



# GET THE RIGHT PEOPLE, IN THE RIGHT PLACE, AT THE RIGHT TIME

Plan and develop your workforce for future business success

## Workforce planning and development

Workforce planning involves identifying the capacity and capability of your current workforce, forecasting the capacity and capability of the workforce you think you will need to meet your future business goals, identifying any gaps and using this information to guide the development of your workforce action plan. Workforce development involves the implementation of your workforce action plan.

### Planning now, saves you time, productivity and money later

Losing and having to replace staff costs businesses time, productivity and money. Investing in your workforce planning and workforce development processes now will help you to be better placed to meet your business goals.

## 5 steps to workforce planning

There are five key steps to effective workforce planning.

### Step 1: Business context and environment

Think about and document the internal and external factors affecting your business; where your business is heading; and (what your plan), vision and goals are for your business.

### Step 2: Current workforce profile

Now think about the composition of your current workforce. Then document what your current workforce profile looks like, including demographics, skills, capability and capacity. Are there any issues or challenges arising for your business due to the composition of your current workforce?

### Step 3: Future workforce requirements

Think about and document your future business plans, vision and goals. Now think about the composition of the workforce you think you will need to help you achieve these. Will your current workforce have the skills, capability and capacity to achieve your future plans, vision and goals or will you need to take action and make some changes?

### Step 4: Analyse and fill the gap

After you have identified the composition of your current workforce and have established what you think the composition of your future workforce will need to look like, it is time to compare the two. This comparison will help you to identify and analyse any gaps that may exist in the skills, capability and capacity of your current workforce and your projected future workforce. This comparison exercise is called doing a workforce gap analysis.

### Workforce action plan

The information you gather from doing steps 1-3 and your workforce gap analysis will help to inform the development of your workforce action plan.

Your workforce action plan will document the specific workforce development strategies that you need to focus on and implement to help you to optimise the capability, capacity and productivity of both your current and future workforces.

### Step 5: Review and evaluate your workforce action plan

Remember to regularly review and evaluate your workforce action plan to help you identify what is working and when alternative action is needed. This will help to keep your workforce action plan current and responsive to the evolving needs of your business.





## Develop your workforce

The workforce action plan that you designed by working through the five steps to workforce planning will document, inform and guide the type of workforce development strategies that you need to put into place to help you meet your current and future business goals.

Workforce development consists of the following essential components:



### Attraction and recruitment

Businesses compete for talented employees. It is important to think about what will attract employees to your workplace. By offering attractive conditions and competitive pay, having good recruitment and induction plans in place and building a positive workplace culture you can help make your business stand out from the rest.

### Training and development

By providing comprehensive inductions for new employees and for your existing employees who move into new roles; training and development opportunities; and up-skilling your employees, you can help your business grow, be more productive and be a workplace where current and prospective employees will want to work.

### Management and motivation

Employees who are well managed and rewarded for their performance are likely to be more motivated. They are likely to have fewer absences, perform better, be loyal to their employer and be more satisfied in their jobs. This in turn can help reduce your staff turnover and result in greater productivity and better outcomes for your business.

### Retention

Retaining skilled employees is important for your business. There are a range of incentives you can offer to position yourself as an employer of choice and a workplace where employees will want to stay. This includes, for example:

- offering flexible work arrangements;
- supporting work-life balance;
- offering personal/professional development opportunities;
- supporting workplace diversity; and
- recognising and rewarding employee achievements.

### Leadership and communication

High calibre leadership and communication is the essential 'glue' to effectively undertake your workforce planning and implement your workforce action plan to help you to achieve your current and future business goals.



For more information, resources and practical tools to help you plan, attract, recruit, manage and retain a skilled workforce visit [jobsandskills.wa.gov.au/resources-employers](https://jobsandskills.wa.gov.au/resources-employers)