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Lack of challenge

Employees who feel unchallenged tend to find that coming to work becomes mundane. These employees are generally looking for more responsibility or new opportunities. Being aware of a person's abilities and career aspirations is crucial to preventing this from happening.

Limited opportunities

A small organisation may be limited in the opportunities it can provide for advancement. This makes it difficult if a staff member wants to advance in their career, but the person in the job they would like has no intention of leaving.

Poor communication

If an employee feels they are not being told the full story or they do not understand the reason for a policy change, it can cause them to mistrust management. Managers need to communicate with their staff in an open, transparent and timely manner.

Lack of empowerment

Employees need to be able to take some responsibility for their work. Micromanagement can make people feel stifled and insignificant. It is important to provide people with a degree of autonomy and level of authority within their work role.

No recognition

For most people, the feeling that their efforts are appreciated is often just as important as the monetary reward. A little bit of praise can have a significant effect on the morale of your workforce and give people a sense of worth and achievement.

No enjoyment

No matter what job they are doing, people are not going to keep doing something they don't enjoy for very long; for example, a monotonous routine, undemanding tasks, not being interested in the work or having no rapport with colleagues will take its toll. Environment and atmosphere in the workplace can have a significant bearing on the enjoyment of the job.

1B

Assess factors that may affect workforce supply

Many factors can affect the number, quality and availability of suitable staff for your organisation. You need to be aware of the current labour market situation as this will affect your organisation's ability to recruit future staff to meet skill requirements.

Researching and analysing economic and labour market data helps you predict the skills needed for the future and whether those skills will be available or whether there may be skill shortages. Comprehensive planning can create a more stable workforce and reduce uncertainty associated with future plans. You will need to access a range of information sources to estimate the current and future labour supply and demand. These may include the organisation's operational and financial plans for productivity figures and staffing ratios, the Australian Bureau of Statistics for demographic statistics, recruitment agencies for the availability of likely candidates, industry associations for employment trends and government policy for changes to skills funding.

Conditions affecting workforce supply

Labour supply is affected by demographics and the prevailing economic conditions, so it is important to remain aware of changes in these areas.

The demography of the areas surrounding your facilities may be changing or have changed, meaning that recruitment opportunities have also changed, either positively or negatively.

Economic conditions

Employment rates are closely linked to economic conditions. On a national scale, economic upturns mean fewer skilled workers are available and those available are asking for higher wages. In a downturn, there may be more skilled workers available.

If economic conditions reduce business profitability, the relative cost of employment increases. Organisations may respond to this by downsizing. Job cuts in non-essential areas (those considered not critical to the key business objectives) usually happen in times of economic downturn.

Industry changes

Improvements in technology, variations in customer demand and adverse economic conditions may lead to significant changes in the way the industry conducts its business and the products and services it offers.

For example, there have been significant market changes in the music industry. As digital music increases in popularity, organisations with complex manufacturing structures are forced to reduce prices substantially to sell their product, and to restructure their organisations. Such changes impose a high cost on the organisation, including lay-offs, declining public image, training and recruitment.

Moving into new markets

- └ Does your current workforce have the capacity and skills to meet production demands?
- └ Does the new market require dedicated sales staff, or sales staff with specific skills?
- └ What retraining requirements exist for the production chain?

Improving distribution networks

- └ Do the new initiatives require new skill sets?

Supply forecasting

Supply forecasting involves looking at each job role in the organisation. Each job role is plotted on a chart or list with connecting lines to related roles. For each role, the planner briefly records why the role exists and prioritises the critical roles and skills required.

There are two kinds of supply forecasting methods:

1. Quantitative or statistical – a mathematical process of tracing historical trend data.
2. Qualitative or judgmental – using current data such as staffing charts and skill inventories to make predictions of what future human resource supplies will be available to meet your workforce plan.

Here are benefits the organisation gains through supply forecasting.

Supply forecasting helps the organisation to:

- quantify numbers of people and positions expected to be available in the future to enable plans and objectives to be met
- clarify likely staff mixes that will exist in the future
- prevent personnel shortages
- monitor expected equal employment opportunity (EEO) and diversity goal compliance.

Questions to help with supply forecasting

The following questions are useful in determining supply.

1. Which roles or skill sets have the highest strategic impact on the organisation's goals?
2. Given the scenarios, which roles may become part of the organisation's core business in the future?
3. Which roles have had a number of vacancies in the last 12 months?
4. Which roles have been difficult to fill?

Here are examples of relevant state, territory and federal legislation.

State laws	Federal (Commonwealth) laws
<ul style="list-style-type: none"> • <i>Discrimination Act 1991</i> (ACT) • <i>Anti-discrimination Act</i> (NT) • <i>Anti-discrimination Act 1977</i> (NSW) • <i>Anti-discrimination Act 1991</i> (Qld) • <i>Anti-discrimination Act 1998</i> (Tas.) • <i>Equal Opportunity Act 1984</i> (SA) • <i>Equal Opportunity Act 1995</i> (Vic.) • <i>Equal Opportunity Act 1984</i> (WA) 	<ul style="list-style-type: none"> • <i>Racial Discrimination Act 1975</i> • <i>Sex Discrimination Act 1984</i> • <i>Workplace Gender Equality Act 2012</i> • <i>Australian Human Rights Commission Act 1986</i> • <i>Disability Discrimination Act 1992</i> • <i>Age Discrimination Act 2004</i>

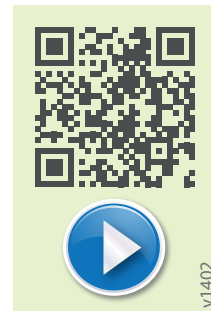
Example: promote diversity

Managers should be open to diversity, not create diversity for its own sake. You must apply diversity principles and act in the best interests of your organisation. You should not compromise your task of getting the right skills for the position.

Some diversity policies, such as that of the British Library, are long, complicated documents with multiple appendices. The rationale behind such an extensive document is:

‘To promote a culture within which the British Library actively values difference, recognising that people from different backgrounds and experiences can bring valuable insights to the workplace and enhance the way in which we work.’

Additionally, the requirement for such a policy may be to promote the organisation as an employer of choice and to seek talent from outside the traditional boundaries of the country of origin, as well as to maintain a high standard of ethical publicity.



Practice task 3

1. Select a work group within your organisation or one you are familiar with. This may be a work team, department or entire division. Using the supply and demand approach, analyse the roles of the work group and determine areas where skill excesses or shortages may be experienced in the next five years.

continued ...

Topic 2

Develop workforce objectives and strategies

You need to establish objectives for organising your workforce, including measures for sourcing and retaining skilled labour and addressing staff turnover. You also need to prepare a contingency plan to cope with extreme changes brought on by economic downturn, increased demand for goods or a company restructure. A key aspect is to communicate strategies to the stakeholders and obtain endorsement for your plan of action.

In this topic you will learn how to:

- 2A Establish workforce objectives and review strategies
- 2B Address staff turnover levels
- 2C Define objectives to retain the required skilled labour
- 2D Define objectives for workforce diversity and cross-cultural management
- 2E Define strategies to source skilled labour
- 2F Communicate objectives and rationale to stakeholders
- 2G Obtain agreement and endorsement for objectives and establish targets
- 2H Develop contingency plans to cope with extreme situations

2B

Address staff turnover levels

Identifying the rate of staff turnover in your workplace and establishing contributing factors are essential parts of workforce planning.

When someone leaves an organisation, the cost can be significant. Advertising, recruitment, training and mentoring are all costs to your organisation associated with replacing that person with a new employee. The organisation also suffers from information loss, especially if the person who leaves has been with the organisation for a long time. In some cases, the customer relationships the employee has built up over the years are a major loss.

When people regularly leave an organisation, the effect will be significant, even if the organisation is large. If you have an area with unusually high numbers of staff leaving on a regular basis, you need to identify the cause and develop a strategy to overcome it.

Identify staff turnover rate

Identifying the reason people are leaving is the first step in developing a strategy to reduce staff turnover. Remember that it is not always due to poor people management. Different things are important to different people. Some people will endure anything if the money is right, while others place money as a low priority and put more importance on feeling appreciated.

Some staff turnover is inevitable and can even be desirable to introduce new ideas and enthusiasm into the organisation. It is crucial to regularly review staffing numbers against the organisation's business and strategic plan to identify whether there are sufficient staff to help achieve objectives. In some cases, the staff turnover rate may be deemed acceptable, whereas in other circumstances you may need to apply a range of strategies to slow or halt the rate of turnover.



Strategies to reduce staff turnover

If analysis reveals that the staff turnover rate is unacceptable, you need to develop strategies to reduce its momentum. Regular interviews, performance appraisals and counselling should be part of your workforce management. This is the time to identify and resolve problems. Solutions may be as easy as saying, 'Thank you for your efforts'. It is too late to offer praise when your star employee has made up their mind to leave. However, you must remember that you can't please everyone and the organisation's objectives need to be met.

The organisation is only as strong as its people, and retaining the best people is important. The organisation needs to become the employer of choice through good workforce policy.

Work environment

Providing opportunities for staff to 'step up' demonstrates that the company has faith in them. Offer an innovative and stimulating work environment so the employee's skills are used appropriately and there is an opportunity for the employee to be challenged and build on their existing skills.

Providing flexible working hours or discounted gym memberships will make the work environment more appealing to employees. Ensuring support options, such as access to counselling, are available will further demonstrate the importance of employee health and wellbeing.

Communication channels

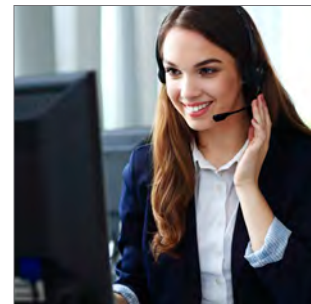
In any workplace, management can demonstrate a commitment to its employees that makes them feel valued by providing open channels of communication between management and staff. This involves encouraging employee input into decision-making via consultation and feedback, and informing the staff of plans and decisions that will affect them.

Example: retain skilled workers

A large food services company has expanded steadily through acquisition and incremental growth over the past ten years. The company has gone from having 12 employees to over 60 in that time, and is looking to expand further in the future. In a revised business plan, the company establishes objectives that include hiring eight new staff members and establishing new links to growers from other areas. A problem with creating links to new suppliers is identified as a HR issue in a risk analysis. The links are predominantly relationship-based, and therefore susceptible to staff turnover, poaching and other HR problems.

One strategy for the retention of these staff is to include inducements and rewards based on loyalty (years of service). However, if staff do move on, client contacts are encouraged to provide recommendations to the company for filling the vacated positions. This should improve the likelihood of continuing the relationships and will continue to secure industry knowledge.

Each of the new employees hired for the customer relationship positions have to be endorsed by the suppliers, at which time individual targets are developed between the HR representative and the grower. This creates very strong links and reduces business risk.



Practice task 6

Compile and then conduct a survey on your organisation's staff movements, or those of an organisation you are familiar with. Find out how many staff members have been there more than 12 months, how many for less than 12 months, how long they were at their last employment and so on. Record the results in a spreadsheet.

continued ...

Outsource

Outsourcing strategies can be twofold.

Outsource recruitment process

You can outsource the recruitment process to a specialised recruitment agency. An agency can conduct the whole recruitment process from advertising through to selecting the best candidate, which frees up your workforce to concentrate on its main tasks. They also offer a degree of anonymity to the potential candidate. This means an employee of another firm may be more inclined to apply, since there is less chance of their current employer finding out.

Outsource the function

You can outsource the function that you require the employee for, such as those tasks that may be considered non-core; for example, facilities maintenance staff, canteen staff, cleaners and transport or delivery roles. In some cases this can be a more economical strategy, especially in short-term projects; however, you do lose a degree of control over the day-to-day tasks.

Advertise

Your advertising strategy has a large bearing on the pool of potential candidates you attract. To attract the best candidates, you must grab their attention and let them know why you are the best organisation to work for.

You can reach appropriate candidates by using industry newspapers, publications, websites and blogs. Well-written advertisements and inviting candidates to contact you before applying increase the quality and quantity of candidates. Consider setting up your website so potential candidates can register, create a profile and upload a resume. This is an efficient and easy-to-monitor strategy that also provides privacy and confidentiality for the candidate.

Example: identify recruitment needs

A large rubber company is moving into an exciting time. They have just signed their first contract to supply rubber products to New Zealand.

At the end of each of the two shifts in the factory, the production line stops one hour early to do preventative maintenance on the machinery. To meet the increased production demand, however, management decides to change this practice and have both shifts use this time for production. A maintenance team will come in after the night shift and conduct the maintenance.

Stavros is tasked with developing the strategy for sourcing the required skilled labour. He researches the possible options and finds that the machinery is very specialised and the only local workers with knowledge of the machines already work on the production line. Stavros identifies a team of workers with the required attributes to become the maintenance crew and begins the process of recruiting replacement production line workers.

Government resources/departments

Fair Work Commission may be an external stakeholder. This department can assist in ensuring the company is developing its workforce plan in line with legislative requirements.

Establish the targets

Part of your proposal will include targets for recruitment, retraining or retrenchment/redundancies. These must be negotiated with relevant parties, including management, employees and/or their representatives and unions. This is a critical factor in the process, as failure to consult could lead to negative outcomes for the organisation, such as industrial or legal action.

Once all parties are in agreement, it is then a matter for the HR department to work out the details, organise paperwork and set up the trialling and implementation stage.

Employers are required to consult with employees when making decisions about redundancy, in line with legislative requirements.



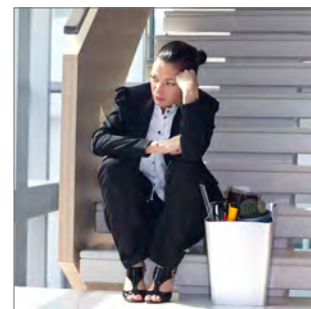
Example: the importance of communication

An employee works in a television newsroom. She receives no warning that she is to be made redundant until the day of her dismissal. The employer had made the decision to make either the employee or one of her colleagues, or possibly both, redundant some six months earlier.

The employer's reason for not notifying and consulting with the employee was the fear that it would cause unrest and concern among other staff about the security of their own jobs. The employee claims she has been unfairly dismissed because of the process that was adopted and, in particular, the lack of consultation.

It is found that the employer's concern was no excuse for the deliberate disregard of its obligation to consult. The judge finds that the requirement to consult with employees who an employer intends to make redundant is not fulfilled by the employer simply telling the relevant employee that they are being made redundant. It involves giving the employee a bona fide opportunity to influence the decision-maker.

The concept of 'consultation' involves giving an employee an opportunity to respond to the employer's stated intentions, allowing the employer to make an informed decision, particularly as it may affect the employment prospects of the individual concerned.



Formulate risk management strategies

After the organisation has identified the risks to the business, their probability and consequences, prioritise these threats and establish risk management strategies. Each strategy should explain the roles and responsibilities of everyone involved in the recovery of an event and the procedures to be followed if that event should occur.

The main questions to be answered are:

1. What resources are required to continue to perform critical functions?
2. How can the business decrease the likelihood of an event occurring?
3. How can the business lessen the impact of an event?

Rule of redundant systems

It is essential that you employ the 'rule of redundant systems' – every critical system should have a redundant back-up system. When the failure of a system would cause serious harm, there should be some substitute means of performing that system's functions. In a crisis situation, there should be various means of communicating with staff and authorities in case one communication system fails. Applying this to workforce planning means organisations should have a back-up plan in relation to recruitment and staffing that is appropriate for the circumstances; for example, a pool of casual workers or a key staff member trained to take over another person's role at short notice.



Maintain your contingency plan

Keep the contingency plan up to date and revise it at least once a year. The plan should reflect any changes in the business. You should help identify ways to keep the plan fresh and relevant.

Example: contingency planning

An engineering company won a multimillion dollar contract to supply ship components to the Navy and quickly started a recruitment plan they had developed, for 30 new machinists in the seaside port of Bizport.

Unfortunately, at the same time their contract was awarded, another large maritime engineering firm in Bizport also won work on the same project (building eight large destroyers), and had been more proactive in recruiting skilled labour. The other engineering firm had attracted almost all the machinists from all over state. Only about 10 per cent of metal machinists had the qualifications to work on shipbuilding projects (special marine welding qualifications), and around 97 per cent of these were already employed elsewhere.

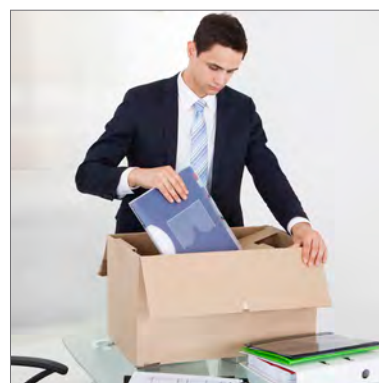
In the process of developing their workforce plan to meet the probable contract targets, the managers had built in a contingency for a lack of adequately skilled workers. The company contingency was organised in close consultation with the government and involved employing 30 shipbuilding machinists from shipyards in another country. Had the company not been prepared for such a contingency, the process of seeking visas and permits from the government may have prevented them from delivering on time.



Manage redeployment and redundancy

In some circumstances, you will have to implement strategies for reducing the workforce. This requires good communication between management and employees to get through the process with the minimum of distress, as the threat of redundancy can be very disruptive to employees.

You can read more about workforce planning at this website: www.workforceplanningtools.com.au



Redeploy employees

If the situation is temporary in nature (and because redundancies can be expensive), it is worth considering redeployment first. Redeployment refers to moving staff between different divisions of the company and benefits the individual and the organisation as a whole. It can be a way to fill staff shortages in one area and reduce oversupply in another.

Redeployment depends on the full cooperation of staff and managers in the process and the provision of all necessary and relevant information to support assessment and decision-making. For redeployment to be successful, staff are expected to undertake appropriate training and to exercise flexibility in considering available opportunities.

Organisations are required to redeploy employees within their enterprise or an associated entity if they can, rather than make them redundant. Making an employee redundant when redeployment is possible may be deemed an unfair dismissal by the Fair Work Commission.

Implement redundancies

If it is not possible to secure alternative employment for staff through your redeployment policy and redundancies are the only alternative, your organisation needs to have policies and procedures ready to ensure minimal disruption to the organisation. Always keep stakeholders informed and involved in the processes; you may need to conduct interviews with individual staff members.

Here are some things to address when designing processes and policies that relate to staff redundancies.

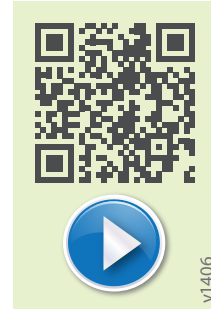
What to address when designing a policy

- Consultation process
- Measures to avoid or minimise disruption
- Compulsory and voluntary redundancies
- Redeployment, retraining and job search assistance packages
- Severance payments and superannuation
- Near-retirement age redundancies
- The social impact of redundancies

Example: decreasing the workforce

For two decades, a major manufacturing firm has grown rapidly, but a sudden and sharp stock price decline dramatically signals the beginning of a new era for the firm. Senior line managers and the vice-president of human resources determine their projected staffing needs for the next two years and realise they need to go through a major transition and dramatically reduce the number of staff. However, rapid lay-offs are viewed as being inconsistent with the company's organisational values.

A taskforce of line managers develops a strategy and general guidelines for the process. This ensures some uniformity across different units within the corporation, establishing performance as the primary criterion to be used when making cuts and intentionally choosing not to rely on seniority. The taskforce also develops several programs – counselling employees, teaching them career planning skills and training managers to be supportive during the job search process. Retraining is offered to employees who can be transferred within the company. Transfer opportunities are identified using a computerised system that matches a person's skills to available jobs, facilitating the reassignment of employees within the firm. Over two years, the workforce is decreased.



Practice task 13

What programs could organisations have in place to assist staff in times of change?

3D

Implement a succession planning system

Succession planning is an approach to retaining skills over time. When experienced staff members leave their job, they take their knowledge with them. An effective succession planning system aims to retain the skills and knowledge within the business through a sophisticated knowledge management system and/or a training program that establishes mentorships and other processes for passing on skills and knowledge.

The planning approach requires a detailed understanding of employee skills, knowledge and (more importantly) professional goals. Being prepared and having a succession management process in place for when long-serving employees retire will ensure the organisation doesn't lose important skills and knowledge.



Developmental focus

A key component of a succession management program is its developmental focus – identifying existing human resource strengths and connecting them to anticipated needs.

Having a developmental focus can be considered preparing for succession. When a senior or experienced member of the workforce is planning to leave your organisation, your role as a manager requires you to identify two or three probable successors to that staff member. You must then use the time before the experienced member leaves to up-skill those identified to fulfil their role, focusing on their professional development.

One of the most important determinates of any succession management scheme is cyclic re-evaluation, along with buy-in and involvement of existing managers.

Critical elements

The components of an organisation's succession management program can differ greatly, but there are several critical elements that have been identified as part of the solution to effective succession management.

Studies indicate that highly effective succession management systems involve the CEO; have the support of senior management; involve line management in identifying candidates; use developmental assignment; and link succession management plans to business strategies.

Succession management systems:

- establish competencies
- have transparent selection processes
- provide development opportunities
- provide mentoring and feedback
- support a reward structure.

4

Outcome-based schedule

Employees are accountable for projects, work assignments and tasks completed, rather than the number of hours worked or time spent onsite.

5

Employee assistance

Subsidised housing or rent, low interest loans, in-house child care.

6

Health/wellbeing programs

Company fitness programs, health plans or company outings and family days.

7

Personal/professional learning

Education and study incentives.

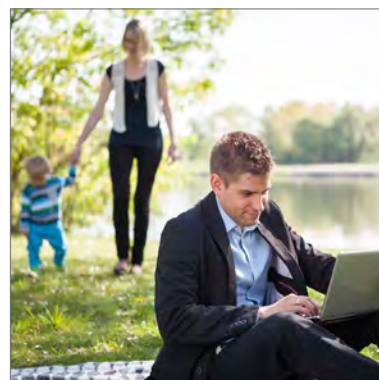
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Other

Employee reward systems, diversity policies, communication (a two-way open channel between company and employee).

Costs of turnover

Work out the potential costs to your business of a high employee turnover rate. Do you have strategies for encouraging employees to stay with your business? Work out what motivates and rewards individual employees. Decide whether your business would benefit from providing more flexible working arrangements such as part-time hours, job sharing or working from home. Once you have identified these strategies, you can better support your employees in the workplace.



Human rights

Human rights in the workplace relate to discrimination and harassment and how an organisation approaches these issues. A company with a strong anti-discrimination policy will attract skilled migrant workers. Employees are more likely to stay within an organisation that handles discrimination fairly and promptly.

You can read more about human rights at the Australian Human Rights Commission's website, at: www.humanrights.gov.au.

4A

Review the workforce plan against patterns in existing employee and workforce changes

There are a range of challenges that managers may face when implementing a workforce plan. In a business environment that continues to change due to economic, environmental and social factors, you need a workforce that can remain productive while adapting to these changes. It is crucial that you regularly review your workforce plan to ensure your organisation's employees are correctly skilled for the tasks demanded of them, to identify whether you have the right balance of skills, to plan for additional training and to address the need to downsize or increase staffing. You may need to modify your plans to meet external contingencies and internal circumstances.

Factors that affect the workforce

- Government regulation and deregulation
- Changing technologies
- Staff movements
- Changing expectations of the workforce
- Economic influences
- Demographics and diversity
- Workforce availability
- Organisational change and restructure

Government regulation and deregulation

Federal regulation has become even more evident in recent times as a result of issues such as environmental protection; for example, an emissions trading scheme or taxes may mean a workforce restructure due to the increased expense of doing business. State and local government actions can similarly affect businesses with restrictions, licensing and regulation.

Deregulation can also have a negative effect. In a protected sector, deregulation generally leads to workforce reductions when competition is introduced.



Changing technologies

When new technologies are introduced, they are likely to have affect the way organisations operate and, consequently, the skills needed and the type of positions available. You need to manage the way these new technologies interact with your workforce; for example, downsizing staff to take advantage of new technologies such as automation of production lines, recruiting those with information technology expertise, implementing a help desk or identifying a preferred supplier of technology assistance.

4C

Monitor the effects of labour trends on labour demand

You can monitor the effects of labour trends on the demand for labour by using forecasting to outline your organisation's future demands. Forecasting of labour supply trends is carried out both internally and externally. The type of method used will depend on your organisation, the time frame and the accuracy of the information you have at hand.

These systems of forecasting allow you to gain a greater understanding of your needs in relation to your strategic human resource planning. They will allow you to take action to secure the workforce that has been outlined in your analysis. Two main types of methods are commonly used: judgment methods and mathematical methods.

Judgment methods

Judgment methods estimate the required staff in an identified period and can work from the top down or from the bottom up. You need to simply ask the appropriate people, 'How many new staff members do you need?' There are several variations of the judgment method, for example, the Delphi Method and the Nominal Group Process, which rely on set staffing guidelines. These two judgement methods are explained in the following information.

The Delphi Method/Technique

The Delphi Method uses a group of carefully selected experts who are given a questionnaire to identify what they believe the requirements will be for the set period. Participants do not meet and may not know who else is involved. Their opinions are consolidated by a facilitator. This method gives a mean or average of all the experts' opinions.

Nominal Group Process

The Nominal Group Process involves a group of experts who meet face-to-face to discuss their ideas and then produce a group report. A moderator facilitates the group process to ensure a consensus decision is made.

Mathematical methods

There are a number of mathematical methods that may be used to forecast labour supply trends, as shown in the following information.

Statistical or simple regression analysis

Makes a statistical comparison of a range of factors from the past; for example, you may draw a comparison between the gross sales of an organisation and the number of staff that were required to make those sales. You could then work out an equation that would forecast the number of staff that would be required to make a 20 per cent increase in sales.

4E

Refine objectives and strategies and make recommendations

Monitoring internal and external changes in workforce trends allows you to make value judgments regarding your future HR needs, your organisation's objectives and the strategies you will employ to meet these objectives.

In response to global events, cyclic fluctuations of the labour market and workforce trends, your organisation must have a defined plan that provides stability and continuity, increases productivity, improves morale and maintains market share. However, your plan should also be flexible enough to allow for modifications or amendments in response to unforeseen internal factors or global events.

The business objectives should outline what you need to achieve as an organisation. Ask yourself the following questions:

- Why does the organisation exist?
- What is unique about the organisation?
- What are the collective values and underlying motives of owners, shareholders and key managers?



Refine objectives and strategies

Using strategic planning processes and forecasting techniques allows you to refine your workforce plan, set relevant objectives and develop strategies that are up to date with current trends in the labour market. Effectively using planning and forecasting methods allows you to see trends and changes in the labour market from a local and global perspective.

Refining your objectives and strategies simply means responding to events that unfold. In many cases, you may just need to review your objectives and strategies to ensure your implementation is on track. At other times, when major catastrophes such as financial, human, biological or environmental disasters overtake your workforce plan, you may need to undertake a total review and rewrite.

The following outlines three simple steps to follow when refining objectives and strategies.

Refining your objectives and strategies

Prevent anything that may negatively affect your workforce.

Adjust the dynamic of your internal workforce. These adjustments are usually of a hierarchical nature and involve restructuring your workforce.

Restructure the process of recruitment and redefine your organisational objectives.

4G

Evaluate the effectiveness of change processes against agreed objectives

An essential component of managing change processes is to monitor the quality and effectiveness of the changes that have been made to see whether the organisation's objectives are being achieved; for example, changes may have been introduced to increase productivity, improve staff morale, decrease the number of staff, increase workforce diversity, provide a staff incentive scheme or offer redundancies.

Corresponding changes may have involved a restructure or introducing a reward system, a redundancy program, a redeployment scheme or a training and development program. To review the effectiveness of these changes, you need to systematically collect and analyse a range of data in areas such as:

- employee skills development
- employee performance
- staff satisfaction
- productivity and sales
- organisational finances.



Systematic evaluation

A written plan for program evaluation and improvement helps ensure a systematic evaluation takes place annually. The results are used to identify what is working well and what needs to be improved. Any required improvements can then be implemented. Regular evaluation can identify any dissatisfaction with change processes and trigger the need to make improvements.

Some examples of evaluation strategies are outlined below.

Increase productivity

Change process

Restructure the organisation.

Evaluation

Review of company performance and staff morale, for example;

- staff satisfaction questionnaire
- review of organisational performance after change.

Practice task 23

Employee performance evaluations or appraisals are an effective tool for informing employees about the quality of their work and for identifying areas for further skills or knowledge development. Use the internet to research best practice strategies to use when supporting staff through their appraisal. List the main points you need to consider.

Summary

1. Many internal and external factors influence your workforce, from government policy to staff movements. By regularly reviewing your workforce plan, you can identify whether it is still relevant and able to meet the organisation's needs.
2. Over or undersupply of labour in different occupations occurs from time to time. By understanding what causes these fluctuations, you can plan effectively (or contingently) to ensure your organisation is sufficiently isolated from the effect.
3. Monitor the effects of labour trends, both internally and externally, on demand for labour through the use of forecasting. There are two main types of method that are commonly used: judgment methods and mathematical methods.
4. Conduct employee satisfaction surveys to gauge the effectiveness of change processes.
5. Internal and external factors can affect the implementation and progress of your plan. Monitor these environments so you can adequately react and make recommendations to senior management.
6. Governments change. Keep abreast of developments in the political arena regarding labour forces, looking out for incentives and training opportunities.
7. As with any process, you must monitor its outcomes for effectiveness against your initial agreed objectives, generally through observation and surveys.