



# Contents

---

<b>Overview</b>	<b>5</b>
<b>1 Research Workforce Requirements</b>	<b>7</b>
1.1 Review Current Data on Staff Turnover and Demographics .....	8
1.2 Assess Factors that may affect Workforce Supply .....	12
1.3 Establish Organisation's Requirements for a Skilled and Diverse Workforce .....	14
<b>2. Develop Workforce Objectives and Strategies</b>	<b>23</b>
2.1 Review Organisational Strategy and Establish Aligned Workforce Objectives.....	24
2.2 Plan for Workforce Diversity and Diversity Management .....	30
2.3 Obtain Agreement and Endorsement for Objectives and Establish Targets.....	31
2.4 Communicate Objectives and Rationale to Relevant Stakeholders .....	32
2.5 Develop Contingency Plans to Cope with Extreme Situations .....	34
<b>3. Implement Initiatives to Support Workforce Planning Objectives</b>	<b>39</b>
3.1 Implement Actions to support Agreed Objectives for Recruitment, Training, Redeployment and Redundancy .....	40
3.2 Develop and Implement Strategies to assist the Workforce to deal with Organisational Change .....	45
3.3 Develop and Implement Strategies to assist in meeting the Organisation's Workforce Diversity Goals .....	47
3.4 Implement a Succession Planning System to ensure Talented Workers are Developed and Retained .....	49
3.5 Implement Programs to ensure the Workplace is an Employer Of Choice .....	50
<b>4. Monitor and Evaluate Workforce Trends</b>	<b>57</b>
4.1 Review Workforce Plan against Exiting Employee Patterns and Workforce Changes ....	58
4.2 Monitor Labour Supply Trends for Areas of Over-Supply or Under-Supply in the External Environment .....	59
4.3 Monitor the Effects of Labour Trends on the Demand for Labour.....	60
4.4 Survey Organisational Climate to gauge Employee Satisfaction .....	60
4.5 Refine Objectives, Recommendations and Strategies in response to Internal and External Changes .....	61
4.6 Regularly Review Government Policy on Labour Demand and Supply .....	62
4.7 Evaluate Effectiveness of Change Processes against Agreed Objectives .....	64
<b>Glossary</b> .....	<b>69</b>
<b>Appendix</b> Activities .....	<b>71</b>
<b>Case Studies</b> .....	<b>77</b>