

**Q253**

## **WORKFORCE PLANNING POLICY**

### **Policy Statement**

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 to maintain a productive and sustainable organisation.

This document complies with NDIS 2018, standard 2,7 Human Resources Management, and ACIS 2013, section 2.6 Human Resource Management. This document is readily available to all customers and employees of Enhanced Lifestyles and Lifestyle Assistance and Accommodation Service including The Boards.

<b>Policy context:</b> This policy relates to	
Legislation or other requirements	Fair Work Act 2009
Contractual obligations	Employee contracts

### **Definitions**

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

### **Planning**

#### **Principles of workforce planning**

The organisation will implement a workforce development plan which reflects a commitment to:

- a positive work environment, in which employees feel that they are valued, treated fairly and given recognition for their contribution to the organisation's success
- 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

**Q253**

**WORKFORCE PLANNING POLICY**

- recruitment and professional development practices that aim to attract and retain skilled and committed individuals.

Enhanced Lifestyles (EL) and Lifestyle Assistance and Accommodation Service (LAAS) will apply the following principles to all aspects of its relationship with employees:

- 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 and
- Promotion of a healthy and supportive workplace culture.

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

**Roles and responsibilities**

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

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

The Chief Executive Officer 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 employee structure
- Assess employee morale and job satisfaction

**Q253**

**WORKFORCE PLANNING POLICY**

- 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 employee 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
- 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

**Q253**

**WORKFORCE PLANNING POLICY**

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

People and Culture collects and analyses information about employee resignations, turnover and absenteeism and uses it to plan improvements in workforce management.

Workforce planning process includes measures to assist Aboriginal and Torres Strait Islanders, people from culturally linguistically diverse backgrounds, people with a disability, and those from specific minority groups where relevant. The organisation advertises vacancies to that effect in accord with Equal Opportunity legislation.

**Documentation**

Documents related to this policy	
Related policies	Q227 - Leadership, Continuity and Accountability