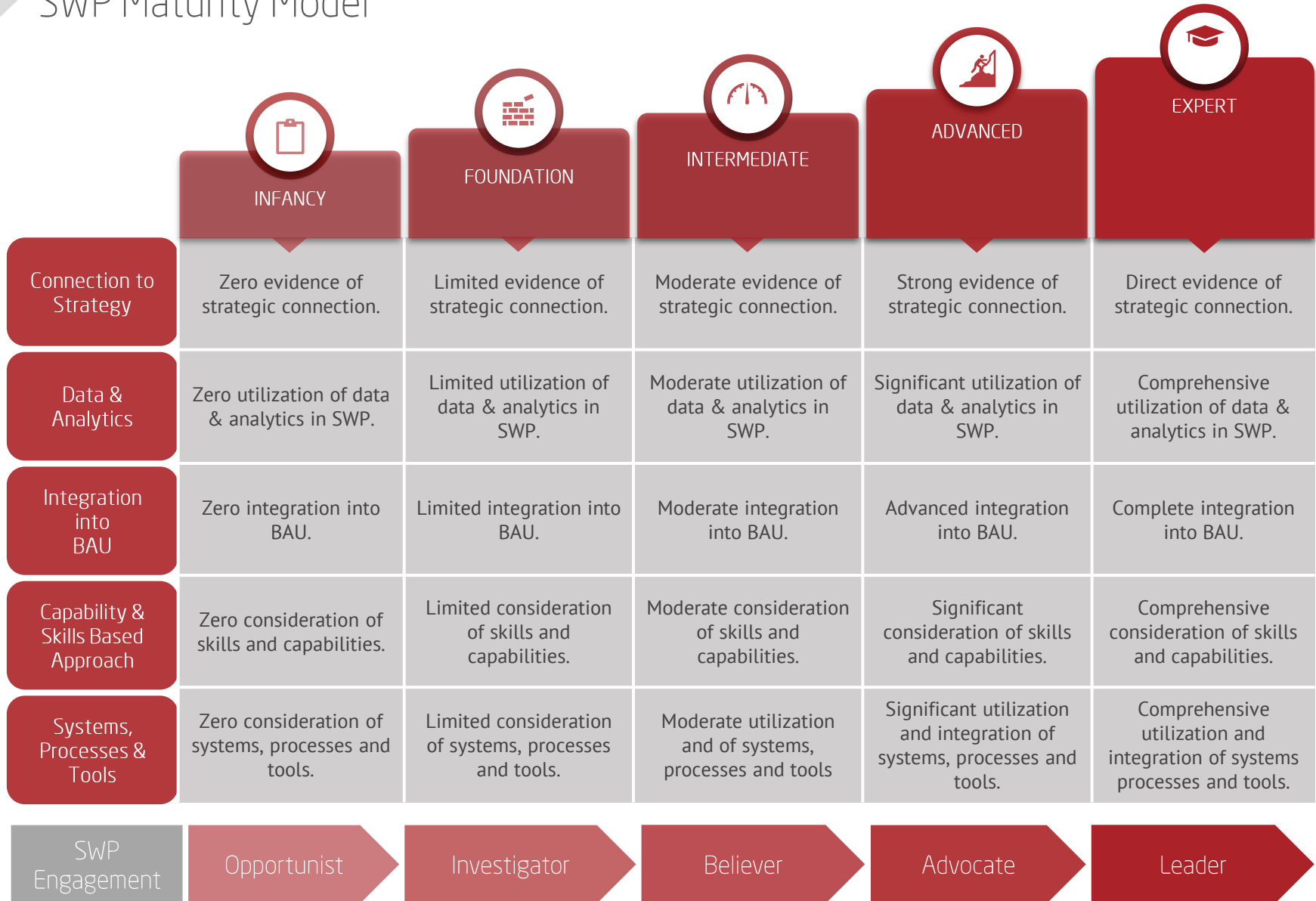


# SWP Maturity Model



## Connection to Strategy

INFANCY	FOUNDATION	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>- Strategy is not considered in relation to strategic workforce planning (SWP).</li> </ul>	<ul style="list-style-type: none"> <li>- The importance of connecting strategy to workforce related actions as part of SWP is acknowledged however formal connection is yet to commence.</li> </ul>	<ul style="list-style-type: none"> <li>- A review and analysis of organisational strategic objectives has been completed and workforce related actions and initiatives are linked to the strategic objectives of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>- A structured approach to reviewing strategic objectives and systematically connecting them to workforce related actions and initiatives is in place.</li> <li>- Tangible workforce related projects, actions and initiatives are produced based on the strategic objectives of the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>- A reviewed and refined approach to connection to strategy is embedded within the organization.</li> <li>- An ongoing refresh mechanism has been established and relevant tools and technology are in place to support the process.</li> </ul>

## Data & Analytics

INFANCY	FOUNDATION	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>- Data &amp; Analytics is a new concept to the organisation.</li> </ul>	<ul style="list-style-type: none"> <li>- The importance of using data to provide insight and support business decisions is acknowledged.</li> <li>- Some evidence of utilizing data to support business decisions exists.</li> </ul>	<ul style="list-style-type: none"> <li>- Data analysis is incorporated and applied when determining a course of action.</li> <li>- Additional data is sought, and further analysis is completed when course of action unclear.</li> <li>- Utilization of data and analytics to underpin SWP is clear.</li> </ul>	<ul style="list-style-type: none"> <li>- Complex data sets are effectively examined, analyzed and tied together to tell a story, validate or discount certain hypotheses.</li> <li>- Data exists at the forefront of SWP activity and is extensively used to drive and influence workforce related actions and initiatives.</li> </ul>	<ul style="list-style-type: none"> <li>- Data is critically questioned and analyzed, and outputs inform approaches at an enterprise level.</li> <li>- Data driven decision-making frameworks and organisational capability are continuously reviewed, refined and improved.</li> </ul>

## Integration into Business As Usual

INFANCY	FOUNDATION	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>- SWP does not form a part of business planning processes.</li> </ul>	<ul style="list-style-type: none"> <li>- SWP is considered a 'project', 'task' or 'activity'.</li> <li>- While it considers other planning processes and cycles there is no refresh mechanism to incorporate the changing business and environmental landscape.</li> <li>- SWP activity may be present within departments however integration across the enterprise is not evident.</li> </ul>	<ul style="list-style-type: none"> <li>- The SWP is updated when there is a natural trigger for major change.</li> <li>- Examples include a new strategy, major project and/or program of works and/or a merger, acquisition or divestment.</li> </ul>	<ul style="list-style-type: none"> <li>- The SWP is refreshed in line with the ongoing business planning cycle based on updated business planning information.</li> <li>- SWP Data inputs into further planning cycles such as the budget and departmental/operational plans across the organization.</li> </ul>	<ul style="list-style-type: none"> <li>- The SWP is completely integrated with the organisation's primary business and strategic planning processes, and takes information from, as well as provides information to, all relevant processes and cycles.</li> <li>- SWP data supports sustainable growth projections and accuracy across various planning horizons.</li> </ul>

## Capability & Skills Based Approach

INFANCY	FOUNDATION	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>- Capabilities &amp; skills are not defined and/or not considered as part of SWP.</li> </ul>	<ul style="list-style-type: none"> <li>- Required capabilities &amp; skills are defined but used for talent acquisition and learning &amp; development activities within the organization to address deficiencies.</li> <li>- Capability and skill gaps are flagged anecdotally however magnitude of the gaps (competency levels) not yet established.</li> </ul>	<ul style="list-style-type: none"> <li>- A structured approach to translating strategic objectives of the organization into required skills and capabilities is in place and gaps between future requirements and current state are highlighted.</li> </ul>	<ul style="list-style-type: none"> <li>- Applies a refined approach to understanding the organisations future capabilities based on the strategic objectives before articulating the emerging skills and capabilities required.</li> <li>- Differentiates between capability, competency and skill and provides clarity to staff regarding how they fit together.</li> </ul>	<ul style="list-style-type: none"> <li>- Utilizes a mature framework to identify gaps between current and future competency levels deriving from objectives-based enterprise capabilities and identifies bridging strategies across all skill and capability gaps as a formal part of SWP methodology.</li> </ul>

## Systems, Processes & Tools

INFANCY	FOUNDATION	INTERMEDIATE	ADVANCED	EXPERT
<ul style="list-style-type: none"> <li>- Systems, processes and tools are not considered or utilised as part of the organization's SWP approach.</li> </ul>	<ul style="list-style-type: none"> <li>- Importance of key systems, processes, and tools used to enable strategic workforce planning is acknowledged.</li> <li>- Technology is utilized to access workforce data, run reports and perform analyses.</li> <li>- The importance of robust data integrity is understood and acknowledged.</li> </ul>	<ul style="list-style-type: none"> <li>- Mature HR technology platforms and databases are utilized to conduct data analysis and create customized reports to support decision-making.</li> <li>- Areas for refinement and optimization are identified and considered.</li> </ul>	<ul style="list-style-type: none"> <li>- Systems, processes, and tools are heavily utilized for strategic workforce planning.</li> <li>- Sophisticated models and simulations are developed and implemented to inform future workforce needs and scenarios.</li> <li>- Advanced analytics are leveraged to guide strategic decisions.</li> </ul>	<ul style="list-style-type: none"> <li>- An integrated HR technology ecosystem is used to create predictive models and enable cross-functional teams to optimize strategic workforce planning strategies by using real time information.</li> <li>- Focus on continuous system, process and tools improvement is clear.</li> </ul>