### TEMPLATE 1 – Workforce Planning Considerations

| Organisational  Element | Needs Analysis | Workforce consideration |
| --- | --- | --- |
| Skills and capabilities needed | What new skills and capabilities are required in future to support Council strategic and operational objectives? | New or modified services to the community  Projects requiring specialised skills  Process re-engineering  Workload increases and decreases in specific areas  Ongoing or seasonal needs  Service hours  Technological changes requiring new skills  New compliance or legislative obligations |
| Workforce composition | Does the current workforce composition meet future requirements? | Technical or Professional Skills  Capabilities, including management/supervision skills  Permanent, fixed term or casual staff  Full time or part time staff  Staffing levels |
| Structure | Will the current structure meet future operational requirements? | Classification of positions  Position descriptions  Number of positions  Flexibility and responsiveness  Reporting lines/structures |
| Turnover and staff mobility | Are there any foreseeable losses of staff within the next 3 years?  What are the reasons staff leave? | Planned retirements  Rate of employee initiated turnover  Succession planning opportunities  Retention strategies to reduce risk of losing highly skilled staff  Involuntary turnover – performance management  Knowledge transfer |
| Workforce diversity | Do all groups of staff have the same opportunities?  What equity and diversity issues have been identified? | Male/female/part-time/casual/professional  Capabilities, skills and qualifications  Recruitment rates  Career opportunities  Indigenous employment strategies  Disability inclusion/adjustment |
| Critical positions | Are there any critical positions that are difficult to fill, retain or develop? | Market variables  Recruitment strategies  Retention strategies  Career development programs  Mentoring programs  Staff turnover reasons |
| Strategies to fill skill, capability and capacity gaps | How will critical skills and capabilities be developed? | Training and development opportunities  Internal/external recruitment  Mentoring or coaching  Secondment opportunities  Leadership development  Talent management  Succession planning  Diversity inclusions  Graduate programs  Knowledge transition |

### TEMPLATE 2 – Workforce Plan Template

1. Overview

This section is a high-level overview about the aims of the workforce plan and expected outcomes. It should also include the following sections.

|  |  |  |
| --- | --- | --- |
| **Key Activities** | | **Outputs/Requirements** |
| 1 | **Scope and scale of the workforce plan**  The scope and scale of the workforce plan and reasons for this selection. |  |
| 2 | **Allocate resources**  The resources which will be used to carry out the workforce planning process. |  |
| 3 | **Alignment with other plans**  How the workforce plan will align with other strategic and operational plans. |  |
| 4 | **Key stakeholders**  The key stakeholders who will be needed to successfully develop and implement the workforce plan. |  |
| 5 | **Staff engagement and communication**  How the workforce plan was prepared in consultation with staff and the consultative committee, and how the plan and implementation activities will be communicated. |  |
| 6 | **Data and information sources**  The data and information used to build an evidence base to inform the workforce plan. |  |
| 7 | **Inter- and intra-organisational commitment**  How commitment has been built within and across organisation as needed. |  |
| 8 | **The project plan**  The timeline for the implementation of the workforce plan, resourcing, key deliverables and the governance process. |  |

1. Forecasting Needs - where we need to be in the future?

|  |  |  |
| --- | --- | --- |
| **Key Activities** | | **Outputs/Requirements** |
| 1 | **The current external context**  The current contextual issues which impact on workforce planning such as:  Current national/ New South Wales context  Current Local Government context  Current regional context. |  |
| 2 | **Strategic documents and service provision**  The linkages between the workforce plan and the successful implementation of strategic goals and operational service provision |  |

1. Workforce Analysis - where are we now?

| **Key Activities** | | **Outputs/Requirements** |
| --- | --- | --- |
| 1 | **The forecast: external context**  What the external environment might look like in the future. |  |
| 2 | **Future demand for services**  Any changes in the external environment might have on service delivery in terms of services and levels of services. |  |
| 3 | **Workforce needed to meet demand**  The impact of Sections 3.1 and 3.2 on staff needed in the future, taking into account the scenario analysis. |  |
| 4 | **Overall Summary**  The information gathered into a summary section and provides an overall picture of workforce needs in the future over one, three, five and ten year time frames. |  |
| 5 | **The current workforce**  Analysis of the current workforce to highlight key issues which will impact on capacity to delivery on strategies and services.  Data Sources The sources of data and information used.  Workforce analysis Analysis of the current workforce to understand the components of the workforce to identify key trends and issues.  Critical roles Those roles which are critical to achieving strategic and operational outcomes at state, regional or local scales. |  |
| 6 | **Overall summary**  This section pulls together the information gathered into a summary section with graphs and tables which presents the narrative and analysis of the current situation. |  |

1. Analyse Gaps – where are the gaps?

| **Key Activities** | | **Outputs/Requirements** |
| --- | --- | --- |
| 1 | **The gaps**  Brings together all of the knowledge so far to identify the gaps.  Capabilities and Skills This section identifies the gaps in terms of capabilities and skills.  Numbers and roles The gaps in terms of numbers of roles.  Profile This section identifies the gaps in terms of workforce profile. |  |
| 2 | **The risk of not addressing the gaps**  The risk to organisational strategy based on the likelihood and consequence of not filling the gaps. |  |
| 3 | **Priorities**  The priority gaps to address depending on a range of criteria, including risk. |  |
| 4 | **Overall summary**  A high-level summary of all the gaps and their relative priorities. |  |

1. Strategies to address the gaps

| **Key Activities** | | **Outputs/Requirements** |
| --- | --- | --- |
| 1 | **Strategies and actions to address the gaps**  A detailed summary of the strategies and actions plus associated responsibilities, budget and performance measures. |  |
| 2 | **The costs/benefits of actions**  The relative costs/benefits of the potential actions in order to assess various scenarios for change and the impact on financial sustainability. |  |
| 3 | **Implementation plan**  Pulls together the prioritised actions into a plan for implementation. Identifies actions for change, responsibilities for implementation, resource required and expected outcomes. |  |

1. Monitoring and evaluation

| **Key Activities** | | **Outputs/Requirements** |
| --- | --- | --- |
| 1 | **Evaluation of the success of the workforce plan**  How the outcomes of the workforce plan will be evaluated to assess whether the aims of the workforce plan have been achieved. |  |
| 2 | **Opportunities to share learnings**  How learnings and reflections from the workforce planning process will be shared to build sector knowledge and capacity for the future. |  |