **conceptualize and deliver** our programs (courses / degrees and services?)
- What roles / skills and how **many people** are needed to deliver our services effectively?

Right Proposition and Deployment

- How will we create a **flexible agile workforce** across the organization?
- Where are **opportunities to align / change roles** to reflect internal and external requirements?
- What are the ways to **build and attract** talent?
- How should critical capabilities and roles be **deployed**?

Right Time and Right Cost

- How do we ensure **sustainability** of our delivery (teaching, research, engagement) with our workforce demographics?
- **When do you need** critical resources to avoid gaps/ risks?
- Where are opportunity to increase current **workforce productivity**?
- How do deployment choices impact service **delivery and cost** efficiency?
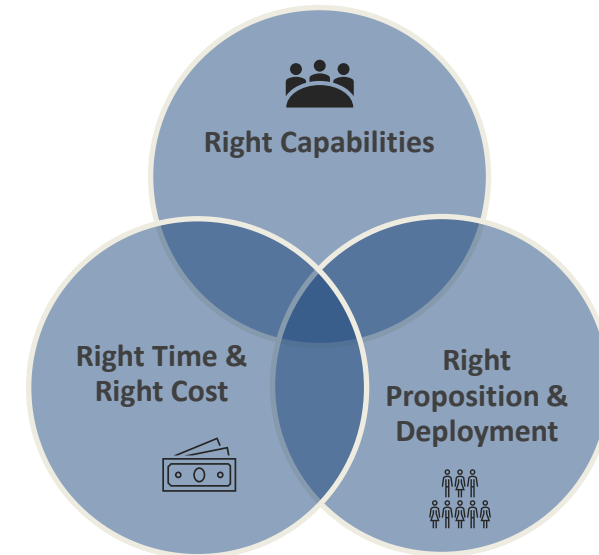
Common challenges :

Some common challenges limiting the adoption of Workforce Planning and People Analytics?

Started with data, not questions

Big data can seem confusing. Without having the end goal *('What is the problem we are trying to solve?')* defined at the starting point, users can become overwhelmed by the large volume of data.

Difficulty combining data

When organisations try to combine or aggregate inconsistent data from disparate sources, errors might be encountered, resulting in data quality challenges. This subsequently effects the quality of decision making. *You need to work with other colleagues – Finance, Business Intelligence.*

Lack of management support and common understanding

The value of adopting analytics and developing frameworks and tools can be intangible and require long-term investment. Many executive leaders are hesitant to invest in developing the analytics capability (time, system, resources, technology, etc). Common misconceptions about what SWP or WFP is/ is not.
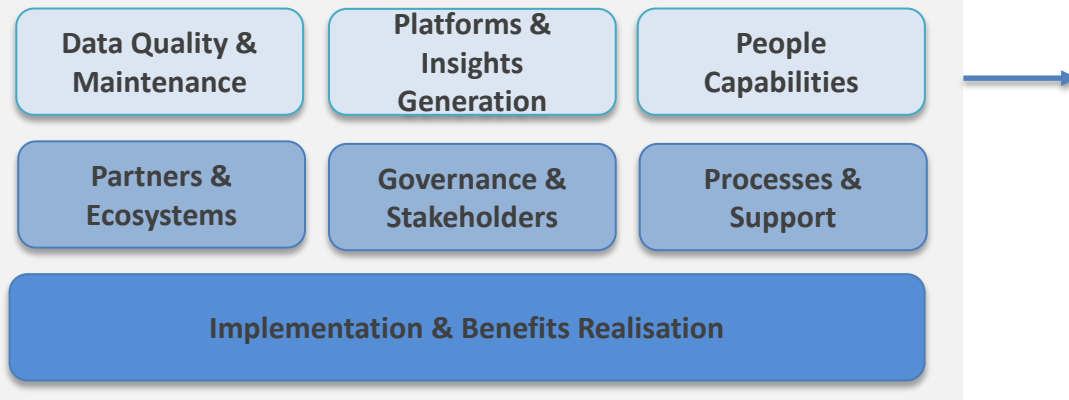
Started with overly ambitious project

Many organisations are eager to resolve multiple issues at once. They tend to roll out analytics initiatives with an overly ambitious project that the organisation is not ready to tackle.

Workforce Planning Maturity Model

- Where should we position our workforce planning efforts?
- What is our Workforce Planning maturity?
- How can we engage with stakeholders and develop a roadmap for targeted action?
- How can we build upon existing plans?

7 Framework Dimensions:

- Core capabilities
- Enabling capabilities
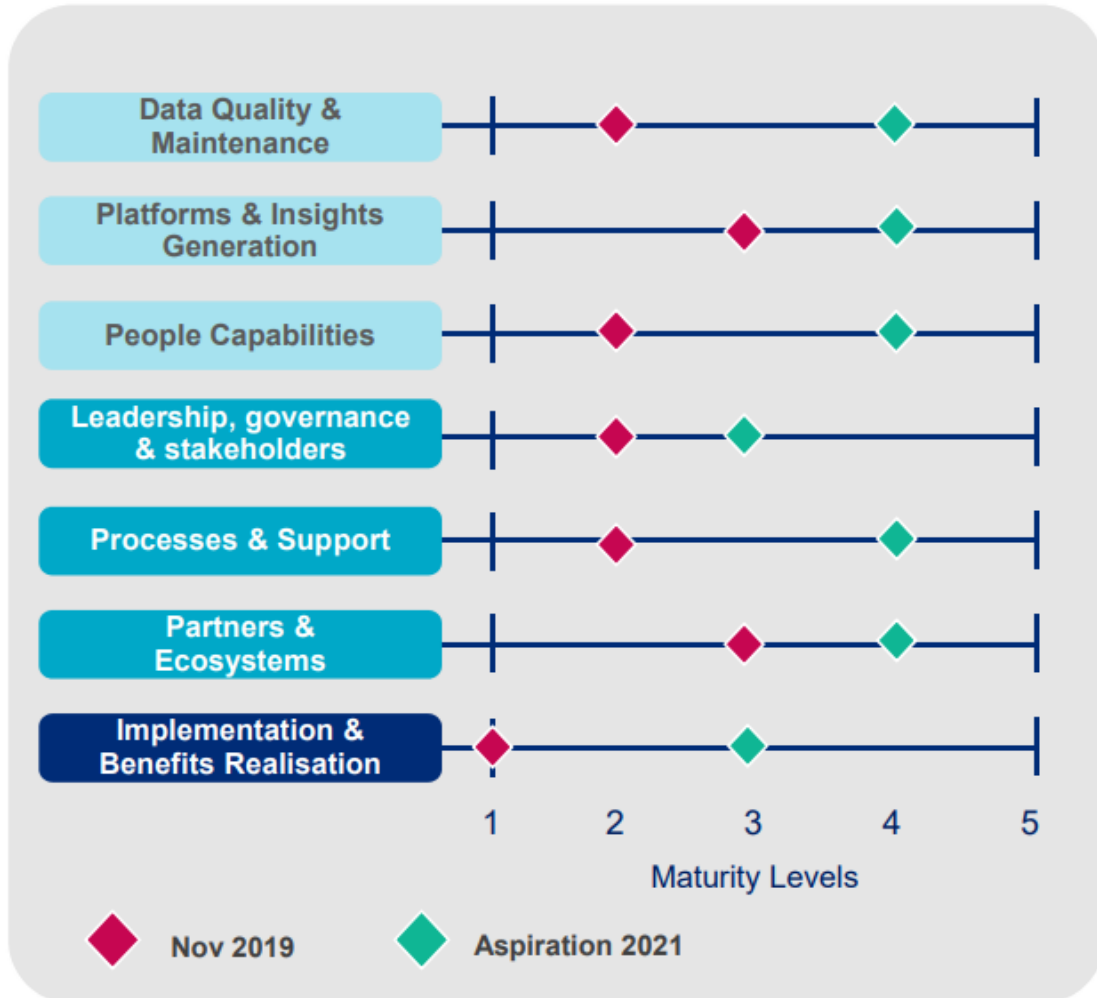- Benefits and outcomes

Data Quality & Maintenance	Platforms & Insights Generation	People Capabilities
Partners & Ecosystems	Governance & Stakeholders	Processes & Support

Implementation & Benefits Realisation

5 Levels of WFP Maturity:

Level 1 INITIATED	• Foundational tools and processes • Ad-hoc analysis
Level 2 DEFINED	• Defined strategy • Consistent application of tools and methods
Level 3 EVOLVED	• Capability development roadmap • Monitoring of SWP effectiveness • Informs other people processes
Level 4 ADVANCED	• Critical input into business strategy
Level 5 STRATEGICALLY ALIGNED	• Fully embedded in strategy development

SWP & ANALYTICS MATURITY

Data Quality & Maintenance
Platforms & Insights Generation
People Capabilities
Leadership, governance & stakeholders
Processes & Support
Partners & Ecosystems
Implementation & Benefits Realisation

1 2 3 4 5

Maturity Levels

◆ Nov 2019   ◆ Aspiration 2021
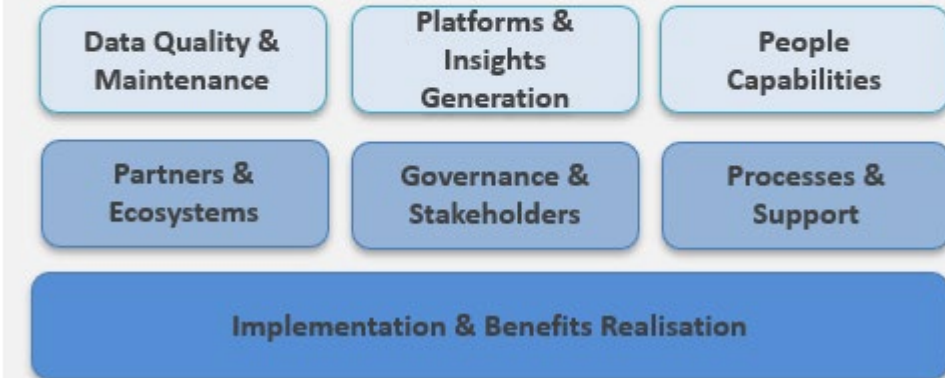
'Easy to describe, much harder to do and even more difficult to do well'

7 Framework Dimensions:

- Core capabilities
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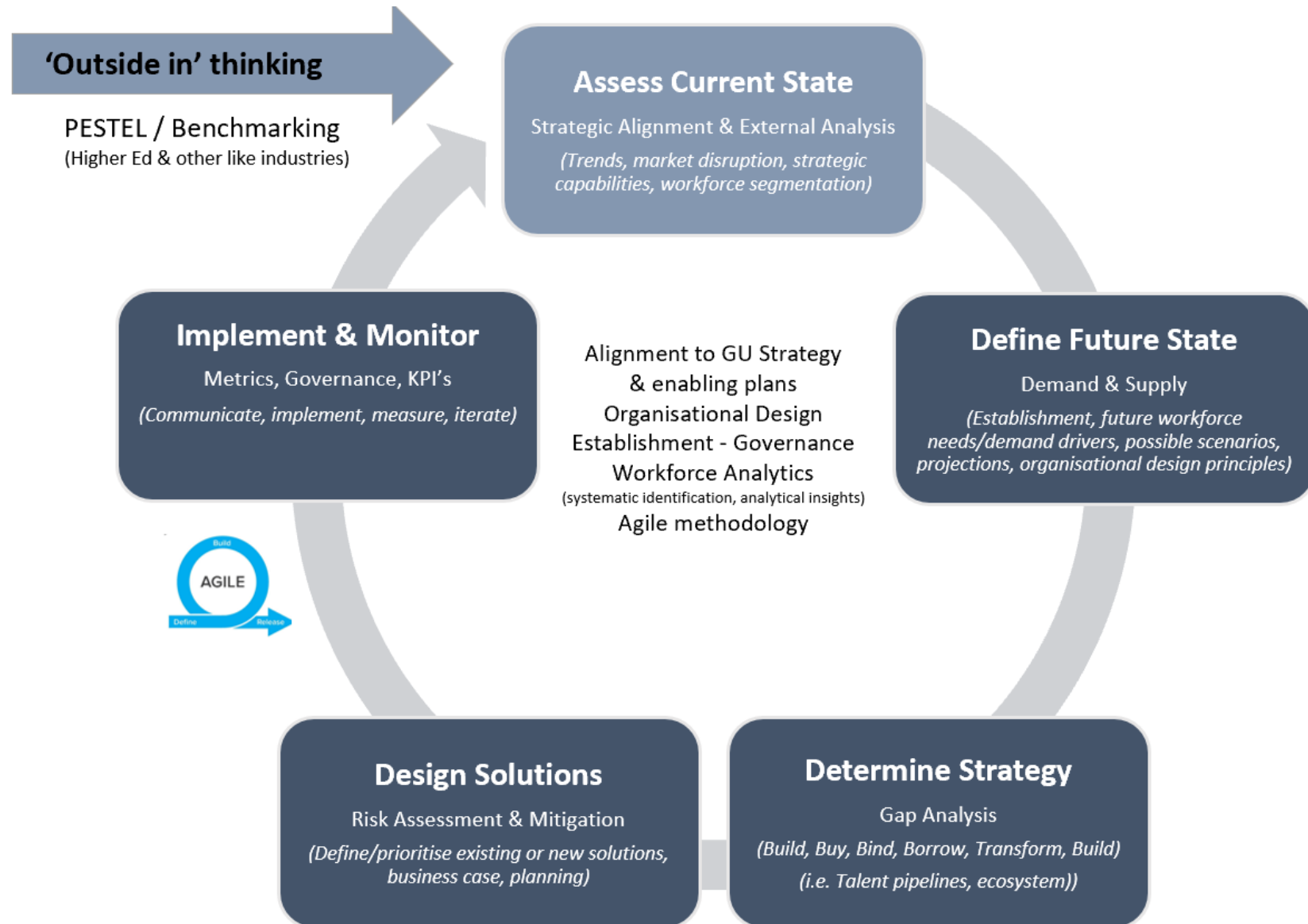
Data Quality & Maintenance
Platforms & Insights Generation
People Capabilities
Partners & Ecosystems
Governance & Stakeholders
Processes & Support

Implementation & Benefits Realisation

Griffiths Journey:

'Easy to describe, much harder to do and even more difficult to do well'

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We still have a long way to go…

WFP pilots and programs

Workforce challenges
Data maturity - insights

Building capability
Common understanding
Data foundations

Specific WFP programs to evidence value and outcomes

Projection model and automated data sets (Tableau, PowerBI)

Developing broader workforce plans

Integration into planning cycles

Workforce reporting

Defining workforce problems

Leader Capability

Data integrity, quality, governance (cross-function collaboration)

Job Family Architecture

Mercer IRU project

Framework

Toolkits

HR BP Capability

Data, Data, Data

| Level 1 INITIATED | Level 2 DEFINED | Level 3 EVOLVED | Level 4 ADVANCED |

Griffith Workforce Planning Framework:

A five-phase approach that considers the external and internal operating environment in alignment with Griffith's Strategy and enabling plans.

'Outside in' thinking

PESTEL / Benchmarking
(Higher Ed & other like industries)

Assess Current State

Strategic Alignment & External Analysis

(Trends, market disruption, strategic capabilities, workforce segmentation)

Define Future State

Demand & Supply

(Establishment, future workforce needs/demand drivers, possible scenarios, projections, organisational design principles)

Implement & Monitor

Metrics, Governance, KPI's

(Communicate, implement, measure, iterate)

Alignment to GU Strategy
& enabling plans
Organisational Design
Establishment - Governance
Workforce Analytics
(systematic identification, analytical insights)
Agile methodology

Design Solutions

Risk Assessment & Mitigation

(Define/prioritise existing or new solutions, business case, planning)

Determine Strategy

Gap Analysis

(Build, Buy, Bind, Borrow, Transform, Build)

(i.e. Talent pipelines, ecosystem))

Build
AGILE
Define   Release

Fundamentals of Workforce Planning :

Some key terms: DEMAND……………..GAP………………..……SUPPLY

Workforce Planning checklist (getting started):

1. Who will be a part of your workforce planning team?
2. Which key stakeholders do you need to engage?
3. What is in scope? Are there specific issues (e.g., ageing workforce, separations)?
4. Do you have access to the right information to understand internal / external factors affecting your workforce?
5. Do you have source data to understand and segment your current workforce?

Environmental and external labour market scan

Segmenting the workforce :

- Role-based (DEMAND)
- Employee-based (SUPPLY)
- Continuing / Fixed-term / Casual
- Location
- Age
- Gender
- Tenure
- Diversity (Women, First Peoples)
- Critical roles

Key measures :

- Attrition
- Retention
- Recruitment
- Vacancy rates
- Absenteeism
- Women in Leadership
- First Peoples
- Engagement survey

Scenarios:
1. No change
2. Growth
3. Decline
4. Other

Gaps and risks

- Is there an oversupply/undersupply of talent?
- What are the future demands on the workforce?
- What are the risks relating to future supply of talent?

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Workforce Data – Power BI and Tableau

We now use a purpose-built GU Workforce Analytics toolbox to review workforce data:

- Workforce profile
- Diversity analysis
- Separations
- Talent Acquisition
- Capacity Analysis
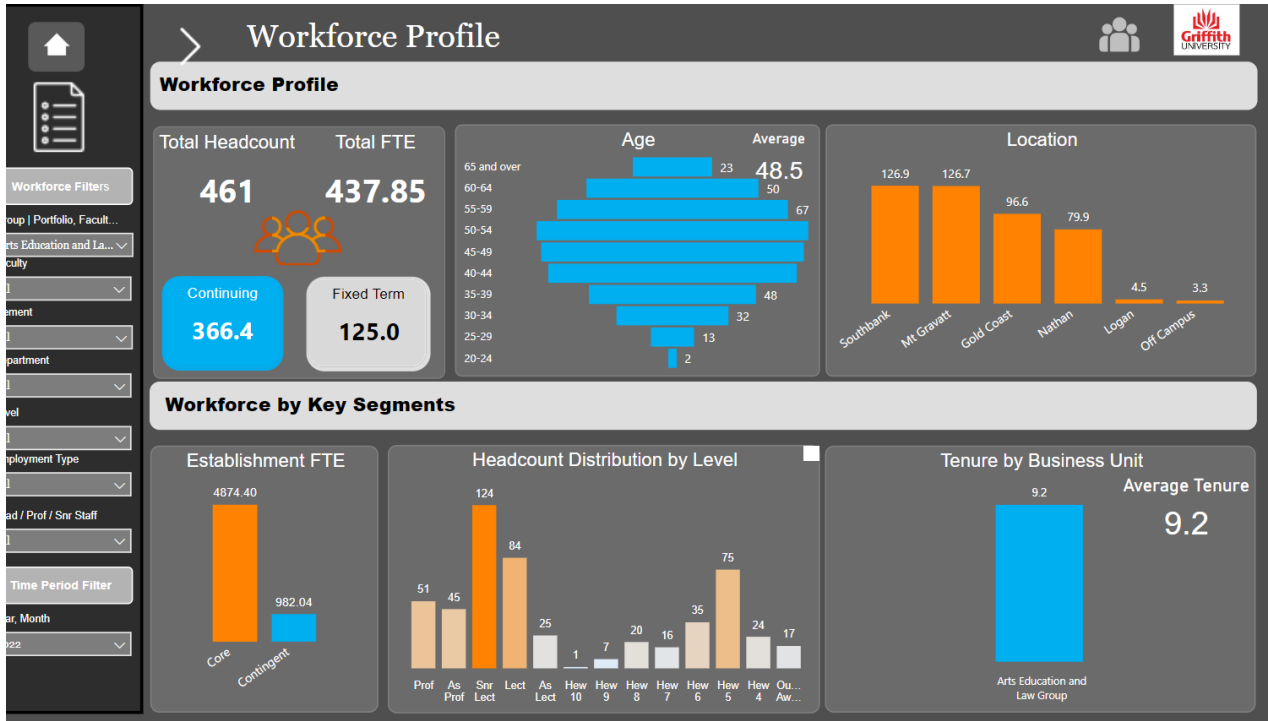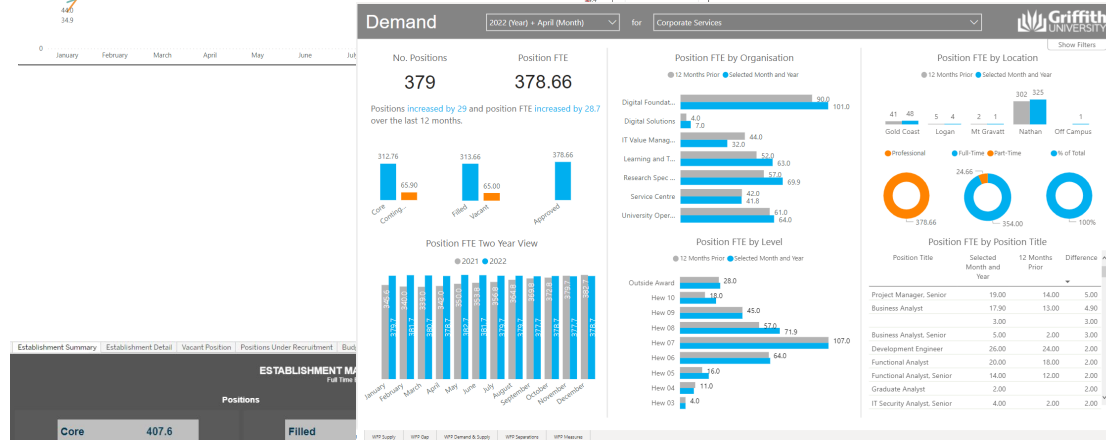- GU Workforce targets & KPI's
- Supply and Demand

We use our Executive workforce reporting Power BI tool to compare yearly workforce trends and relevant Tableau dashboards. We develop additional reporting tools specific for the Academic Elements and link with student/course/financial data where relevant.

Workforce Strategies and Solutions Framework:

This framework is used to explore and assess people strategies against business scenarios, gaps, emerging challenges and risks. Assessing options to build, buy, bind, borrow or transform the workforce will help prioritise potential strategies and solutions.
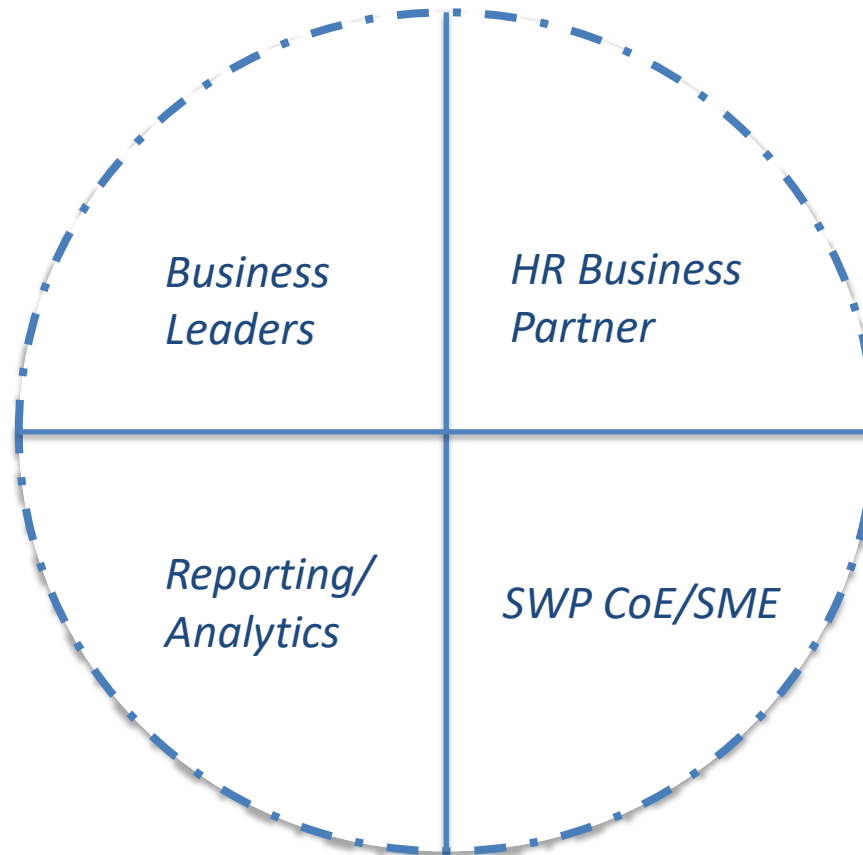

- How can changes in talent flows/ velocity impact future supply?
- Where do we need to build and develop needed capabilities?
- How can geographic and other mobility moves improve future talent supply?

BUILD

BUY

- What is the external availability of required talent in select markets?
- Are there benefits of buying rather than building key talent?
- Which recruitment channels are most effective?

BIND

- Can gaps be addressed through retention strategies?
- Over what timeframe and where is it most critical to retain specific experience or knowledge?
- What are the most effective ways to build a thriving work environment and to retain critical talent?

TRANSFORM / CHANGE

- Are there work processes that should be re-engineered to minimise critical gaps?
- Could key roles be redesigned to better fit available talent?
- How will the nature and scope of work change in defined areas?
- Where will AI, robotics and man-machine interaction change the nature of work?

BORROW/ PARTNER

- Where should we engage / utilise external expertise to achieve defined outcomes?
- Where can we build in flexibility through a borrow or partnering strategy?

Stakeholder engagement:

Strategic guidance

- Strategic guidance and context
- Financial data and benchmarks
- Support development of workforce solutions
- Implementation and support of strategies at local level

Process facilitation

- Facilitate process with line managers
- First point of contact for business context
- Connection with Finance BP

Workforce data & analytics

- Objective source of data in workforce planning
- Provide reports and workforce analytics
- GU Workforce Analytics Tool

Process & quality guidelines

- Provide guidance, templates and training
- Expert advice for workforce strategies and solutions (build, buy, borrow, change…..)

Business Leaders

HR Business Partner

Reporting/ Analytics

SWP CoE/SME

Toolkits, tools and foundational data models:

What should be in the workforce plan?

The **strategic context** and **objectives** and **implications for future workforce** vision including critical capabilities needed. Key workforce insights.

Internal and external factors that could impact the ability to achieve the future workforce vision.

Specific **challenges, gaps and risks** in achieving the future workforce vision. Top 5 critical people priorities.

Strategies that will be implemented to address identified challenges and gaps such as:

- How skills/capabilities should be sourced and developed

- The optimal workforce model considering current environmental constraints, costs and need for skills

- How the organisation can engage and empower its people for individual and collective high performance.

Agreed **plan for detailed solutions** to be implemented to deliver on the strategies identified along with metrics for success.

March 2022: 17.2% turnover
June 2023:   12.0% turnover (-5.2%)

(1)

Brilliant-Basics
high-value workforce-mix   Risk   Simplify
Agile   Scrum
Ways-of-Working
collaboration   Rationalise-systems   Visibility
cloud   controls   stakeholders   capability   changing-roles
R2S-structure   framework   key-person   partnering   staff-allumni
technology
Digital-masterplan
attraction   proactive   casual-workforce
business-partner   business-analyst
relationships   reactive   Innovation
Complex-systems   Excellent-client-service   strategic
Frameworks   change   isolation
value-proposition
automation
product-manager   data-science
value-chain
Cybersecurity

(2)
Digital Solutions People Priorities Top 5 Summary Feedback

Priority	Score
Retaining key talent / high performers	5
Developing people	5
Developing leaders / succession planning	4
Attracting the best talent	3
Managing culture change	3
Enhancing the employee experience….value proposition	3
Reengineering work processes …ways of working	3
Building effective teams	2

Discuss and prioritise

(3)
Impact/investement $ etc

Workforce Strategies:

The following workforce strategies have been identified to enable Digital Solutions to achieve its workforce vision and address the identified workforce gaps/challenges and scenarios:

1. Ongoing **talent supply** (shortage) against required workforce demand
2. Requirement for a **future ready workforce** in a constrained budget/industrial environment
3. Culture **change** embedded and enhanced **employee experience**

Scenario Addressed:	Talent focus	Strategies	IT Director Sponsor Responsible	Short term (6 mnths)	Medium term (12 mnths)	Longer term (18+ mnths)
1	Attraction (Focus on a ready supply of pre-qualified talent)	Development of a Digital Solutions Employee Value Proposition along with collateral to market the DS experience				
		Build new Talent Pipelines (Graduate Programs, Year 12 Scholarships, GU Student Experience)				
		Build an internal talent pipeline (e.g. starting in the IT Service Centre)				
		Create a Staff Alumni and employee/recent employee referral program (target rehires and referrals)				
		Explore untapped talent pools (different diversity groups e.g., female/first people/cadetships)				
		Partner with Talent Acquisition team to develop a program to pre-qualify talent, engage in continual scanning of the market to source hard to find roles and ensure succession for key/critical roles (talent communities)				
		Develop strong value propositions and success metrics for university-industry collaboration and partnerships to open up partnership talent pools				
2 & 3	Retention (Early career, internal mobility, career growth and future skills)	Develop an onboarding/orientation program and redefine the employee experience for staff in first 1-3 years of tenure (cross domain orientation including IT Service Centre, stay conversations, mentoring, buddy system)				
		Increase internal talent mobility and develop connected ways of working across domains (cross-skilling, projects, networked teams, emerging and future leaders)				
		Engage in succession planning (leadership/key/critical roles)				
		Build a Digital Solutions career development framework to provide opportunities (secondments/projects/stretch assignments) to develop people for future roles and future skills. Engage in career mapping/pathing to provide visibility of opportunities.				
		Leadership development and coaching particularly for early career and emerging leaders. Identify talent with high performance/high potential and nurture for succession planning				
3	Experience (Focusing on values, growth and belonging)	Develop recognition rituals and continue to mature Digital Solutions Ways of Working				
		Focus on processes and removing low value work to enable staff to move up the value chain				
		Earlier review of fixed-term contracts to provide continuity and security of employment. Explore roles that could be de-coupled from project funding where possible and moved to core Establishment				
		Performance and career development conversations resulting in training and development plans. Explore additional funding/time-off for University/professional study to develop future skills and explore options to fund these.				
		Enhance employee wellbeing through oversubscription of key and critical roles to maintain critical work processes. and reduce workloads.				

(4)

Digital Solutions - Employee First Programme

- Employee Value Proposition (EVP)
- Onboarding
- Graduate Program
- Training and professional development (re-skilling)

Thank you ….. Questions?

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Make it matter

Sample workshop agenda's

Workshop agendas will follow the structure of the high-level activities outlined below and will be customised for the Academic Group.

Example agenda from Digital Solutions workforce planning project have been provided.

High level activities	High level tasks
PROJECT SET UP	▪ Project Sponsor ▪ Project team ▪ RASCI, tools, timeline ▪ Communication plan
CURRENT STATE ▪ Strategic alignment ▪ External Analysis ▪ Data collection ▪ Leadership Interviews	**WORKSHOP 1** ▪ Workforce data – PowerBI tool, Tableau ▪ Stakeholder/Leadership interviews ▪ Desktop review – strategy, org. reviews ▪ Environmental Scan – PESTEL ▪ SWOT ▪ Benchmarking ▪ Business Model Canvas
FUTURE STATE ▪ Demand/Supply ▪ Small Groups ▪ Follow up interviews	**WORKSHOP 2** ▪ Capability Assessment tools ▪ Talent Pipeline/Talent ecosystem ▪ Student Profile/Course costings – trends ▪ Picture of Success
STRATEGY, SOLUTIONS, METRICS ▪ Gap analysis ▪ Risk assessment ▪ Risk mitigation ▪ KPI's	**WORKSHOP 3** ▪ Gap assessment ▪ Future workforce scenarios ▪ Workforce implications ▪ Design principles ▪ Develop, prioritise and agree on potential strategies ▪ Commence drafting Workforce Plan

AGENDA: *(28 March 2022)*
Workshop 1 – Current State (Internal analysis and external focus: context and trends)

15 min	**Welcome, today's agenda and project overview**	**1.00 - 1.15** pm
30 min	**IT industry & Stakeholder Feedback summary** • Strategic direction, stakeholder needs • IT industry trends & Future of work considerations • Conversation - Critical capabilities/Talent trends • People Priorities and workforce challenges • Engagement Survey outcomes • *Artefact: PESTLE*	**1.15 - 1.45** pm
30 min	**Workforce Insights** • Demographic analyses – age, gender, tenure, KPI's • Current workforce shape and movements	**1.45 - 2.15** pm
45 min	**Group discussion** • Critical capability areas, gaps • Capability ecosystem (concept) • Critical workforce management challenges, *PESTLE, SWOT, Picture of Success* • Agreement on People Priorities	**2.15 - 3.00** pm
15 min break		
35 min	**Future workforce vision** • What are the top workforce management and planning priority areas moving forward? • What are the key requirements for our future workforce/ model? • What would great look like? How does this differ for different workforce segments/domains? • What are possible future scenarios we should consider in our workforce planning efforts?	**3.15 - 3.50** pm
10 min	**Summary & Next Steps**	**3.50 - 4.00** pm

AGENDA: *(28 April 2022)*
Workshop 2 – Future State (future workforce requirements and gap analysis)

5 min	**Welcome, today's agenda**
10 min	**Re-cap workshop 1** *(+ update on further actions by HR)* • Benchmarking, PESTEL, SWOT • Analysis & Insights of Workforce data • Collation - Talent Ecosystem, BCP/ Key and Critical roles
15 min	**Digital Solutions WFP Data Report** • Demand and Supply Analysis *(pre-read)* • Gaps and areas of risk • Internal Labour Movements
30 min	**Linking - Data, External Scan, Workshop 1 themes** • Review & confirm workforce gaps *(position FTE, staffing FTE, gap, variances, influences)* • Key drivers of demand
40 min	**Group discussion – TA insights, Employee Value Proposition** • External market insights & Talent Acquisition insights • Talent pipelines • EVP Brainstorm – DS and domain specific possibilities
60 min	**Future workforce vision – 'what if scenarios'** • Review Workshop 1 discussion • DS and Domain specific 'what if scenarios' • Talent Strategy discussion – Build, Buy, Bind, Borrow/Partner, Transform
10 min	**Summary & Next Steps**

AGENDA: *(17 May 2022)*
Workshop 3 – Future State, Scenarios, Strategies

10 min	**Welcome, today's agenda, next steps**
10 min	**Re-cap Workshop 2** • Workforce data • EVP • Leader discussions
20 min	**Talent Ecosystem/Key and Critical Roles**
45 min	**DS and Domain specific "What if scenarios…….'** • Group activity to discuss and agree on scenarios • Key drivers of demand • Assessment of assumptions, benefits and considerations of scenarios playing out
20 min	**Design Principles** • Agree key design principles to guide selection and assessment of people strategies
40 min	**Strategy Development – possible interventions** • Talent Strategy discussion – Build, Buy, Bind, Borrow/Partner, Transform • Prioritization
20 min	**Strategy Prioritization** • Assess against design principles • Rate each strategy 1-5 feasibility, impact, urgency • Visually map and agree on strategies
10 min	**Summary & Next Steps**

Example Workforce strategies, success measures and roadmap

As part of the workforce planning process, we help you define and prioritise relevant workforce strategies for the short, medium and long term.

You will also be provided with the tools and examples of how to action plan, develop success measures and develop your workforce planning roadmap.

Workforce Strategies:

Note for HR/Fin: If possible quantify the Impact/investement $ etc

Updated 10/6/2022

The following workforce strategies have been identified to enable Digital Solutions to achieve its workforce vision and address the identified workforce gaps/challenges and scenarios:

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		Enhance employee wellbeing through oversubscription of key and critical roles to maintain critical work processes. and reduce workloads.				

Action plan and success measures:

1. How and how often will you review your workforce strategies?
2. Will actions be imbedded in KPI's – CDO/IT Directors (who else?)
3. Are there enough/accurate measures to track progress/impact?
4. What is the investment (time/$/is there an existing policy/program that could be implemented or is this a new program?
5. What are the benefits?

List of possible investments
- **Hiring costs** (agencies, headhunters, advertising, other marketing cost)
- **Relocation costs** (moving allowance, real estate, etc.)
- Difference in **cost of employment conditions**
- **Onboarding cost** (including time of experienced staff to train new employees)
- **External training** costs
- **Internal training** costs
- **Redundancy** payments
- Temporarily **decreased productivity** (due to onboarding, redeployment)
- **Decreased employee morale** (e.g. due to restructuring)
- **Structural productivity gap** (competitors) to be addressed
- **Technology implementation** costs (e.g. chat bots, robots, algorithms, BI, VR, etc.)
- **Digital transformation** costs

List of possible benefits
- **Increase of productivity** (less staff required for same outcome) and profitability
- Increase of **revenue, market share** etc
- Increase of span of control (organ. effectiveness)
- **Lower employment costs**
- **Lower turnover**
- **Lower absence rate**
- **Lower real estate / office cost**
- **Lower redundancy costs**
- **Lower travel costs**
- **Increase of service level compliance**
- **Improved quality**
- **Faster time to market**
- Higher **innovation rate** (e.g. no of patents)
- Better access to key labour markets
- **Proximity to key clients**
- **Increased net promotor score (customer advocacy)**

Workforce Plan roadmap:

- Possible visual of workforce plan roadmap with timelines based on priorities
- Short /Medium /Long term (horizons)