



# Decision Framework for Post-Pandemic Workforce Planning

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# Employee Engagement



Workforce Planning  
Post Pandemic

Desired Outcomes

Undesired Outcomes

Whole of Person



# Workforce Planning Key Questions

What things from prior to the pandemic are likely to return?

- What models of operation will come back online?
- What habits of behaviour in how we run our business will reform?
- What industry related approaches are we expecting or hoping to see?

What things do we want to return?

- What was working well for us prior to the shutdowns that we'd like to see available to us again?
- Are they process, people or object orientated?



# Workforce Planning Key Questions

What is likely to return that we do NOT want?

- What was not working for us and yet is still likely to be part of our operations as we return to work?
- What did not exist prior to the pandemic but could be part of our operational space even though we don't want it?

What is not likely to return that we DO want to return?

- Is there a version or work-around that might suffice?



Want

## Contingency Models

Resource Investment

Innovation Platforms

## Strategic Planning

Vision; Strategic Issues;  
Capability allocation; Strategic Actions;  
Monitoring...  
(TASPI model)

Don't  
Want

## Monitor

Environmental Scanning

## Adaptation Models

Risk Avoidance Planning;  
Adjust Historical Patterns

Not Likely

Likely



Want

## Contingency Models

Resource Investment

Innovation Platforms

**Plan for a preferred outcome but working against the tide of probability**

**Allocate resources into those activities likely maximise the chance of success**

**Develop innovative approaches to overcome the blockages or challenges**

Not Likely



Want

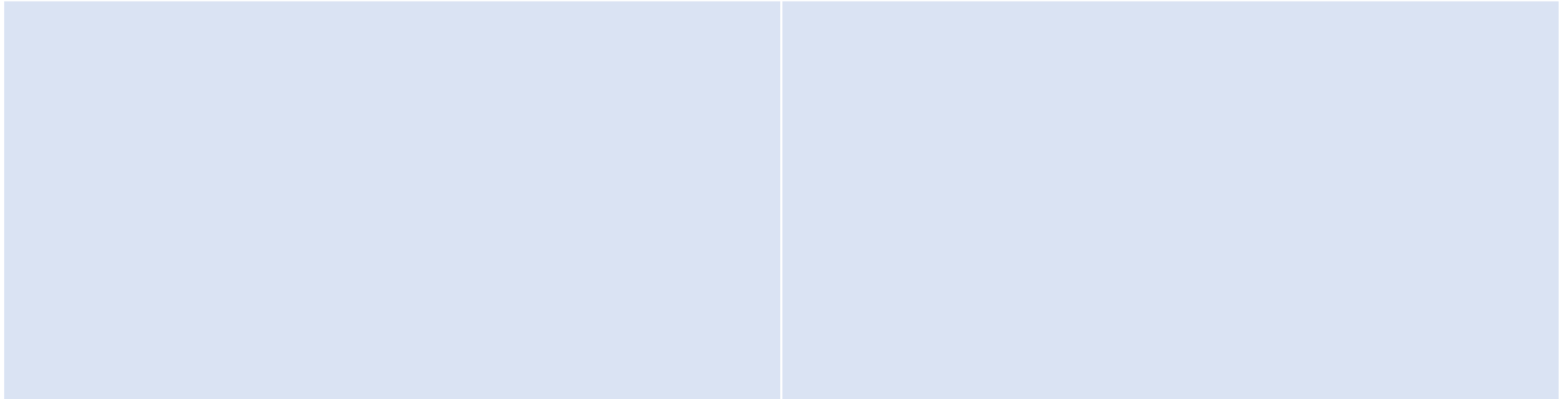
**Align planning efforts via TASPI model to ensure an ongoing approach to tracking progress. Allocate available resources & capabilities to those actions that move you closer to your desired destination.**

**Stop investing in interesting or exciting ideas that will not resolve some of your key challenges**

## **Strategic Planning**

**Vision; Strategic Issues;  
Capability allocation; Strategic Actions;  
Monitoring...  
(TASPI model)**

Likely



Don't  
Want

Assess risk and pain of likely outcomes to see what can be minimised.

Build in an 'adapt to' rather than an 'avoid' model of workforce planning, understanding that you are more than likely going to have to deal with the less preferred state of play.

## Adaptation Models

Risk Avoidance Planning;  
Adjust Historical Patterns

Likely





<p><b>Monitor</b> <b>Environmental Scanning</b></p>	<p>Although potential factors have been identified as unlikely, an 'always on' ES approach allows you to spot the emergence of issues ahead of them becoming current problems</p>

Don't  
Want

Not Likely



# Whole of Person

*'Work/Life balance'*

One of the great lies of the industrialised age

No such thing – there is only 'Life' of which 'work' forms a part

Whole of Person maximises engagement

Consider the 8 Factors model

Whole of Person recognises the full challenges people bring with them and ALL available capabilities they have on offer

# Summary



## 01

Expand your understanding of what may be possible – question assumptions about how your workforce needs to ‘work’

## 02

Base your model on both contingency and adaptation approaches where you feel ‘tied’ to a particular outcome

## 03

Think ‘Whole of Person’ and design for greater complexity and flexibility of function