

Strategic Workforce Planning



HOUSE OF VISIONARIES

How to know when you are ready

YES

Its strategic workforce planning time. The demand signal for SWP comes from your organisation's strategic plans.

- What's the plan for the future?
- Where will the business grow or change?
- What do your customers need?

The answer to these questions comes down to the right people, with the right skills, in the right job, at the right time, which SWP helps to identify.

YES

Perfect; use it.

Having HR representation in "the room where it happens" gives the function the spotlight it needs.

Work closely with your HR executive to make sure the business knows what you're doing around SWP, why it matters, and the positive impact it will have on the bottom line.

YES

Don't reinvent the wheel.

Leverage your networks to gain insights into what works, what doesn't, and the bear traps you'll want to avoid.

Don't forget, though, your business needs are unique, so be sure to adapt whatever you borrow.

YES

You've landed in "analysis paralysis".

Employee data is central to effective SWP, but waiting too long and overanalysing everything means you'll never get started.

Take what you have, improve what you don't, and keep making progress.

NO

You need to meet the business where it's at. The difference between strategic and operational workforce planning is the time-horizon. If your business can't see past the end of the financial year, then workforce planning can't either.

Short-term activities can still be incredibly valuable to your business, but if the organisation wants 'strategic' then it needs to get its own crystal ball out first before expecting you to do the same.

NO

It's time to work on your storytelling. HR often falls short of communicating the business benefits of its work.

Consider developing user journeys or case studies (using data from exit interviews, pulse surveys, staff attrition rates) to show what happens when your business gets workforce planning wrong, and how you're going to fix it. This will help you make allies in the boardroom to communicate that your work matters.

NO

Best to look up and out first.

If you're not sure where to start in finding out how others are delivering SWP, the CIPD has a useful six-stage model to workforce planning.

Spoiler alert, it's not on the cutting-edge of innovative HR but they are tried and tested approaches to get SWP off the ground and are easily tailored to the needs of your business.

NO

Pragmatism over perfectionism, we like it! SWP isn't an exact science, it's a risk management activity.

You need "good enough" data, that's acceptably reliable, regularly maintained, and tells you what you actually need to know:

- What's the make-up of our workforce?
- What skills do we have?
- What do we need?
- Which roles are critical for our business?



Pete Trussell is a Civil Servant working at the UK Space Agency as the Head of Strategic Workforce Planning & Talent. Prior to this latest role, Pete was responsible for partnering with experts in industry, academia, and across government to provide a skilled workforce for the growing UK space sector.

Before joining the UK Space Agency, Pete worked in the Leadership College for Government within the Cabinet Office as a Learning and Development Specialist, designing and delivering leadership development programmes, courses, and events for public sector Chief Executive Officer equivalent leaders in local government, health, education, emergency services, armed forces, and civil services.

Having completed Rolls-Royce's HR Graduate Training Programme, Pete has experience across the entire employee lifecycle through various HR roles, including recruitment, induction, training and development, workforce planning and voluntary and mandatory redundancy. Pete is also an Associate Member of the Chartered Institute of Personnel and Development having completed the CIPD Advanced Level 7 Diploma in Strategic People Management.

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