TSS Workforce Planning

Handbook

Contents

HOW TO USE THIS HANDBOOK

The TSS Workforce Planning Handbook is designed as a guide for Tasmanian State Service agencies on the development of workforce plans at an organisational, divisional, or occupational group level. The handbook breaks down the Workforce Planning Model into its six elements, giving a general overview of the element followed by questions to consider at each stage to help inform the development of a plan. A guide to resources and other tools is provided at Appendix 1.

1. What is workforce planning?

The definition of workforce planning may vary depending on the context, but essentially, it is about *'predicting, planning, procuring, and retaining the organisation's future workforce needs'*[1]. Workforce planning is about achieving sustained organisational performance and accountability through the development of a capable workforce.

Workforce planning should not be viewed as a standalone process or system; it is an effective approach that must be integrated with business practices, and incorporate an analysis of current and future operating contexts.

Workforce planning is a continuous and systematic process that requires monitoring projected outcomes, activities, and the environment in which it operates. This allows an organisation to more effectively adjust strategies as future forecasts change, or at any stage of the planning process.

Workforce planning is not about accurately predicting the future (and the perfect workforce); it is about developing an awareness of possible future risks and requirements, and the ability to identify intervention/s to address them.

What can be gained from workforce planning?

Workforce planning provides the means and opportunity to adopt a proactive approach, rather than a reactive response to people or workforce related issues. Some benefits to be gained by implementing an effective workforce plan include[2]:

- **increased public value** - the capacity to increase the level of citizen confidence in agencies and departments to deliver effective, efficient services that meet their personal, physical, welfare and security needs;
- **financial (value for money)** - the ability to reduce costs of operations and transactions associated with delivering service to the community while fulfilling requirements of government revenues and expenditure;
- **improved business outcomes** - the ability to maintain and improve the quality and effectiveness of services while reducing risks associated with business delivery. This encompasses the ability to ensure business continuity while responding quickly to changes in business delivery to meet government and citizen needs;
- **increased capability and capacity** - the ability to meet citizen and government demands and expectations while building trust in the ongoing delivery of outputs and outcomes into the future; and
- **improved decision-making** - the ability to make business and investment decisions that take into account the workforce capacity and capability required to deliver successful outcomes.

Workforce planning links to: recruitment; retention; performance assessment and management; identifying employee potential; training and development; workplace relations; career development programs and succession planning; and work/life balance issues.

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[1] Toten, M. 2013, 'Workforce Planning' in *Australian Master Human Resources Guide*, 10th ed., CCH Australia Limited.
[2] Australian Public Service Commission, 2013, *Workforce Planning explained*. http://www.apsc.gov.au/publications-and-media/current-publications/workforce-planning-guide/workforce-planning-explained

2. A workforce planning approach

One of the most difficult decisions to make when developing a workforce plan involves determining and defining the scope (the length and breadth of the plan). While it may be necessary to have different plans for different divisions or occupational groups, these should be aggregated up into division, or department level plans to allow a whole-of-organisation planning overview. Where the need for separate plans exist, they should still integrate with each other to allow for alignment with organisational goals and objectives.

Workforce planning is not done in isolation from other normal, day-to-day workforce or human resources business and activities; it needs to be integrated into these actions so that appropriate analysis, and real interventions can be successfully put in place.

When approaching workforce planning, it is important to also consider what level of plan is needed:

- **Level 1 – Immediate**: where there is a known immediate need or current issue/s, and is based on the existing state of the workforce. Plans at this level are responding and reactionary, practical, operational, and have actionable strategies.
- **Level 2 – Intermediate**: where the workforce needs to be (e.g. in one year or up to three years), to accommodate known things on the horizon (data indicators, changes to policies, or services). Plans at this level are pro-active and preparative, helping to inform strategic HR policies.
- **Level 3 – Strategic**: where does the workforce need to be in three years (or longer), based on evidence that is currently 'on the radar'. Plans at this level are pro-active and support transition, as well as helping to inform strategic HR policies.

There may be aspects of a plan that apply at only a single level, or that need to be considered across two or three levels. Identifying the level of planning required as part of the development process will allow for an issue or strategy to be addressed across the span of the workforce plan.

A project management approach to workforce planning is suggested, as it allows for appropriate identification of the stages: the timelines: the information required: the decision-making milestones to be undertaken: identification of risks and challenges: and, for establishing the business case for the strategies/interventions and actions involved.

3. Roles and responsibilities

Head of Agency and Senior Executives

The Head of Agency and Senior Executive group must have a key role in guiding the development, implementation, and evaluation of any workforce plans.

This group should be involved from the start to inform the scope of the plan; provide advice on key strategic issues that will impact the plan; and to help shape the plan and any strategies, interventions, or actions that come from it.

Early involvement by the executive group and approval of strategies also means that resources for the implementation of the plan can be approved early and budgeted for. Regular reporting to the senior leadership group and Head of Agency is also essential and will help maintain their commitment to, and support of, the plan, its strategies, and actions.

Human Resources (People and Culture)

The responsibility for putting together plans at the whole-of-agency level will usually rest with the Human Resources (HR) division (People and Culture); who will develop the plan in line with other key agency documents, such as the Strategic Plan, and budget plans. Plans that are aimed at a particular occupational group, business unit, or specific team will most likely be developed by the manager or director responsible for the group; but, will still require input and assistance from the HR division.

HR will help inform plans by providing knowledge of the current workforce composition; future strategic policy directions; and any other whole-of-agency issues that could impact on a plan. Workforce planning requires a considerable range of information at the corporate and organisational level, including:

- workforce data;
- service trends and forecasts;
- performance management records; and
- training and development activities and records.

While managers and directors may have access to some of this information, HR can provide additional information beyond raw data. They can put the information into context, as well as providing access to, and interpretation of, externally sourced data.

Managers and Team Leaders

Divisional managers and section team leaders can provide valuable information and advice on current and future demands on the delivery of agency core business activities.

Managers and team leaders should be consulted at all the key points when creating a plan. They can provide operational perspectives, which will help in the determination of strategies: development and implementation of initiatives and activities, and in the evaluation and monitoring stages.

4. The Workforce Planning Model

In 2018, the State Service Management Office convened a Workforce Planning Community of Practice with attendance from all agencies. This group considered and reviewed a number of workforce planning models. The number of steps and elements varied in each model, but there were basic steps that were common to all.

The following Tasmanian State Service Workforce Planning Model was developed, and is provided as an approach to how workforce planning could be considered. It is important to note that the cycle is continuous and does not end at the completion of Element 6. This handbook provides more information on each element.
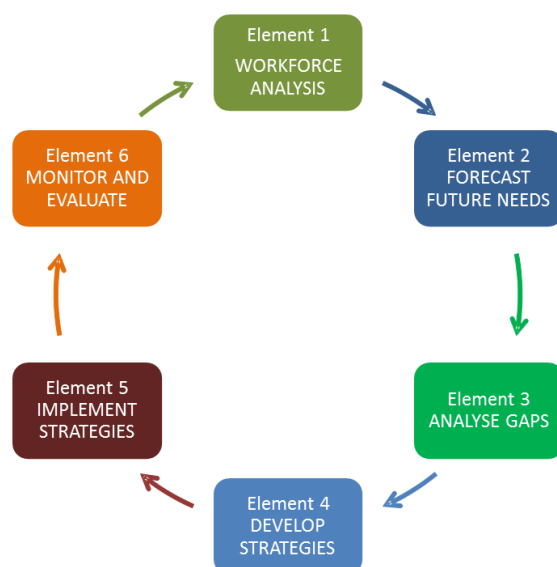
Element	Description
1	Establish a clear understanding of the organisation's direction, strengths and weaknesses. Analyse the workforce against organisational direction; internal workforce characteristics and capabilities; external labour market and environmental factors.
2	Look at future business needs. Identify scenarios and workforce characteristics and capabilities. This involves identifying changes to the service delivery requirements and includes potential changes in the capability and capacity of the future workforce.
3	The gaps (surpluses and shortages) between the future workforce needs and current workforce profile are identified and analysed.
4	Integrated business and HR strategies are developed to address the gaps between current and future workforce needs, which are needed to develop and maintain a capable workforce.
5	Execute the strategies or activities developed. Also includes change management principles and key communication.
6	The effectiveness of the strategies or activities are assessed in terms of meeting required outcomes and the impact on business.

Element 1: Workforce Analysis

Workforce analysis involves establishing a clear understanding of the organisation's direction; its strengths and weaknesses; and the internal and external factors that influence current, and future, labour demand and supply. Activities undertaken during workforce analysis include:

- reviewing organisational direction and the external environment (organisational plans); and
- analysing internal and external labour forces (workforce characteristics, profiles, and capabilities).

An understanding of the workforce and the direct and indirect roles undertaken to meet the current objectives of the organisation is required. This includes the need, at a general level, to understand the importance and application of capabilities (skills and knowledge); and the importance of job analysis and job design using a skills-centric lens.

Preliminary assumptions about what future workforce requirements will be needed is also undertaken at this stage; including, which critical workforce skills and knowledge may be subject to loss, and in turn, impact on productivity.

Not all of the following questions will apply for each workforce planning case. The depth or level of information gathered and assessed in this element would depend on the scope of the workforce planning activity. It may be that certain areas require more in-depth information rather than a general awareness, and will require the expertise of internal or external stakeholders, or other information sources.

As noted in Section 2 of this guide, consider what level of plan is required as you commence your workforce analysis:

- Level 1 – immediate;
- Level 2 – intermediate; or
- Level 3 – strategic.

QUESTIONS TO CONSIDER

Organisation

- Where is the organisation going in the next three to five years?
- What are the workload drivers for the organisation?
- Will projects, services, or core functions impact on the business?
- What are the organisation's current and future business focus, work functions, and activities?
- What other trends may impact on the organisation (policy direction, workforce re-profiling, restructuring, or machinery of government changes)?
- How is technology expected to change and how will this impact on the work the organisation does, the number of positions required, and the skills needed?
- What current skills are essential to the organisation?

Workforce

- What are the competencies, attributes, and composition of the current workforce (are any of these obtained through contracts, casual employment, or labour hire)?
- What are the current and projected retirements, turnover, and secondments, etc.?
- What is the level of mobility for the workforce, or the ability to assign duties where and when needed?
- What is the required workforce composition and competencies (skills based)?
- Which competencies are missing?
- What are the challenges to recruiting competitively?
- What challenges are there to retaining existing employees?

Environment

- Which current government regulations or priorities will impact during the period (disability, youth employment)?
- What trends are identified in the external labour market (unemployment, competition, identified skills shortages)?
- What competition exists in the labour market that will affect the organisation's ability to attract the right people?
- What impact is changing technology going to have on the way services are delivered?

Element 2: Forecast Future Needs

Forecasting future work needs involves identifying the type of work that will be performed to meet future organisational goals; then considering the current workforce profile against the required workforce composition (skills and people). Specific activities undertaken in forecasting, include:

1. identifying future work requirements (capabilities/competencies);
2. developing forecasting models; and
3. developing forecasting assumptions and scenario building.

1. Identifying future work requirements (capabilities/competencies)

This activity deals with assessing which competencies or capabilities (skills, knowledge) are required for employees to undertake the work required to meet organisational requirements.[3] This involves the identification of skills, knowledge, and behaviours that are important to the organisation. It then becomes critical to understand the importance of these capabilities and behaviours in meeting future goals, and in reviewing skill gaps through job analysis and job design.

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[3] As noted by the State Services Authority – Victoria Victorian Public Sector Commission, *Workforce Planning Toolkit*, http://vpsc.vic.gov.au/resources/workforce-planning-toolkit

- What new skills are needed for future business and work requirements?
- What are the capabilities/competencies that will be required to meet organisational goals?
- What new knowledge, skills, and abilities do specific job groups/occupations/work areas need to perform effectively in the future?
- What are the key differences in the current and future workforce competencies/capabilities?
- Which occupational groups may need new skills (e.g. due to changing technology, programs, or division activities)?
- Which occupational skills will no longer be needed (e.g. due to changing technology, programs, or division activities)?
- What transitional arrangements are available, or need to be put in place?

Forecasting methods should be appropriate to the scope and duration of your workforce planning activity. However, there may be some items 'on the radar', but further out than your plan's duration and these should be noted for future reference.

Demand Analysis

Demand analysis must consider current and future workforce requirements. Managers should be able to assist with developing an understanding of current demands on resources, but should also contribute to forecasting future demands.

QUESTIONS TO CONSIDER

- What is the organisation required to deliver, in terms of outcomes, outputs, and services, now?
- Are you currently delivering all of these on time, and within budget? If not, consider:
  - are specific capabilities missing, and what are they?
  - what is the current full-time equivalent (FTE), and is it sufficient?
- Can you justify additional resources to meet the demand?
- What may impact on your ability to meet demand (e.g. budget constraints)? Can you address these issues?
- What outcomes, outputs, and services will the organisation be required to deliver in the future?

2. Developing forecasting models

A forecasting model is best described as an estimation, based on available data/evidence, of what may occur in the future; and therefore, can assist in identifying future workforce needs.

Forecasting can be difficult but also interesting, as it is about having the right conversations with the right people. Discussions with key stakeholders can identify appropriate forecasting issues and concerns; and help to identify 'incomplete knowledge' regarding strategic direction, program or service delivery requirements.

Future Demand and Scenario Planning

Changes in the public sector can arise from various issues including: changes to funding; changes to policy; or changes due to technological advances.

The use of scenarios can be the most effective way of assessing how potential changes could affect your workforce or the organisation. The purpose of a scenario is to assist in predicting how potential changes could impact on the workforce and the organisation's requirements.

The Australian Public Service Commission (APSC) recommends you identify around three plausible future business scenarios (at varying levels) that could impact on workforce demand. Possible scenarios may include:

- implementation of new legislation;
- introduction of a new policy/ceasing of an old policy;
- machinery of government change;
- ceasing of a function, or service delivery (e.g. privatisation of a service or function);
- budget changes;
- environmental changes that may impact on the services/structures of the organisation; and
- technological changes affecting service delivery, or demands.

By exploring various scenarios, appropriate strategies or actions can be developed to limit negative impacts or to leverage positive impacts. Scenario planning is often undertaken in a workshop, or series of workshops, with executives and managers. The basic steps of scenario planning include:

1. Identifying and setting dimensions against key enduring drivers (e.g. budget – dimensions may include no change, trending increase, trending decrease).
2. Combining enduring drivers and their dimensions to form potential future scenarios.
3. Prioritising high-level scenarios within your specified forecast period. You may need to determine the likelihood of all your scenarios, as this will help you choose the ones to prioritise.

You should make clear the assumptions you have made in the scenario or in the forecasting parameters you have used. In refining and filtering your scenarios, you will be able to move from what is possible; to what is plausible; to what is likely.

Element 3: Analyse Gaps

This element builds on the previous elements by using the results of workforce analysis and forecasting, to identify gaps between demand for services and supply of labour to meet those demands. Gaps can be a surplus (oversupply) or a deficit (shortage).

A key element of gap analysis, is the assessment of the characteristics, capability, and capacity of the workforce. Specific activities undertaken in the gap analysis include:

1. identifying gaps (the difference between supply and demand);
2. prioritisation of work; and
3. identifying potential directions for action.

1. Identifying gaps

Once you have identified your scenario, you need to identify the capabilities that will be required to help the organisation reach its goal. When comparing the current workforce capabilities to the capabilities required in the scenario, you will end up with either:

- a deficit of required capabilities, and/or;
- a surplus of a required capabilities, or oversupply of employees.

Strategies to address both scenarios could include retraining or reassigning employees, or a structural reorganisation. In the case of an oversupply, providing separation incentives can also be considered. Succession planning can also help address gaps that may occur in the future.

2. Prioritisation of work

Once potential gaps are identified, they need to be prioritised based on the organisation's future goals and demands. This allows for the identification of strategies/actions, and the mapping of how they will be implemented.

QUESTIONS TO CONSIDER

- What are the most critical gaps within the organisation?
- Are the gaps only related to the workforce or are they contingent on other factors?
- Which gaps are related to operational or short-term issues?
- Which gaps are related to strategic and longer-term issues?
- Are there gaps that apply across both short and long-term issues?
- Are there costs associated with the gaps?
- What would happen if the gaps were not addressed?
- What are the risks associated with each gap?
- Which risks are acceptable to the organisation and which are not?

These questions will help you identify the likelihood and the consequence of a gap occurring. If your organisation has a Risk Management Framework, it could assist you in addressing these questions.

3. Identifying potential directions for action

Understanding why a gap exists will help identify the possible action for remedying the situation. For example, identifying that a gap is a skill shortage would lead to actions like additional training for employees.

QUESTIONS TO CONSIDER

- Is the number of employees with the identified critical skills adequate?
- Are there opportunities to develop the required skills?
- Are the critical skills available in other positions within the organisation?
- Which skills or functions may not be required in the future?

Make your assumptions known in your documentation, along with the prioritisation of the issues. This should include a description of what the gaps are; what the risks of inaction are to the organisation; whether the gaps affect only one group/division, or exist across multiple areas.

Element 4: Develop Strategies

Strategy development (interventions, actions, or initiatives) is the planning and design of programs and projects that develop and maintain a workforce capable of delivering the organisation's objectives. These strategies must be linked to the organisation's workforce plan and business plans so that the most critical gaps can be addressed first, and then integrated into other organisational plans.

Specific activities undertaken in strategy development include:

1. strategy formulation;
2. establishing the case for change; and
3. establishing success criteria.

1. Strategy formulation

The results of your analysis (Element 1), future forecasting (Element 2), and gap analysis (Element 3) may have identified a number of areas where a strategy is warranted.

According to the Victorian Public Sector Commission[4] (VPSC), strategies for workforce planning may fall into one of six categories:

1. improving attraction and recruitment strategies;
2. improving labour supply;
3. increasing investment in development;
4. improving employment agility;
5. improving workforce governance and capability; and
6. improving participation, retention and culture.

These are broad categories and there would be a number of separate or connected elements that would need to be examined in depth (e.g. awards/agreements, work sequencing).

Depending on the scope of your workforce planning, it may be appropriate to prioritise the top three to five gaps, and note whether they are immediate, intermediate, or long-term risks; linked or separate. Mitigating each risk may not be the best option. In some cases, where the gap is not critical, or the cost of mitigating the risk is too high, the identification of the risk is enough.

- If you are developing a **strategic workforce plan** (whole of agency/division) you will need to develop strategies or interventions at a high level that will inform your strategic HR policy direction.
- If you are developing an **operational workforce plan** (or a workforce management plan), you will be looking at developing practical and actionable strategies.

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[4] Victorian Public Sector Commission, *Workforce Planning Toolkit*, http://vpsc.vic.gov.au/resources/workforce-planning-toolkit .

Questions to be considered in this step are similar to previous steps but re-asses the identified priorities and gaps and help to substantiate and prioritise the chosen actions.

- What are the key things the organisation needs to accomplish, and by when?
- Which are the best strategies, or actions, for the organisation's business needs, values and culture?
- How can the strategies, processes, technology, and management systems be better integrated to respond to changing requirements?
- How can functional areas such as marketing, finance, operations, and HR management be integrated or aligned?
- What resource or budget allocations are required?
- How can the current requirements be met whilst actively planning and preparing for the future?

2. Establishing the case for change

As with any task or project there is a need to establish a case for change. This allows stakeholders, both internal and external to the organisation, to understand the importance of the strategy.

The case for change needs to be detailed enough to allow others to gain an appreciation of what gaps exist and the risks in not managing the gaps. The following are key points that should be included in the business case (or other document which will be used for approval and implementation):

- the issue or problem;
- what needs to be done and why;
- the risks to the organisation if the matter is not addressed;
- an outline of the proposed strategies and actions;
- the options considered when choosing the proposed strategies;
- the relationship to other existing polices or programs;
- what the proposed strategies and actions will deliver for the organisation (ROI, benefits);
- the costs and resource implications of implementing the strategies; and
- the implementation plan and timeframe (including communication, change management, and evaluation criteria).

QUESTIONS TO CONSIDER

- Why does the organisation need to act on this?
- What will happen if there is no change?
- Why should senior management support the proposal?
- What are the benefits and costs to the organisation and workforce?
- What possible objections or arguments to the proposed strategies may be raised?
- What are the potential barriers within the organisation to implementing the strategies?

The key points and questions should be discussed with relevant division managers. This will allow for validation and may also highlight where a planned intervention may align with another activity, such as: an IT project, a change in policy or program, and/or existing training and development plans.

3. Establishing success criteria

Establishing relevant and realistic success criteria is essential for measuring if implemented strategies and actions are having the desired effect. Having a suitable evaluation plan will help ensure the timeliness of the implementation and help identify any unforeseen issues (good or bad) from the implementation stage.

QUESTIONS TO CONSIDER

- What is the actual outcome or achievement of the strategies/actions?
- What will the successful changes look like in the short-term or longer-term, and at critical implementation milestones?
- What changes are expected and how will they be identified?
- What systems, processes, and data currently exist that can be used to monitor success?

Element 5: Implement Strategies

Implementing strategies is the execution of the identified programs and projects required to maintain and develop the capability and capacity of the workforce. The implementation of these strategies should be integrated into the broader business planning and operational management of the organisation. Specific activities undertaken to implement strategies include:

1. using project management planning principles;
2. developing a change management (transition) plan; and
3. aligning strategies with organisational values and culture.

1. Using project management planning principles

To support the effective implementation of workforce planning strategies, the use of project management principles is recommended. These include:

- ensuring organisational buy-in and support is obtained, especially executive level support for workforce strategies;
- clarifying roles and responsibilities in implementing strategies and actions, including identifying who is responsible for implementing what, and where coordination is important;
- developing project plans for the implementation of each strategy and establishing resource and budget requirements, timelines, and milestones for each stage;
- allocating the necessary resources and team requirements to implement the strategies;
- determining performance measures, success indicators, and reporting systems; and
- developing communication plans to inform all employees about the strategies and actions to be implemented, including what has been done, why and how it was developed, how and when it will be applied, and the expected outcome.

- What is the best way to implement each strategy?
- How are the strategies related to each other and other process/systems/projects within the organisation?
- What are the key aims of each strategy and what are they trying to achieve?
- What are the likely impacts of the strategies on the workplace and the organisation, and how will these be managed?
- What are the likely impacts on service delivery, productivity, and customers/key stakeholders during the implementation stage, and how will these be managed?

2. Developing a Change Management (Transition) Plan

The Change Management (Transition) Plan needs to be designed for the unique characteristics of the strategies identified in your workforce plan. Implementing change requires the strategic significance of the change to be highlighted, and a vision for change to be clearly formulated and articulated. It also needs to detail communication strategies to explain what changes will take place, what they will look like, and what monitoring will occur.

QUESTIONS TO CONSIDER

- What is the most seamless and effective way to implement the changes?
- What barriers or issues may be present or potentially arise at different stages?
- How could the workforce react? And why?
- What is the level of change management capability among senior management?
- What is the ultimate aim of these changes?

Detailed resources on managing change within your organisation can be found on the State Service Management Office's website (see Appendix A – Resources).

3. Aligning strategies with organisational values and culture

Strategies that are developed to implement the workforce plan need to reinforce the values and culture of the organisation. They also need to allow for any planned changes to values and culture.

QUESTIONS TO CONSIDER

- What cultural attributes and values does the organisation most need to achieve its objectives?
- What support is the organisation providing to managers to create and manage the desired culture?
- Do the strategies support the development of the current (or future) culture and values?
- Which cultural aspects and values will be enhanced by the activity? How to communicate this?

Element 6: Monitor and Evaluate

Monitoring and evaluation are conducted to determine the effectiveness, efficiency, and appropriateness of the workforce planning strategies, and any interventions and activities. Performance information is required to determine the impact of workforce planning on the overall achievement of the organisation's objectives. Specific activities undertaken for monitoring and evaluating include:

1. monitoring; and
2. determining evaluation methods and measurement.

1. Monitoring

Good workforce planning is an active, ongoing and dynamic process that requires careful monitoring and adjusting when and where required. Because workforce planning strategies and actions are linked to organisational policies and practices, monitoring needs to be undertaken in a systematic manner to ensure ongoing alignment. Evaluation works best when it is built into planning from the start as it enables identification of measures early in the process.

The type of workforce plan you are developing will affect the scale and frequency of monitoring activities. A strategic workforce plan (whole of agency/division) will usually have a longer timeframe and should be reviewed at a minimum on an annual basis, whereas the evaluation of an operational workforce plan (or workforce management plan), will depend on the timelines, scope, and type of each activity. Key points to consider when developing a monitoring schedule are:

- Determine the frequency of monitoring based on the type of plan.
- Aim to assess what is working and what is not.
- Adjust the plan and actions if necessary to address emerging workforce or organisational issues.
- Performance indicators should match the strategies, actions, or interventions that were determined at a high level.

QUESTIONS TO CONSIDER

- How often will monitoring be done?
- How will it be done, what information will be captured?
- Who will do it?
- How will the findings be reported?

Information that can be monitored to determine progress towards achieving strategies and actions depends on the aims of the workforce plan; these could include:

- service delivery outcomes (e.g. customer surveys);
- the turnover rate within specific occupations (age groups or classification groups);
- the completion of targeted training and development activities; or
- changes to the gender profile and/or diversity characteristics of applicants.

If your plan involved skills acquisition, skills transition, policy change, or changing practices or protocols, these should also have an effective measurement to allow for monitoring, such as KPIs or identified targets.

2. Determining evaluation methods and measurement

This step is critical for providing feedback on internal business processes and outcomes, and for continuous improvement of strategies, performance, and results. Evaluation criteria can be developed for each objective and progress can be evaluated by asking:

- have retention rates improved in critical occupational groups and classifications?
- have recruitment or training strategies addressed the agency's need for particular skills/expertise?
- has knowledge transfer and retention of work knowledge strategies (e.g. succession planning) been effective in addressing the loss of expertise and knowledge due to retirements or resignations?

Methods for obtaining feedback on how well the plan's outcomes have been accomplished can be obtained through:

- meetings with managers;
- employee or customer surveys;
- focus groups;
- analysis of workforce data;
- reviews of progress reports;
- lessons learnt reviews;
- organisational performance assessment; or
- specific management reporting/measurement systems (e.g. Balanced Scorecard).

QUESTIONS TO CONSIDER

- Did the strategy achieve its objectives?
- What worked well?
- What could be improved?
- Were there any unexpected outcomes?
- Were the actions and strategies completed (on time)?
- Did the plan accomplish what the organisation needed?

  - If not, was this the result of the organisation's strategies (or goals) changing?
  - Were there other factors that prevented the goals being reached?

- Did the conditions change so that the actions need to be modified?
- Are the workforce planning assumptions you made at each element stage still valid?
- Do the workload or workforce gaps still exist?
- Did the actions fulfil the skills requirements effectively?
- Were additional resources needed?
- What will you need to sustain successful outcomes?

5. Appendix 1 – Resources

Internal

- business plans;
- operational plans;
- strategic plans;
- budgets/financial plans;
- relevant policies;
- employee surveys;
- workforce profile data
- risk management frameworks; and
- focus groups.

External

- Australian Bureau of Statistics (ABS) labour force data (http://www.abs.gov.au/AUSSTATS/abs@.nsf/ViewContent?readform&view=productsbyCatalogue&Action=Expand&Num=7.2)
- ABS Census data (http://www.abs.gov.au/websitedbs/D3310114.nsf/Home/Census?OpenDocument&ref=topBar)
- Department of Employment (Australia) workforce data (https://www.jobs.gov.au/employment-research-and-statistics)
- National groups or associations relative to the agency's core business activities.

Other resources:

- Change Management Toolkit, a guide to managing change, http://www.dpac.tas.gov.au/divisions/ssmo/change_management
- Social, Technological, Economical, Environmental, Political (STEEP) analysis, https://ivto.org/steep-explained-foresight-cards/.
- Australian Public Service Commission, 2013, *Workforce Planning explained*, http://www.apsc.gov.au/publications-and-media/current-publications/workforce-planning-guide/workforce-planning-explained
- Victorian Public Sector Commission, *Workforce Planning Toolkit*, http://vpsc.vic.gov.au/resources/workforce-planning-toolkit