

## Checklist – Workforce Planning

Tick when complete	Tasks	Templates provided
<input type="checkbox"/>	Become aware of the workforce challenges facing your industry/business as a result of environmental factors, such as an ageing population.	
<input type="checkbox"/>	Put processes in place to collect and keep your own workforce information.	Yes
<input type="checkbox"/>	<p>Assess your future workforce needs by:</p> <ol style="list-style-type: none"> <li>1. Forecasting – predicting your future workforce needs</li> <li>2. Goal setting and strategic planning</li> <li>3. Putting your plan in place and measuring the outcomes.</li> </ol>	<p>Yes –</p> <ul style="list-style-type: none"> <li>• ‘Workforce turnover analysis’</li> <li>• ‘Employee attitude survey’</li> </ul> <p>in Section 5</p>

## Template – Workforce information records

For each **employee**, compile a file containing the following items.



- A copy of their job description and conditions of employment.
- A copy of their employment contract and letters of appointment (e.g. signed AWA).

### Administration

- A copy of their completed and signed induction form.
- Tax declaration forms, superannuation forms.
- Contact details, next of kin details.

### Training and development

- A copy of their tickets, certificates, qualifications and licences.
- A list of their training or education needs, updated as training is completed.

### Performance management records

- A description of the employee's career goals or things that motivate them.
- A job performance appraisal for each year (or appraisal period).
- Performance management form.

For each **department/group** of employees where appropriate, compile a file containing the following items.



- An organisational chart for the department/group and a copy of the chart for the whole company which incorporates all departments/groups.
- A team training plan – essential tickets, licences, training, OH&S requirements etc.
- Current goals and an operational plan that includes goals, progress and rewards for the group.
- A record of the progress of the group towards achieving these goals.
- A list of rewards for the group when goals are achieved.
- A list of preferred labour suppliers if outsourcing is used (e.g. use a particular temp agency for secretarial employees, use a labour hire agency for warehouse employees).

For the **business**, compile a file (hard copy or electronic) containing the following items.



- A set of all job descriptions.
- A copy of the current organisational chart, with names of employees in each position.
- A list of all current contact details of employees within the business and next of kin/emergency contact details.
- Standard operating procedures and policies.
- Rosters.
- Leave policies and application forms.
- OH&S requirements, special permits/licences (including accident and incident templates).

## Fact sheet – Succession planning

Take the time to think about succession planning, its benefits and how to develop a succession plan. The following table provides some useful information on succession planning.

Key considerations
<ul style="list-style-type: none"> <li>• How will I replace key employees if they become unavailable (e.g. long-term sickness, retirement)?</li> <li>• What skills/abilities/corporate knowledge will I need to replace?</li> <li>• What impact will a vacant key role have on my business? How much will it cost in down time and lost production for example?</li> <li>• Can I identify when people may think of leaving?</li> <li>• How can I get valuable information from those likely to leave so that replacement runs seamlessly?</li> </ul>
The benefits of succession planning
<ul style="list-style-type: none"> <li>• Enables you to manage risk by planning for the replacement of key employees.</li> <li>• Identifies skill development needs.</li> <li>• Ensures that staff talents and skills are recognised.</li> <li>• Improves morale and commitment to the workplace.</li> <li>• Determines which roles may be redundant in the future as the business changes.</li> <li>• Provides opportunities for star performers that you want to retain.</li> <li>• May identify the professional development needs of the business.</li> <li>• May identify employees who are ready to move into a new role.</li> </ul>
Tips on developing a succession plan
<ul style="list-style-type: none"> <li>• Utilise information and tools available, such as the Australian Government/Ernst and Young's online tools and workshops (see Small Business Succession Planning <a href="http://www.sbsp.com.au">http://www.sbsp.com.au</a> for more information).</li> <li>• Develop a strategy which suits the needs of your business.</li> <li>• Consider the following questions:             <ul style="list-style-type: none"> <li>- Who will be doing a different job?</li> <li>- Who might be promoted?</li> <li>- Who is likely to retire, or go on long service leave or parenting leave?</li> <li>- What vacancies are likely to become available?</li> <li>- Who is likely to fill those jobs from within?</li> <li>- What training/professional development will they need for that?</li> <li>- How can a smooth transition be implemented?</li> </ul> </li> </ul>
Strategies to consider
<ul style="list-style-type: none"> <li>• Plan for the development of skills, knowledge and abilities through on-the-job work (e.g. job rotation) or formal professional development (e.g. formal training).</li> <li>• Mentoring and coaching to phase the retirement of employees, helping to share corporate knowledge.</li> <li>• Do it now – don't wait until you have only four weeks to fill a key position.</li> <li>• Have a transition plan in place.</li> <li>• Accept that new ideas and ways of working may come out of this process; accept change and innovation when it arises.</li> <li>• Consider who will replace you when the time comes. The benefits of identifying your replacement include:             <ul style="list-style-type: none"> <li>- having someone to stand in for you when you need them</li> <li>- devolving responsibility – freeing up your time for other things</li> <li>- not needing to have hands-on involvement in the operation</li> <li>- even being able to take a break!</li> </ul> </li> </ul>