

# FOOD, TOURISM & HOSPITALITY



## WORKFORCE PLANNING CHECKLIST



Do skill shortages have you stuffed?  
Is your workforce packed and heading out the door?  
Is your game plan ready for when the chips are down?



### STEP 4 : HOW WILL YOU GET THERE?

This is about identifying the best way to ensure you have a skilled workforce to match your needs.

- Can you increase productivity to reduce your workforce needs in specific areas *(e.g. can you introduce new technology or redesign jobs)?*
- What can you do to ensure you retain the staff you have?
- Do you need to introduce more flexibility, better rewards, more recognition, different shifts or rosters?
- Do you need to improve your management and leadership practices or develop your communication systems?
- Can you develop existing employees as part of your succession planning?
- When you need to recruit new employees, where are you most likely to find suitable candidates?
- Will you target migrants?
- Could you train disadvantaged job seekers in some roles?
- Will apprenticeships and traineeships help you attract the staff you need?
- How will you manage career development for existing staff and new recruits *(i.e. formal education; in-house courses; on-the-job training; mentoring and coaching ; job rotation or job shadowing)?*

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### WHAT'S THIS CHECKLIST?

This checklist has been developed by the FTH Skills Council as a tool for small and medium sized employers in the Food, Tourism and Hospitality industries - to help them tackle workforce planning in a practical and logical way. The checklist supports the content of the Food, Tourism and Hospitality Workforce Planning Guide published by the FTH Skills Council.

### HOW DO YOU USE IT?

Run through the questions and tick them off as you gather the required information. Some questions you may think don't apply to your business. If that's the case, go back to the Workforce Planning Guide to check why it's been asked before you discount it. Some questions will prompt you to ask others that aren't listed. That's good. The checklist isn't meant to cover everything - it's just to get you started.

### WHAT DO YOU DO WITH IT?

The responses you give to the checklist will help you identify what you need to do - in terms of employee recruitment, development and retention - to have the workforce you need now and in the future. Use this information to develop appropriate strategies. Then come back in 12 months time and go through the checklist again, to see what you need to change. Workforce planning is a continuous process.

### STEP 1 : WHERE ARE YOU NOW?

This is about building an accurate picture of your current workforce.

- How many employees are 'permanent'? How many are 'casual'? How many are 'seasonal'?
- How many of your 'permanent' employees are full-time? How many are part-time?
- What is the age breakdown across specific occupations or work areas?
- What is the gender breakdown across specific occupations or work areas?
- How many of your mature-age employees are planning retirement? When?
- What qualifications and skills do your employees have in their current job?
- Do they have any skills or qualifications they don't use in their current job?
- Do you have employees from various cultural backgrounds? Which cultural backgrounds?
- What is your turnover rate across the workforce?
- What is your turnover rate in specific occupations or work areas?
- Which roles are absolutely critical for your business to continue?
- Which roles are very important to your business success?
- Which roles do you usually find difficult to fill?
- Do you have positions that are vacant now? How long have they been vacant?
- How satisfied are your employees in their jobs?

### STEP 2 : WHERE ARE YOU GOING?

This is about identifying how your workforce needs are likely to change.

- Is your business going to grow in the next three years? Five years? Ten years?
- Will that mean you'll need more employees?
- If so, what specific areas will need more employees?
- Are you going to need your current employees to have different skills or qualifications?
- Even if you don't foresee major expansion, will you be doing things differently/better?
- What will these functional changes mean in terms of your workforce needs?
- Will you need more or different employees to manage the changes in your workforce?
- Even if nothing else changes in the business, are there any changes you could expect in your workforce (*promotions, retirements, resignations, etc*)?
- What's happening outside the business that could impact on your workforce (*skill shortages, emerging skill requirements, growth in other industries etc*)?
- What other external factors could impact on your business in the next three years? Five years? Ten years?
- Is there likely to be changes in licensing requirements? Legislation? Government Policy?
- What about economic conditions or technological changes?

### STEP 3 : WHERE ARE THE GAPS?

This will help you to develop targeted strategies.

- What is the difference between the workforce you have now and the one you'll need in the future?
- Have you taken account of the additional staff you'll need for growth?
- Have you taken account of the staff you have now, but are likely to lose?
- Is that difference in actual numbers of employees (*i.e. will you need to be doing more recruiting*)?
- Is that difference more about skills and competencies (*i.e. do you need to focus more on developing the employees you already have*)?
- Which of 'the gaps' are going to be most difficult to fill and therefore need special attention?
- Which of 'the gaps' will take a long time to fill (*i.e. positions which have a long lead time for competency*) and will therefore need more urgent attention?
- Which of 'the gaps' are in areas that are experiencing or developing skill shortages (*i.e. where you will have to put in extra effort to develop a competitive advantage over other employers*)?