Queensland Government Enterprise Architecture

Queensland Government ICT workforce planning methodology

Component 6: Monitor and evaluate

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Information security

This document has been security classified using the Queensland Government Information Security Classification Framework (QGISCF) as UNCLASSIFIED and will be managed according to the requirements of the QGISCF.

Contents

Monitor and evaluate

The final element of workforce planning involves the ongoing evaluation and monitoring of workforce plans and Workforce Development strategies.

Workforce plans need to be reviewed at least annually and monitoring and review of strategies more frequently in order to:

- review performance measurement information
- assess what's working and not working
- adjust the plan and strategies as necessary
- identify and address new workforce and organisational issues that might occur.

Organisations that do not engage in systematic reviews of their workforce planning efforts, are at risk of not being able to respond to changes as they occur and ultimately not achieving their business goals.

What activities are undertaken?

Review of workforce planning involves the following activities:

- monitoring
- evaluation.

Activity 1: Monitor

Successful workforce planning is an active, ongoing and dynamic process that must be monitored and adjusted. Strategies and action plans need to be continually monitored to account for any internal or external developments. This will position the agency to be ready to address and make essential changes to the action plan when environmental factors change.

Regularly monitoring demand and supply data will provide valuable information about progress towards achieving workforce planning goals. Examples include:

- monitoring the age profile of the workforce (as an indicator of emerging demographic change)
- the turnover rate within specific critical roles
- gender profile of applicants (can indicate increased or decreased participation rates of women in certain professions)
- recruitment success i.e. applicant quality/suitability.

A critical component of strategic workforce planning is a human resource information system that has the required reporting capability. Ideally the human resource system should be able to: track data over time; record capability requirements or competence of individuals; identify the location and availability of individuals with particular capabilities and assist in the deployment; provide information on the experience and training of individuals for effective succession planning; assist in the management of recruitment and selection.

Monitoring after implementation and beyond is critical for workforce development projects, as the outcomes may take time to manifest themselves (e.g. improved performance = better retention rates, etc.).

Activity 2: Evaluate

Evaluation of the workforce development strategies is critical for providing feedback on internal business processes and outcomes, and for enabling continuous improvement of strategies, performance and results. Evaluation works best when it is built into the workforce planning process from the start. This enables the identification of measures that act as signals for emerging change.

Developing evaluation metrics involves determining what it is that needs to be measured. The task of evaluating projects and strategies is easier when the success criteria and performance measures for each workforce planning initiative have been established prior to implementation (as part of the project scoping, planning and establishing the business case).

Refer to the Queensland Government Benefits Management Methodology at http://methodologies.govnet.qld.gov.au (Queensland Government employees only).

Human resource strategies are usually measured in terms of implementation or completion of actual programs/projects. To provide more meaningful information, measures should be designed to determine the effect the action plans have on the defined workforce planning issues. Specific measures and target levels to be achieved, as well as the desired results need to be identified.

Evaluation criteria can also be developed to relate to the specific objective of each workforce development initiative. For example, progress in meeting employee recruitment, retention and development challenges can be evaluated through asking whether:

- Retention rates have improved in critical roles?
- The agency's need for particular skills or expertise have been fulfilled by recruitment or training strategies?
- Knowledge transfer and retention of corporate knowledge strategies have been effective in addressing the loss of expertise and knowledge due to retirements?

Methods for obtaining feedback on how well the organisation has accomplished its action plan and the effectiveness of the outcomes can include:

- meetings with management
- employee and customer surveys
- focus groups
- analysis of workforce data
- reviews of progress reports
- lessons learnt reviews
- organisation performance assessments
- specific management reporting/measurement systems (like the Balanced Scorecard).

Key questions to consider when assessing the effectiveness of workforce development strategies include:

- Did the project achieve its objectives?
- Reflect on learning that has occurred. What worked well? What could be improved?
- Were there any unexpected outcomes?
- Were the actions and strategies completed, and do they fulfil workforce planning goals?
- Did the action plan accomplish what the organisation needed?
- If not, have the organisation's business strategies on which the workforce plan is based changed? Are other factors preventing attainment of the goals?
- Have the conditions changed so that the strategies and actions need to be modified?
- Did the organisation meet its objectives?
- Are the workforce planning assumptions still valid?
- Do the workload and workforce gaps still exist?
- Are the skills of employees being developed quickly enough to become effective?
- Is there any imbalance between workload, workforce or competencies?
- Do the new recruits possess needed competencies?
- Has the cost to hire been reduced?
- Has overall organisation performance increased?
- Do adequate staffing levels exist?