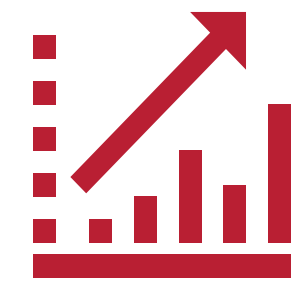


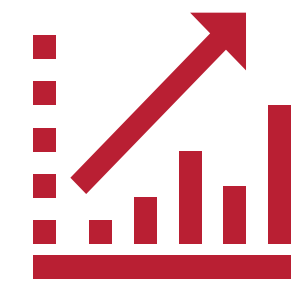


# Strategic Workforce Planning and Analytics

## Strategic Workforce Planning and Analytics Survey results

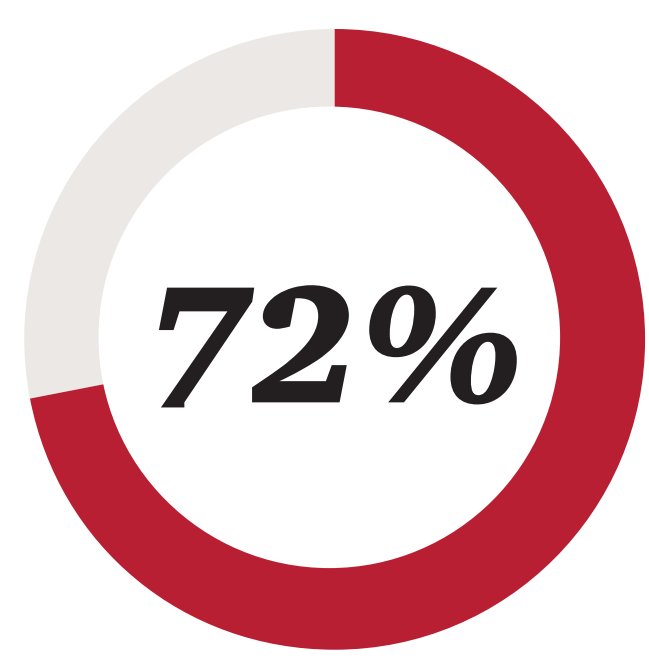


1. We asked 98 mid- to senior-level managers and executives about workforce planning and people analytics practices in Australia.

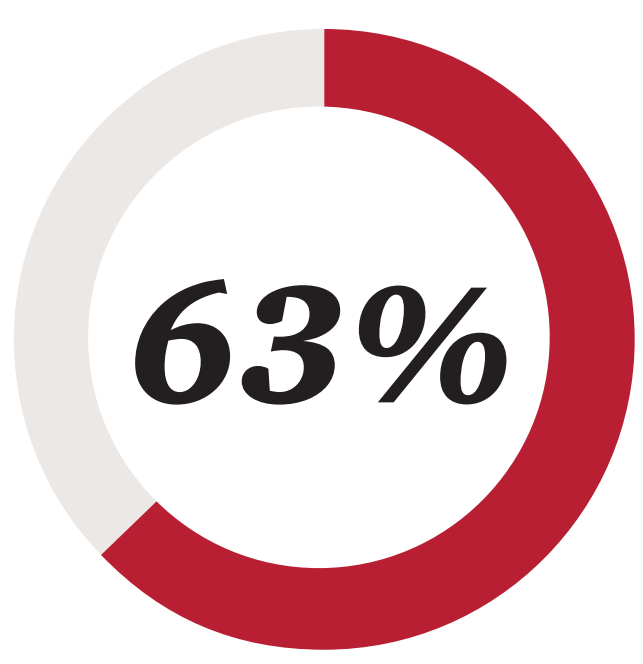


2. We found that overall progress in workforce planning and the capability of supporting functions is slow, with most organisations focusing on the requirements for shorter-term horizons.

## The future needs attention



72% were not satisfied with their ability to predict **future workforce needs**

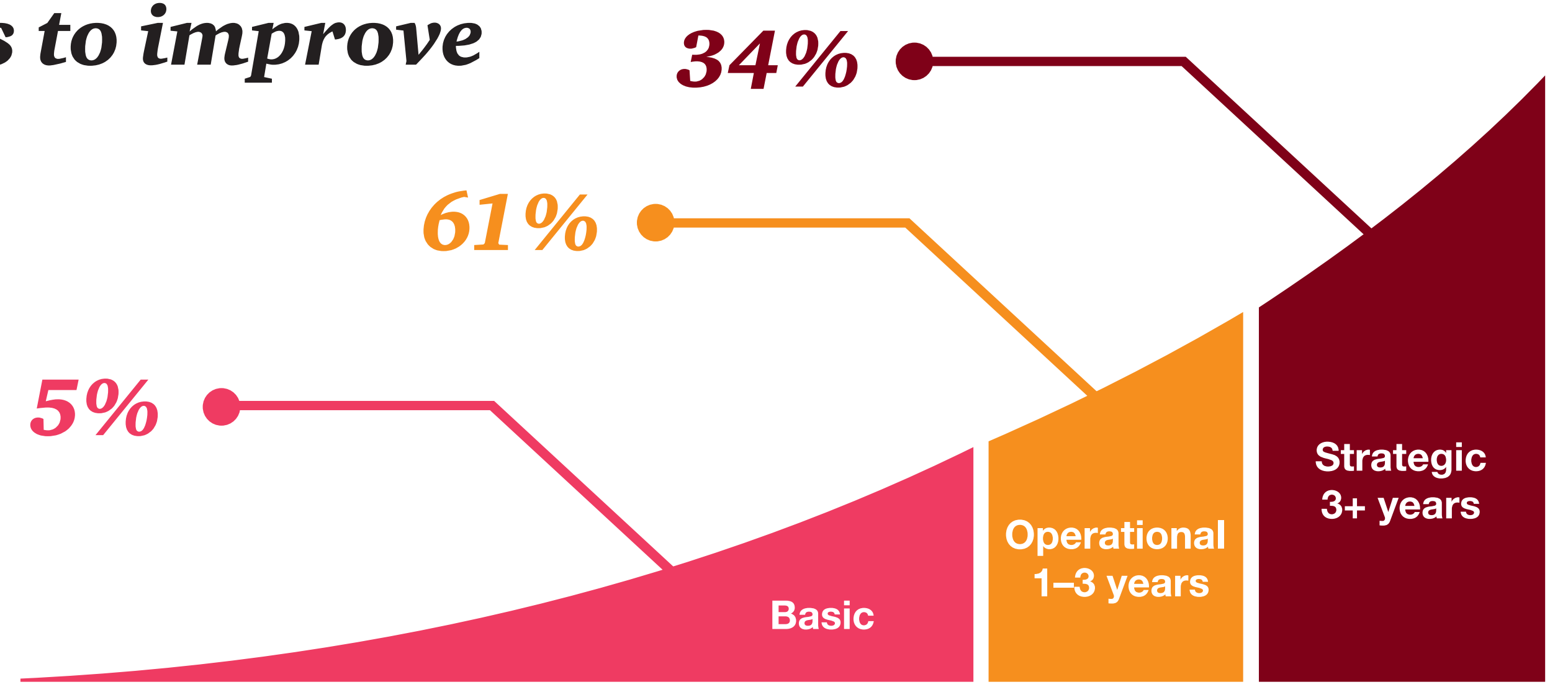


63% felt that their existing processes did not adequately take into account the impact of **external future workforce trends**



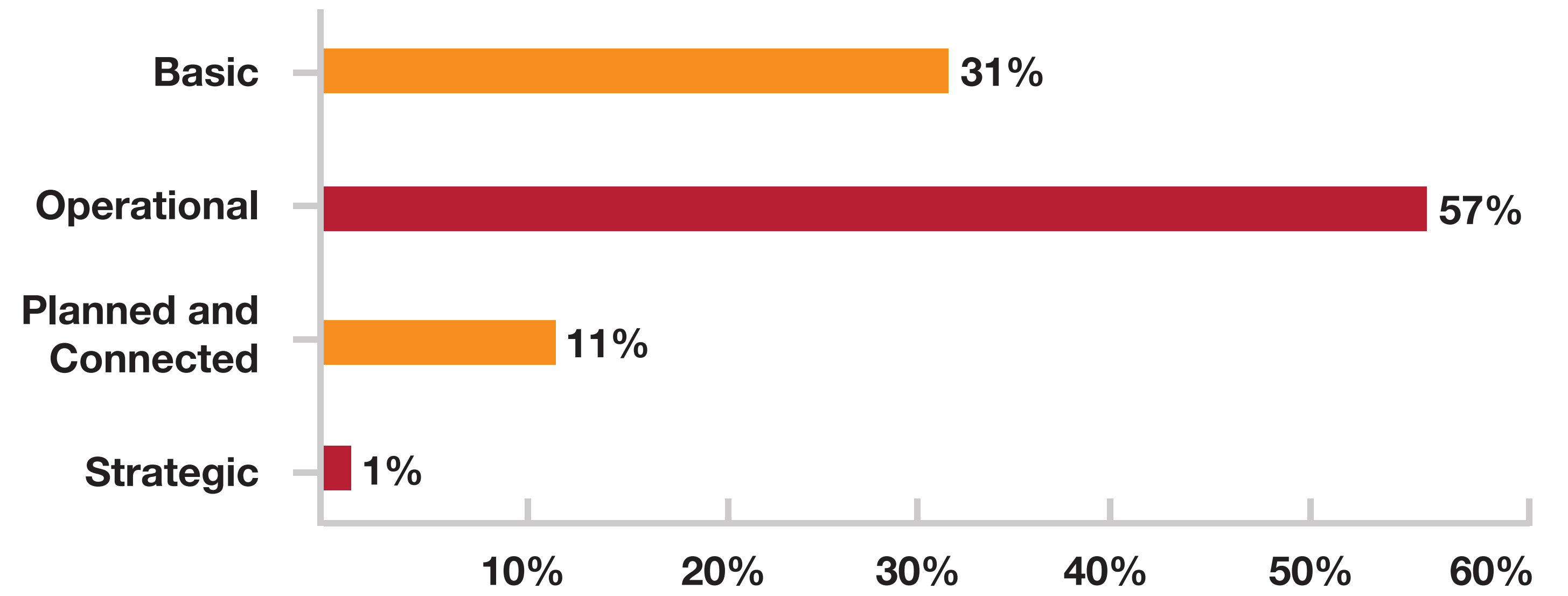
50% of respondents who did not understand their organisation's workforce **demand drivers**, or have strategies in place to **address critical capabilities**

## Strategic planning needs to improve



61% of respondents said they do not look beyond the **1-3 year time horizon** for workforce planning

## Analytics progress has been slow



57% said they were at an **operational level of maturity**, involving basic core HR analytics, tools, metrics and simple dashboards

## How can you increase your workforce planning and analytics maturity?

### Start from where you are...



Align business strategy and capabilities to your workforce strategy



Look for iterative improvements to your workforce planning process



Accelerate development of critical capabilities



Build confidence in your data to power your people decisions

### ...and build from there

We've found that most organisations are only operational when it comes to the maturity of their workforce planning programs

Integration with Strategic Planning

**Basic**

- Short-term focus
- Limited confidence in the quality of workforce data
- Basic workforce analytics (headcount budget, turnover)

**Operational**

- Mid-term focus
- Broad suite of workforce analytics exist including **labour market analysis**
- A rudimentary **workforce plan** is developed and connected to recruitment

**Planned & Connected**

- Long-term focus
- Greater confidence and **consistency of data**
- Complete workforce analytics are in place
- External analysis informs decisions
- **Workforce plans inform all HR functions**
- Annual workforce plan reviews

**Strategic**

- **Integrated** planning with all key stakeholders (E.g. HR, Finance)
- Mature data and **analytics inform workforce decisions**
- New ways of working are implemented to meet the future of work trends
- **Real-time adjustment** of workforce plans

Less

Degree of Analytics Maturity

More