

# Workforce Planning for Talent Acquisition Professionals

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# Is Workforce Planning a Leadership priority?

## % of leaders that believe workforce planning is a leadership priority

### Industry Profile

Basic & Infrastructure	53%
Prof Services	61%
Fin Services and Investors	67%
Media, Ent and Info	69%
Consumer	70%
Mobility	71%
ICT	73%
Healthcare	80%
Energy	80%

### Countries

Australia	45%
Sth Africa	60%
China	61%
South East Asia	64%
US	74%
UK	76%
India	76%
Japan	86%

Source: Future of Jobs Survey: World Economic Survey 2018



# Defining Workforce Planning

*Workforce planning means different things to different organisations and people. An easy way to explain what WfP is, and how it is done is through 9 key words. WfP is about closing the gap between current and future, as you have a current supply and demand, and a future supply and demand. The current is not static, people are leaving and joining the organisation, therefore we need to consider the current trends in addition to the current state 'as at this date'.*

**Workforce Planning is about external and internal, supply and demand in terms of characteristics, availability and productivity relative to current and future states.**

'9 key words' by Tess Walton

**Characteristics** – are enablers for execution, and reference technical skill and knowledge, aptitude, behaviours

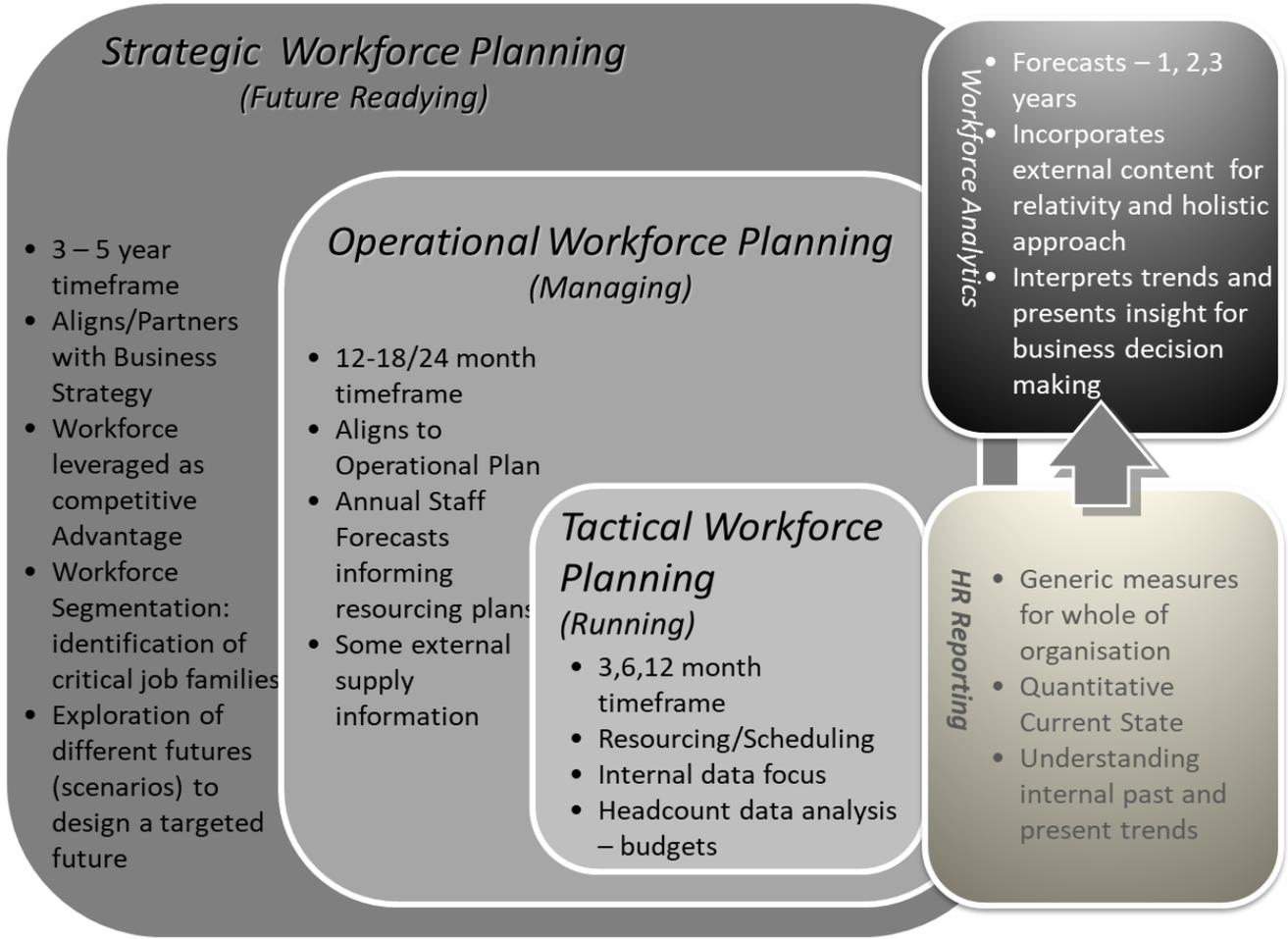
**Availability** – refers to the when and where of the workforce, as well as the relative supply

**Productivity** – the outputs of the work they do, the value of the work



# Types of Workforce Planning

The below represents 3 different levels of Workforce Planning. These levels can exist simultaneously in an organisation and are not mutually exclusive nor dependent on one another. Picture them like nesting dolls, one inside the other. Timeframes is the key dimension that changes for each of these types, and as a result leverages different documents. However day-to-day decision making at the operational and tactical level will be better informed if there is a strategic workforce plan defining the future workforce requirements. Note, workforce analytics is represented as being part of the ecosystem, but not the same.



## Workforce Planning answers 5 key questions...

*A key element of successfully engaging the business, is not using jargon. The below represents key questions that typically the business would like answers to – this is a good way to position how you approach workforce planning and its benefits.*

*You can do the first 3 questions in any order, but don't do question 4 till you've answered the first 3! Of course, there is a framework behind this, but for today it's about tools and techniques that you can start applying now...*

- Where does our workforce need to be?
  
- What is influencing our workforce?
  
- Where are we now? (where are we heading?)
  
- ❑ What gaps do we have?
  
- ❑ How and when are we going to close those gaps?

'5 key WfP questions' by Tess Walton



**Workforce Planning** is about **external and internal, supply and demand** in terms of **characteristics, availability and productivity** relative to **current and future** states.

# 1 of the 5 questions: What is influencing our workforce?

*Just a sample/taster of how TA professionals can workforce plan when answering the question ‘what’s influencing our workforce’.*

*Critical first step is thinking about the talent group you are going to profile. You could very well use a similar approach for when you are only recruiting one or two, but typically that would be head hunting, or executive search. Workforce Planning tends to be aligned with a degree of volume, and criticality of the work to the organisation’s strategy (or at minimum for where you want to start your work).*

*Often we launch into demand, without actually profiling **external supply**, i.e., are we sure what we want is out there? How many, where, what are their communities, where do they ‘hang out’, where do they learn, what are the work attributes they value? Information from Job Outlook, professional associations, conversations when recruiting, focus groups with talent groups all help in building a picture on external supply.*

*Leveraging content they work with everyday from job boards and aggregators, you can build a story about the **external demand**. Who else is employing, where are they employing, how many, what does the work look like, what are they seeking in terms of characteristics, what is their employment value proposition, do they have a talent value proposition, how are they differentiating?*

*Building a profile around what you find on supply and demand for your talent group enables you to interact and explore through workshops with representatives of our talent group as to what are the drivers, the fools gold, the hygiene and neutral attributes.*

*This intel can then inform your Talent Value Propositions and Talent Marketing, and then in turn your strategies for the Acquisition pipeline.*



[ANZSCO ID 263111](#) Computer Network and Systems Engineers plan, develop, deploy, test and optimise network and system services, taking responsibility for configuration management and overall operational readiness of network systems, especially environments with multiple operating systems and configurations, and provide troubleshooting and fault-finding services for network problems.

NSW	VIC	QLD	SA	WA	TAS	NT	ACT
<b>37.5%</b>	<b>28.8%</b>	<b>12.8%</b>	<b>5.0%</b>	<b>9.2%</b>	<b>0.9%</b>	<b>0.5%</b>	<b>5.3%</b>
All occupations: 31.6% ~4,950	All occupations: 25.6% ~3,800	All occupations: 20.0% ~1,690	All occupations: 7.0% ~660	All occupations: 10.8% ~1,188	All occupations: 2.0% ~120	All occupations: 1.0% ~66	All occupations: 1.9% ~700

**No. of workers 2016**  
**13,200** <sup>1</sup>

**Future Growth is projected to be very strong** <sup>2</sup>

**Av age 38 yrs** <sup>3</sup>  
**(Aust avg age 40 yrs)**

**7% Female**  
**(Aust avg overall 48%)**

Source: Based on ABS Census 2016, Customised Report. Share of workers across States and Territories, in this job compared to the all jobs average.

Age Bracket	% of Segment	% of all Jobs
15-19	0.2	5.0
20-24	2.8	9.3
25-34	32.3	22.9
35-44	38.9	22.0
45-54	18.6	21.6
55-59	4.5	9.0
60-64	2.0	6.0
65 and Over	0.7	4.2

3. Source: Based on ABS Census 2016, Customised Report. Age profile of workers in this job compared to the all jobs average

1. Source: ABS 2016 Census  
 2. The Department of Employment, Skills, Small and Family Business estimates the likely change in number of workers over the next 5 years. Future growth is the likely percentage change, compared to all other occupations. Very Strong is the highest growth indicator

All ABS statistics have the caveat 2019 projections do not take account of any impact caused by the COVID-19 pandemic and are therefore no longer reflective of current labor market conditions. We feel that the trends still have validity for the decision making



# External Demand



As at <date> entering into the Seek Search Engine: 'Systems Engineer' – **7,032 jobs were found** (not all were relevant, some are quite dated, many no longer valid). However what we see is what a job seeker would see.

A job seeker would **add filters** such as location, industries, salary, additional key words, classifications, sub-classifications, a keyword search on a particular platform, methodology that they are experienced in and like working with, e.g. DOORS

Seek Filter 1: 'Systems Engineer' and 'Government & Defence' – 339 Jobs found

Seek Filter 2: 'Systems Engineer' 'DOORS'\*\* – 148 jobs found

Seek Filter 3: 'Systems Engineer' 'Part time' – 4 jobs found

### MSP Systems Engineer (Sutherland Shire)

Shire IT Featured

Sydney > Southern Suburbs & Sutherland Shire  
**\$50,000 - \$54,999**  
Information & Communication Technology > Help Desk & IT Support

- Join Sutherland Shire's Leading MSP
- Client Facing Role
- Excellent Learning and Career Development

1st and 2nd Level Systems Engineer within a Managed Service Provider based in the Sutherland Shire.

☆ Save 

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### Senior Systems Engineer

First Focus IT P/L Featured

Sydney > CBD, Inner West & Eastern Suburbs  
**Competitive salary & up to 5 days paid training**  
Information & Communication Technology > Networks & Systems Administration

- Be technical lead in an awesome team of talented, dedicated professionals
- Huge opportunities for technical advancement - 5 paid training days a year
- Flexibility providing work-life balance

Deliver technically complex projects to a broad range of clients. Diverse technologies, build POCs, try what's new. Work-life balance thru hybrid WFM.

☆ Save 

### Systems Engineer

NEC Australia Pty Ltd 5d ago

Melbourne > Eastern Suburbs  
Information & Communication Technology > Networks & Systems Administration

Belong to the hi-performing server team within Defence | Career Position with opportunity to grow from Level 1 Engineer to a technical SME | Clayton

☆ Save

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### Systems Engineer

Private Advertiser 12h ago

Sydney > CBD, Inner West & Eastern Suburbs  
Engineering > Systems Engineering

Arab Bank Australia Limited is currently seeking an enthusiastic, talented individual to join as a Systems Engineer.

☆ Save



Indeed is one of the most common Aggregators used by job candidates in the Australian Market. As at <date> entering keyword 'Systems Engineer' – 3,784 jobs found (though not all were relevant, it wasn't as broad as the Seek range)

Where available Indeed shows ratings of the employer.

new  
**Systems Test Engineer** (Perth, Hobart, Darwin and Melbourn...)  
Tata Consultancy Services (TCS) 4.0 ★  
Melbourne VIC  
**\$60,000 - \$110,000 a year**  
➤ Easily apply to this job

- Testing, identifying and diagnosing functionality errors and faults in systems, and programming code within established testing protocols, guidelines and...

1 day ago · [Save job](#) · [More...](#)



**Systems Engineer**  
State Trustees Limited 3.6 ★  
Melbourne City Centre VIC  
**\$105,000 a year**

- Extensive system administrator experience in a financial or Government institution.
- About the Role This is a hands-on, technical role where you will work with...

24 days ago · [Save job](#) · [More...](#)

**2021 Apple Internship - Information Systems and Technology**  
Apple 4.2 ★  
Sydney NSW

- Every role at Apple is crafted around our intention to leave the world a better place than we found it.
- Imagine what you could do here?

14 days ago · [Save job](#) · [More...](#)

You can search employer reviews by job title. When entering 'Systems Engineering', location Australia the following reviews came up.

**5.0** Average  
★★★★★ [System Engineer](#) (Former Employee) - Lucknow - 17 February 2018

its good for freshers but wont recommended to experience professional as TCS doesn't pay good salary and also take lot of work better to start with TCS and don't go as EP.

Was this review helpful?

[Report](#) [Share](#)

**5.0** Excellent  
★★★★★ [System Engineer](#) (Former Employee) - Lucknow - 17 February 2018

was good start with TCS where i learned everything what i am using today. Life at TCS was very busy and immediate reporting managers should not think they are CEO of company.

Was this review helpful?

[Report](#) [Share](#)

**5.0** Productive and lovable workplace  
★★★★★ [System Engineer](#) (Current Employee) - Kakkannad, infopa - 20 February 2017

good working envionment and good team working. I have learned so many skills including java, .net, datapower, android etc.

Good managers and good leading power

Was this review helpful?

[Report](#) [Share](#)



# External Demand

With overall 11 710 000 users\* in Australia, LinkedIn is a popular job search resource for professionals.

As at <date>, Search for 'Systems Engineer', Australia – 545 jobs were found (not all were relevant comparison, but better filtering than Seek and Indeed). LinkedIn features for jobseekers include indicative skill match, # of connections, as well as ability to compare yourself to applicants. Of course this is dependent on the details in the job seekers profile, and are not exact, but would probably be considered at minimum as 'interesting'.

System engineer in Australia  
545 results

System Engineer - Remote & Onsite Promoted  
Better Staff  
Mascot, New South Wales, Australia  
Actively recruiting  
3 weeks ago · Easy Apply

System Engineer Promoted  
Australian Department of Defence  
Southbank, Victoria, Australia  
138 alumni work here  
2 weeks ago

Systems Engineer Promoted  
Versent  
Sydney, AU  
21 alumni work here  
2 weeks ago

Senior System Engineer  
M&T

System Engineer  
Australian Government  
Department of Defence  
Southbank, Victoria, Australia  
Posted 2 weeks ago · 1,594 views

Save Apply

See how you compare to 99 applicants.  
Try Premium Free for 1 Month

Job	Company	Connections
<ul style="list-style-type: none"> <li>0/10 skills match</li> <li>99 applicants</li> </ul>	<ul style="list-style-type: none"> <li>10001+ employees</li> <li>Defense &amp; Space</li> </ul>	<ul style="list-style-type: none"> <li>138 alumni</li> </ul>

APS 6  
\$80,669 - \$92,150 (plus Super)  
Monegeetta – VIC  
Southbank – VIC

Messaging

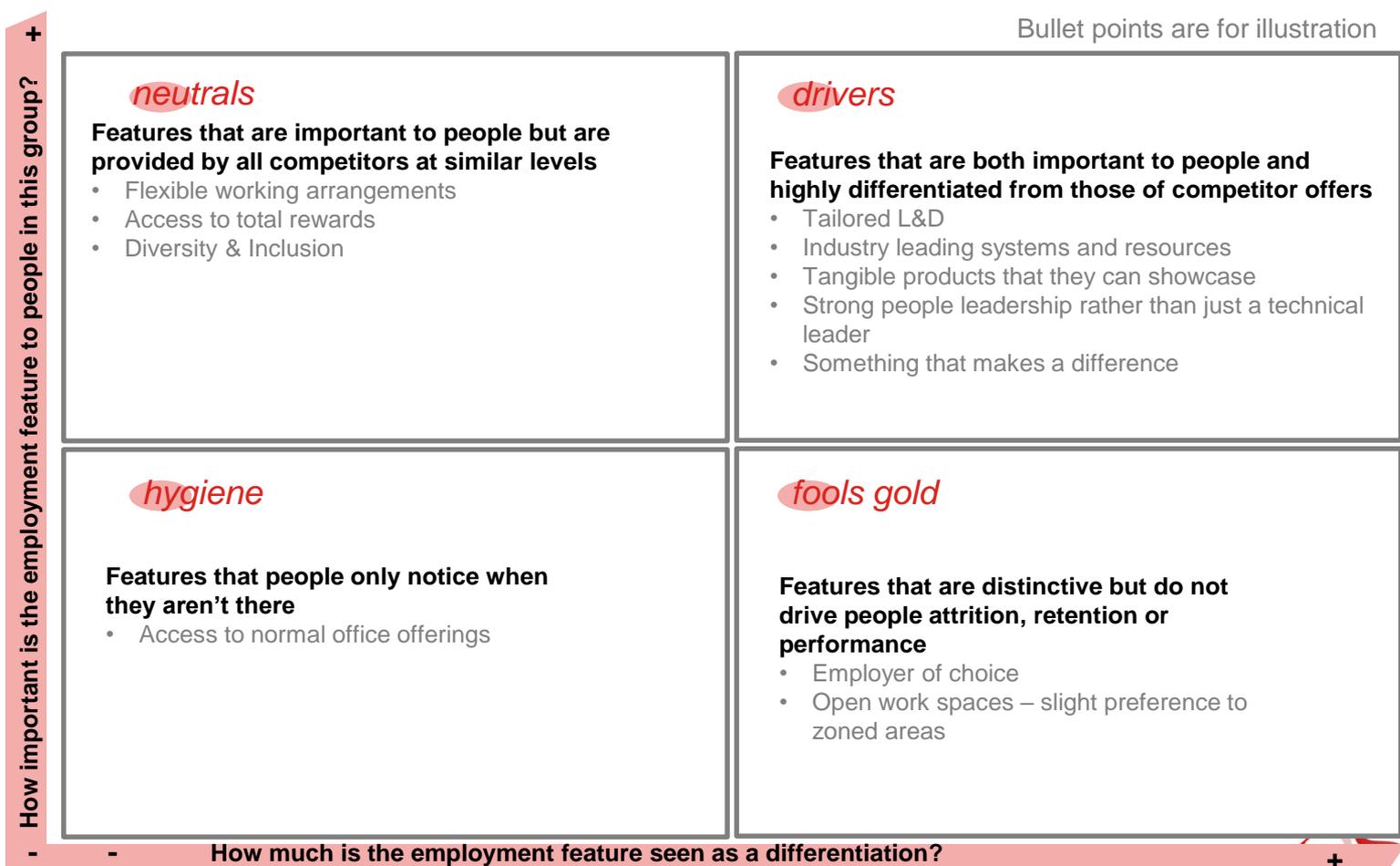
\*<https://napoleoncat.com/stats/linkedin-users-in-australia/2020/07>

# What is influencing our workforce?

*Building a profile around what you find on external supply and demand for your talent group enables you to interact and explore through workshops with representatives of your talent group as to what are the drivers, the fools gold, the hygiene and neutral attributes.*

*Asking them to identify and map ‘How important a feature is and how it is valued as a differentiator’. The drivers become key to developing the Talent Employment Proposition, and shaping the candidate experience, as well as the actions you take when bring people through the Talent Acquisition Pipeline.*

Bullet points are for illustration



# Talent Marketing Framework

**Workplace Culture, Employment Value Proposition are the same for all employees and candidates.**

**Talent Value Proposition and Talent Marketing are tailored to specific groups.**

**Talent Acquisition Professionals design and deliver the Talent Value Proposition, Talent Marketing and Candidate experience.**



**Attraction and Retention of Best-fit talent**

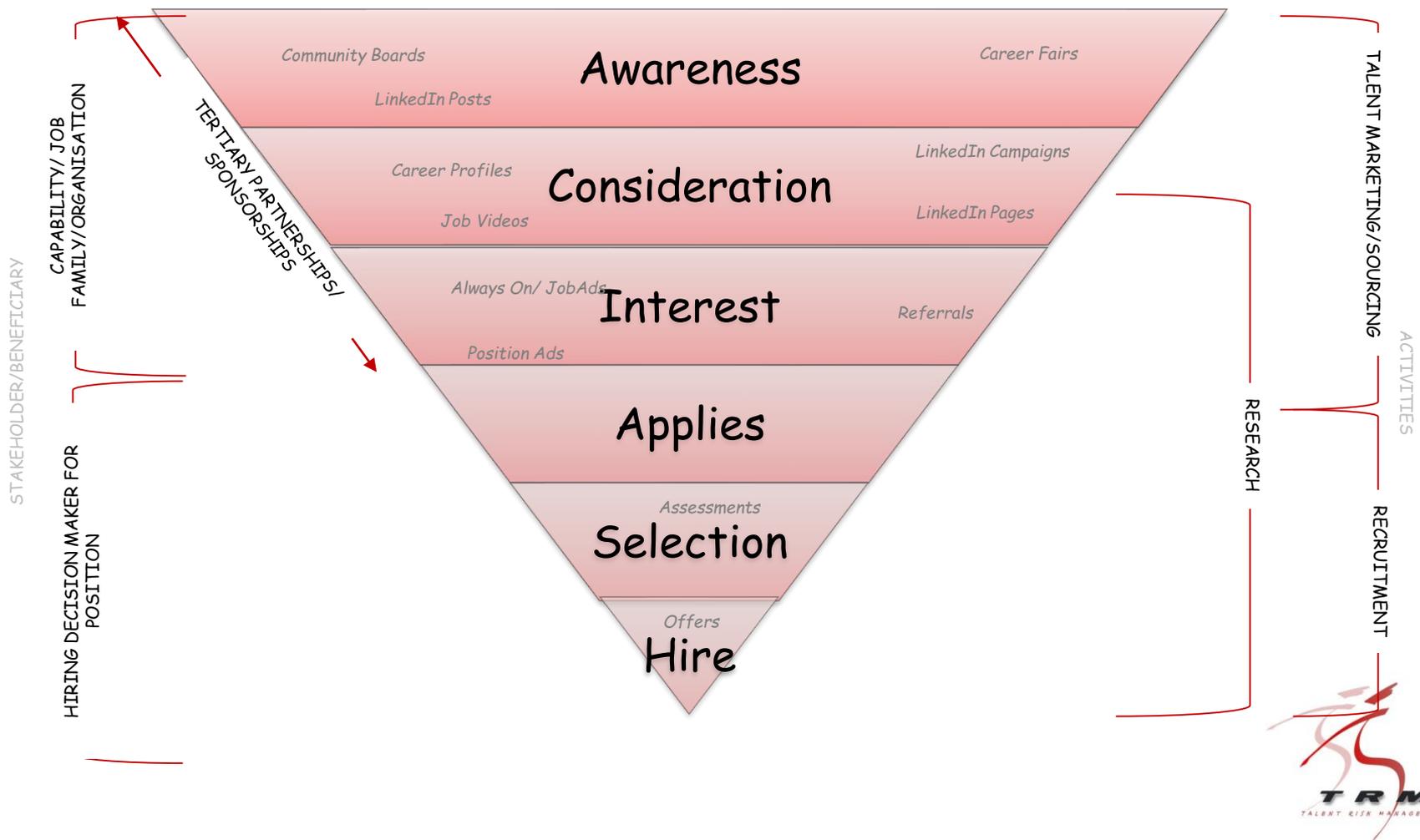
<b>Workplace Culture</b>	the way people work and behave in an <u>organisation</u>
<b>Employment Value Proposition</b>	what <u>all</u> employees value most about working in an organisation
<b>Employer Brand</b>	how an <u>organisation</u> brands and markets itself as an employer internally and externally
<b>Talent Value Proposition</b>	what a segment of the organisation's people (e.g. job family, return to work parent) values about working in the organisation
<b>Talent Marketing</b>	targeted messaging for a segment ((e.g. job family, return to work parent) to attract and retain best-fit talent of a priority segment
<b>Candidate experience</b>	what people encounter, observe or feel during their journey as a candidate in applying to join an organisation
<b>Employee experience</b>	encapsulates what people encounter, observe or feel throughout their employee journey at an organisation. What it is actually like to work for the organisation rather than the picture the organisation has shown to present through EVP and Brand

# Taking action

Leveraging the insights generated, can inform and influence what Talent Acquisition strategies to use , and how to apply them for the talent group.

Good monitoring techniques, will enable Talent Acquisition professionals to fine tune the what and how for results.

## TALENT ACQUISITION PIPELINE



## Taking action

*There is so much to share about Workforce Planning.*

*Today has only given a small insight into the possibilities of what it involves and what it can do for your organisation. I hope you are able to apply some of this in your work.*

*At the end of October, a Workforce Planning Learning Lab launches, where a cohort will go through a 6 week program - each week a part of a Workforce Plan will be developed for a talent group. Providing an opportunity for learning and application.*

*If you are interested in the Lab or your interest has been piqued and you just would like to discuss your unique circumstances and opportunities, I would be delighted to hear from you to connect and collaborate +61 (0)413 481 696, [tess@talentriskmanagement.com](mailto:tess@talentriskmanagement.com)*

Tess

*2 quotes to guide our Workforce Planning in Talent Acquisition...*

***“If all you're trying to do is essentially the same thing as your rivals, then it's unlikely that you'll be very successful”.***

*Michael Porter*

***“Never confuse movement with action.”***

*Ernest Hemingway*

