PARTALE

Strategic people planning and leading in the current environment

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Workforce Planning
Inputs, considerations and outcomes

Talent Management
Identifying and managing critical and high potential talent

Org Change
Employment relations considerations

Leading
Leading a remote workforce

Employee Wellbeing
Taking a holistic approach

Workforce Planning

Inputs

- Long term vision and strategic objectives
- Immediate requirements, commitments, and deliverables
- Customer, shareholder, community, and stakeholder expectations
- Cashflow, revenue, and profitability forecasts
- Economic and industry forecasts
- Current organisational structure and people expenses
- Overview of current capability
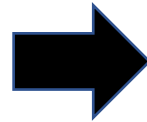
Considerations

- Prioritisation of short-term deliverables and long-term objectives
- Differentiation between required and discretionary activity
- Appropriate consideration of short and longer term financial and commercial drivers
- Capability required to deliver immediate and long-term requirements
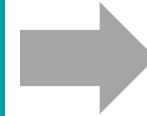
Outcomes

- Forecasted structure, including roles and responsibilities
- People budget for the next 6-24 months
- Capability gap analysis

Execution
- **Build:** Develop and provide opportunity to employees
- **Buy:** Attract and hire talent to fill gaps
- **Partner:** Seek an external partner to fill gaps
- **Reorganise:** Role, responsibility, and/or structural changes

Talent Management: Critical Roles

Often the individual is the focus of talent identification

Focus on the 'role' to understand which roles are critical and why

Gaining clarity on roles which significantly impact performance helps prioritise management action

Consider a roles impact on customers, revenue, reputation, and risk

RETAINING INDVIDUALS (Short Term)

Individual aspirations and engagement, the availability of external opportunities and their propensity to leave impact retention

Understanding these factors allows for meaningful retention plans

REDUCING ROLE CRITICALITY (Long Term)

To overcome this challenge it is important to understand why a role is critical

| Lack of Internal Succession | Points of Failure | Limited Supply of External Talent |

Talent Management: High Potentials

High potential talent have the capability and aspiration to grow into larger roles

A larger role can include a broader remit in their current role

Not all high potentials are seeking a 'leadership' career

It is important to differentiate between those seeking a 'technical' and 'leadership' career path

Purpose **Values**

Expected Behaviours

ACCELERATED DEVELOPMENT

Driven individuals often seek self directed development

Potential is often recognised by the external market

Understand motivators and aspirations

Create internal opportunity for accelerated development

EXAMPLES

- exposure to executive leaders
- project opportunities
- opportunities to lead
- expanding their remit
- assigning an external mentor
- enlisting them as a mentor
- external representation of the organisation
- board exposure/appointment to committees or sub boards
- supporting further education
- secondments

Organisational Change: Employment Relations Considerations

REDUNDANCY

Roles are redundant when the position is no longer required or the requirements of a position significantly change

This may be as result of:

- Reduced company earnings
- Introduction of technology
- Changes to process
- Changes to organisational strategy
- Relocation of role to different city, state etc.
- Changing customer requirements
- Closure of business

CONSULTATION

Impacted Employees	Potential change and impacts
Steps taken to minimise impact	Ideas and Suggestions

REDEPLOYMENT

Demonstrate a process to redeploy into suitable alternative role before ending employment via redundancy

Note: The content on this slide is not legal advice

Organisational Change: Employment Relations Considerations

STAND DOWN PROVISIONS

Employers must prove that it is a legitimate stoppage of work which they cannot be held responsible for, and the reason isn't because of an economic downturn

During the coronavirus period businesses can stand employees down for several reasons:

Government Direction

Lack of Supply

Job Keeper Qualification

CHANGES TO WORK SCHEUDLES OR REDUCING SALARIES

- Consultation is required

- If hours are temporarily reduced leave still accrues at an employee's ordinary hours

- If the proposal is to reduce salaries without reducing hours of work an employee will need to agree

- Be mindful of award minimums and annualised salary requirements to avoid an underpayment issue

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Organisational Change: Employment Relations Considerations

EXITING EMPLOYEES

How people feel when leaving significantly impacts how they feel about an organisation

Perceptions impact the employment brand and views others hold about a business

Employees observe how people are treated when leaving

Their observations and perceptions impact their engagement and likelihood to stay

CONSIDERATIONS WHEN EXITING EMPLOYEES

Communications	Employee Control	Notice Periods
Walking Employees	IT Access	Job Search
Career Transition	Counselling Services	Farewell

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Leading a Remote Workforce

Be Outcome Focused

Stay Connected

Encourage Work life Integration

Understand Individual Motivators

Leading a Remote Workforce

BE OUTCOME FOCUSED

- The current environment presents an opportunity to trust employees to deliver based on outcomes

- The challenge is to become comfortable with people working staggered hours through the day

- Whilst unconventional, this allows people to remain focused, energised, and removes justification anxiety

- Prioritise key outcomes and agree on how people will deliver to customers and stakeholders

STAY CONNECTED

- Working in isolation is harder for some than others

- The establishment of a rhythm can enhance collaboration, idea generation, and keep people emotionally connected and engaged

- This is the time to engage employees, share ideas, and collectively agree the ways to stay connected and deliver

- Personal/social connection is important for some. Consider how technology can support this

Leading a Remote Workforce

WORK LIFE INTERGRATION

- Increased prevalence

- Being outcome focused provides people the confidence to integrate their work and personal lives

- With this in mind can an employee work a staggered work schedule

- Leaders need to role model behaviours

INDIVUDAL DRIVERS

Understanding individual drivers enables leaders to tailor their style. Examples include:

Relationships	Working Together	Leadership
Work Life Integration	Sense of Accomplishment	Recognition

Employee Wellbeing: A Holistic Approach

Health

Mental and Physical

Raise Awareness

Provide access to services

Understand focus areas

Leader Education

Life

Work life integration

Lead via actions

Reinforce positive examples

Consider leave options

Work

Culture and Values

Safe working environment

Ergonomics

End of trip facilities

Technology

Community

Community involvement

Volunteering

Community Expectations

Sustainability

Financial

Education

Superannuation

Insurances

Retirement Planning

PARTALE

For advice or an exploratory conversation on how Partale can support your business contact:

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