Purpose and Scope

Workforce planning is the continuous process of shaping the workforce to ensure that it has the capacity and capability to deliver the College objectives now and into the future.

The purpose of workforce planning is to plan the human resource requirements that underpin and align to the College’s and/or departments’ operational and strategic plan. From time to time departments may need to re-shape or re-invigorate their workforce to accommodate changes in student demand, discipline emphasis and provide for appropriate succession planning.

Workforce planning is a dynamic process, involving frequent modifications of direction in response to changing economic and College conditions.

Objectives

- To align and integrate the College’s workforce with its strategic goals and objectives and to ensure the College has sufficient number and mix of employees with the appropriate skills, qualifications and capabilities to deliver effective services.
- To describe step-by-step process for undertaking workforce planning across the College to sustain a workforce with capacity and capabilities to achieve the College’s Strategic Plan.

Responsibility

The following people have a responsibility in relation to this procedure:

- Board of Directors
- Management Committee
- Chief Executive
- Manager Human Resources

Procedure

The commonly used six-step approach to workforce planning is shown in the process map below. This methodology is used to guide and assist the College to undertake workforce planning and develop workforce plans.
Prior to commencing understand the current situation

2. Budget – approved budget, student load.
3. Environment – technology, policy and procedures, legislation and regulation (TEQSA Threshold Standards and Risk Framework and Mission-Based Compact), student demand, research capability and teaching capability.
4. Staffing – demographic/staff profile, qualifications/skills.

1. **Review of Workforce Plan**
   A workforce review may be triggered when a vacancy occurs. It involves consideration of:
   - the strategic and operational plans of the College and the Department;
   - projected budget forecasts;
   - retirement, resignation or other career plans of existing staff;
   - the Department's current succession plans.

2. **Succession Planning**
   Positive staff development initiatives within departments and the wider College enable a core of qualified staff able to undertake new roles or additional responsibilities, in the Department or elsewhere in the College. Departments need to consider opportunities to further develop staff as part of their workforce plan to ensure they can meet their workforce requirements in the short and long term.

3. **Re-defined strategic planning targets**
   As the College identifies the outcomes it’s targeting for the next 3 years, consider the staffing changes which will impact on the ability to deliver them. Estimate the number of staff and the discipline or expertise required to meet these goals and see if they are available.

   Identify those roles which will be critical to achieving the College’s and Departments’ goals and for which it may be difficult to recruit staff. These are the roles without which the College could not achieve the critical learning, research, research support, student service or staff support outcomes.
4. **Budget**
Staff are one of the greatest expenses. Predicted future staffing increases which include salary increases and promotions need to be factored in.

5. **Current Staff**
The annual Performance Reviews and Development Plan will help to identify whether the College is likely to lose staff and in approximately which age band or classification level.

What is the current Staff Profile?

Current staff will be the basic resource that the College will draw on to deliver the outcomes. Therefore it would be useful to understand its current composition and any commitments (e.g. Long Service Leave, SSP, maternity leave, reduction in working hours) that may impact on staff availability to deliver programs or services and on your staff budget.

6. **Gap Analysis**
Through the staff profile, identify the likely shortfall in critical roles in the future. Those gaps can be addressed by:

- **Replacement**
  Report from the annual Performance Reviews and Development Plans indicates staff intentions to remain at the College. This can assist to determine whether there will be a need to replace staff over a period of time. This will give a background picture of the changes that the College and Departments will face. The projected age distribution of staff can help you to plan replacement strategies to avoid a sudden loss of knowledge and expertise in the future.

- **Redirection**
  A different mix of staff may be needed to address new directions, increased student load or services. If the content or the mode of delivery of programs and research priorities are changing the College will need to assess whether new skills and expertise are required and how to acquire or develop them within the College. If staff who are likely to leave have been identified, then the College may choose to make changes in programs and research focus as part of managing natural attrition.

As further analysis is done, the College may discover there are other factors affecting performance. Cultural norms, ineffective work practices, lack of recognition or fair motivators, inadequate equipment, inappropriate leadership and poor team skills can affect performance, and addressing them can increase staff’s ability to be productive.

Support is available from Manager Human Resources.

7. **People Management Implications**
A range of people management activities can enhance the College and Departments. The College needs to make sure it has the talent it needs to teach, research and provide student and staff support. These include:

- Predicting areas of skill shortage and implementing strategies to target and attract staff. Planning is important where there is a potential shortage of recruits in the external labour market, or the skills may be difficult to acquire through external appointment, because the knowledge and skills can only be developed in the College context. Supporting higher degree students as part time teaching assistants helps to develop future academics.
- Applying the appropriate employment conditions and contracts so the right people are available for roles as they are needed.
- Develop succession plans to address the risk of the loss of key staff. These include developing current staff to undertake new duties and roles, and knowledge transfer strategies.
- Motivating staff to stay by identifying the appropriate retention strategies.
- Maintaining contact and encouraging ex-staff and students to return after gaining experience elsewhere.
- Using alternate skill acquisition strategies – for instance, by accessing a contingent workforce of casual staff and consultants.

8. Useful information for Staff Planning

What are the staffing implications of planning targets?

<table>
<thead>
<tr>
<th>Academic Staff</th>
<th>Classification</th>
<th>Discipline/Area of expertise</th>
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<table>
<thead>
<tr>
<th>General staff</th>
<th>Classification</th>
<th>Discipline/Area of expertise</th>
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Who is available?
You can contact Manager Human Resources for reports about:

Current Staff Profile
Academic
General
Classification
Gender distribution
Age distribution
Basis of employment - Fixed term/ continuing/ casual; Full time,/Part time
Staff retirement intentions (if known)
Leave intentions (if known)

What is the projected staff profile after loss due to attrition?

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
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<td>General</td>
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</table>
**Gap analysis**

**Critical roles and discipline/areas of expertise which may need to be replaced**

<table>
<thead>
<tr>
<th>Classification Level/Discipline/Expertise</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>Replacement Strategy e.g. recruit, develop</th>
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<tbody>
<tr>
<td>Leadership Roles</td>
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<td>Academic</td>
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<td>Technical</td>
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**Additional staff required to meet new program/research goals**

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<thead>
<tr>
<th>Classification / Discipline/Expertise</th>
<th>2013</th>
<th>2014</th>
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<td>Academic</td>
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<td>General</td>
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**People management Interventions can include**

- Succession planning
- Source, attraction and recruitment of key staff
- Leadership, culture and change
- Workload management
- Staff development including for future roles or new directions
- Retention and Return strategies
- Exit management

**Other resources**

- Performance Reviews and Development Plan provide a context within which to discuss individual staff career and life aspirations.
References and Related Documents

Australian Catholic University, Workforce Planning Policies and Procedures
http://www.acu.edu.au/policies/hr/workforce_planning

University of New South Wales, Human Resources
https://www.hr.unsw.edu.au/services/recruitment/planningtorecruit.html

Excelsia College, Succession Planning Policy and Procedure