

Queensland Government Enterprise Architecture

# Queensland Government ICT workforce planning methodology

Component 3: Analyse gaps

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# Contents

<b>Contents</b> .....	<b>3</b>
<b>Breadth of scope</b> .....	<b>4</b>
<b>Analyse gaps</b> .....	<b>4</b>
What activities are undertaken? .....	5
Activity 1: Identifying and analysing gaps.....	5
Activity 2: Assess the risk .....	6
Activity 3: Prioritisation of work .....	6

## Breadth of scope

Before beginning a workforce planning process, it is important to decide how broad the plan should be. Asking some basic questions might help establish this.

Questions such as:

- What is the focus of the plan?
- Why are we doing it?
- What do we want to achieve?
- Is this plan for the whole business unit, a particular work unit or critical roles across a business unit?
- Where does the plan 'fit' in terms of the organisation's hierarchy of plans; that is, strategic, operational, corporate, specific purpose?

## Analyse gaps





Having identified the future workforce required and analysed the current workforce, the next element involves analysing the gap between the two.

## What activities are undertaken?

Gap analysis involves the following four activities:

1. identification and analysis of gaps (i.e. differences between supply and demand)
2. assessing the risk involved in the gap in supply of a competency or skill
3. prioritisation of areas of action, based on the assessment of risk associated with the gap
4. identification of potential workforce capability initiatives for action.

### Activity 1: Identifying and analysing gaps

Analysis of the current versus the future workforce profile may show one of the following:

**A short fall** (when projected supply is less than forecasted demand) which indicates a future shortage of needed employees or skills. Effective workforce management strategies, such as recruitment, training and succession planning will need to be developed and implemented, to maximise supply.

**A surplus** (when projected supply is greater than forecasted demand) which indicates a future excess in some categories of employees. The surplus may represent occupations or employee skills that will not be needed in the future, or at least not be needed to the same degree. Retraining, transfers or separation incentives are a few examples of strategies to address surplus situations.

#### The key question to ask when conducting a gap analysis is:

- What gaps in competencies, positions, employees currently exist in the workforce that will need to be reduced or eliminated to achieve the future vision of the organisation?
- Does the agency's workforce currently have the anticipated future skills?

## Activity 2: Assess the risk

Completing a risk assessment of the gaps enables an organisation to identify strategic high risk areas. This means that all significant risk factors that could prevent the successful achievement of the agency's objectives and performance targets are well understood and managed. Departmental Risk Management Policies and Guidelines provide valuable information regarding assessing and managing risks.

### Key questions to consider when assessing risk:

- What are the risks associated with each gap?
- Which risks are acceptable to the organisation and which ones are unacceptable?

## Activity 3: Prioritisation of work

Having identified the existence and nature of the gaps or surpluses, they need to be prioritised according to those that are most critical to the agency and the delivery of future goals. The focus should be on critical roles in the first instance and then subsequent gaps.

### Key questions to consider when prioritising the work include:

- Which are the most critical gaps for the agency, in terms of achievement of future business requirements?
- Which gaps are related to operational short term issues?
- Which gaps are related to strategic long-term issues?
- What would happen if the gaps are not addressed? How likely is it to happen?

## Activity 4: Identifying potential directions for action

The next activity involves the identification of potential actions to address the prioritised gaps. Short and long-term actions across Human Resource and organisational processes need to be considered, and linked to business and operational plans.

Understanding the reason for the gap will assist with identifying potential directions for action. Assessing whether it is due to a skill gap (currently non-existing skills), skill surplus, or attraction and retention issues, will help identify the most appropriate actions to implement.

### Key questions to consider when assessing the reason for the gap include:

- Is the number of employees with the critical skills adequate?
- Are critical skills available in other positions within the organisation?
- Are there feeder positions for these critical skills?
- What job functions or skills will no longer be required?