

Purpose and Scope
 Workforce planning is undertaken to identify the current workforce, forecast future workforce requirements, and identify any gaps or issues. Workforce planning requires implementing strategies to address gaps and issues in order to maintain a productive and sustainable organisation.

Responsibilities and delegations	
This policy applies to	Governing Body/CEO
Specific responsibilities	The Board – responsible for ensuring effective and legitimate people and culture governance mechanisms are in place. CEO – responsible for monitoring and ensuring adherence to this workforce planning policy and related procedures. Ensuring due diligence and taking reasonable steps to ensure Access4u is meeting relevant standards and legislative requirements.
Policy approval	CEO
Exclusions	This policy does not consider the development needs of the Board/Management Committee of Access4u

Policy context – this policy relates to:	
Standards	National Quality and Safeguarding Standards and Rules SCHADS Award
Legislation	<i>NDIS Act</i> <i>Sex and Age Discrimination Legislation Amendment Act 2011</i> <i>Equal Opportunity Act 1984 (SA)</i> <i>Fair Work Act 2009</i>
Contractual obligations	Code of Conduct
Organisation policies	Staff Recruitment, EEO, Equity and Diversity, Code of Ethics and Conduct
Forms, record keeping, other documents	Staff Skills Audit

Definitions

Workforce: includes all staff (employees, contractors and volunteers) who deliver services within or on behalf of the organisation.

Procedures

Principles of workforce planning

- The organisation will implement a workforce development plan which reflects a commitment to:
- a positive work environment, in which staff feel that they are valued, treated fairly and given recognition for their contribution to the organisation’s success

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- an environment that fosters good working relationships at all levels and offers flexible and supportive work practices
 - working conditions that comply with relevant legislation and are comparable with industry standards
 - recruitment and professional development practices that aim to attract and retain skilled and committed individuals.

Access4u will apply the following principles to all aspects of its relationship with staff:

- fairness and equity
- respect for individuals, their privacy and confidentiality
- accountability for actions and performance
- support and encouragement for professional development
- understanding and workplace flexibility for personal needs
- promotion of a healthy and supportive workplace culture.

The workforce plan will be monitored and reviewed on a regular basis.

Roles and responsibilities

The CEO will be responsible for the initial development and ongoing review of the workforce plan.

The workforce plan will be developed in consultation with current staff and will be subject to the approval of the Board.

The CEO will review the workforce plan on an annual basis.

Process

The workforce plan will:

Review the future directions of the organisation

- List changes to organisational goals and existing activities and impacts on workforce
- Review achievement of current outcomes and impact on future changes
- Analyse external impacts on goals and structure (e.g. collaboration with other agencies or new business opportunities).

Identify current workforce planning issues

- Review effectiveness of the staff structure
- Assess staff morale and job satisfaction
- Review current positions and position descriptions
- Review the impacts of any government policy changes, funding impacts, industrial relations issues
- Consider any workplace health and safety issues
- Consider any productivity improvements

Analyse current workforce strengths and challenges

- Review staff turnover
- Review age profile and workforce impacts
- Identify key roles for achieving outcomes
- Identify peaks and troughs in workloads and their impact
- Identify current skills base and any gaps in required skills

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- Consider any performance management issues
 - Identify opportunities for a more flexible workforce

Develop key strategies for the development of the workforce

- Review organisational culture
- Consider appropriateness of the organisation's structure
- Consider job redesign and reclassification
- Consider currency of remunerations, awards, agreements, reward and recognition
- Review recruitment, selection and induction plans
- Review succession needs and plans
- Consider training and development
- Review progress toward diversity goals and targets

Develop implementation strategies for the workforce plan

- Identify changes to current structure
- Assess budget impact
- Develop change management and communications plans

Review management capabilities to implement the plan

- Assess planning skills
- Review leadership style
- Consider effectiveness of decision making
- Review management reporting requirements

Develop a review strategy

- Review alignment between strategic goals and workforce plan
- Undertake risk assessment of gaps in future capability needs
- Summarise the impact of recommended changes in workforce development on delivery of business outcomes

Monitoring and review

The CEO will implement Workforce planning by engaging with internal and external stakeholders and providing recommendations and timeframes for improvement. Workforce planning will be included as an ongoing board meeting and staff meeting agenda item.

The workforce plan will be updated annually, in response to organisational strategic planning.