



TALENTCHOICE ADVISORY

Workforce Planning Framework

Employer Guide

Assess the work. Understand the workforce.
Know the person. Act with the 8Rs.

PUBLIC EMPLOYER GUIDE

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Designed for HR Business Partners, workforce planning,
HR leaders, operations leaders and business managers.

What this framework is designed to do

A practical, role-based method for moving from workforce evidence to clear decisions, referenceable 8R responses and actionable HRBP plans.

The TalentChoice Workforce Planning Framework is designed to help employers assess the work they need, understand the health and availability of the workforce around that work, assess the capability and future value of individuals in role, and translate the evidence into practical workforce actions.

Core principle

Assess the work. Understand the workforce. Know the person. Then act with the 8Rs. The framework recommends workforce strategies and HR interventions - it does not automate adverse employment decisions about individuals.

Who this guide is for

HR Business Partners and People Partners
Workforce Planning and Workforce Analytics teams
HR and Talent leaders
Operations, functional and department managers
Talent Acquisition, Learning & Development, Reward and Organisational Design teams
Finance and business leaders involved in workforce investment decisions

What is included

Section	Topic	Purpose
01	Framework architecture	Understand the decision model
02	Evidence and workforce data	Build the factual baseline
03	The TalentChoice 8Rs	Use a common response language
04	Work Assessment	Assess the role and future work
05	Person Assessment	Assess incumbent capability and risk
06	Manager and employee conversations	Gather structured context
07	HRBP Action Engine	Turn recommendations into actions
08	Technology and delivery options	Test AI, redesign, outsourcing and capacity
09	Workforce Map and governance	Maintain a current portfolio view
10	Examples and implementation	Apply the framework consistently

Executive summary

Workforce planning becomes useful when it changes a decision - not when it produces another spreadsheet.

The decision problem

Traditional workforce planning often starts and finishes with headcount. That is not enough. Employers also need to understand whether the work remains necessary, whether demand is changing, whether capability is scarce, whether turnover is eroding supply, whether pay is competitive, whether AI can change the work, whether the work can be delivered differently, and whether existing people can be retained, reskilled or redeployed.

The TalentChoice response

Assess the role once using a structured Work Assessment.

Attach objective workforce evidence wherever it exists instead of asking managers to guess.

Assess each incumbent separately using a structured Person Assessment.

Generate a primary 8R workforce response plus supporting responses.

Translate the recommendation into an HRBP action plan with owners, priorities and review dates.

Save the result to a Workforce Map so roles and people can be reassessed over time.

Evidence before opinion

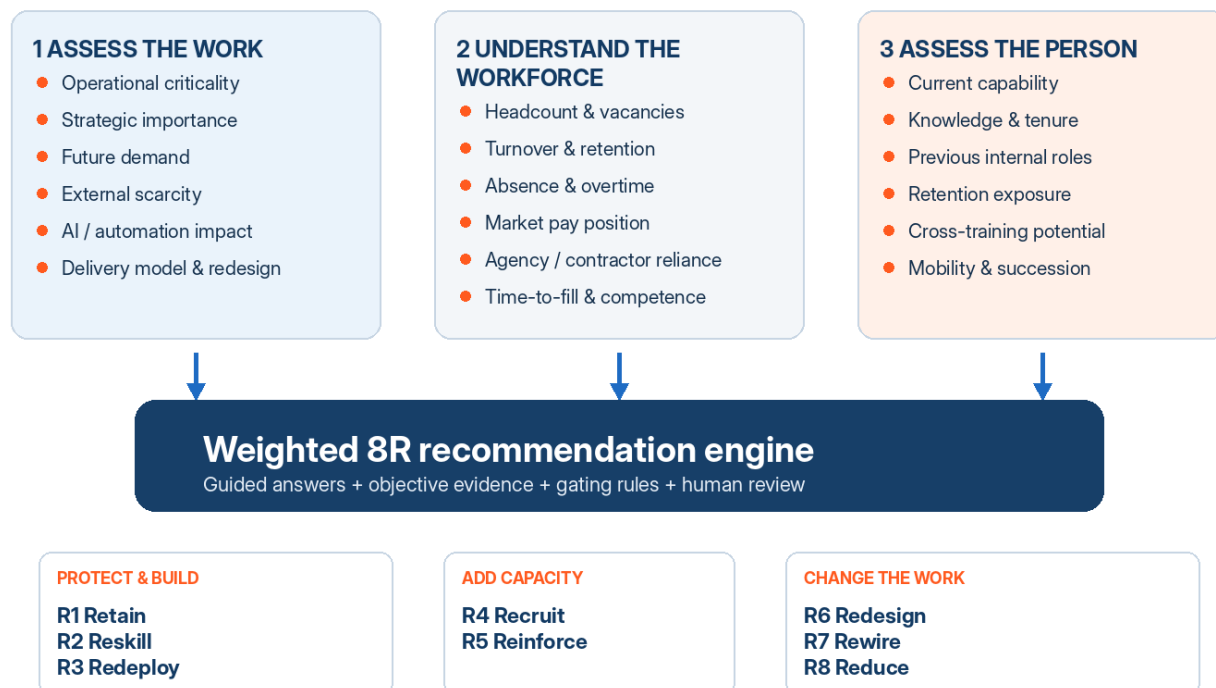
If turnover, remuneration, time-to-fill or tenure data exists, use the measured evidence. Manager judgement is valuable, but it should be triangulated against facts.

Framework architecture

Three lenses feed one decision engine: the work, the workforce and the person.

TalentChoice Workforce Planning Architecture

Evidence-led assessment separates the work, the workforce and the person before recommending action.



Why the three lenses are separated

The role can change even when the person remains valuable.

A person can be highly valuable even if their current work is declining.

The workforce can be unstable even when the role itself is straightforward to recruit.

A single score cannot safely represent role importance, workforce health and individual potential at the same time.

Example

Payroll work may score R7 Rewire / R6 Redesign at role level, while a strong incumbent with deep business knowledge may score R2 Reskill / R3 Redeploy at individual level. That distinction is deliberate.

Role importance

Critical today and strategic tomorrow are different questions.

Role importance matrix

A role can be operationally critical without being strategically differentiating - and vice versa.



The matrix is a classification aid, not the final 8R decision. It prevents a common planning mistake: treating strategic importance and operational criticality as the same thing.

Position	What it means	Typical planning posture
Enterprise Critical	High operational criticality + high strategic importance	Protect continuity, succession and future capability.
Operational Core	High operational criticality + lower strategic differentiation	Maintain reliability; optimise design, capacity and delivery model.
Future Critical	Lower current dependency + high future strategic importance	Build skills and pipeline ahead of demand.
Review / Flexible	Lower current and future importance	Challenge demand, design, sourcing and technology assumptions.

Evidence hierarchy

Use facts where they exist; use structured judgement where facts cannot answer the question.

Four evidence tiers

Tier	Evidence source	Examples	How it should be used
1	Measured workforce data	Turnover, vacancies, absence, overtime, time-to-fill, remuneration, tenure	Primary evidence. Avoid asking managers to estimate what the system can measure.
2	Validated business evidence	Forecasts, productivity measures, service levels, skills requirements, operating plans	Use to establish future demand and capacity requirements.
3	Manager assessment	Criticality, knowledge concentration, role redesign potential, succession depth	Structured judgement. Challenge unsupported claims and document rationale.
4	Employee context	Career interests, mobility appetite, development goals, willingness to reskill	Use with appropriate consent and human judgement; do not infer protected or sensitive attributes.

Measured workforce evidence

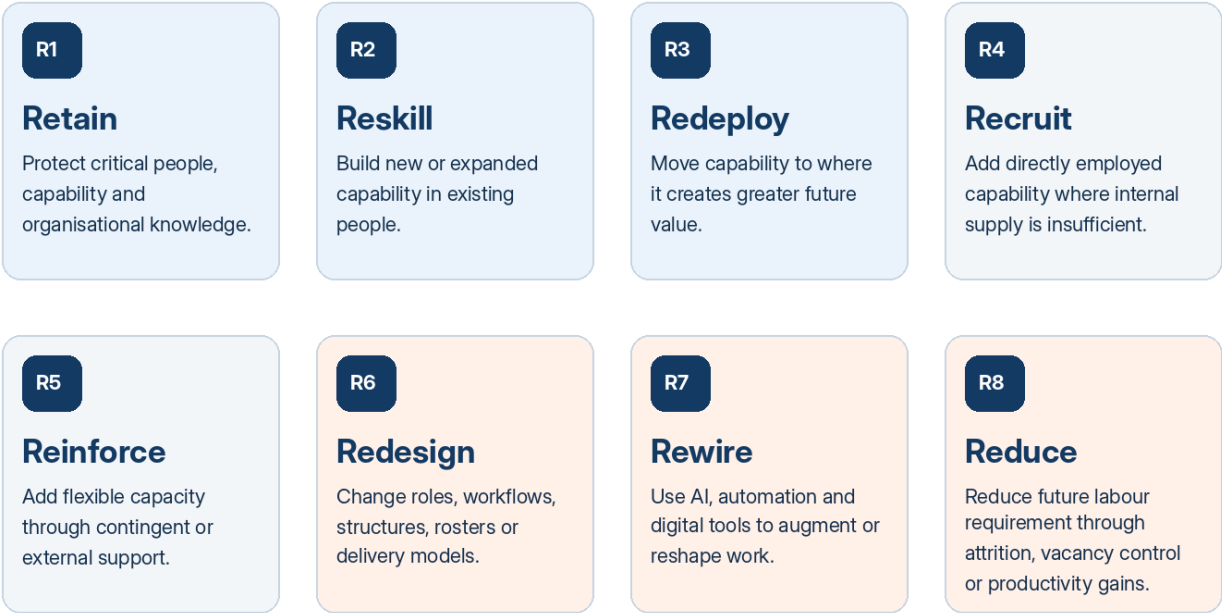
Evidence	Why it matters
Headcount / FTE	Current workforce supply
Vacancies	Immediate capacity gap
12-month turnover	Workforce stability
Regrettable turnover	Loss of wanted capability
Absence rate	Effective available capacity
Overtime	Sustained capacity pressure
Agency / contractor utilisation	External dependency and flexibility
Average tenure	Experience concentration and stability
Time-to-fill	External supply pressure
Time-to-competence	Replacement and development lead time
Market remuneration position	Recruitment and retention competitiveness
Internal pay position	Equity, compression and consistency
Forecast demand	Future capacity requirement
Productivity / workload measure	Labour requirement and redesign opportunity
Succession coverage	Continuity risk
Retirement / eligibility exposure	Future supply risk where relevant

The TalentChoice 8Rs

A fixed and referenceable vocabulary for workforce responses.

The TalentChoice 8R Workforce Response Framework

Eight referenceable workforce responses. The framework recommends a primary response and supporting actions.



Three response families

Family	8Rs	Planning question
Protect & Build	R1 Retain R2 Reskill R3 Redeploy	How do we protect and reposition capability already inside the organisation?
Add Capacity	R4 Recruit R5 Reinforce	Where must the organisation add capacity or capability?
Change the Work	R6 Redesign R7 Rewire R8 Reduce	How should the work, delivery model or future labour requirement change?

Reference convention

Use the codes in meetings and reports: “Maintenance is R1/R2”, “Payroll is trending R6/R7”, or “Peak operations require R5”. The full definition should always remain visible in formal outputs.

8R playbook - Protect, build and recruit

Each R has trigger conditions, HRBP actions and explicit boundaries.

R1 - Retain

Protect critical people, capability and organisational knowledge.

Common triggers

- Critical or strategic work
- Scarce external capability
- High time-to-competence
- High turnover or retention exposure
- Deep business knowledge
- Below-market remuneration where evidence supports it

Typical HRBP actions

- Remuneration review
- Targeted retention conversation
- Career / progression plan
- Workload / roster review
- Succession coverage
- Knowledge transfer
- Manager intervention where appropriate

Does not mean

Does not mean retaining every incumbent regardless of performance or conduct.

R2 - Reskill

Build new or expanded capability in existing people.

Common triggers

- Future capability is changing
- AI or technology will alter tasks
- Internal employees have adjacent skills
- Cross-training can reduce external scarcity
- Long-term capability is better built internally

Typical HRBP actions

- Skills gap assessment
- Training / certification plan
- Cross-training
- Mentoring / shadowing
- Technology fluency plan
- Development milestones
- Post-training reassessment

Does not mean

Does not mean training people without a defined future capability requirement.

R3 - Redeploy

Move existing capability to where it creates greater future value.

Common triggers

- Current work is declining or changing
- Individual has transferable capability
- Previous internal roles create useful breadth
- Another area has a capability gap
- Reskilling is feasible within required timeframe

Typical HRBP actions

- Transferable skills review
- Target roles / teams
- Retraining needs
- Transition timeline
- Manager handover
- Knowledge capture
- Mobility conversation

Does not mean

Does not mean forcing a move without appropriate process, consultation and employee context.

R4 - Recruit

Add directly employed capability when internal supply cannot meet the requirement.

Common triggers

- Demand is growing
- Current or future capacity gap exists
- Internal pipeline is insufficient
- Capability cannot be developed quickly enough
- Permanent ownership of capability is preferred

Typical HRBP actions

- Validate headcount need
- Market remuneration check
- Job / capability design
- Sourcing strategy
- Recruitment lead time
- Selection criteria
- Onboarding and time-to-competence plan

Does not mean

Does not mean automatically backfilling every vacancy like-for-like.

8R playbook - Reinforce, redesign, rewire and reduce

The change-the-work Rs require strong evidence and careful sequencing.

R5 - Reinforce

Add flexible or external capacity around the workforce.

Common triggers

- Demand is temporary, seasonal or volatile
- Speed matters more than permanent build
- External labour is readily available
- Specialist capability is required for a defined period
- A bridge is needed while recruitment or training occurs

Typical HRBP actions

- Labour-hire / contractor strategy
- Casual pool review
- Overtime controls
- Outsourcing / managed-service assessment
- Duration and cost limits
- Conversion strategy
- Review point to prevent permanent dependency

Does not mean

Does not mean using contingent labour indefinitely without reviewing cost, risk and conversion opportunities.

R6 - Redesign

Change the way work is structured, organised or delivered.

Common triggers

- Role duplication exists
- Workflow creates avoidable labour demand
- Rosters or spans are inefficient
- Work can be centralised or shared
- Outsourcing or shared services may improve delivery
- Technology enables a different operating model

Typical HRBP actions

- Role / task decomposition
- Process redesign
- Roster / shift review
- Operating model options
- Outsourcing / shared-service case
- Consultation plan
- Updated job / capability requirements

Does not mean

Does not mean redesigning jobs only to cut headcount; the design must improve delivery, capability, cost or risk.

R7 - Rewire

Use AI, automation and digital technology to augment work, release capacity or transform tasks.

Common triggers

- Repetitive or rules-based tasks exist
- AI can materially reduce effort
- Technology can increase throughput
- Role will require different future skills
- Manual controls or reporting can be automated

Typical HRBP actions

- Task-level AI assessment
- Automation / augmentation case
- Capacity impact estimate
- Data / control / privacy review
- Reskilling requirements
- Pilot and measurement plan
- Post-implementation workforce recalculation

Does not mean

Does not mean assuming that “40% of tasks automated” equals “40% fewer people”. Released capacity must be modelled explicitly.

R8 - Reduce

Reduce the future labour requirement where the work no longer justifies the current level of capacity.

Common triggers

- Demand is structurally declining
- Work is low-value or duplicated
- Technology releases capacity
- Vacancies do not need to be backfilled
- External labour / overtime can be reduced first
- Productivity improvement lowers required hours

Typical HRBP actions

- Vacancy / backfill controls
- Use natural attrition where appropriate
- Reduce contingent / overtime dependency
- Remove unnecessary work
- Reskill or redeploy affected capability
- Recalculate future headcount after changes
- Apply appropriate HR process if any employment change is later considered

Does not mean

Does not mean “sack the person”. R8 relates to future workforce requirement and must not be used as an automated adverse employment decision.

Work Assessment

Eight guided questions completed once per role or materially different role variant.

The Work Assessment is designed to establish the importance, future direction, scarcity and change potential of the work. Each question uses four complete statements rather than labels such as “low / medium / high”. The scoring is hidden from the user.

W1 If this role was unavailable tomorrow, what would happen to the business?

- A. The business could continue with little or no material impact.
- B. Some work would be delayed or redistributed, but normal operations would continue.
- C. Service, productivity or operational performance would be materially disrupted.
- D. The loss of this capability would create critical operational, customer, safety, financial or compliance consequences.

W2 How important will this role or capability be to achieving the organisation's strategy over the next 2-3 years?

- A. The capability has limited relevance to the organisation's future direction.
- B. The capability will remain useful but is not central to future strategy.
- C. The capability is important to achieving major business priorities.
- D. The capability is fundamental to future growth, transformation or competitive advantage.

W3 What do you expect demand for this work to do over the next 2-3 years?

- A. Demand is expected to reduce materially.
- B. Demand is expected to remain broadly similar.
- C. Demand is expected to increase.
- D. Demand is expected to increase significantly or become substantially more important.

W4 How difficult is it to find people externally who can perform this role to the required standard?

- A. Suitable capability is readily available in the external market.
- B. Candidates are available but targeted sourcing is normally required.
- C. Suitable capability is limited and vacancies often take significant effort to fill.
- D. The capability is highly scarce, specialised or consistently difficult to source.

W5 If the organisation needed another fully effective person in this role, how difficult and time-consuming would that be?

- A. A suitable person can normally become effective quickly.
- B. Some role-specific learning is required, but full effectiveness is reached in a reasonable period.
- C. Significant training, licensing, systems knowledge or organisational experience is required.
- D. It takes a long time to build full competence because of specialised skills, deep context or critical experience.

W6 How much could AI, automation or technology reduce the human effort currently required to perform this work?

- A. Technology is unlikely to materially change the amount of human effort required.
- B. Technology could assist with selected repetitive, administrative or analytical tasks.
- C. Technology could materially reduce the hours required or reshape a significant part of the work.
- D. AI or automation could fundamentally change the delivery model or remove a large share of current human effort.

W7 How realistically could this work be delivered differently through redesign, consolidation, outsourcing, contractors, shared services or another operating model?

- A. The work needs to remain largely in its current internal delivery model.
- B. Selected tasks could be delivered differently, but the core model should remain.
- C. A significant portion of the work could be redesigned or delivered through alternative channels.
- D. The work could be fundamentally restructured, consolidated or delivered through a materially different model.

W8 How significant is this role's impact on cost, productivity, customers, revenue, safety or compliance?

- A. The role has a relatively limited direct impact on these outcomes.
- B. The role has a noticeable but manageable impact on business outcomes.
- C. The role has a significant impact on one or more important business outcomes.
- D. The role has major enterprise, customer, financial, safety or compliance consequences.

Assessment note

Each question uses four plain-English response options. The framework considers the pattern of responses together with available workforce evidence to recommend a primary and supporting 8R response. The rationale remains visible so an HRBP can review and challenge the recommendation.

Workforce Evidence Profile

Role-level facts that materially change the recommendation.

Required where available

Data field	Preferred measure	8R relevance
Headcount / FTE	Current actual vs approved / planned	Recruit, Reinforce, Reduce
Vacancy rate	Vacancies / approved positions	Recruit, Reinforce
Turnover	12-month voluntary and total turnover	Retain, Recruit
Regrettable turnover	Losses classified as regrettable	Retain
Absence	Paid / unpaid absence measure appropriate to employer	Reinforce, Redesign
Overtime	Hours and cost trend	Recruit, Reinforce, Redesign
Agency / contractor use	FTE / hours / spend / % workforce	Reinforce, Recruit, Reduce
Time-to-fill	Median / average by role	Recruit, Retain
Time-to-competence	Defined proficiency period	Retain, Reskill, Recruit
Market pay position	Below / in line / above external benchmark	Retain, Recruit
Internal pay position	Compa-ratio / peer position / compression flag	Retain
Average tenure	Role and organisation tenure	Retain, succession
Forecast demand	Volume / workload / service forecast	Recruit, Reinforce, Reduce
Productivity	Relevant output per paid / productive hour	Redesign, Rewire, Reduce
Succession coverage	Ready now / <12 months / no successor	Retain, Reskill

Important

Turnover and retention are not the same. Turnover measures what is happening; retention exposure assesses what may happen next. Both should influence the recommendation.

Person Assessment

Eight guided questions completed for each incumbent in the role.

The Person Assessment determines the value, risk and future options associated with the individual - without assuming the future of the role and the future of the person are the same thing.

P1 How effectively does this person currently perform the capability required from the role?

- A. The person is still developing against important requirements of the role.
- B. The person performs the core requirements to the expected standard.
- C. The person consistently performs strongly and handles more complex requirements.
- D. The person demonstrates exceptional or specialist capability that materially strengthens delivery.

P2 How well matched is this person's capability to how the role is expected to change?

- A. The future role is likely to require substantially different capability.
- B. Some important capability gaps will need to be addressed.
- C. The person is broadly well positioned for the future requirements.
- D. The person already demonstrates much of the capability the future role will require.

P3 How much important organisational, customer, system or operational knowledge would be lost if this person left?

- A. Most relevant knowledge is documented or readily available elsewhere.
- B. The person holds useful knowledge, but it can be replaced with manageable effort.
- C. The person holds substantial business knowledge that would take significant time to rebuild.
- D. The person holds deep or unique knowledge, relationships or context that would be extremely difficult to replace.

P4 How broad is this person's experience across other roles, sites, teams or functions within the organisation?

- A. Their organisational experience is mainly limited to the current role.
- B. They have some useful experience outside the current role.
- C. They have worked successfully across several roles, teams, sites or functions.
- D. They have extensive cross-business experience and understand how multiple parts of the organisation connect.

P5 How likely is the organisation to lose this person if nothing changes over the next 12-24 months?

- A. There are no material signs of elevated retention risk.
- B. Some retention pressures exist, but they appear manageable.
- C. Market demand, remuneration, workload, career factors or other evidence create meaningful retention exposure.
- D. The person is at high risk of leaving or there is already clear evidence of a significant retention problem.

P6 How realistically could this person be retrained, upskilled or cross-trained for future capability?

- A. The capability gap is too large or the future requirement is not a realistic fit.
- B. Development is possible but would require substantial time and investment.
- C. The person has adjacent skills and could transition with structured development.
- D. The person is highly adaptable and could build the required capability relatively quickly.

P7 How transferable is this person's capability to other roles or areas of the organisation?

- A. Their capability is highly specific to the current role.
- B. Some skills could transfer to a limited number of adjacent roles.
- C. Their skills and experience are relevant to several other roles or business areas.
- D. They have broad, portable capability and strong potential for internal mobility.

P8 How valuable could this person be in building capability in others, succeeding into another role or supporting organisational continuity?

- A. There is limited evidence of succession, mentoring or broader capability value at present.
- B. They could provide some backup or development support with guidance.
- C. They could credibly mentor others, provide succession coverage or step into broader responsibility.
- D. They are a strong succession, leadership or capability-building asset for the organisation.

Individual evidence profile

Tenure matters - but only when it adds knowledge, capability, breadth or replacement difficulty.

Factual fields

Field	Why it matters	How to avoid misuse
Organisation tenure	Context for organisational knowledge and stability	Do not treat long tenure as automatic high value.
Time in current role	Role depth and potential stagnation / expertise context	Interpret alongside performance and future capability.
Previous internal roles	Breadth, mobility and organisational knowledge	Weight successful, relevant experience - not simply count roles.
Business units / sites worked	Cross-business perspective and portability	Use as evidence of breadth where experience is meaningful.
Performance history	Current contribution and reliability	Use validated performance evidence; avoid manager-only labels.
Current remuneration	Reward context	Restrict access; compare only where legitimate and appropriate.
Market remuneration position	Retention / recruitment competitiveness	Use credible market data and relevant job matching.
Critical qualifications / licences	Replacement and compliance dependency	Use job-relevant requirements only.
Succession status	Continuity and development	Use current, evidence-based succession assessment.
Documented career interests	Mobility / development direction	Use employee-provided information and keep it current.

Three different concepts

Tenure = how long they have been here. Breadth = where they have worked. Knowledge = what the organisation would actually lose. The model should never collapse those into one number.

HRBP Manager Discussion Guide

Structured questions for department managers before or during assessment workshops.

Theme	Question for the manager
Role necessity	If this role disappeared for three months, what would actually stop, fail or materially degrade?
Backfill challenge	If this person left tomorrow, would you replace the role exactly as it exists today? Why?
Criticality	Which customer, safety, compliance, revenue or operational outcomes depend on this role?
Future demand	Will you need more, fewer or different people doing this work in two years?
Knowledge	What does this person know that would be difficult for someone else to pick up?
Dependency	Who else could perform their key responsibilities if they were unavailable?
Succession	Is anyone ready now, within 6 months or within 12 months to step into the role?
Retention	How concerned are you about losing this person, and what evidence supports that concern?
Reward	Are you seeing signs that remuneration or internal pay compression is affecting retention?
Cross-training	Who could be trained into this work, and what would it take?
Development	What could this person realistically grow into over the next 12-24 months?
Internal breadth	Are we fully using experience they gained in previous roles, teams or sites?
AI / automation	Which tasks could technology remove, automate or make significantly faster?
Redesign	If you were designing this work from scratch today, would you build the same role?
Delivery model	Which parts genuinely need to stay internal, and which could be contracted, outsourced or shared?
Capacity	Is the pressure caused by insufficient people, or by process, roster, technology or demand issues?
Turnover	Why are people in this role leaving, and at what tenure points?
Market	What are competitors doing differently to attract or retain this capability?
Person value	What makes this person more or less valuable than another competent person in the same role?
Priority	What workforce problem in this role would you solve first if you could only choose one?

Manager judgement is evidence - not fact

A manager calling someone “irreplaceable” should be tested against succession coverage, external supply, time-to-competence and internal capability. The framework should surface disagreements rather than hide them.

Employee Career Conversation Guide

Use employee input to understand development and mobility - not to create a hidden assessment of protected characteristics.

Employee conversations can improve the quality of reskill, redeploy and retention actions. They should be transparent, proportionate and appropriate to the organisation's normal talent processes.

Theme	Example conversation prompt
Future interests	Which parts of your work would you like to do more or less of over the next 1-2 years?
Skills	What skills would you most like to build next?
Cross-training	Would you be interested in learning work performed by another team or role?
Mobility	Are there other functions, sites or role families you would consider in future?
Technology	Which parts of your work do you think technology could improve or remove?
Barriers	What currently makes it harder for you to perform at your best?
Career path	What would make staying and growing here attractive to you?
Knowledge transfer	What parts of your role would be hardest for someone new to learn?

Do not infer

Do not infer health, family status, age-based retirement intention, disability, pregnancy, political views, union membership or other protected / sensitive attributes. Use job-relevant evidence and appropriate HR processes.

HRBP Action Engine

Every 8R result must end with an action list, ownership and a review date.

Example HRBP output - Maintenance Technician

The 8R is the direction. The action plan is the product HR can use.

PRIMARY	SUPPORTING	PRIORITY	CONFIDENCE
R1 - RETAIN	R2 - RESKILL	Critical	High

WHY THIS WAS TRIGGERED

- Operationally critical role
- External skill market is scarce
- Turnover is elevated
- Long time-to-competence
- High business knowledge concentration
- Remuneration is below market
- No ready successor identified

HRBP ACTION PLAN

- Immediate** Market remuneration + internal equity review
- Immediate** Targeted retention / career conversation
- High** Document critical knowledge dependencies
- High** Cross-train backup capability
- High** Create succession coverage
- Medium** Maintain external recruitment pipeline
- 90 days** Reassess role and individual position

Standard action categories

Action category	Possible output
Remuneration	No action Benchmark Review Priority review
Retention	Monitor Manager discussion Targeted retention plan Critical intervention
Capability	Maintain Cross-train Upskill Reskill Retrain
Mobility	Stay Broaden Progress Redeploy Succession pathway
Sourcing	No action Recruit Build pipeline Reinforce temporarily Outsource / partner
Work design	No change Redesign tasks / role Roster / structure change Shared service / outsourcing review
Technology	No action Assist Pilot Rewire Recalculate capacity
Review cadence	30 days 90 days 6 months Annual review

Remuneration and retention logic

Reward is not a standalone 8R, but it can materially change R1 Retain and R4 Recruit recommendations.

Priority remuneration review trigger

Illustrative rule

Critical or strategic role + scarce capability + strong individual contribution + below-market remuneration + meaningful retention exposure = Priority Remuneration Review.

Actionable HRBP outputs

- Check external market benchmark and job match quality.
- Review internal equity, compression and pay positioning.
- Separate remuneration issues from workload, manager, roster, career and development drivers.
- Hold a targeted retention conversation where appropriate.
- Review attraction settings for the same role so recruitment and retention do not work against each other.
- Reassess the case after agreed interventions rather than treating a salary change as the end of the process.

Turnover logic

Where a role appears to require R4 Recruit but turnover is materially elevated, the system should challenge recruitment-only thinking. The likely response may be R1 Retain + R4 Recruit, with R5 Reinforce as a temporary bridge. The output should also trigger turnover-driver analysis.

- Turnover by tenure band
- Voluntary vs involuntary turnover
- Regrettable losses
- Manager / site patterns
- Pay and roster signals
- Onboarding quality
- Exit reasons and destination where legitimately available
- Time-to-fill and time-to-competence impact

AI, automation and alternative delivery

Rewire and Redesign must distinguish task change, capacity release and delivery-model change.

AI questions the framework should answer

Question	Why it matters
Can AI / automation perform some of the tasks?	Identifies task-level automation opportunity.
Can technology increase output without reducing headcount?	Separates augmentation from labour reduction.
Will technology release enough hours to change the workforce requirement?	Connects technology to capacity rather than hype.
Does the remaining work require different skills?	Triggers Reskill / Recruit alongside Rewire.
Where will released capacity go?	Growth, service improvement, lower overtime, lower agency use, avoided hiring or eventual reduced requirement.

Alternative delivery model

Outsourcing is not automatically R5 Reinforce. Temporary external capacity is Reinforce; a fundamental change in who owns and delivers the work is usually R6 Redesign.

Current / alternative model	How to interpret
Permanent internal	Core directly employed capability.
Casual / fixed term	Direct flexible capacity.
Labour hire / agency	External contingent capacity - typically R5 Reinforce.
Independent contractor	Specialist or temporary external capacity.
Managed service / outsourcing	Potential R6 Redesign when ownership / delivery model materially changes.
Shared service / centralised model	R6 Redesign when work is consolidated.
Offshore delivery	R6 Redesign with risk, control, knowledge and service assessment.
Hybrid	May combine R5 Reinforce + R6 Redesign.

R8 Reduce - safe sequencing

Reduce the future labour requirement before treating the issue as an individual employment decision.

Recommended sequence

Step	Action
1	Remove unnecessary or duplicated work.
2	Rewire or redesign tasks where there is a credible case.
3	Use natural attrition and vacancy controls where appropriate.
4	Reduce unnecessary overtime, contractor or labour-hire dependency before permanent capacity where feasible.
5	Reskill or redeploy valuable capability into areas of need.
6	Recalculate the future workforce requirement after the changes.
7	If further employment changes are considered, use the organisation's appropriate HR, consultation and legal processes. The framework itself does not automate adverse employment decisions.

Non-negotiable design rule

TalentChoice recommends workforce strategies and HR interventions. It must not automatically recommend termination, redundancy or other adverse employment action about an individual.

Workforce Map

The map is the organisational memory of the framework - not a one-off assessment result.

Recommended fields

Field	Purpose
Role	Role title / role family
Role classification	Enterprise Critical / Operational Core / Future Critical / Review-Flexible
Headcount	Current FTE and headcount
Primary 8R	Highest recommended workforce response
Supporting 8R	Second / supporting response
Role direction	Protect / build / add / change work
Turnover	Actual workforce stability signal
Market pay	Below / in line / above benchmark
Critical people	Count / list subject to access controls
Succession	Coverage status
Action status	Current / Review due / Critical action / Changing
Owner	HRBP / manager / TA / L&D / Reward / Workforce Planning
Review date	Next scheduled reassessment

Illustrative portfolio view

Role	Classification	Primary	Supporting	Key action	Status
Payroll Officer	Operational Core / Tech Opportunity	R7 Rewire	R6 Redesign	Task + automation review	Changing
Maintenance Technician	Critical Scarce Capability	R1 Retain	R2 Reskill	Rem + succession + cross-train	Critical action
Workforce Planner	Future Critical	R2 Reskill	R4 Recruit	Build analytics / scenario capability	Review due
Data Entry Officer	Review / Transformation	R7 Rewire	R3 Redeploy	Automate tasks; mobility pathways	Changing
Warehouse Operator	Operational Core	R1 Retain	R5 Reinforce	Turnover + peak capacity plan	Current

Operating rhythm

Keep the map current by reviewing different layers at different cadences.

Cadence	Focus	Typical activity
Monthly / as needed	Critical actions	Retention interventions, open succession gaps, urgent recruitment / reinforcement, risk items.
Quarterly	Priority roles and workforce segments	Reassess changing roles, turnover, pay, demand, technology and action status.
6-monthly	People / capability review	Update individual development, mobility, succession and knowledge-risk assessments.
Annual strategic cycle	Whole portfolio / major functions	Reassess future demand, critical capability, technology, operating model and 8R portfolio.
Event driven	Material change	New site, restructure, major technology rollout, acquisition, outsourcing proposal, regulatory change or sharp demand movement.

Suggested governance meeting

- Review the workforce map by exception, not every row.
- Start with Critical action and Review due statuses.
- Separate capacity issues from capability issues.
- Agree actions, owner and date in the same meeting.
- Record manager overrides and the evidence used.
- Refresh data before the next review so the framework shows whether actions worked.

Worked example - Maintenance Technician

A critical scarce role with retention and succession exposure.

Lens	Evidence
Work	Operationally critical; moderate-high strategic value; demand growing; low automation exposure.
Workforce	18% turnover; 3 vacancies; 78-day time-to-fill; long competence ramp; overtime elevated.
Person	Strong performer; 8.4 years tenure; 3 prior internal roles; high business knowledge; strong cross-training potential.
Market / reward	External scarcity high; remuneration below relevant market benchmark.
Primary 8R	R1 Retain
Supporting	R2 Reskill + R4 Recruit
HRBP actions	Priority remuneration review; retention conversation; successor / backup; cross-training; external pipeline; 90-day review.

Why this matters

A recruitment-only answer would miss the root issue. The organisation needs to stabilise the capability it already has while building additional supply.

Worked example - Payroll Officer

Operationally important work with high technology and redesign potential.

Lens	Evidence
Work	Operationally important; moderate strategic value; stable demand; high AI / automation potential.
Workforce	Low turnover; reasonable external supply; process contains repetitive checking and administrative tasks.
Person	11 years tenure; previous HR Operations and Workforce Systems experience; strong performance; high internal breadth.
Primary role direction	R7 Rewire
Supporting role direction	R6 Redesign
Individual direction	R2 Reskill + R3 Redeploy / broaden
HRBP actions	Task assessment; automation pilot; redesign future role; systems capability development; retain critical payroll knowledge; reassess capacity after pilot.

Important distinction

The future of payroll work can change without implying the incumbent should leave. The model should preserve valuable people while changing the work.

Worked example - Warehouse Operator population

High turnover turns a “Recruit” problem into a broader workforce stability problem.

Evidence	Position
Headcount	420
Vacancy rate	9%
12-month turnover	34%
Time-to-fill	18 days
Time-to-competence	6 weeks
Agency utilisation	22% of worked hours
Demand	Seasonal with peak spikes
Primary 8R	R1 Retain
Supporting	R5 Reinforce + R4 Recruit
Action focus	Turnover analysis; roster / manager / pay / onboarding review; peak contingent plan; recruitment pipeline; agency conversion opportunities.

The framework should explicitly warn: recruitment alone will not resolve the underlying capacity gap while the organisation is continuously losing existing workers.

Governance, fairness and responsible use

The framework can inform consequential people decisions, so explainability and human oversight are part of the design.

Design controls

No automatic termination, redundancy, demotion, pay reduction or other adverse employment recommendation.

No protected characteristics or sensitive personal attributes in scoring.

Role-level questions and person-level questions remain separate.

Objective evidence is preferred to unsupported manager opinion.

Manager overrides require a reason and should be auditable.

Remuneration and individual-level data must use appropriate access controls.

Employee career information should be current, job-relevant and handled transparently.

Scoring, confidence and evidence rules should remain documented, explainable and subject to periodic review.

The framework should show the evidence behind each recommendation so an HRBP can challenge it.

Human review standard

Recommended wording

TalentChoice provides structured workforce planning guidance. Recommendations are decision support only and must be reviewed in context by appropriately authorised HR and business leaders. Employment, remuneration, industrial relations, privacy and legal decisions remain the responsibility of the employer.

Governance and ownership

A framework only works when the data, judgement and actions have clear owners.

Activity	HRBP	Manager	WFP / Analytics	TA	L&D	Reward	Finance
Role assessment	A	R	C				C
Workforce evidence	C	C	R	C		C	C
Person assessment	A	R	C		C	C	
Retention / removal	R	C			C	R/A	C
Recruit / reinforce plan	C	C	C	R/A			C
Reskill / redeploy	R	C	C		R/A		
Rewire / redesign	C	R/A	C		C		C
Workforce map governance	A	C	R	C	C	C	C

R = Responsible, A = Accountable, C = Consulted. Actual ownership should be adjusted to the employer's operating model.

Workforce planning maturity

The framework can be introduced even where the organisation does not yet have advanced workforce analytics.

Level	Description	Typical use of the framework
1 Reactive	Workforce issues are addressed after shortages or turnover create disruption.	Start with critical roles and basic data.
2 Planned	Headcount, budgets and recruitment plans exist but are not fully integrated.	Introduce role assessment, turnover, pay and vacancy evidence.
3 Integrated	HR, operations and finance share demand, supply and capability planning.	Use workforce map and quarterly 8R review.
4 Strategic	Skills, scenarios, critical roles, succession and multiple workforce responses are modelled.	Use full framework and portfolio heatmaps.
5 Adaptive	Planning is continuously refreshed using integrated data, technology and scenario signals.	Automate evidence refresh while retaining human decision oversight.

Getting started

Start with a defined set of roles, establish the evidence baseline and build a repeatable review rhythm before expanding across the organisation.

A practical 30 / 60 / 90 day rollout

Period	Pilot activity
0-30 days	Scope 10-20 priority roles; nominate HRBP and manager owners; gather baseline workforce data; complete the first Work and Person Assessments; agree immediate actions.
31-60 days	Validate manager input; action priority remuneration, retention, capability, recruitment and redesign items; establish the Workforce Map; identify evidence gaps.
61-90 days	Review whether actions changed the risk or workforce position; reassess changed roles; formalise governance cadence; expand to the next business area or role group.

Using the framework in practice

A repeatable way to move from workforce evidence to decisions, actions and review.

Assess -> Recommend -> Map -> Act -> Reassess

Use the framework to select priority roles, assess them consistently, attach objective workforce evidence, assess individual incumbents where appropriate, generate a referenceable 8R recommendation and convert that recommendation into clear HRBP actions. The Workforce Map then becomes a living view that can be updated as the business changes.

The outcome

A current, decision-ready Workforce Map that helps HRBPs and leaders prioritise retention, reskilling, recruitment, flexible capacity, redesign, technology and future workforce requirement decisions.

Important use note

The framework provides structured workforce-planning guidance. Recommendations should be reviewed by appropriate HR, business and specialist stakeholders before action. It should support - not replace - professional judgement, consultation, employee relations processes or legal advice where those are required.

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Workforce Assessment Report

The calculator converts the role and person assessment into a one-page report with a primary 8R, supporting response, confidence, role and person direction, rationale and prioritised HRBP actions.

Talent Choice

Workforce Assessment Report

EMPLOYEE	ROLE	DEPARTMENT	ASSESSMENT DATE
Alex Morgan	Workforce Systems Lead	People & Culture	5 September 2026

PRIMARY WORKFORCE RESPONSE

R1 — Retain

Supporting response

R7 — Rewire

Additional response

R4 — Recruit

CONFIDENCE

Needs Review

ROLE DIRECTION

Protect critical operational capability

PERSON DIRECTION

Retain and protect valuable capability

Why TalentChoice recommends this

Protecting existing capability is the strongest workforce response. Persistent turnover is occurring in capability that is highly difficult to replace. The person is at high risk of leaving or there is clear evidence of a significant retention problem.

Recommended Action Plan

RETENTION Immediate 0–30 days

Treat retention root-cause action and external pipeline coverage as parallel immediate priorities.

TECHNOLOGY High 30–90 days

Build an accelerated reskilling pathway alongside the technology implementation.

CONTINUITY High 30–90 days

Treat continuity, succession and replacement readiness for this capability as a priority.

CAPABILITY High 30–90 days

Protect and deliberately build this capability through development, succession and future supply planning.

WORKFORCE CAPACITY High 30–90 days

Maintain proactive succession, retention and external pipeline coverage for this capability.

KNOWLEDGE & SUCCESSION High 30–90 days

Treat knowledge continuity as a priority by documenting key dependencies and establishing credible backup or succession coverage.

TalentChoice 8R Workforce Planning Framework

R1 Retain · R2 Reskill · R3 Redeploy · R4 Recruit · R5 Reinforce · R6 Redesign · R7 Rewire · R8 Reduce

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This assessment provides structured workforce-planning guidance based on the information entered. It is intended to support, not replace, professional judgement. TalentChoice does not automatically determine employment, remuneration, performance, promotion, redeployment, redundancy or termination decisions. Any workforce action should be reviewed in context by appropriately authorised HR and business leaders and applied in line with organisational policy, applicable employment obligations and relevant legal advice where required.

Illustrative example only - the recommendation and action plan change according to the answers entered.