

Queensland Government Enterprise Architecture

Queensland Government ICT workforce planning methodology

Component 4: Develop strategies

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Information security

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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?

Develop strategies

Having identified and prioritised the gaps between the current and future workforce profile, the next element of workforce planning involves the development of strategies to address these gaps and surpluses. These strategies need to be linked to the workforce plan and the agency's business plans.





What activities are undertaken?

Strategic development involves the following activities:

- strategy formulation
- aligning with values and culture
- establishing the case for change
- establishing success criteria.

Activity 1: Strategy formulation

Strategies need to be prioritised and linked to business plans. This will ensure that those addressing the most critical gaps are implemented first. Combinations of short and long-term strategies are needed to be developed to address the gaps between the current workforce and the future workforce requirements.

Strategies to address workforce planning issues can fall into one of six categories:

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

| | |
|---|--|
| <p>1. Improving attraction and recruitment strategies through:</p> | <p>2. Growing the labour supply through:</p> |
| <ul style="list-style-type: none"> • employment branding and marketing initiatives • better understanding of the organisation ‘Employer Value Proposition’ • improving recruitment and selection methods | <ul style="list-style-type: none"> • increasing the attractiveness of study for selected courses • skilled migration to fill gaps • developing partnerships with other organisations to access a different, wider labour pool • participation in graduate and cadet programs |
| <p>3. Increased investment in development of the existing workforce through:</p> | <p>4. Promoting agility in staffing through:</p> |
| <ul style="list-style-type: none"> • understanding the Return on Investment (ROI) of learning and development interventions • developing an understanding of critical skills to direct priority attention • improving the organisation’s capability in succession management • developing a knowledge management approach • creating room for learning • seeking opportunities for development through participation in a variety of work i.e. committees, discussions, networking. | <ul style="list-style-type: none"> • better management of the contracting workforce –use of ICT contract labour should be planned and utilised in limited circumstances where the skills or expertise is not available in the existing workforce, nor easily available through secondments or deployments from other agencies. • redesigning roles to increase supply from alternative sources • introduce and promote flexible work options. |
| <p>5. Improving participation, retention and culture through:</p> | <p>6. Improving workforce planning governance and capability through:</p> |
| <ul style="list-style-type: none"> • removing barriers and disincentives to increased participation i.e. communication barriers • promoting work-life balance and flexible work practices • promoting better health outcomes to ensure maximum participation in the workforce | <ul style="list-style-type: none"> • improving the connection between strategic, business and policy direction and workforce planning • improving workforce planning projection and external scanning capability • identifying and promoting best practice workforce planning at all levels |

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| <p>Key questions to explore strategy formulation include:</p> |
| <ul style="list-style-type: none"> • What are the key goals the organisation need to accomplish and by when? • Which are the best strategies to address skills supply/surplus? • How can the needs of all key stakeholders be addressed whilst achieving organisational objectives? • What resource and budget allocations are required? • How can the current mission be met while simultaneously and proactively planning and preparing for the future? • Who will take responsibility for the strategies? |

Activity 2: Aligning with values and culture

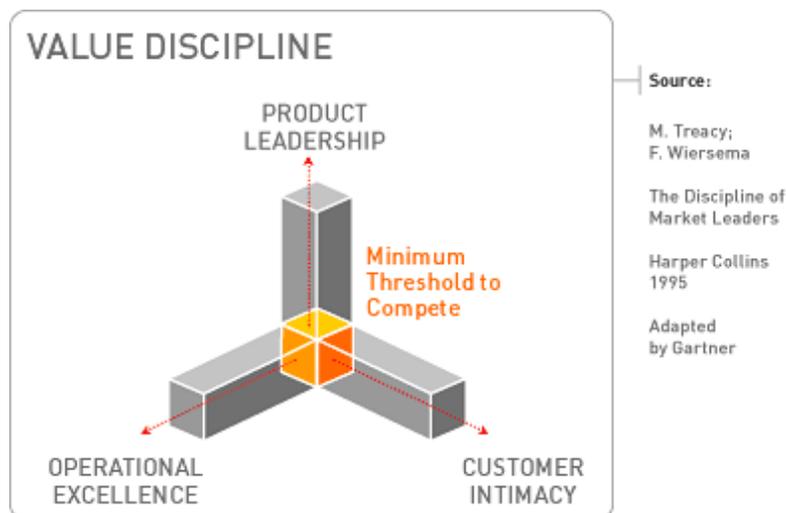
Strategies developed to implement the workforce plan need to reinforce the required future values and culture of the organisation.

Organisational culture is defined as the shared values, norms and expectations that govern the way people approach their work and interact with each other. Culture is what binds a collection of individuals into an integrated entity called an 'organisation'.

The desired culture and values should be captured within the organisation's business plans and reflected in the mission and vision statements. Articulating a direction and desired behaviours/values sets up a sense of the ideal culture the organisation strives to achieve.

ICT Resource Strategic Plans utilise the Treacy-Wiersema Value-Discipline Model, which is a strategic tool that helps organisations understand what they want their customers to value them for.

The Value-Discipline Model looks at three different areas in which an organisation may focus its energies. Each area results in customers valuing the organisation in a different way. The three value-disciplines are: Operational Excellence, Customer Intimacy and Product Leadership.



The model states that in order to be competitive, an organisation must be competent in all three disciplines, but to be a market leader, an organisation must excel in just one discipline. It would be beneficial to source this information from the agency's ICT Resources Strategic Plan to ensure alignment.

Aligning workforce planning with organisational values and culture assists with achieving a number of important workforce planning objectives. A well developed and articulated culture assists:

- attraction, as it defines the 'Employer value proposition' element of the employment brand for the organisation
- recruitment, as it guides key selection criteria to maximize the prospect of organisational fit
- development, as it guides managers and staff to make better decisions about learning and development interventions
- retention, as it provides a mechanism for continued alignment between organisational and employee values.

Key questions to consider when determining organisational culture and values include:

- What cultural attributes and values does the organisation most need to successfully achieve its vision and strategy?
- What support is the organisation providing its managers to create and manage the desired culture?
- How can the required culture and values become part of the organisation?
- Do the strategies and actions support the development of the required culture and values?

Activity 3: Establishing the case for change

Establishing the case for change is critical for the success of any planned strategies and changes. It creates the sense of urgency required to get support and co-operation from key stakeholders within the organisation. Senior management need to understand the issues and what needs to be done so that they support and champion workforce planning and change efforts.

The case for change needs to present the current situation, outline the strategic issues and give the rationale for making a change. This may take the form of a problem to resolve i.e. skills shortage or an opportunity to seize. A business case can be developed to support the implementation of the proposed strategies. The business case needs to address the following:

- the issue or problem
- what needs to be done and why
- the risks to the organisation if action is not taken
- an outline of the proposed strategies and actions
- the options considered and the rationale for choosing the proposed solution
- the proposal's relationship to other existing policies, processes, programs
- what the proposed strategies/actions will deliver for the organisation, in terms of benefits and return on investment
- the associated costs and resource implications for implementing the strategies (in the form of a cost/benefit analysis)
- an implementation plan and timeframes (including project structure, timelines and reporting, change management, communication plans, evaluation criteria and performance measures).

At this stage agencies should refer to the Queensland Government project and program management methodologies for assistance. The project management methodology was developed to help agencies better manage projects. The methodology offers a standard, yet adaptable, way to manage projects from initial conception through to completion.

The program management methodology is the coordinated organisation, direction and implementation of a group of projects and activities that together achieve the outcomes and realise benefits that are of strategic importance. Program management is the delivery of change in the form of outcomes, and thus benefits (the measurable improvement in performance or capability arising from outcomes). It is a framework for implementing business strategies, policies and initiatives, or large-scale change, within an overall vision of the desired outcome. It breaks things into manageable chunks (tranches) with review points for monitoring progress and assessing performance and benefit achievement. The methodologies can be found at <http://methodologies.govnet.qld.gov.au> (Queensland Government employees only).

Key questions to explore when establishing the case for change include:

- Why does the organisation need to act on this?
- What will happen if no action is taken?
- Why should the senior management team support this proposal?
- How can a sense of urgency be created?
- What are the benefits and costs to the organisation and the workforce?
- Who within the organisation would be change champions?
- What are the possible objections and arguments against the proposed change?
- What are the potential barriers within the organisation to implementing the change?

Activity 4: Establishing success criteria

Success criteria are objective measures used to assess how well the project's objectives have been achieved (in terms of outputs and educational outcomes), and how well the project itself has run. The success or otherwise of planned actions or strategies implemented can only really be assessed if success and evaluation criteria are set up prior to implementation.

The *Queensland Government Benefits Management Methodology's* principal aim is to ensure that the desired benefits are clearly defined, are measurable and provide a compelling case for investment and ultimately to make sure that those benefits are actually achieved. The methodology can be found at <http://methodologies.govnet.qld.gov.au> (Queensland Government employees only).

The evaluation of human resource interventions is an imprecise activity, with inter-related variables impacting on the success or otherwise of strategies/programs, as well as the difficulties with measuring in a pure sense. While projects, by definition have defined outputs, the outcomes and benefits may take time to manifest themselves and therefore evaluation will need to continue into implementation and beyond.

The success criteria need to be documented within the business case.

Inputs to developing success criteria would include:

- the organisation's business plan documents, vision and culture statements;
- business case for the proposed strategies/actions
- assessment of the development of competencies and workforce profile trends.

Key questions to consider when establishing success criteria include:

- What do we want to ultimately achieve with these strategies?
- What will success look like overall in the long-term, in the short-term and at critical project/strategy implementation milestones?
- How will we know if we are successful in addressing these gaps/issues? What will change and how? What are the indicators that we are looking for?
- What systems, processes and data currently exist in the organisation that can be used to monitor the success of the strategies and projects?