



WORKFORCE PLANNING

RESOURCE FOR AUTOMOTIVE
INDUSTRY SMALL BUSINESSES

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[PURPOSE]



The Motor Trades Association of Queensland (MTAQ) has developed this resource to support automotive industry small businesses implement workforce planning. In doing this, businesses will be able to introduce strategies and actions that support them to attract and retain the talent they need to become more profitable.

[HOW TO USE THIS RESOURCE]



This resource has been designed to provide automotive small businesses with the information they need to develop a workforce plan.

The initial part of this resource provides a brief overview of workforce planning and how it can be incorporated. It provides some detail on the steps involved and the work that a business should do in setting up the workforce planning process.

The next section of the resource goes through an automotive industry case study. This is designed to familiarise automotive businesses by providing an example of a workforce plan that is already designed. The case study provides context around each step that can be followed by an automotive small business that is looking to implement a workforce plan.

The final section of the resource provides the templates for an automotive small business to use in developing their workforce plan.



[ACKNOWLEDGEMENTS]



Workforce planning is not a new concept and there are many resources available that support its uptake. The Automotive Industry Workforce Advisor (IWA) developed this resource after conducting many discussions with small businesses from the Queensland automotive industry. From these discussions, it became clear that resources that were tailored to industry needs were required.

In developing this resource, MTAQ engaged with a variety of available materials, which included the Queensland Government produced content available through the Business Queensland website:

<https://www.business.qld.gov.au/running-business/employing/planning-workforce/workforce-planning-small-business>

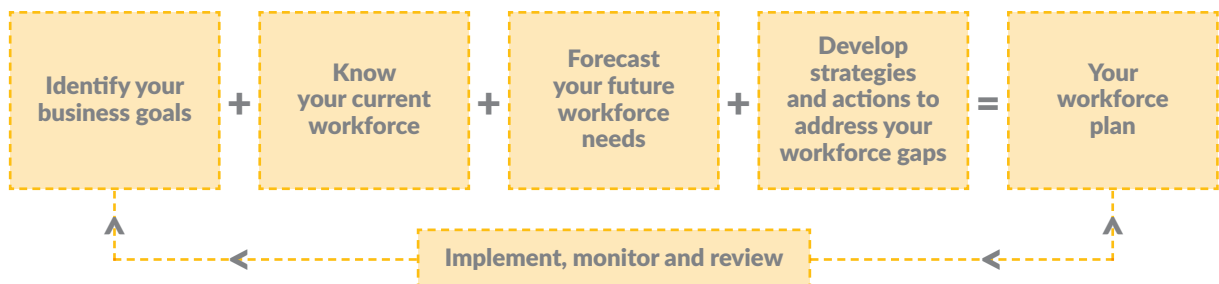
This resource was developed through the Automotive Industry Workforce Advisor project, powered by the Queensland Government's *Good people. Good jobs: Queensland Workforce Strategy 2022-2032*.

[INTRODUCTION]



Introducing workforce planning should be incorporated into business planning that any small business puts in place.

A high-level summary of what workforce planning includes is found below:



Source – Queensland Government, Jobs Queensland, Workforce Planning Connect Workbook, pp 4, https://jobsqueensland.qld.gov.au/_data/assets/pdf_file/0009/21204/wpc-workbook-bcq-editable.pdf

When developing workforce planning, a small business should start by developing a high-level, or detailed business plan, that sets the strategic short-, medium- and long-term goals for the business. By understanding this, the business owners can then work through how they develop a workforce plan to support the business goals.



The first step to the workforce plan is to consider how the business can structure itself to access the workers it needs and then create the environment to keep them.

Developing family friendly workplaces that value workers' family commitments is a good place to start. Also, having an environment that values ongoing training and professional development may also support the business to keep the people it needs.

Understanding the aspirations and needs of workers is also an effective way to understand how a business can keep them. People do not always leave because more money is being offered elsewhere, having a supportive and respectful workplace culture and environment can be more valuable than money.

The other point to consider is understanding how to find new workers in a tight labour-market. Understanding local labour supply is a critical element of a workforce plan.

From there it's a matter of developing the strategies and actions needed to support ongoing staff attraction and retention.

This resource will introduce all of this by providing a detailed automotive focused case study to work through. By engaging in the content and case study, the detail is provided to then go through the available templates and start to build a workforce plan.

[DEVELOPING A WORKFORCE PLAN]



The case study provided in this resource takes a step-by-step approach to developing a workforce plan.

There are specific elements identified in the case study that include:

➤ **DEVELOP A BUSINESS PLAN**

Having a high-level business plan is always a great place to start. The business plan should identify future goals and provide a good idea of future investments in infrastructure and equipment, and human resources. The case study looks at a business that is looking to grow its footprint and profitability. It looks at its current and future structure and maps out how it will grow and the timelines for achieving this.

➤ **OUTLINE THE CURRENT ORGANISATIONAL STRUCTURE**

It's always a good idea to think about the current organisational structure and the future structure as well, especially for a business that is planning to grow. Having a good idea of the people and skills needed helps the business to plan how it will get the additional people needed, and how to keep the ones already there. Having the information presented visually helps everyone involved in the business to understand it better.

➤ **IDENTIFY THE CURRENT WORKFORCE AND THEIR ROLES**

In this section the business clearly identifies all the roles within it. It is also the section where the current organisational structure is found.

➤ **IDENTIFY WHO SHOULD BE INVOLVED IN DEVELOPING THE WORKFORCE PLAN**

This section focusses on identifying the key staff in the business who will support the business owner to drive the workforce plan. These are the experts and are usually senior people who direct the people and the work that the business delivers. They are usually the people who are important to the business and are critical to its ongoing success.





FORWARD THINKING

This section of the case study looks at some key elements that will help develop the workforce plan. This includes:

- Identifying the key people in the business who need to be involved in helping develop the workforce plan.
- Aims and objectives of the workforce plan.
- The strategies the business needs to develop so it can deliver the workforce plan.
- The actions the business needs to implement to drive the strategies outlined in the workforce plan.
- The process for evaluation and review (the workforce plan needs to be updated as situations change).

It is important to understand all these elements before beginning to make sure the business has the right set up before the workforce planning process starts.

RETENTION STRATEGIES FOR EXISTING STAFF

Retaining staff is critical. In this part of the case study the business owners engage their staff and find out what is important to them and strategies to keep them in the business. It's not always about money, workplace culture and valuing and supporting workers are also very important elements to keeping people.

OUTLINE FUTURE ORGANISATIONAL STRUCTURE

Understanding the future needs of the business, linked to the business plan, allows the business to develop future organisational charts. By doing this, a business can visually outline the additional positions it will add and the timelines that these additional positions will be added. This helps the business plan its future recruitment. In this part of the case study the business develops its proposed 3 and 5 year organisational charts.

➤ STAFF DEVELOPMENT PLANS

Lifelong learning is an important element for any business. Technology changes rapidly, especially in the automotive industry, so implementing staff development plans for each worker is important, especially for businesses that want to keep the people they already have. In this section of the case study, the business has identified all its existing staff, profiled the positions they want them to move into over time and developed an individual training program for each worker to support them to advance into the new roles that the business will establish.

➤ ATTRACTION STRATEGIES AND PIPELINES FOR NEW STAFF

Being recognised as an employer of choice is a great way to attract new staff. Understanding where to get them is also important. Business owners need to think differently about attracting new talent. Understanding where the supply of new workers is the first step, understanding how to attract them is also important. In this part of the case study, the business looks at each of their workers and looks inside their local community to find out where the supply of future workers can be found.

➤ ACTION PLAN

In the final step of the case study, the business owners put in place an action plan to start the workforce planning journey. They know that by putting this together they can engage their workers in the process and make them feel connected to the future of the business. The business owners know that the action plan will need to be reviewed regularly and updated as circumstances change.

[NEXT STEPS]



Go through the case study and while you're reading it, think through how it could apply to your business. Then go through and incorporate the thinking from the case study into the templates available at the back of this resource.

This will get you started on your workforce planning journey!

If you need help, get in touch with MTAQ. We are more than happy to help guide you through the resource and develop a workforce plan tailored to your business needs.

AUTOMOTIVE INDUSTRY WORKFORCE PLANNING CASE STUDY



In this case study, we will guide you through putting together a workforce plan covering:

- Developing a high-level business plan, setting goals to grow the business and its profitability
- Developing a workforce plan that focusses on attracting and retaining the staff needed to meet the goals that business has set though its business plan
- Developing the specific actions needed to support the workforce plan.





JEFF AND SHARON SMITH AUTOMOTIVE



Jeff and Sharon Smith Automotive is a small automotive business that employs both technical and non-technical staff members.

➤ The business owners, Jeff and Sharon, run a small automotive business that specialises in servicing and repairing light vehicles. The owners have identified there are opportunities to grow their business and make it more profitable. They understand that putting in place a plan to address this will be helpful in helping the business realise its full potential.

➤ Jeff and Sharon have a dedicated team of technicians and office staff who work well together, and their key aim is to retain this cohesive team and add new members as the business grows.

➤ Jeff and Sharon have consulted with their accountant and are participating in the Queensland Government's 'Mentoring for Growth Program'. As advised by their accountant and mentor, they are working on developing a business plan that outlines the business goals for the short, medium and long term.

[BUSINESS PLAN]



Jeff and Sharon visited the Business Queensland website to access resources for creating a business plan.

- Upon reviewing the materials and participating in the tutorials, they developed a business plan incorporating a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis.
- The analysis, which included an assessment of the local business environment, found that three of the other workshops in the vicinity are not adapting their facilities to accommodate electric vehicles (EVs) in the near future. This creates an opportunity for Jeff and Sharon to incorporate EV servicing before their competitors, and become a leader in this field.
- In addition, adding tyre fitting and windscreen repair will provide further service provisions that the business can incorporate, making their service offering to the general public more attractive.





BUSINESS PLAN | JEFF & SHARON SMITH AUTOMOTIVE

My current business (service I provide)

- › Service cars

My opportunities (additional services)

- › EV servicing
- › Windscreen repair and tyre fitting

My industry/competitors (what do they offer)

- › Service cars

My future competitors (anyone else around?)

- › 3 independent mechanical workshops
- › 2 tyre fitting shops
- › 3 new car dealers

To move my business into the future what do I need to do to transform

- › Additional services will require new equipment and new staff with more skills aligned to the added services the business will provide in the future

My people/staff

- › The business is developing a workforce plan that will identify our future staff attraction and retention strategies and supporting action plan

Infrastructure/fit out

- › Additional workshop and battery storage space + solar on roof
- › EV equipment, tools, PPE + 2 charging stations
- › Tyre fitting and windscreen equipment and tools

For my customers

- › Develop a marketing plan (which could include loyalty programs etc)

In terms of supply chain

- › Develop a relationship with new suppliers for EV equipment, windscreen and tyre fitting

In terms of parts and equipment

- › Purchase equipment required to deliver additional services

[ORGANISATIONAL STRUCTURE]



After developing the business plan, Jeff and Sharon collaborated with the mentor and accountant to determine the organisational structure required for the business to progress.

- They are aware that a mechanical business in their area is planning to exit in the coming years, and other existing businesses do not have immediate plans to service EVs. Recognising these gaps in the local market, they aim to expand their business and capitalise on these opportunities.
- Currently employing 7 staff members, which is suitable for the next year, Jeff and Sharon anticipate the need to increase their workforce to 9 employees within 3 years, then to 11 employees within 5 years to support the growth outlined in their business plan.
- To support their expansion plans, Jeff and Sharon will need to enlarge their rental space, expand their workshop area, and invest in new tools and equipment for EV servicing, tyre fitting, and windscreen chip repairs.
- As they venture into new services, both current and new technical staff will require tailored development plans. Jeff and Sharon have recognised the importance of enhancing the skills of non-technical support staff in areas like customer relations, business planning, and office administration (e.g. bookkeeping).
- Understanding that enhancing the skills of existing employees and providing development plans for new hires are key incentives for attracting and retaining top talent. Jeff and Sharon are committed to offering competitive salaries and work-life packages to promote staff retention.



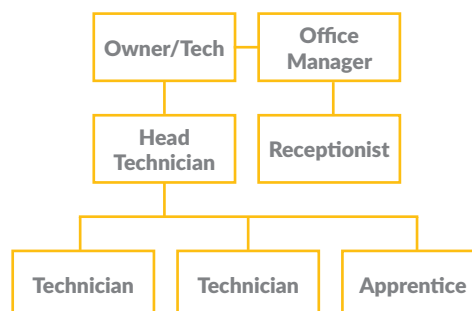
CURRENT WORKFORCE AND THEIR ROLES

CURRENT WORKFORCE | JEFF & SHARON SMITH AUTOMOTIVE

Name	Position held	Role in the Business
Jeff Smith	Business owner	<ul style="list-style-type: none"> › Technician (trying to spend less time on the tools) › Business development/marketing
Sharon Smith	Business owner and part time office manager	<ul style="list-style-type: none"> › Office Manager, accounting and HR › Supports business development
Claire Davies	Receptionist/office manager	› General administration and customer service
John Phillips	Head technician	› Running the workshop floor with support of the business owners
Dan Perkins	Technician	› Technician that attends to the more complex jobs
Fred Miller	Technician	› Technician that deals with straight forward jobs and servicing
Kristy Jones	Apprentice	<ul style="list-style-type: none"> › Learning the trade – has ambitions to be a head technician › Started as a School Based Apprentice and has transitioned to a full-time apprenticeship.

CURRENT ORGANISATIONAL STRUCTURE

ORGANISATIONAL CHART | CURRENT



[INVOLVEMENT]



Who should be involved in helping develop the workforce plan?

- Jeff and Sharon have a Head Technician named John Phillips, a long-time employee of the company. They value John greatly and consider him to be a crucial asset to the business.
- Recognising John's in-depth knowledge of the company's operations and staff, Jeff and Sharon believe he will contribute valuable insights to the workforce planning project.
- Jeff and Sharon have chosen not to include other team members in the planning process at this stage. However, they plan to gradually incorporate all staff members into the process to promote open communication about the plan and its desired outcomes.

WORKFORCE PLANNING TEAM | JEFF & SHARON SMITH AUTOMOTIVE

Name	Position held	Knowledge/contributions
Jeff Smith	Business owner and business development officer	<ul style="list-style-type: none"> › Understands the businesses overall position in the marketplace. › Has a strategic vision, i.e. has an over the horizon view of where the business is heading and how to get there.
Sharon Smith	Business owner and Office manager	<ul style="list-style-type: none"> › Understands the businesses budgets and forecasts. › Responsible for HR and all customer relation related items.
John Phillips	Head Technician	<ul style="list-style-type: none"> › Understands the grass roots and operations of the business and can see the growth potential. › He can also see from a ground level the current barriers there may be to business growth.





[FORWARD THINKING]



With their business goals clearly understood and the senior members of the team engaged in the process, Jeff and Sharon are ready to start their workforce plan.

- Jeff and Sharon can refer to a checklist which will help them to get started, but also remind them of all the elements they need to address in their workforce plan.
- The checklist contains the key questions they need to continue to ask to ensure they can develop a comprehensive workforce plan.
- They have started the process and can tick off a few items already.

WORKFORCE PLANNING CHECKLIST

Key people identified	Have I identified who in the business can help to deliver the workforce plan?	<input checked="" type="checkbox"/>
Aims and objectives identified	Am I clear on my business goals and future business plan?	<input checked="" type="checkbox"/>
Attraction and retention strategy identified	Do I understand what strategies I need to have in place to retain staff? Do I know how to find new staff if I lose any current people, or need to find new people to grow my operation?	<input type="checkbox"/>
Workforce development strategy developed	Do I know what skills I need in my business going forward? Can I grow those skills, or will I need to import them? Do I have development strategies for my existing staff?	<input type="checkbox"/>
Action plan in place	Do I understand my business goals and future workforce needs? Do I have the actions in place needed to make it all come together?	<input type="checkbox"/>
Review and evaluate	Have I planned to review the plan to ensure that I am evolving the workforce plan as the situation changes.	<input type="checkbox"/>

RETENTION STRATEGIES



Jeff, Sharon, and John are well-acquainted with their employees, having worked closely with them and learned about their family life, hobbies, interests, and future aspirations over time.

- Jeff and Sharon have prioritised fostering a positive company culture where everyone feels appreciated and can see there is a bright future for their professional growth.
- They have implemented an Employee Assistance Program (EAP) to support their people when problems emerge and are open to tailoring flexible working arrangements where possible.
- They have incorporated social events into their calendar (including a monthly barbeque) to support improve staff morale and teamwork.
- By creating a workforce overview, they have formulated strategies to retain their current employees within the company.





WORKFORCE RETENTION STRATEGY - CURRENT WORKFORCE

Name	Position Held	Key information and strategy to retain
John Phillips	› Head Technician Age 47	<ul style="list-style-type: none"> › Married with 2 kids who are grown up and still live at home › Access to salary sacrifice service › Company vehicle and fuel card › GP based monthly commission incentive › Offer a monthly cash incentive for him to take his wife out for dinner
Dan Perkins	› Technician Age 38	<ul style="list-style-type: none"> › Married with 3 kids, all in high school › Offer flexible work arrangements (e.g. 9 day fortnight) › Offer a fuel card › Access to a vehicle whilst on annual leave
Fred Miller	› Technician Age 29	<ul style="list-style-type: none"> › Married with a young family – 3 kids under 12 › Flexible work arrangements (e.g. 9 day fortnight) › Fuel card › Access to a vehicle whilst on annual leave
Kristy Jones	› Apprentice Age 19	<ul style="list-style-type: none"> › 19 years of age and lives at home. Loves cars and tinkers constantly with her own car, wants to be a head technician one day › Access to discounted parts sales through business account › Pay an above award tool allowance
Claire Davies	› Receptionist Age 18	<ul style="list-style-type: none"> › Lives at home › 9 day fortnight › Offer family discounts for car servicing › Offer to pay for her lunch once a week › Possibility to job share and support further study or upskilling if it is sought
<ul style="list-style-type: none"> › To support staff morale and drive a more inclusive culture, the business provides a monthly BBQ, and each Friday afternoon, the business closes an hour early for an end of week social catchup (drinks and nibbles) 		

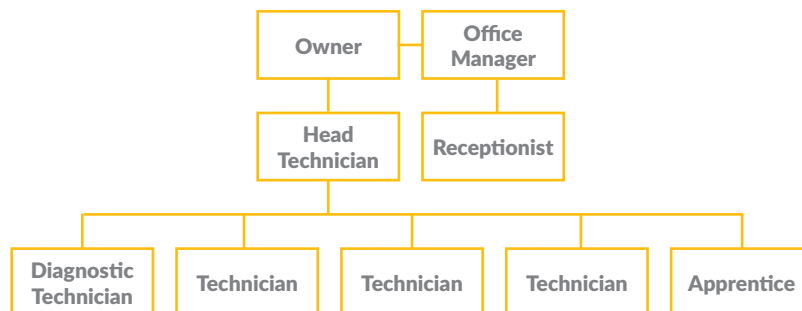
FUTURE ORGANISATIONAL STRUCTURE



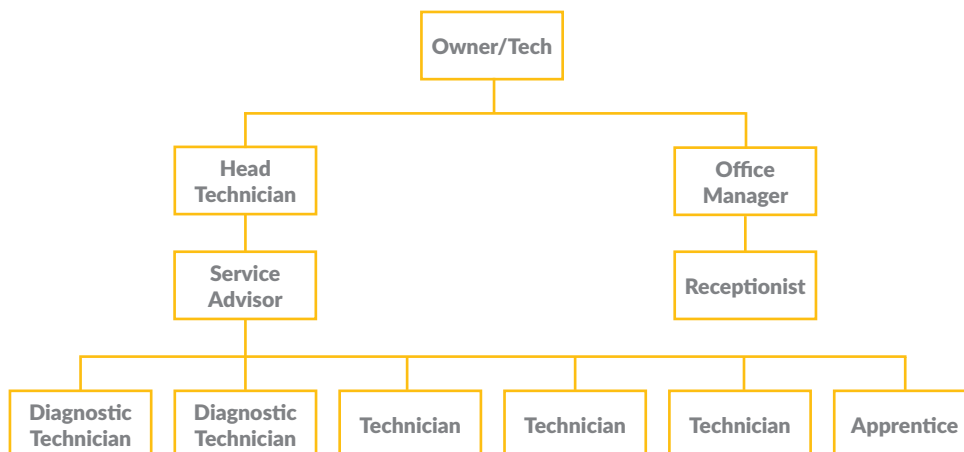
Currently employing 7 staff members, which is suitable for the next year, Jeff and Sharon anticipate the need to increase their workforce to 9 employees within 3 years, then to 11 employees within 5 years to support the growth outlined in their business plan.

- They have clearly identified the roles they will need to fill over this time; adding 1 extra technician and 1 diagnostic technician within the 3 years, then another diagnostic technician and service advisor within 5 years.
- Over the 5-year plan, 3 of their technicians will be upskilled to service EVs, with all technical staff trained in tyre fitting and windscreen chip repairs to cater for the expanded business services.

ORGANISATIONAL CHART | 3 YEARS



ORGANISATIONAL CHART | 5 YEARS



[STAFF DEVELOPMENT PLANS]



Jeff and Sharon acknowledge the importance of creating a staff development plan for each team member.

➤ This initiative not only supports the business in acquiring necessary skills for growth but also provides an incentive for staff to remain, as they know they will have opportunities for training and professional development.

➤ Being business owners, Jeff and Sharon are aware that they also need to enhance their own skills.

STAFF DEVELOPMENT PLANS		
Name	Position held	Staff Development Plan
Jeff Smith	Business owner and business development officer	› Customer/business relations
Sharon Smith	Business owner and Office manager	› Advanced spreadsheets. › Advanced MYO › Receive help (bookkeeper) or upskill for PAYG and BAS compliance
John Phillips	Head technician	› Advanced leadership skills
Dan Perkins	Technician	› Leadership skills › EV de-power and re-initialize › Certificate IV in vehicle diagnostics
Fred Miller	Technician	› Upskill - EV de-power and re-initialize › Upskill - intro to vehicle diagnostics › Units of competency for tyre fitting › Units of competency for Windscreen chip repair
Kristy Jones	Apprentice	› Complete apprenticeship › Leadership skills › EV de-power and re-initialize › Certificate IV in vehicle diagnostics › Units of competency for tyre fitting › Units of competency for Windscreen chip repair
Claire Davies	Receptionist	› Customer service › Certificate III in office administration › Automotive basics course 1 on 1

[PIPELINE FOR FUTURE STAFF]



Jeff and Sharon acknowledge that their business plan outlines an increase in staff members over the next 3-5 years, requiring the addition of new team members.

They are also aware that people's lives and circumstances can change. Even happy staff may move on, so they must anticipate staff turnover and have a strategy in place for replacing any departing team members.

PIPELINES FOR FUTURE STAFF

Position	Pipeline	Supply
Apprentice	<ul style="list-style-type: none"> › Employment agencies › Local School › Local sporting club › MTAQ workforce solutions* 	<ul style="list-style-type: none"> › Good supply but with varying quality.
Head technician	<ul style="list-style-type: none"> › Overseas immigration › Other auto business › Auto recruiter 	<ul style="list-style-type: none"> › Overseas – high supply but very costly, good quality but can be a flight risk. › Other auto business – extremely low supply and very costly with varying quality and can be a reputational risk. › Auto recruiter – mid range supply, costly with varying quality.
Service Advisor	<ul style="list-style-type: none"> › Job search platforms › Word of mouth › Other service related industries 	<ul style="list-style-type: none"> › Good supply – can train someone on automotive service advice. › The individual needs to have strong customer service skills.
Diagnostic Technician	<ul style="list-style-type: none"> › Job search platforms › Word of mouth › Auto recruiter › Technicians returning from the mines › Overseas migration 	<ul style="list-style-type: none"> › Medium availability – can be high churn and sometimes difficult to find people who will fit in with your culture.
Technician	<ul style="list-style-type: none"> › Auto recruiter › Overseas immigration › Other auto businesses › Auto publications 	<ul style="list-style-type: none"> › Auto recruiter – low availability with varying cost and quality. › Overseas – low availability, very expensive, good quality but can be a flight risk. › Other auto business – low availability, medium cost but can carry a reputational risk. › Auto publications – low availability, high cost but good quality.
Office manager	<ul style="list-style-type: none"> › Job search platforms › Employment agencies 	<ul style="list-style-type: none"> › Recruitment websites/social media platforms – high availability, cost effective with varying quality. › Employment Agency – high availability, very costly with varying quality.
Receptionist	<ul style="list-style-type: none"> › Job search platforms › Employment agencies 	<ul style="list-style-type: none"> › High availability – cost effective with varying quality.

*MTAQ workforce solutions include the following programs: Industry Workforce Advisor (IWA), School to Work Transition and Opening Doors to the Automotive Industry - www.mtaq.com.au/workforce-solutions

[ACTION PLAN]



Through this case study, we can see that Jeff and Sharon have a deep understanding of their business objectives and have developed a workforce plan to grow their workforce over the next 3-5 years.

- They have also anticipated the addition of new personnel to their business, as well as devised strategies for retaining their current employees and establishing pipelines to find future staff.
- It is essential to remember that this plan will evolve over time, requiring ongoing updates to the current actions. To assist with this, Jeff and Sharon have scheduled regular meetings with their team to discuss and incorporate new strategies.





ACTION PLAN		
Action	Description	Timeline
Identify business objection	› Growth	› Done – they have decided to grow their business over the coming 3-5 years and have developed organisational charts
Identify WFP team	› Identify team members responsible for contributions and effective roll out of the WFP	› Done – they have identified John Phillips and John has already helped them with their first steps
Conduct first meeting	› Go through WFP elements – test with the workforce planning team and confirm a way forward	› 1 Month
Communicate WFP to remainder of team	› Hold a toolbox talk on the WFP	› 6 Weeks
Staff development plans	› Drive professional development activities as outlined in the staff development plans	› Commence as soon as possible
Future staff recruitment	› Add additional staff as the business grows	› As required over the coming 3-5 years and outlined in the business and workforce plans
Further actions	› Any further action that may arise from meetings or feedback	› TBD
Monitor and evaluate	› Have regular check ins with key staff from the WFP team and monitor the progress of the plan › If necessary - Make the required changes, reset and continue	› Intermittently throughout the year (minimum every 3 months)

[TEMPLATES]



The following section provides blank templates and instructions for businesses to access to develop their own workforce plan.

When accessing the templates to build your own workforce plan, go back and review the case study – it will help you to contextualise the template for your business.

The templates include:

- Business Plan Template
- Current Workforce and Roles
- Current Organisational Structure
- Workforce Planning Team
- Workforce Planning Checklist
- Workforce Retention Strategy – Current Workforce
- Future Organisational Structure
- Staff Development Plans
- Pipelines for Future Staff
- Action Plan



[BUSINESS PLAN TEMPLATE]

BUSINESS PLAN	
My current business (service I provide)	My opportunities (additional services)
My industry/competitors (what do they offer)	My future competitors (anyone else around?)
To move my business into the future what do I need to do to transform	
My people/staff	
Infrastructure/fit out	
For my customers	
In terms of supply chain	
In terms of parts and equipment	

[CURRENT WORKFORCE AND ROLES]

CURRENT WORKFORCE		
Name	Position held	Role in the Business

CURRENT ORGANISATIONAL STRUCTURE



Go back to the case study and have a look at how the Organisational Structure was laid out for Jeff and Sharon Smith Automotive and draw your own structure on the page below.

[WORKFORCE PLANNING TEAM]

WORKFORCE PLANNING TEAM		
Name	Position held	Knowledge/contributions

[WORKFORCE PLANNING CHECKLIST]

WORKFORCE PLANNING CHECKLIST		
Key people identified	Have I identified who in the business can help to deliver the workforce plan?	<input type="checkbox"/>
Aims and objectives identified	Am I clear on my business goals and future business plan?	<input type="checkbox"/>
Attraction and retention strategy identified	Do I understand what strategies I need to have in place to retain staff? Do I know how to find new staff if I lose any current people, or need to find new people to grow my operation?	<input type="checkbox"/>
Workforce development strategy developed	Do I know what skills I need in my business going forward? Can I grow those skills, or will I need to import them? Do I have development strategies for my existing staff?	<input type="checkbox"/>
Action plan in place	Do I understand my business goals and future workforce needs? Do I have the actions in place needed to make it all come together?	<input type="checkbox"/>
Review and evaluate	Have I planned to review the plan to ensure that I am evolving the workforce plan as the situation changes.	<input type="checkbox"/>

WORKFORCE RETENTION STRATEGY - CURRENT WORKFORCE

WORKFORCE RETENTION STRATEGY - CURRENT WORKFORCE		
Name	Position held	Key information and strategy to retain
To support staff morale and drive a more inclusive culture, the business will:		

FUTURE ORGANISATIONAL STRUCTURE



As was the case with developing the diagram for your current Organisational Structure, go back to the case study and have a look at how the 3- and 5-year Organisational Structures were laid out for Jeff and Sharon Smith Automotive and draw your own structures on the page below.

[STAFF DEVELOPMENT PLANS]

STAFF DEVELOPMENT PLANS		
Name	Position held	Staff Development Plan

[PIPELINES FOR FUTURE STAFF]

PIPELINES FOR FUTURE STAFF		
Position	Pipeline	Supply

[ACTION PLAN]

ACTION PLAN		
Action	Description	Timeline

FURTHER INFORMATION AND ADVICE



➤ For further information and advice regarding this resource contact MTA Queensland:

☎ (07) 3237 8777
✉ info@mtaq.com.au
🌐 mtaq.com.au

➤ For more advice on workforce and business planning, or any other issues that you would like to explore regarding the running of a small business, go to the Business Queensland website which has a wide range of resources that can help you.

🌐 business.qld.gov.au





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