Queensland Government Enterprise Architecture

Queensland Government ICT workforce planning methodology

Component 5: Implement strategies

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Great state. Great opportunity.

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Contact for enquiries and proposed changes

All enquiries regarding this document should be directed in the first instance to:

Director
Queensland Government Chief Information Office
ictworkforce@publicworks.qld.gov.au

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Information security

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Contents

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 agency's hierarchy of plans; that is, strategic, operational, corporate, specific purpose?

Implement strategies

This component of workforce planning involves implementing the strategies and action plan developed to address the agency's gap in current and future workforce needs.
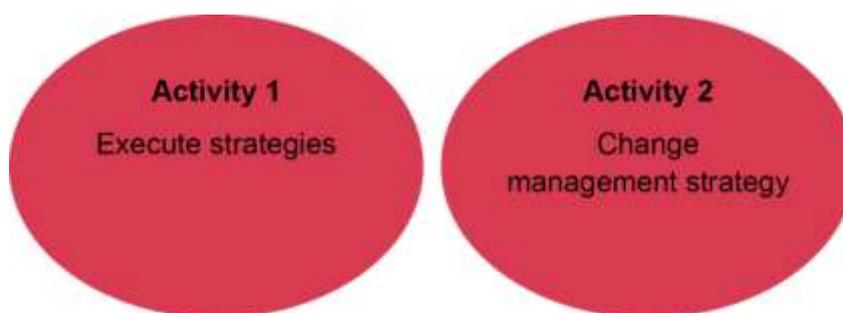
What activities are undertaken?

Implementing strategies involves the following activities:

- execution of the strategies
- change management to support implementation of strategies.

Activity 1: Execute strategies

When implementing workforce development strategies the fundamentals of good project management need to be applied. Refer to the *Queensland Government Project Management Methodology* at http://methodologies.govnet.qld.gov.au (Queensland Government employees only).

- Ensure organisational buy-in and support is obtained, as executive level support for the workforce strategies is vital.
- Clarify roles and responsibilities in implementing strategies and actions. This includes identifying who is involved in implementing what; and where coordination among different parts of the agency or with different agencies is needed.
- Develop project plans for the implementation of each workforce strategy. This also involves establishing budget and resource requirements, timelines and milestones for key deliverables and stages.
- Allocate the necessary resources and teams required to implement the workforce strategies.
- Determine performance measures, success indicators and reporting systems.
- Develop communication plans to inform all employees of the strategies to be implemented; what has been done, why and how it was developed, how and when it will be applied and how it will affect staff.

Key questions to explore when implementing strategies include:

- What is the best way to implement the strategies identified in the workforce plan?
- How are the strategies related to and interconnected with each other, and other processes/systems/projects within the agency?
- What are the key aims and objectives of each strategy? What does the agency want to achieve in the end?
- What are the likely impacts on the workforce and the agency? And how can these be managed?
- What are the likely impacts on service delivery, productivity and customers/key stakeholders during the implementation stage? And how can these be managed?

Activity 2: Change management strategy

Workforce planning requires all stakeholders to seriously consider change, and understand that the process of change has to be planned and managed. The Change Management Strategy needs to be designed specifically for the unique characteristics of the change itself and the attributes of the agency.

Implementing change requires:

- the strategic significance of the change to be highlighted – create a sense of urgency
- a vision for the change to be clearly formulated and articulated – layout the plan
- leadership, management and employee support – create a guiding coalition
- communication throughout the agency to explain what the change will look like for all stakeholders going forward – celebrate short-term wins and communicate these widely
- monitoring of the change and impacts on the workforce – keep the momentum going.

Key questions to consider when developing a change management strategy include:

- 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? What are the key motivators?
- What is the level of change management skills amongst management?
- What is the ultimate aim of these changes?