Workforce Planning Guidelines for Local Government in Tasmania

June 2016

Appendices: Workforce planning templates and tools

UTS:CLG
CENTRE FOR LOCAL GOVERNMENT

Foreword

Workforce planning in Tasmania as a whole, and in the local government sector in particular, is essential to meet the needs of communities and deliver a growing, prosperous Tasmania. As the level of government best placed to meet community needs, councils are in a unique position to identify the skills, knowledge and expertise needed to effectively tailor services, generate economic and employment opportunities and support the overall prosperity of their local and regional communities.

Planning a future workforce to deliver vital services needs to be clearly linked to local, regional and state-wide priorities. Councils have a key role to plan for their own workforces as part of strategic planning but also play an important role in partnering with a range of local, regional and state level organisations to identify and support conditions for economic growth.

Workforce planning brings important benefits to councils and their communities and these guidelines are intended to help local government plan at a local, sub-regional and regional level to support the future growth of a vibrant Tasmanian economy.

Acknowledgements

Citing this report

List of templates and tools

Templates and tools

Appendix A.   Workforce plan template

Workforce Plan for [Insert name of local government(s), regional authority, region, state etc.]

[Add logo and/or pictures]

[Insert month and year of preparation]

Contents for workforce plan

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:

1.1   Scope and scale of the workforce plan

This section details the scope and scale of the workforce plan and reasons for this selection.

1.2   Allocate resources

This section details the resources which will be used to carry out the workforce planning process.

1.3   Alignment with other plans

This section details how the workforce plan will align with other strategic and operational plans.

1.4   Key stakeholders

This details the key stakeholders which will be needed to successfully develop and implement the workforce plan.

1.5   Data and information sources

This section details the data and information used to build an evidence base to inform the workforce plan.

1.6   Inter- and intra-organisational commitment

This section details how commitment has been built within and across organisation as needed.

1.7   The project plan

This section outlines the timeline for the development of the workforce plan, resourcing, key deliverables and the governance process.

2 Where are we now?

2.1 The current external context

This section identifies the current contextual issues which impact on workforce planning such as:

> Current national context

> Current Tasmanian context

> Current regional context.

2.2 Strategic documents and service provision

This section identifies where the successful implementation of strategic goals and service provision is dependent on workforce planning.

2.3 The current workforce

This section analyses the current workforce to highlight key issues which will impact on capacity to delivery on strategies and services.

2.3.1 Data sources

This section details the sources of data and information used.

2.3.2 Workforce analysis

This section analyses the current workforce to understand the components of the workforce to identify key trends and issues.

2.3.3 Critical roles

This section identifies those roles which are critical to achieving strategic and operational outcomes at state, regional or local scales.

2.4 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.

3 Where might we be in the future?

3.1 The forecast external context

This section analyses what the external environment might look like in the future.

3.2 Future demand for services

This section examines what impact any changes in the external environment might have on service delivery in terms of services and levels of services.

3.3 Workforce needed to meet demand

This section analyses the impact of Sections 3.1 and 3.2 on staff needed in the future, taking into account the scenario analysis.

3.4 Overall summary

This section pulls together 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.

4   Where are the gaps?

4.1   The gaps

This section brings together all of the knowledge so far to identify the gaps.

4.1.1   Numbers and roles

This section identifies the gaps in terms of numbers of roles.

4.1.2   Skills

This section identifies the gaps in terms of skills.

4.1.3   Profile

This section identifies the gaps in terms of profile.

4.2   The risk of not addressing the gaps

This section identifies the risk to organisational strategy based on the likelihood and consequence of not filling the gaps.

4.3   Priorities

This section details the priority gaps to address depending on a range of criteria, including risk.

4.4   Overall summary

This section is a high level summary of all the gaps and their relative priorities.

5 Strategies to address the gaps

5.1 Strategies and actions to address the gaps

This section provides a detailed summary of the strategies and actions plus associated responsibilities, budget and performance measures.

5.2 The costs/benefits of actions

This section identifies the relative costs/benefits of the potential actions in order to assess various scenarios for change and the impact on financial sustainability.

5.3 Partnerships for success

This section highlights the need to create collaborative partnerships and networks for success, regardless of the scale of the workforce plan.

5.4 Implementation plan

This section pulls together the prioritised actions into a plan for implementation. It identifies actions for change, responsibilities for implementation, resource required and expected outcomes.

6 Monitoring and evaluation

6.1 Evaluation of the drafting process

This section details how appropriate and effective the drafting process was.

6.2 Timeframe for monitoring

This section identifies the timeframe and responsibility for monitoring the workforce plan in order to identify and respond to any changes which affect the underlying assumptions in the workforce plan.

6.3 Evaluation of the success of the workforce plan

This section describes how the outcomes from the workforce plan will be evaluated to assess whether the aims of the workforce plan have been achieved.

6.4 Opportunities to share learnings

This section documents how learnings and reflections from the workforce planning process will be shared to build sector knowledge and capacity for the future.

Appendix B.   Stakeholder identification template

This framework helps to identify key stakeholders for workforce planning and the level of engagement needed. Use the template at Appendix C to map the level of interest and influence which then drives the level of engagement.

Stakeholder	Internal/external	Role	Level of interest H/M/L	Level of influence H/M/L	Level of engagement i.e. inform, consult, involved, collaborate, empower

Appendix C. Mapping stakeholder level of interest and influence

This framework helps understand what the relative levels of interest and influence are for each stakeholder. Depending on where they sit within the matrix, stakeholders will need to be engaged differently.

LEVEL OF INFLUENCE (HIGH → LOW)

INVOLVE/CONSULT
> High influence and can affect outcomes but whose interests are not necessarily aligned
> May be a source of significant risk and require careful monitoring and management

KEEP SATISFIED

COLLABORATE/EMPOWER
> High degree of influence and also of high importance for success
> Construct good working relationships to ensure an effective coalition of support

ENGAGE/MANAGE CLOSELY

INVOLVE/CONSULT
> Low influence on or importance service delivery
> Require limited monitoring or evaluation but are of low priority

MONITOR – MINIMUM EFFORT

CONSULT
> High importance to the success of service delivery but with low influence
> Their interests need to be protected

KEEP INFORMED

LEVEL OF INTEREST (LOW → HIGH)

Appendix D.   PESTLE framework

This framework helps to identify influencers in the current external current context. Complete the framework and then identify the key factors in the Workforce Plan.

Factor	Level			
	National	**State**	**Regional**	**Local**
Political • Social policies • Government spend				
Economic • Growth policies • Infrastructure policies • Unemployment rates				
Social • Demographics e.g. ageing population • Education levels • Lifestyle trends				
Technology • New back end technology • Customer service technology • NBN • Impact on work from home				

Factor	Level			
	National	**State**	**Regional**	**Local**
Legal • Changes to legislation e.g. planning laws • Employment conditions • Health and safety • Risk management				
Environmental • Impact of climate change • Environmental health • Waste disposal • Tourism • Competition for skilled workforce				

Appendix E.   Strategic plans and service provision

This framework helps identify where various strategic planning documents identify particular workforce requirements to exist in order for their objectives to be realised.

Relevant strategic planning document	Key goals/objectives	Outcomes dependent on workforce	Implications for workforce to deliver outcomes e.g. number, skills, specialist training

This framework helps identify where community needs for services and service levels are not being met and where they are dependent on changes to workforce.

Service	Service level	Community satisfaction with service or service level	Implications for workforce to improve service quality

Appendix F.   Workforce analysis

This framework helps identify issues and trends in the workforce. Depending on the scale, benchmarking between other organisations can be useful where there is direct comparability of roles and responsibilities (and the data is available).

See Section 2.3.1 for potential sources of data

Element	Question to ask	Data
Number and organisation	- How many individuals and full-time equivalents exist? - What are their roles? - How as this changed over time? - Where are staff located? - What is the health of our organisation in terms of morale and culture?	- Number of people, including headcount and full-time equivalent and their roles - Staff location - Number of short-term staff, including temporary, casual and contractors
Profile	- What is the average age (overall and by type of role)? - What is the most frequent age group? - What is the gender/diversity split by role? - Is this split a good balance? - Does the split reflect the spatial community? - What is the salary band split? - When do people leave i.e. retire or resign? - What is the average tenure? Is this too high or too low? - What is the split of employment status by department? - Does age or tenure prose a risk?	- Age - Gender - Diversity including ability, cultural etc. - Length of service - Grades/salary bands, classifications including apprentice/trainee - Recruitment and retention rates - Turnover including, retirements and resignations - Employment status (full and part time) including permanent, temporary, contractor, consultancy etc.
Capacity and capability	- What are the levels of contract v FTE hours? - What other sources are used to meet business needs e.g. consultants, resource sharing - What are the levels of attendance and sick leave/carer leave? - Is leave too high in some areas?	- Hours worked - Sick leave/carer leave - Accrued holidays - Skills levels and known skills gaps

Element	Question to ask	Data
	• Are there significant levels of accrued holidays? • What are the key strengths? • What known skills gaps exist?	
Critical roles (See also Appendix G)	• What are the critical roles? • Does a plan exist to ensure the risk of them not being filled is mitigated?	• Roles with long vacancy periods or high turnover • Roles operating under shared services model due to skills shortages • Known skills shortages

Appendix G.   Critical roles

This framework helps identify those roles which are critical and is especially useful for smaller local governments who may not have the resources to complete a full-blown workforce plan.

Role	Mission critical	Hard to fill		Known skills shortage		
		Long vacancy	Unattractive role	Not available at the right scale	Highly specialist skills	Long lead time to train

Appendix H.   Potential future scenarios

This framework helps identify potential future scenarios based on a combination of the forecast external context and possible future demand for services. Complete a few frameworks and assess which one is the most likely.

Scenario 1: [Title]		
Description		
Timeframe		
Likelihood		
Workforce demand implications	Capacity (size, structure)	
	Capability (skills, capabilities)	
	Cost (FTE)	
Workforce supply implications	Capacity (size, structure)	
	Capability (skills, capabilities)	
Key risk		
Mitigation strategies		

Scenario 2: [Title]		
Description		
Timeframe		
Likelihood		
Workforce demand implications	Capacity (size, structure)	
	Capability (skills, capabilities)	
	Cost (FTE)	
Workforce supply implications	Capacity (size, structure)	
	Capability (skills, capabilities)	
Key risk		
Mitigation strategies		

Potential future scenarios

Appendix I.   Gap analysis

Table 1: Numbers and roles gaps

This framework helps identify current FTEs, and the current gaps and future gaps over longer timeframes. Adapt the framework to suit your own timeframe.

Job title	Critical role Y/N?	Location	Employment status	Current supply FTE	Current demand FTE	Current gap FTE	Future demand FTE				Future gap FTE			
							Year 1	Year 3	Year 5	Year 10	Year 1	Year 3	Year 5	Year 10

Table 2: Skills gaps

This framework helps identify skills gaps which need to be sourced or where staff can be upskilled.

Job title	Forecast skill deficit			
	Year 1	Year 3	Year 5	Year 10

Table 3: Profile gaps

This framework helps identify profile gaps which need to addressed.

Issue	Changes to workforce profile needed			
	Year 1	Year 3	Year 5	Year 10

Appendix J. Action list

The framework takes the priority gaps and outlines an action list to address the gaps.

Gap	Risk	Priority 1,2,3 etc.	Strategy	Action	Cost/ benefit	Key partners	Responsibility	Timeframe	Budget

Appendix K.   Implementation plan

Gap	Actions required	Objective of action	Responsibility for change	Cost/resources required	Expected outcome	Evaluation of change (Performance indictors/targets

Appendix L. Other resources

Local government workforce data

Australian Centre of Excellence for Local Government 2015. *Profile of the Australian local government workforce 2015.*
Available at: opus.lib.uts.edu.au/handle/10453/42142

Australian Centre of Excellence for Local Government 2013. *Future-proofing Local government: National Workforce Strategy 2013*-2020.
Available at: opus.lib.uts.edu.au/handle/10453/42140

Other local government workforce planning guides

NSW Government Premier's Department 2003. *Workforce Planning: A guide.* Available at:
www.dpc.nsw.gov.au/__data/assets/pdf_file/0017/12680/WorkforcePlanningAGuide.pdf

State Services Authority Victoria 2006. *Workforce Planning Toolkit: guide for workforce planning in small to medium sized Victorian public sector organisations.* Available at: vpsc.vic.gov.au/wp-content/uploads/2015/02/5601_616_WFPToolkitReport1.pdf

Other workforce planning guides

Government of South Australia 2012. *Employer resource Kit: A guide to workforce planning and development.* Available at:
www.skills.sa.gov.au/DesktopModules/Bring2mind/DMX/Download.aspx?Command=Core_Download&EntryId=1819&PortalId=6&TabId=1936

Standing Council on Tertiary Education, Skills & Employment (SCOTESE) 2013. *National regional workforce planning and development* report.
Available at: www.skills.tas.gov.au/__data/assets/pdf_file/0020/130457/National_Regional_Workforce_Planning_and_Development_Report.pdf

State Services Authority Victoria 2006. *Workforce Planning Toolkit: guide for workforce planning in small to medium sized Victorian public sector organisations.* Available at: vpsc.vic.gov.au/wp-content/uploads/2015/02/5601_616_WFPToolkitReport1.pdf

Tasmanian Government Department of Economic Development, Tourism and the Arts *Better workplaces: Employer resource kit.* Available at:
www.skills.tas.gov.au/employersindustry/industryresources/workforce-planning-and-development-resources/Better_Workplaces.pdf

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