

Workforce Planning with TOYOTA

How Toyota Australia Looks Forward to New Workforce Tomorrows



Toyota is the world's leading car manufacturer, committed to "continuous improvement, looking forward to new tomorrows".

The Toyota Australia workforce planning team is embracing this, attracting global attention with Strategic Workforce Planning.

The company has a loyal and long serving team of 4500 employees and is very proud of their diverse workforce, however, a shrinking workforce supply and retiring employees has led the workforce planning team to approach Aruspex.

The Aruspex Strategic Workforce Planning framework taught them to analyze their current state and trends and envision what they needed for the future.

They also learnt the steps of the workforce planning process developed by Aruspex. This process includes environment scanning to identify the outside forces affecting the business, calculating the quantitative future by projecting the No Change Future State, scenario planning to explore possible qualitative futures and action planning to achieve their targeted future.

Toyota launched their new approach with a pilot in their strategically important Franchise Development team, which involved introducing new methods such as scenario planning and action planning.

"We took all the tools and ideas from Aruspex and easily Toyotaized them to fit with the company", says Sue Calvey, Labour Planning and Recruitment Manager. "At first, the business groups were skeptical about the process and it was difficult to get them fully engaged. However, after only a couple of days,

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Sue Calvey
Labour Planning and Recruitment
Manager

we found that the department responded well to the process and were very positive. "

"We found that the group's complete HR strategy simply fell out of the process!" Calvey says. "Making the action plan was easy. Aruspex's process ensured we had explored all the difficult questions and thus the solutions to our challenges formed naturally."

Using good Strategic Workforce Planning techniques, Toyota was able to base their action plan on real information rather than arbitrary beliefs. The result was a 2-year-plan and a full HR strategy which includes retraining and redeployment for staff whose areas of work would diminish in the future, anticipating these changes to minimize the impact on Toyota, and on their loyal workforce. When they presented this to the Divisional Human Resources and Franchise Development managers, both were impressed.

"The process has been very valuable and we have gained a lot of knowledge," Calvey says. "We are now prepared for any future and are able to deal with it accordingly. Unlike other methods that produced purely quantitative predictions, Aruspex has allowed us to produce comprehensive action plans that cover a wide range of possibilities and allows us to respond to the workforce environment in the most appropriate way."

By using the Aruspex Strategic Planning framework and tools, Toyota has been able to think strategically and proactively about the future and produce measurable but qualitative plans that far exceed earlier attempts at labor planning.

The Toyota Workforce Planning team is now working with other groups in the organization, winning them over one by one as they roll the Toyota-ized Aruspex process out through the organization – and getting some good attention from Toyota Motor Corporation head office in Japan (TMC).

Recently TMC approached Toyota Australia with their corporate strategy, needing the local team to be able to clearly explain how they would achieve their goals.

"We were prepared for them and were able to tell them exactly where we were and where we wanted to be," says Calvey. "Rather than be surprised by the changes, we were able to discuss all the concepts and consequences with the team from TMC in a really strategic and proactive way."

The whole company is set to complete scenario planning later this year and the HR department knows how important and positive this work is and are excited about the recognition they are getting from the rest of the organization.

"They have come to the realization that Workforce Planning is not just a fad," says Calvey, "it's gaining momentum and is here to stay." Using Aruspex Strategic Workforce Planning, Toyota are also looking forward to the right workforce for their new tomorrows.

For more information about how Aruspex can help your organization's Strategic Workforce Planning, visit www.aruspex.com.

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