

## CASE STUDY

# Pact Group

Designing a Workforce Planning Playbook for a growing business needing to systemise their approach to talent operations.



### Challenge

- Pact Group have over 30 manufacturing sites across Australia.
- Across these sites there are various challenges around existing skills in the business versus future skills required.
- There are also challenges with an ageing workforce and the inability to attract younger people to the industry.
- Two sites have been identified to focus on production transformation with current objectives not being achieved:
  - The Dandenong (VIC) site was considered 'brown-field' as the site was in full operation with current ways of working, technology and processes.
  - Huxley (NSW) was considered 'green-field', even though the site had partial production operationally.

### Collaboration Approach

In May 2024, Pact Group engaged The Human Collaborative to undertake a project to design a Workforce Planning Playbook (WFP) for the two designated sites (Dandenong and Huxley).

The approach covered:

- An in-depth review of workforce changes required for Pact Group to be able to implement new technology and ways of working.
- Current Skills & Capability assessment across the two sites.
- A review and alignment of the Talent Strategy and Business Strategy requirements.
- The definition and assessment of the readiness of the Build, Buy, Borrow requirements to design the WFP.

The design and implementation of these WFP's is critical to the success of Pact Group driving greater automation with the introduction of new production methods, ways of working and technologies.

### Results

Key recommendations were outlined in the Workforce Plan Playbook:

- Ensure overall strategy and workforce alignment across:
  - Site plans: consolidation, openings, new and changes in machinery
  - Performance benchmarks
  - Worker types definitions and naming conventions
  - A standardised site organisation design
- Refine the Build, Buy, Borrow plan with:
  - Workforce Development Framework
  - Talent Acquisition operating model
  - Contingent workforce hiring guidelines
- Technology recommendations to help systematise and automate workforce planning.
- Implementation, adoption and monitoring plan to support the recommendations.

Version 1 of the playbook was designed for the piloted sites to be road tested. The business plan was to trial this playbook at the pilot sites and then rollout across additional sites.