Applying Our Own Tools:

Strategic Workforce Planning for Organisational Psychology



Presented by:
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Acknowledgment of Country

We respectfully acknowledge the Traditional Custodians, the **Wurundjeri Woi-wurrung** and **Bunurong / Boon Wurrung** peoples of the **Kulin Nation**, *on the lands of which we stand today. We honour their connection to land, waters, and community, and pay our respects to Elders past, present, and emerging.*

Agenda

01 Strategic Workforce Planning

02 Organisational Psychology

03 Our OP Value Proposition

04 The Demand for Organisational Psychology

05 The Organisational Psychology Supply

06 So What.. Next?

an organising framework for understanding if there is

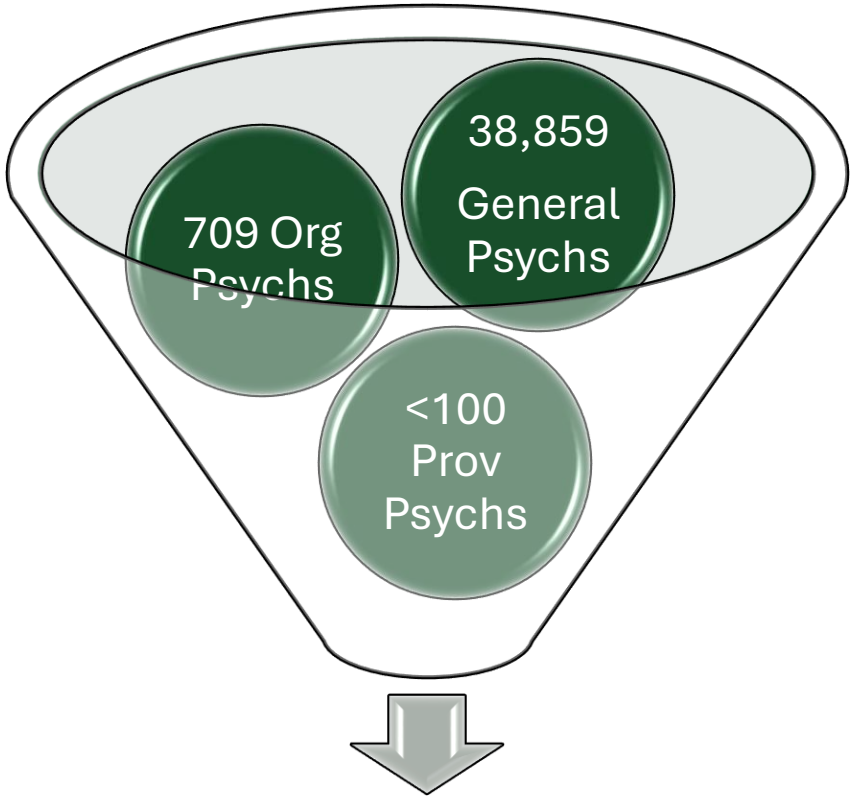
Does Australia have the organisational psychology capacity

and capability needed for the future?



2024: IOP talk

- Psychosocial risks and other mental health legislation increased demands
- Psych risks is an entry point to the work we do
- Organisational psychology central to meeting needs of:
  - Industry
  - Regulators
- Need for **Strategic Workforce Planning**
- **Industry need will be satisfied by others (mostly less qualified) if we don't move fast enough as a profession**
- If you are not registered or endorsed yet, now is this time to consider it seriously



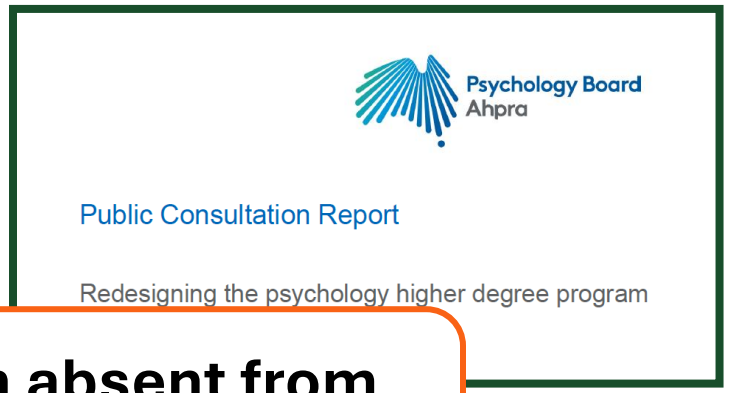
14.5 million workers

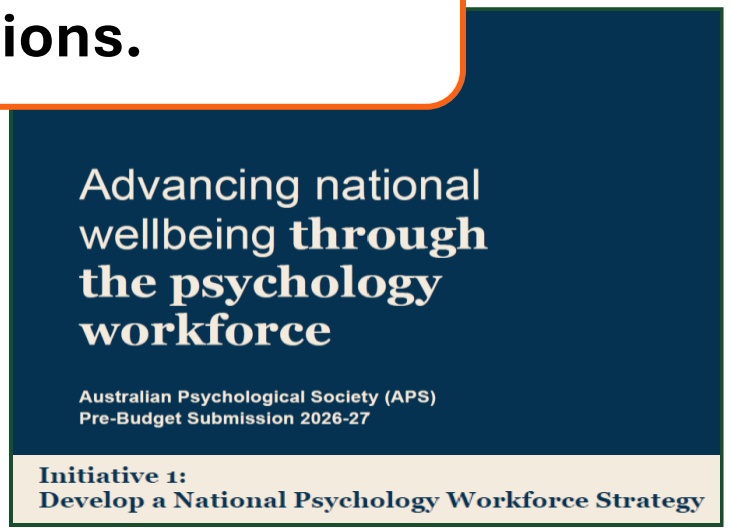
Why is… SWP important for OP?

- We need to get ahead of the game…. It's being talked about for Psychology…

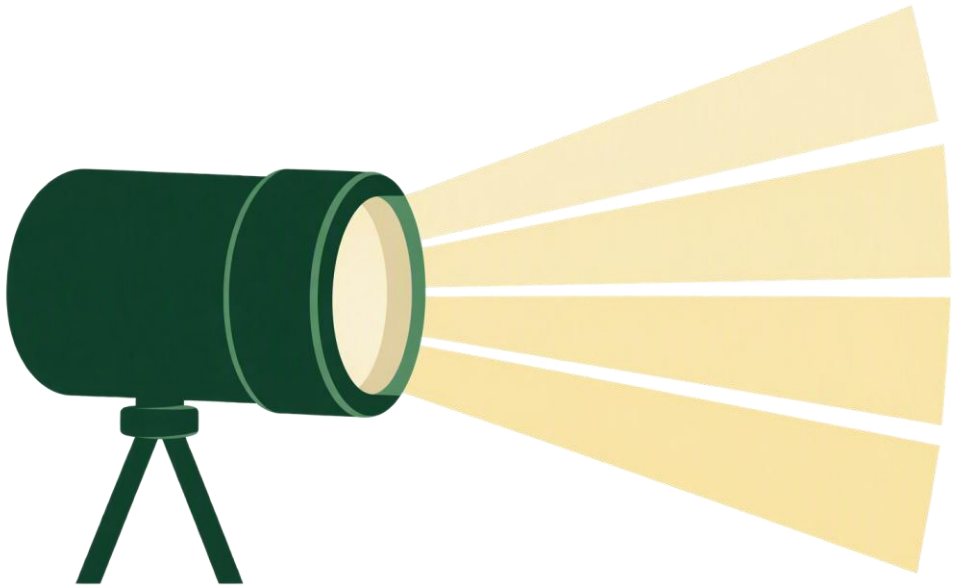
1. Psychology Board final response on AoPE (p22)
   - "Key priority for implementation"
2. APS Pre-Subject Submission 2026-7
   - Initiative 1: Develop a National Psychology Workforce Strategy – cross sector value through the development of a profession-led, evidence-informed workforce planning approach.

Organisational psychology has (largely) been absent from national workforce planning discussions.





Why… look at ourselves through an SWP lens?



Strategic Workforce Planning is an organising lens for many of contemporary issues for organisational psychology profession.

Provides a framework for understanding

- Capability and Workforce
- Demand and Supply
- Gaps and Scenarios
- Priorities and Strategic Investment

- Moves beyond a simple headcount exercise

- This is a discovery…

What is… Strategic Workforce Planning

SWP used for:

Organisational analysis

Where most SWP literature and practice sits: planning the workforce of a single organisation.

VS

Professional analysis

Harder to plan: it maps and connects many interdependent systems across the workforce: predominantly health workforce

What is… Organisational Psychology?

What constitutes ‘Us’?

Two ways of looking at it

01

Differentiation…

What makes us different, and why does that difference matter?

Concerns the distinctions between organisational psychology and other professional or occupational groups, including differences in scientific foundations, specialist preparation, professional standards and capability.

02

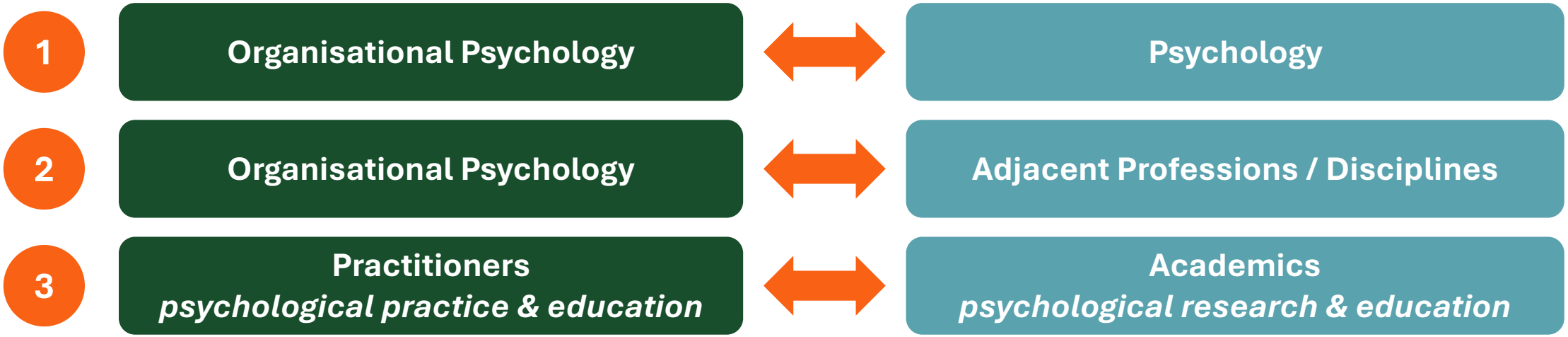
Segmentation…

What distinct groups exist, and how do their needs or characteristics vary?

Concerns the analytical division of a workforce into identifiable populations for measurement, comparison and planning.

Workforce differentiation and segmentation provide a means of establishing which populations should be counted, compared and examined for different SWP purposes.

How... are we different?



Using the dimensions of:

Profession vs Discipline/Field lens

Profession: those who are formally registered, licensed, and part of a regulated supply chain.

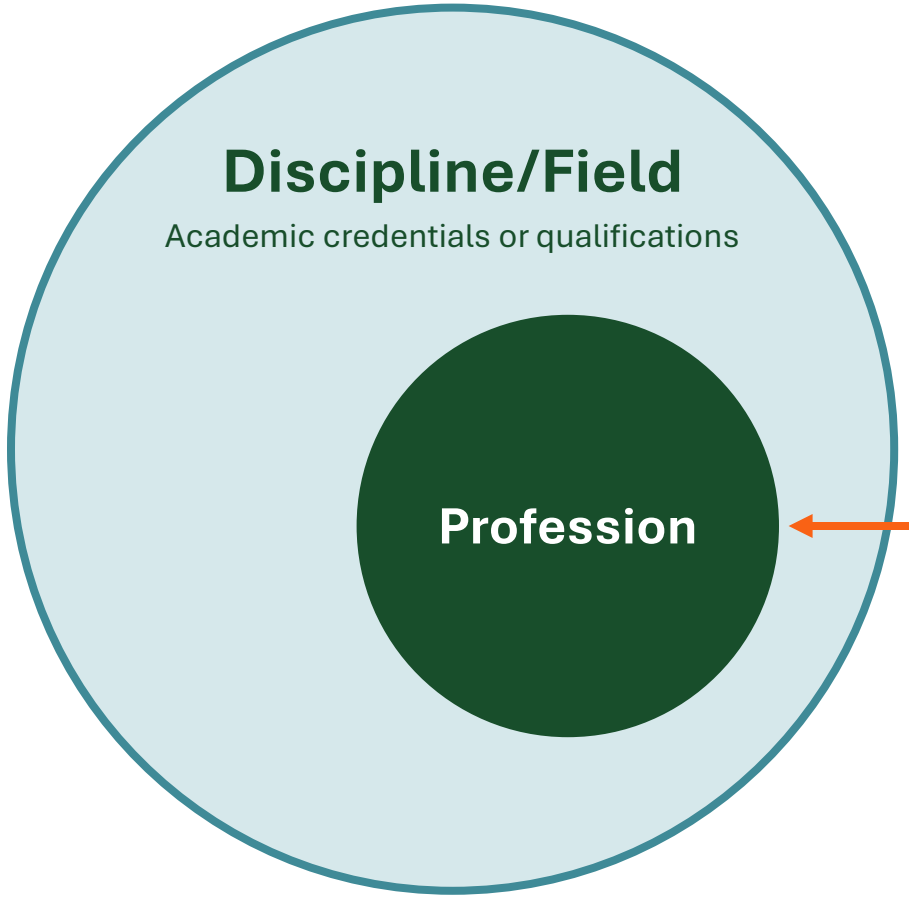
Discipline: those with academic credentials or qualifications, but not necessarily registered as practitioners.

Health vs Business lens

Health: practitioners focused on individual worker well-being at the workplace.

Business: psychology focused on organisational 'well-being' and productivity, which in turn leads to individual well-being.

How… do we segment our profession?



Discipline

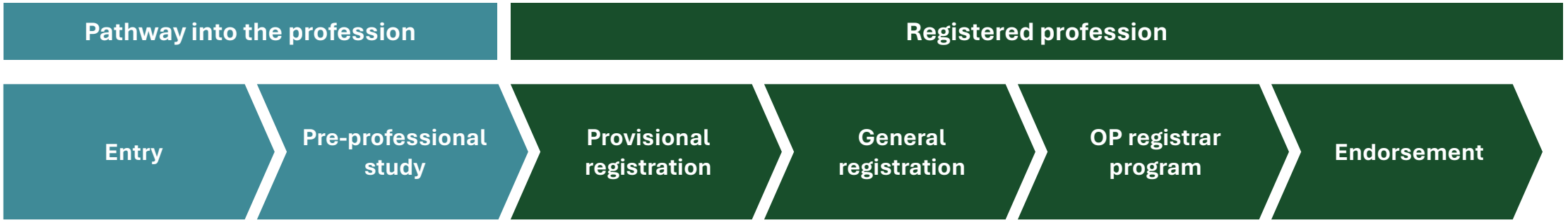
Those with academic credentials or qualifications, but not necessarily registered as practitioners.

Pipeline segmentation

Profession

Those who are formally registered, licensed, and part of a regulated supply chain.

What is... our professional pathway?



1
Psychology study, or alternative pathways

2
Honours sequence or other approved pathways

3
Master of Organisational Psychology or approved pathway

4
Registered psychologist

5
Supervised practice towards endorsement

6
Endorsed organisational psychologist, contributing to the workforce

Ongoing movement and contribution

People enter, progress, move between roles, and may exit or re-enter the workforce. Experienced practitioners contribute throughout via supervision, mentoring and leadership.

What is... our value?

There is a mandate from our member groups, across the profession and discipline, for this work.

THE MANDATE

APS Member Report

- Clarify and differentiate OP from other disciplines in psychology and other professions
- Recognise the profession's **unique** contribution, particularly in business, productivity and technology such as AI at work
- Communicate more clearly outside the profession, especially to business leaders and government

SIOPA: 'Unlocking Workforce Potential'

- Rec 1: Develop and communicate our value proposition
- Rec 2: Advocate for ourselves

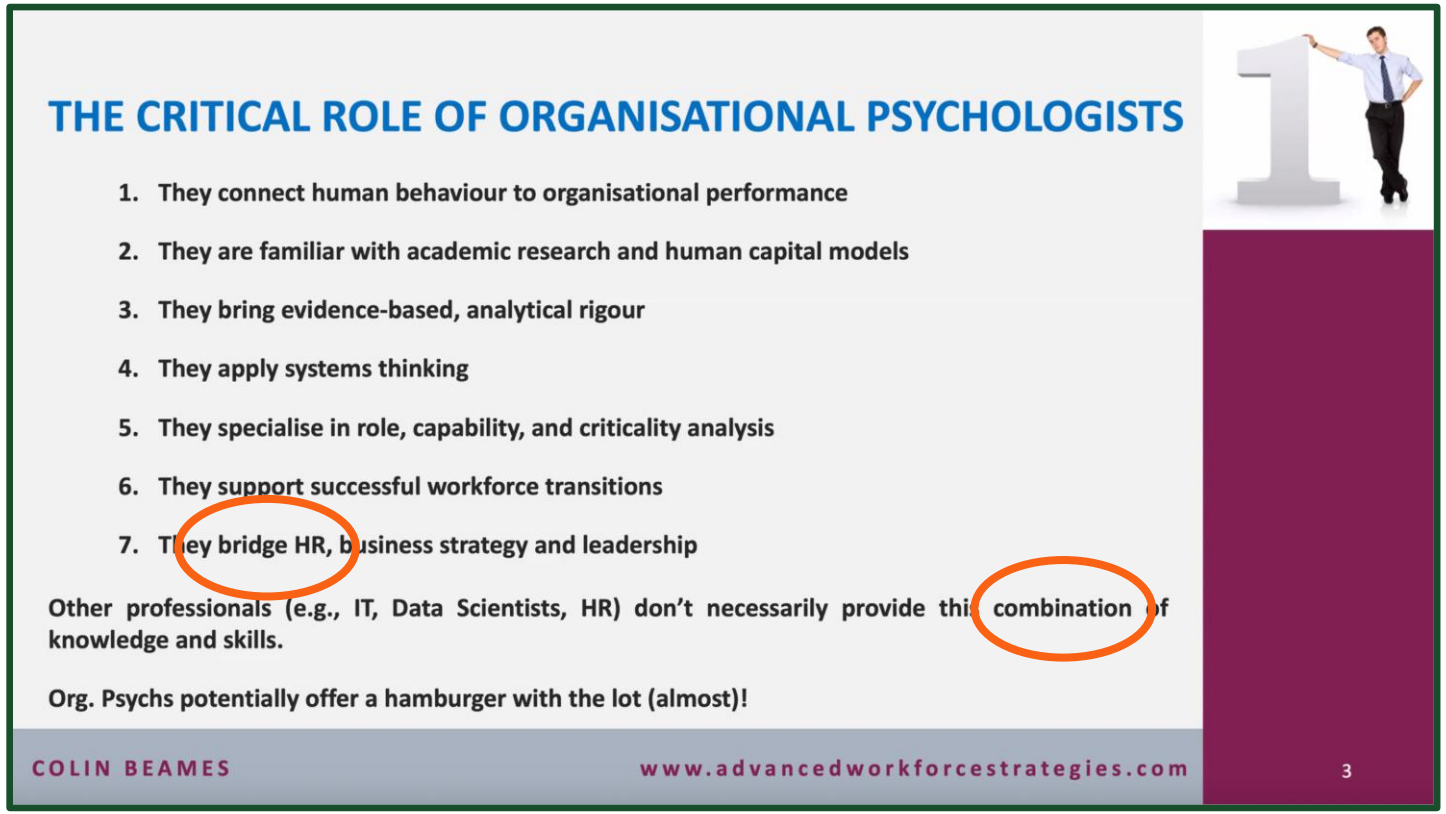
Our community wants a consistent message that reflects our value.

What is... our value?

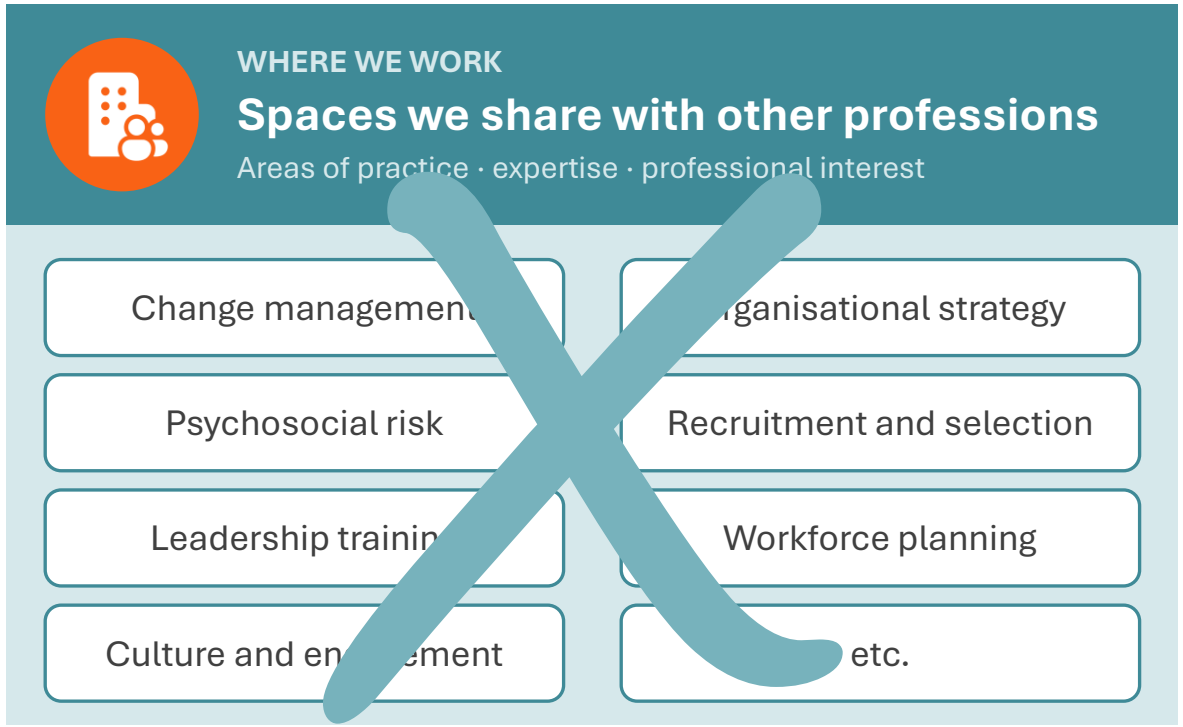
Others already see value in us that we haven't articulated well.

What organisational psychologists bring.

Colin Beames' slide in his Strategic Workforce Planning presentation.



Where... do we work? Is this Unique?





Where we work and what we work on is not unique to us, so our value proposition may rest on how we do the work and the quality of our outcomes.

What is... Our OP Value Proposition?

- It may vary depending on who we're talking about and to.
- Differentiation and segmentation lets us articulate different segments/variances in our population.

THE ISSUE: DIFFERENT VALUE PROPOSITIONS

1. **Professional value proposition**
2. **Client / societal value proposition**
3. **Membership value proposition**

OUR FIRST ACTION?

Our community wants it. It's been tried before...so it's clearly not straightforward...which may reflect our unique complexity.

1. **Unpack who we are at all levels**
2. **Build out proposed different value propositions**
3. **Get them endorsed by our whole community (big tent)**

How… do we match demand and supply?



Organisational psychology is (mostly?) a regulated profession in an unregulated market.

What is… The **Demand** for OP Workforce?

- It depends on which part of the OP workforce we mean.
- That's why we need differentiation.

National Psychology Supply and Demand Modelling

- Therapeutic/Clinical Psychological Practitioners
- Health settings only



Organisational psychology is practised across the spectrum

Industries and sectors, including policy

How can we look at demand?

What capability will be needed, where, by whom — and how do we recognise it?

1	**Explicit OP demand**	Employers deliberately recruit or commission ‘registered’ OP trained psychologists including organisational psychologists
2	**Embedded capability demand**	OP-relevant work is undertaken in broader roles across HR, WHS, OD, leadership and consulting.
3	**Potential system need**	Societal and organisational problems for which OP capability may be useful, but without a funded demand signal.

What is… The **Demand** for OP Workforce?

Organisational Psychology Job Advertisement Analysis

- Student Volunteer Max Stein
- Snapshot *pilot* analysis of **50 non-healthcare job advertisements** from Seek and Indeed
- Search term “organisational psychology” on 18 May 2026.

48%

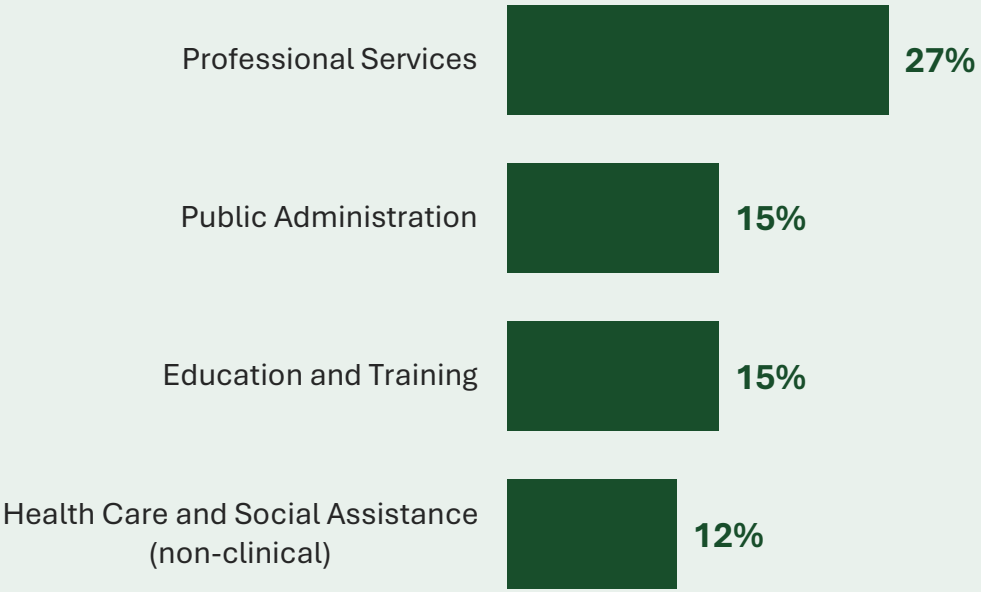
Demand for OP capability (without qualification)

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14%

Demand of OP professional credential

Demand is dispersed across the economy across 11 ANZSIC industry divisions



What is… The **Demand** for OP Workforce?

Organisational Psychology Employer Survey

- At Psychosocial Safety Conference
- Mostly WHS/HSE Respondents (70%) weighted towards large employers (500+)

45%

currently employ registered or endorsed OPs in psychosocial risk related roles.

53%

of orgs extremely or somewhat likely to engage external psych risk expertise

30% had already engaged, budgeted or were seeking providers

90% preferred endorsed Ops

45%

extremely or somewhat likely to increase internal psych workforce

68% preferred OP credential

One respondent specifically reported that their organisation needed organisational psychologists but currently could only hire clinical psychologists.

What are... The **Demand Signals**?

Student project: an environmental scan structured by PESTLE, then validated with small sample of stakeholders

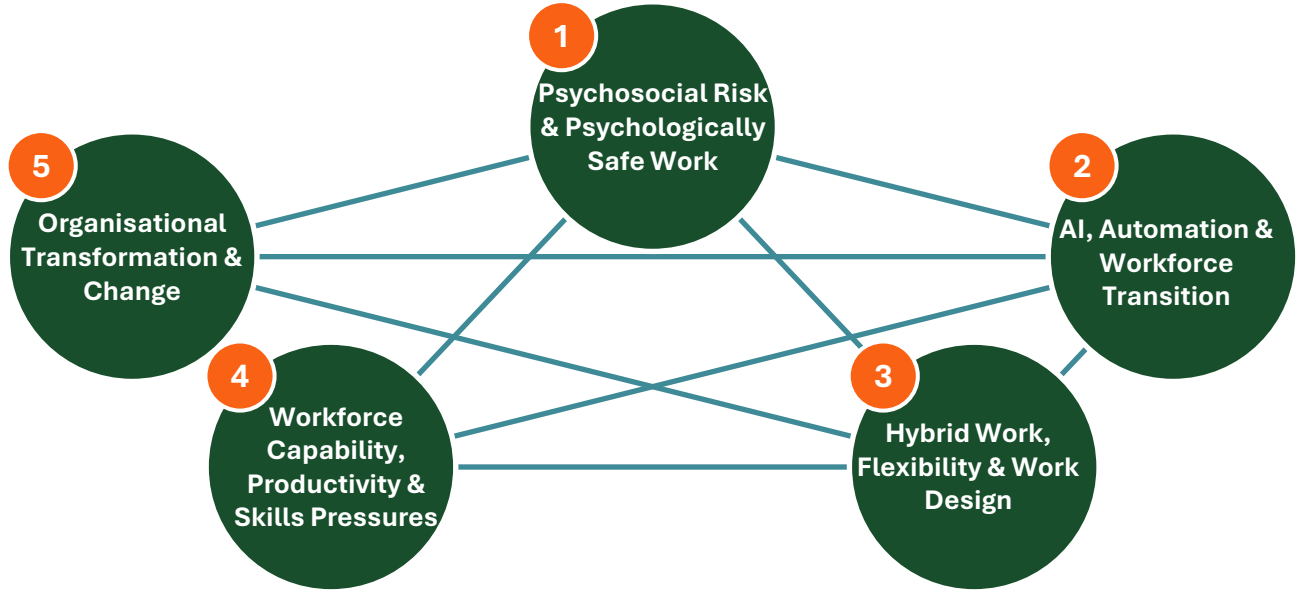
ENVIRONMENTAL SCAN · THE CONTEXT BEHIND THE PESTLE LENS

Productivity & workforce pressures
Slowing productivity, skills shortages and major national projects

The changing nature of work
AI, hybrid work and shifting expectations reshape work design

Increased organisational complexity
Wider psychosocial obligations and ongoing transformation

PESTLE LENS		Feeds signal
P	Political	1
E	Economic	2 4 5
S	Social	1 3 4 5
T	Technological	2 3 5
L	Legal	1 3
E	Environmental	not mapped



What is… The Visibility of OP in **Demand**?

Value–Visibility Framework: evidence of our contribution × stakeholder recognition

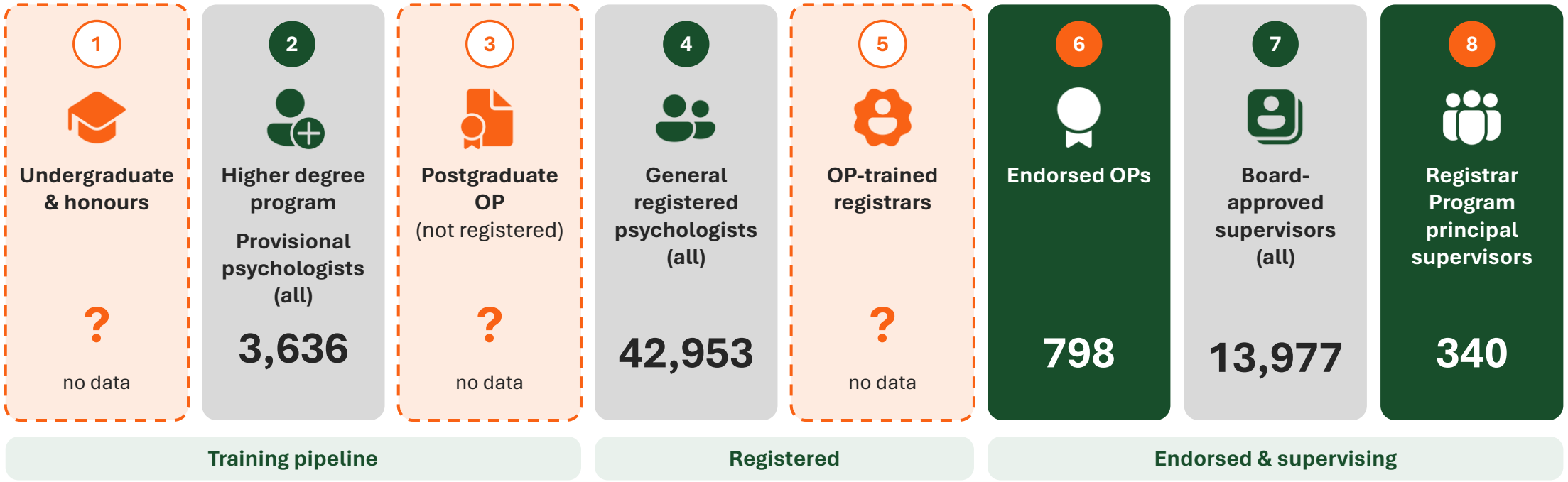
	Low stakeholder recognition	High stakeholder recognition
Strong evidence of contribution	**Under-recognised value** Strong evidence, but not yet understood or sought	**Recognised value** Understood, valued and sought
Limited evidence of contribution	**Unestablished value** Potential contribution that needs evidence	**Assumed value** Sought, but the evidence is uncertain

Need ≠ funded demand ≠ specialist vacancies

…so we will need to try and understand the links between them

What do we… know About OP Workforce?

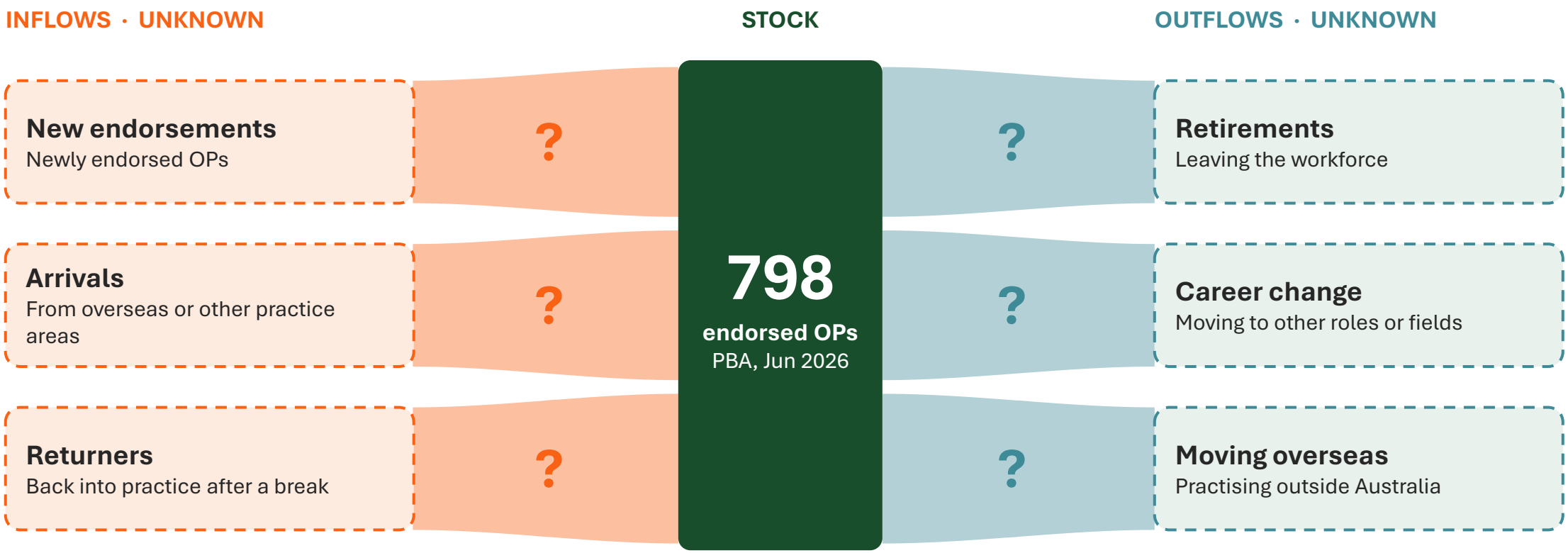
THE OP PIPELINE (PBA, Jun 2026)· **STAGE BY STAGE →**



We have a good headcount for only 2 of the 8 stages

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What is… Moving in the OP Workforce?



798 → ? The headcount shows the net change, not the inflows and outflows behind it

Where to … from here?

1. **Validate** the analysis
   Discovery Paper + much more consultation
2. Establish **shared priorities**
   Agree what matters most, together
3. Develop a **coordinated programme**
   Joint research, common definitions
4. Regular workforce **intelligence**
   Consensus survey, aligned to IOP
5. Agree **priorities**
   Where to intervene, who does what

KEY DECISION

Speed + investment



Volunteer and student power is slow.
Is this worthy of more investment?

Questions?
Comments?



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Thank you

Presented by: Sam Popple
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