

## Action plan



### Figuring out what new roles can plug skills gaps

Getting the team in place to navigate changing circumstances or manage demand is a crucial part of business planning. However, it can be hard to see the woods for the trees. If growth is putting pressure on your team, it's easy to only hire reactively. Stepping back and analysing what the business needs can make a big difference.

- **Effort:** Medium
- **Impact:** Medium

#### Actions:

#### **Conduct a skills gap analysis to figure out what you need and measure what you have.**

- **Impact:** High
- **Suggested duration:** 56 days
- **Why this will help:** Exploring your company's goals, what's needed to get there and the future of your industry will help you tease out where the gaps are in your current workforce.

#### **Review the company structure your peers use to identify roles or functions that could lead to expansion.**

- **Impact:** Low
- **Suggested duration:** 3 days
- **Why this will help:** Looking at similar companies, particularly those that are bigger than you, can point to gaps in your own team and what you might need for the next stage of your growth.

#### **Work with employees to see if their roles can be reshaped to plug skills gaps.**

- **Impact:** High
- **Suggested duration:** 28 days
- **Why this will help:** Upskilling existing employees increases job satisfaction and retention. It's also likely to be cheaper than going out to market. That means it's worth balancing upskilling with hiring when you're looking to plug skills gaps.

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### Look at your network to identify prospects and get advice.

- **Impact:** Medium
- **Suggested duration:** 21 days
- **Why this will help:** Peers can explain what key hires helped them navigate a particular challenge or empowered the next stage in their company's growth. Looking at your network to see who's available can be inspirational.

### Develop job descriptions for the skills gaps you need plugging and plan a recruitment timetable.

- **Impact:** High
- **Suggested duration:** 14 days
- **Why this will help:** Now you've done the footwork, you can create job descriptions that specify exactly what's needed. Writing them for all the roles you need to fill in the next 12 months and setting a timetable provides a useful planning tool.

### How will I know if my action plan is working?

#### Way to measure success

Recruitment plan.

#### Why this metric?

Knowing what key hires you need over the next 12 months makes financial planning easier and gives you time to look at upskilling team members or finding external candidates.

#### How do I start tracking?

Review the recruitment plan when doing your financial forecasting.