

# Workforce Strategy Audit Survey (WSAS)



## Insights you need for a successful workforce strategy

Advanced Workforce Strategies has developed the Workforce Strategy Audit Survey (WSAS).

The purpose of this survey is to provide HR and business leaders with insights into what their organisation, and what other organisations are currently doing in this fundamentally important and rapidly developing area of Strategic Workforce Planning.

This audit survey represents arguably the most comprehensive and advanced approach to assessing the state of development of an organisation's workforce strategy and people management practices.

## Why having a workforce strategy is vital to your business

*A recent global survey of 700 CEOs identified that the management of human capital is their number one priority (The Conference Board, 2013).*

The above finding is not surprising given that the people factor accounts for between 30–80% of the total cost of a business (depending upon the industry sector).

Furthermore there is a significant body of research confirming that the people factor is the single largest driver of business success. Yet despite this overwhelming evidence of the importance of the people factor, many organisations lack a comprehensive workforce strategy. As such they are unlikely to be achieving the maximum ROI on their people.

Whilst they may have bundles of HR policies, and many may undertake workforce planning, succession planning and talent management, very few have developed an integrated whole of workforce strategy for effectively managing their most vital intangible asset – their people.

### Key questions that the WSAS can answer

*How do the workforce management practices in your organisation rate against best practice?*

*Do you really have a workforce strategy?*

*How aligned is this workforce strategy with your business strategy?*

*What are the areas that you need to focus on in further developing your workforce strategy and people management practices?*

## What is the model underpinning the Workforce Strategy Audit Survey?

Strategic Workforce Planning extends far beyond Workforce Planning (which is typically focused on supply and demand), to a whole of workforce management approach.

A workforce (or human capital) strategy is a form of asset management, the sum of actions taken to acquire, retain, develop, motivate, and deploy human capital in the service of an organisation's mission.

The design of the Workforce Strategy Audit Survey is based on this definition (see model below), with a particular emphasis on aligning the workforce strategy with the business strategy.

### The Five Ways of Increasing Human Capital



## What does the survey comprise?

The survey comprises nine key sections and 65 items. The key sections include the following:

1. **Alignment between business and workforce strategies**
2. **The documentation, scope, involvement and process in developing your workforce strategy**
3. **Workforce segmentation and role differentiation**
4. **Collection, integration, analysis and interpretation of HR data**
5. **Acquisition of human capital (i.e., recruitment and selection)**
6. **Utilisation/engagement and retention of human capital**
7. **Development of human capital (i.e., learning and development)**
8. **Deployment of human capital**
9. **Implementation and outcomes of your strategic workforce planning**

Benchmark survey data has been collected from over 50 organisations across Australia, both in the private and public sectors (half off these with employee numbers between 1,000–5,000) and 40 UK based natural and global organisations. Typically the most senior HR professional in the organisation (e.g., HR Director, HR Manager) completes the survey online.

## Who is Advanced Workforce Strategies?

Advanced Workforce Strategies is a boutique Australian consultancy firm (formerly known as the WRDI Institute). As the name suggests, the firm specialises in the provision of a range of workforce strategy and organisational development consulting services and associated cutting edge products, tools, resources, and diagnostic survey tools.

### About Colin Beames, Director of Advanced Workforce Strategies



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Colin Beames, author, engineer and corporate psychologist, is one of Australia's leading thought leaders in the areas of workforce strategies, workforce segmentation, human capital measurement and reporting, and workplace trends, with a deep and expansive knowledge of these topics.

Colin has recently released his second book entitled "Aligning Workforce and Business Strategies: Mobilising the 21st Century Workforce".