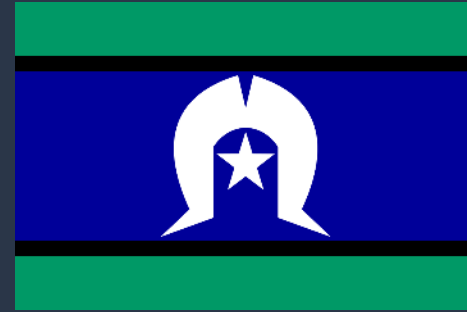


Developing an inclusive HR Strategy





QCROSS acknowledges Aboriginal and Torres Strait Islander people as the original inhabitants of Australia and recognises these unique cultures as part of the cultural heritage of all Australians. We pay respect to the Elders of this land; past and present.

Session outline

- What is HR strategy
- Collecting and analyzing data
- Assessing data and capabilities
- Designing and initiating your plan

What is HR Strategy?

Online Poll

Does your organisation have a
current HR Strategic Plan in place?

a) yes

b) no

c) not sure

What's the difference between HR in the corporate sector vs the not-for-profit ?

- Purpose
- Funding
- Workforce
- Total rewards
- Learning and development
- HR Departments
- Performance management
- Context and scale are key

Stages of Strategy Development

1. Set the scope, project time lines and get buy-in
2. Listening and gathering information
3. Analyse and interpret the data
4. Craft your strategy
5. Socialise, endorse and action

Setting the scope for strategy: who is in the tent?



Consultation Considerations

- Methodology
- Employee Surveys
- Face to face (1:1)
- Focus groups
- Ethical considerations and trust

Consultation Considerations - SWOT

	Helpful	Harmful
Internal	S	W
External	O	T

Gathering data: sources of intelligence

- Demographic: characteristics of the workforce
- HR capabilities audit: policies and procedure currency, assessment of HR systems and technology and evaluation of past HR programs and initiatives
- Turnover and retention: employee turnover rates, reasons for leaving, and retention strategies
- Diversity and inclusion: diversity of the workforce and assessing the organisation's progress towards diversity and inclusion goals
- Performance: employee performance, including feedback from managers and peers, and using it to inform performance management decisions
- Learning and development: participation in training and development programs, and assessing the impact of those programs on employee performance and career advancement

Gathering data: sources of intelligence

- Employee surveys/or SWOT: review intelligence gathered from surveys i.e., trends, employee attitudes, opinions, and perceptions of HR initiatives and programs.
- Remuneration: assess payment rates and look for justification and discrepancies. Organisational justice is key.
- Safety data: WHS incidents, near misses and psychological safety.
- External data: External data, such as industry benchmarks and best practices, can provide a benchmark for HR strategies and inform decision making.
- Labor market data: Benchmarking or labor market data, such as unemployment rates, compensation trends, and demographic data, can inform talent acquisition and retention strategies.

Analyzing and interpreting the data

- Clean the data and keep it anonymous if possible
- Visualize data where possible; graphs, charts etc.
- Look for trends, themes and anomalies
- Reduce complexity and avoid jargon
- Consider using new technologies such as BI or HR analytics software

Setting the strategic objectives

- Now that you have analyzed the data and have developed the working theories, it is time to begin shaping up the HR Strategy
- Setting objectives is a great first step as they will crystalize what your strategy is looking to improve and achieve
- Objectives need to be inspirational and aim to turn the dial on HR issues

**All objectives
need to be SMART:**

**Specific
Measurable
Achievable
Realistic
Time Framed**

Designing strategies

- Now that objectives have been set, we need to design strategies on how they are going to be achieved.
- Strategies need to cascade and align to the objectives
- Strategies can apply to any stage of the employee lifecycle
- Strategies also need to be SMART

Workforce Planning



Anticipating and planning for the organisation's future workforce needs, including the size, skills, and experience required for the organisation to succeed.

This may involve developing strategies for managing talent supply and demand and implementing workforce analytics to inform decision making.

Talent acquisition and retention



Developing and implementing effective strategies for attracting and retaining the best talent to meet the organisation's needs.

This may include developing a compelling employer brand, offering competitive compensation packages, and fostering a positive work environment that supports employee well-being, inclusiveness and engagement.

Case study – Hunter Primary Care

- Implementation of recruitment panels comprising Aboriginal and Torres Strait Islander employees
- Specification on the job advert that Aboriginal and Torres Strait Islander peoples are welcome to apply
- Working in partnership with several grassroots organisations and specialist media
- Using influencers and social media to target young people
- Celebrating and participating in significant days, e.g. NAIDOC week
- Screening movies that are centred around Aboriginal and Torres Strait Islander culture
- Face to face cultural awareness training twice a year
- Participation in team bonding events
- Offering additional days of paid leave

Learning and development



Investing in the skills and knowledge of the workforce to support the organisation's success.

This may involve providing employees with training and development opportunities, including formal training programs, setting a training calendar, on-the-job learning experiences, and mentorship and coaching.

Diversity and inclusion



Building a workplace culture that values and supports diversity and inclusion.

This may involve implementing policies and practices that promote diversity, equity, and inclusion, as well as supporting employee engagement and development in this area.

Case study – Interrelate

- Building up employee voice through its active support for three key groups
- Started Employee Resource Groups (ERG)
- CEO attends every Employee Resource Group meeting
- All members of the Executive Team take an active interest in the ERG's
- Through the ERG's, current recruitment practices are reviewed
- Change of advertisements using culturally sensitive creative design
- Candidates are given the opportunity to talk to a current employee

Performance



Designing and implementing effective performance management systems that support the organisation's goals and help employees to achieve their full potential.

This may include setting performance expectations, providing regular feedback and coaching, and linking performance to rewards and recognition.

Employee engagement



Fostering a positive and engaged workforce that supports the organization's goals and helps to drive business success.

This may involve implementing programs and initiatives that promote employee well-being and engagement, such as flexible work arrangements, recognition and rewards programs, and health and wellness programs.

Breakout Rooms

1. Reduce bias in hiring by increasing the percentage of underrepresented groups among our new hires from 15% to 25% in the next 3 years.
2. Increase the representation of people identifying as women in senior leadership roles to 50% by 2028
3. Increase the representation of older employees (55+) in our total workforce to 5% by 2026
4. Improve employee satisfaction ratings for people that identify as Neurodiverse by 20% by 06/2025
5. Increase the retention rate for Aboriginal and Torres Strait Islander people to 90% by 2028.
6. Increase the representation of people who identify as having a disability on the board to 20% by 2030.

Tips for crafting your HR plan

1. Keep in mind most people won't read your entire plan so keep it simple, use lots of visuals to summarize data and highlight significant points
2. Use subject headings:
 - Executive summary
 - Introduction and methodology
 - Analysis of results
 - Pillars (discussion and findings)
 - Recommendations
3. Prepare an action plan –timelines, accountabilities and budget
4. Prepare your HR Plan on a Page (POP): the POP is likely the most important document as it will most likely be the most user-friendly way of getting your message across



Purpose

Organisational Purpose and Vision Statements

Organisational Objectives

Organisational strategic plan objectives should be listed here

**HR Strategic Objectives/
Pillars**

HR Strategic objectives listed here

Workforce Planning, Talent Acquisition and Retention, Learning and Development, Diversity and Inclusion, Performance, Employee Engagement

HR Strategies

Workforce Planning

Talent Acquisition and Retention

Learning and Development

Diversity and Inclusion

Performance

Employee Engagement

Socialise, endorse and action

- Using your champions begin to socialise the strategy document, gain feedback for language, representation, omissions etc.
- Seek executive endorsement or integration into the organisation's strategic plan
- Celebrate and raise awareness
- Run events
- Broadcast objectives and how you are going to track results
- Make sure HR objectives are part of board reports

Thank you

Join us in our upcoming series

“

Supporting Diversity in the Workforce

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Next session:

- Maintaining the shift –
monitoring, tweaking & reflecting
28 March, 1:00pm to 2:30pm
- Attracting and retaining candidates
27 April, 1:00pm to 2:30pm

Upcoming webinar

Supporting diversity in the workforce: The lived experience of employees

15 March, 1:00pm to 2:00pm

qcooss

