

Workforce Planning Connect

Right Skills. Right Time.



Today's session



Workforce planning



What resources are available for you



Begin the journey



Neumann Contractors - planning for their workforce



WHO

is workforce planning helpful for?

Businesses who are ready to:



build **capability** in workforce planning



respond to **changes** in staffing



explore **growth** and expansion



start planning for the **future**





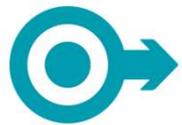
is workforce planning important for small businesses?



REDUCE



IDENTIFY



ATTRACT



IMPROVE



Benefits of Workforce Planning

- »» Respond quickly to change
- »» Link to financial and business planning
- »» Improve productivity
- »» Identify risks
- »» Plan for future workforce needs
- »» Improve retention strategies
- »» Increase employee job satisfaction
- »» Build workforce skills
- »» Plan for new and emerging skills
- »» Know the skills within your workforce

Workforce planning is about getting the right **people** with the right **skills** in the right **roles** at the right **time.**"

There are different levels of workforce planning



Operational

Focus of <12 months



Tactical

Focus of 12 months to 2 years



Strategic

Focus of >2 years



Workforce Planning Connect



WHAT

does workforce planning involve?

Four key stages



START



GATHER



IDENTIFY



IMPLEMENT



Workforce Planning Connect

Queensland
SMALL BUSINESS MONTH
MAY 2023

 **Business Chamber**
QUEENSLAND

 **Jobs Queensland**

Toolkit Resource

Fact sheet 1: Workforce planning: A summary guide

Workforce planning is about having the right people with the right skills in the right role at the right time. Similar to business planning, it is a continuous process of understanding your current workforce skills (where you are now), desired skills for your future workforce (where you are going) and your workforce gaps, and developing strategies and actions to close those gaps (how you will get there). These strategies and actions can include training and development, recruitment and improving workforce performance.

KEY STAGES



1. GET STARTED

The purpose of workforce planning is not to decide what you will do in the future, it is about determining what you can do now to be best prepared for the future. Workforce planning doesn't need to be complicated, but it does require thought and engagement with your staff.



2. GATHER INFORMATION

Determine your current workforce

The current state of your workforce can be portrayed through workforce data. The current analysis should include the most recent data and, if it is available, historical workforce data. While there is no set period for workforce history, as a minimum, data should cover the previous 12 months.

Determine your future workforce

Understanding your future workforce and skills needs is about estimating the number and types of employees and the skills required to deliver your business plan and goals.

Identify gaps

You should be able to identify where your workforce or skills gaps are emerging by comparing your current workforce with your future workforce.



3. IDENTIFY ISSUES AND FIND SOLUTIONS

Once you have identified actions that will address your workforce gaps, these can now be put into a plan that prioritises the actions, when and how they will get done, and by whom. It will also be useful to measure the success of the plan through being clear about what success looks like. For example, Joe has almost completed his Cert III and is currently undertaking training on new technology. This will allow Darren and Jenna to improve efficiencies.



4. DEVELOP, IMPLEMENT AND MONITOR

Once you have prioritised your workforce plan actions, start communicating the priorities to your workforce and commence implementation. Don't forget to track how you are going against the plan, and regularly review it each time there are changes in your business or employees.

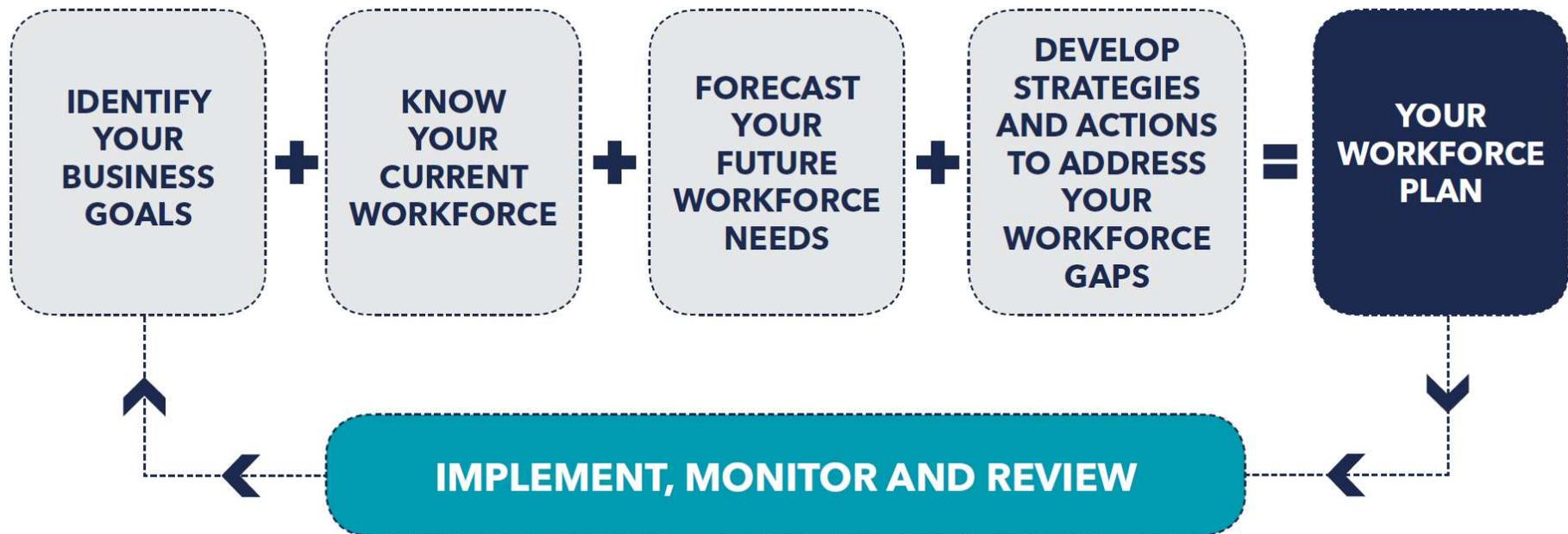


Workforce Planning Connect provides all the tips and resources you will need to take the next step on your business's workforce planning journey.

To find out more, visit the Workforce Planning Connect website at www.jobsequensland.qld.gov.au/wpc

WHAT

is the workforce planning cycle?



HOW

do I make the most of workforce planning?





are workforce planning strategies?

Workforce planning strategies and actions can be grouped into four key categories:



Develop your existing workforce skills and capability



Attract new employees to address skills gaps



Retain valued employees



Manage the workforce through business change





do I start?



visit the website

www.jobsqueensland.qld.gov.au/wpc



download the tools
and resources

www.jobsqueensland.qld.gov.au/workforce-planning-connect/wpc-download/



Workforce Planning Connect



WHO

else can help?

University of Sunshine Coast
Workforce Planning Course



Industry Workforce Advisors





resources are available?

RIGHT SKILLS, RIGHT TIME - E-TOOLS

Workforce planning: Am I ready?

Before starting, check:	Yes	No
Do you have a current strategic business plan (i.e. for the next 3+ years)?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have a current operational plan (i.e. for the next 12 months)?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have an ongoing workforce plan? If so, what is its strategic point?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have support from your key managers/business owners?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have the right skills in the business to meet workforce planning?	<input type="checkbox"/>	<input type="checkbox"/>
Are you ready to have discussions across your business on your current and future workforce challenges and opportunities? And are you prepared to do something about them?	<input type="checkbox"/>	<input type="checkbox"/>
Do you have processes in place or are you able to quickly implement them to collect workforce information/workforce data?	<input type="checkbox"/>	<input type="checkbox"/>

Business departments/units/locations
 Job family
 Job level
 Job level employment status - full-time, part-time, casual
 Employee length of service with your business
 Employee time in their current role
 Diversity information (e.g. age, including coach and mature age, gender, cultural background)
 Employee qualifications (e.g. Cert II/level 3/level 4/level 5/level 6/level 7)
 Employee education/level
 Future equipment (IT) or employee hardware
 Current education - registration and training
 Workforce costs - vegetable, overhead/variable costs (e.g. training)
 Any other workforce data that are important to your business

Do not worry if all of these things are not yet in place. Workforce planning does not need to be perfect for your business, regardless of its size. Starting to do it and into the future is already a step in the right direction.

WORKFORCE PLANNING CONNECT | JOBS QUEENSLAND

Factsheet 1: Workforce Planning - A Summary Guide

Workforce Planning is about planning for your people - the ones who will bring your products and services to your customers. Similar to business planning, it is a tool to help you understand your current workforce skills before you are ready, desired skills you want before you are going to the workforce gaps, and developing strategies and actions to close your skill gaps. The purpose of workforce planning is to decide what you need to do to get there. The purpose of workforce planning is to decide what you need to do to get there. The purpose of workforce planning is to decide what you need to do to get there.

KEY STAGES

- 1. GETTING STARTED**
To ensure you are best positioned to have the right people, right skills, right numbers and placed doing the right things, you need to be clear about your business drivers and also be clear on the current state of your workforce. This includes understanding your current workforce skills before you are ready, desired skills you want before you are going to the workforce gaps, and developing strategies and actions to close your skill gaps. The purpose of workforce planning is to decide what you need to do to get there.
- 2. GATHERING INFORMATION**
Determine your current workforce
Understanding the current state of your workforce can be gathered through workforce analysis. This includes understanding your current workforce skills before you are ready, desired skills you want before you are going to the workforce gaps, and developing strategies and actions to close your skill gaps. The purpose of workforce planning is to decide what you need to do to get there.
- 3. IDENTIFYING ISSUES AND FINDING SOLUTIONS**
Once you have identified actions that will address your workforce gaps, these now can be put into a plan that provides the scope and who, when and how they will get done. It will also be useful to measure the success of the plan through being clear about what success looks like. For example, John has completed his Cert II, has undertaken internal training with Rachel and can now operate the new cutting machine proficiently and without supervision.
- 4. DEVELOPING, IMPLEMENTING AND MONITORING**
Once you have prioritised your workforce plan actions, that start contributing the priorities to your workforce and commencement implementation. Don't forget to track how you are going against the plan, and regularly review each time there are changes in your business or employees.

For more information on the Workforce Planning Toolkit visit jobsqueensland.qld.gov.au/workforceplanningconnect

RIGHT SKILLS, RIGHT TIME - E-TOOLS

Calculating your workforce turnover

WHY MONITORING WORKFORCE TURNOVER IS IMPORTANT

Workforce turnover can have a significant impact on your business in relation to productivity, customer service, cost and efficiency. It also often means a loss of business knowledge around customer history, internal processes and customer relationships, and can result in extra workloads for remaining employees.

Most workforce turnover costs can be hidden, so it is often hard to quantify the actual cost to the business. Costs may include:

- departing employees with accrued leave that needs to be paid out
- recruitment, including costs of advertising and recruitment agency fees
- new hires, including time spent reviewing applications, interviewing applicants, and any relocation costs
- productivity losses, including work that is incomplete or delayed due to an empty role, and time spent training new employees

Workforce turnover can also be helpful to your business. It provides an opportunity to identify what could be done differently across various roles and consider how new people can bring new ideas that will benefit your business.

Each industry and business has an average workforce turnover rate, and you need to consider what the right level of turnover is for your business. When you understand what your turnover rate is, you can anticipate and plan for this in your workforce plan.

To examine the causes of your workforce turnover:

- conduct an exit interview with staff who are leaving the organisation to identify any common reasons that may be easy to address in the future
- conduct regular staff satisfaction surveys to monitor and track how staff are feeling and if they are considering leaving

CALCULATE YOUR TURNOVER PERCENTAGE

Employee number of employees	Calculation
Add the number of employees at the beginning of the period to the number of employees at the end of the period (e.g. 2014-2015)	10 + 10 = 20
Subtract the number of employees who have left during the period (e.g. 2014-2015)	20 - 5 = 15
Divide the number of employees who have left during the period by the number of employees who were employed during the period	5 / 15 = 0.33
Convert the result to a percentage	0.33 x 100 = 33%

For more information on the Workforce Planning Toolkit visit jobsqueensland.qld.gov.au/workforceplanningconnect

Workforce Planning Connect





<https://workabilityqld.org.au/project/workforce-planning-connect-toolkit/>

<https://www.qff.org.au/resources/>

WHAT

other resources are available?

- ➔ Business and data insights
- ➔ Attraction, recruitment and retention
- ➔ Employment pathways
- ➔ Education and training
- ➔ Business support services



<https://jobsqueensland.qld.gov.au/workforce-planning-connect/wpc-links/>



other resources are available?

The screenshot shows the Queensland Government Business Queensland website. The top navigation bar includes links for 'Find services', 'For Queenslanders', 'Government employees', and 'Contact us'. Below this is the 'Business Queensland' logo and a search bar. The main content area is titled 'Plan your workforce' and includes a sidebar with navigation options like 'Human resources: the basics', 'Plan your workforce', 'Taking on staff', etc. The main text describes the 'Workforce Planning Connect' resource, which is a suite of free resources designed to support employers in developing a workforce plan. It lists key activities such as retaining employees, finding the right people, and improving efficiency. The page also features sections for 'Alerts' (South East Queensland flood relief), 'I want to...' (Access QRO Online, Find business licences and permits, etc.), 'Events' (Mentoring for Growth Day, Jobs Queensland: Workforce Planning Connect - Webinar 1), and 'Contact' (Small business hotline: 1300 654 687).



Workforce Planning Connect



Anticipating Future Skills

- employment projections for occupations, industries, qualification levels and fields and regions.
- includes replacement demand and total job openings.
- covers period between 2020-21 and 2024-25.
- regional and industry profiles available as well as state overview.
- Interactive tools include Data Portal and Data Explorer.



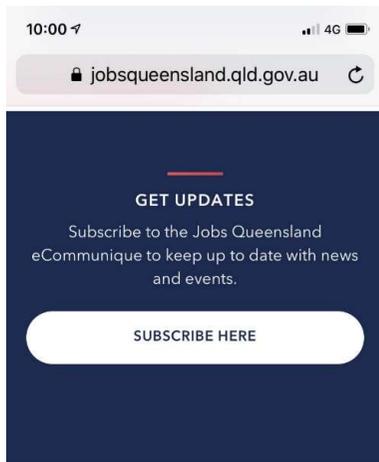
<https://jobsqueensland.qld.gov.au/anticipating-future-skills/>



Q&A

STAY connected

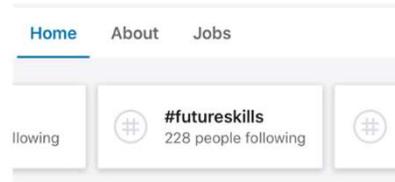
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Contact us

Questions regarding Workforce Planning Connect and Jobs Queensland's other workforce planning resources, contact:

Workforce Planning and Development
Jobs Queensland

e: workforceplanning@jobsqueensland.qld.gov.au

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www.jobsqueensland.qld.gov.au/wpc

