Appendix 1:

Workforce planning: Guiding questions

Strategic Direction

☐ What is the strategic direction of the organisation? Are the organisation's currently outlined resources (financial, people, capability) sufficient to deliver on this direction? Are there any gaps not addressed?

☐ What are the priority areas for the organisation over the next 12-24 months? Are there any long term priorities (next 3- 5 years)?

☐ How do the strategic direction and priorities impact workforce needs – priority capabilities, numbers and mix of skills and costs?

☐ Will there be any significant changes to the business direction or delivery over the next 12-24 months? 3-5 years?

☐ Have critical functions and resource allocation to these functions been identified for current requirements and the next 6-12 months?

☐ Does the workforce plan cover both workforce management responses/ interventions, and organisational effectiveness?

☐ Are there any workforce risks? Think about short term (3-12 months) and long term (12-36 months).

☐ Are diversity and inclusion strategies incorporated to reflect whole of government strategies and direction?

Costs

☐ Are the workforce costs of the organisation clearly articulated and monitored?

☐ What key factors drive the organisation's workforce costs?

☐ How does the workforce costs track against baseline budget over the planning period?

☐ What impact will any business change have on workforce costs? Has this been modelled?

☐ How do enterprise bargaining or remuneration strategies impact costs?

☐ Does the workforce plan identify productivity and return on investment for human capital investments?

Capacity

☐ What impact does the business strategy/corporate plan have on the workforce numbers and mix (ongoing/ non-ongoing/casual/contractor) over the next 12-24 months? What about in the next 3-5 years?

☐ Has demand for organisation services been forecasted?

☐ What challenges and opportunities are there to achieving/sustaining the future capacity required?

☐ What is the capacity needed around priority workforces/segments?

Appendices

☐ Are there opportunities to collaborate with other agencies to manage capacity risks?

☐ Do the capacity projections take into account flexible workplace practices (demand and supply side)?

☐ Has workforce supply (both internal and external) been forecasted? Are there nay risks with supply?

☐ Have scenario plans for demographic changes, changes in government, and major workforce risks been developed?

☐ Are there risks for capacity changes related to priority diversity and inclusion projects?

Capability

☐ What is the overall capability picture now? What does it need to look like in 12-24 months? What about in 3-5 years?

☐ Given the organisation's business strategy, what are the priority workforce segments that will be required over the next 12-24 months? What about within the next 3-5 years?

☐ How will key capability sets grow – build, buy or borrow?

☐ What capability requirements will be needed in critical job families – for example ICT & Digital or data?

☐ What capabilities will be required to support changes as a result of technology?

☐ How will leadership talent be built at all levels of the organisation?

☐ How will the organisation work across the APS to build & share key capabilities?

☐ Is cultural capability development captured in the plan?

Retention & High performing positive workplaces

☐ What is the organisation doing to build a positive, high performing workplace and engaged workforce?

☐ How does the organisation maintain a culture of inclusion and respect? What are the key initiatives?

☐ Are there strategies to bring greater diversity of perspectives, experiences and backgrounds into the organisation?

☐ Are any proposed business changes likely to impact the workplace culture? How would this be managed?

☐ What cross-cultural capabilities are needed to ensure an inclusive workplace?

☐ How is the organisation contributing to a positive public service employee value proposition?

☐ What retention strategies are being used to ensure a positive employee experience?

Appendices

Does the plan address the following?

- ☐ How the workforce management approach will support both delivery and overall strategic direction?

- ☐ How the workforce will be organised to ensure the organisation can deliver the desired results?

- ☐ Is there alignment between the business strategy/corporate plan and strategic workforce plan/people strategy?

- ☐ How the organisation will manage key risk/s around its workforce?

- ☐ How outcomes will be evaluated, and what success looks like?

- ☐ How the organisation may support whole of system reform priorities?

- ☐ Is there a clear narrative explaining how and why costs will change in the future?

- ☐ Are scenarios modelled for business direction changes?

- ☐ Is there an aligned picture with financial projections including cost pressures?

- ☐ A clear narrative explaining how/why capacity will change in the future?

- ☐ Are scenarios modelled if the scope of Headcount/FTE changes?

- ☐ Is there an aligned picture with relevant staffing caps/budget projections?

- ☐ Is there a clear picture of priority workforces/segments aligned to the business direction?

- ☐ Is these a narrative around the capability building focus, including cross-organisation work system stewardship?

- ☐ Is there prioritisation of capability building and associated investment?

- ☐ Is there identification of capability development needs over the next 12-24 months and 3-5 years, particularly in critical roles?

- ☐ Is there plans to support diversity and inclusion capability development where required?

- ☐ Does the plan address the following?

- ☐ Articulate the approach to supporting high performance and a positive workplace?

- ☐ Does the strategy and initiatives develop a workforce that reflects, values and understands the communities they serve?

- ☐ How the organisation will build manager and employee cultural capability to ensure an inclusive workplace?

- ☐ How the organisation may contribute and support whole of system culture and reform.