5.2	**WORKFORCE DEVELOPMENT AND PLANNING**

Applies to: All Staff	**Version: 1**
Specific responsibility: HECIS Co-Ordinator	**Date approved: 5.8.14**
	Next review date: Aug 21

Policy context: This policy relates to	
Standards or other external requirements	
Legislation or other requirements	
Contractual obligations	

POLICY STATEMENT

HECIS is committed to achieving its goals and creating a sustainable and accountable organisation through the planning and development of a capable workforce and through maintaining a principled and productive relationship between staff and the management of the organisation.

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

- a positive work environment, in which staff 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, are comparable with industry standards and are responsive to individual needs.

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

HECIS will apply the following principles to all aspects of its relationship with staff:

- 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

- Promotion of a healthy and supportive workplace culture

The workforce development plan (included in the strategic plan) will be monitored and reviewed on a regular basis.

PROCEDURES

Workforce development plan

The workforce development plan will be developed in consultation with current staff and will be subject to the approval of the Management Committee.

The workforce development 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 structure
- Review staff morale and job satisfaction
- Review current positions and job 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 staff turnover
- Review age profile and impacts
- Identify key roles for achieving outcomes
- Identify peaks and troughs in workloads and their impact
- Identify current skills base and any gap in required skills
- Consider any performance management issues
- Identify opportunities for a more flexible workforce

Develop key strategies for the development of the workforce

- Organisational culture
- Structure
- Job design and classification
- Remunerations, awards, agreements, reward and recognition
- Recruitment, selection and induction plan
- Succession planning
- Training and development
- Diversity or EEO goals and targets

Develop implementation strategies for workforce plan

- Identify changes to current structure
- Assess budget impact
- Develop change management and communications plan

<u>Review management capabilities to implement the plan</u>

- Planning
- Leadership
- Decision making
- Managing performance

<u>Develop a review strategy</u>

- Review alignment of goals and workforce plan
- Risk assessment of future capability gaps
- Impact of changes on delivery of business outcomes

Monitoring and review

The HECIS Co-Ordinator will use information obtained through the Annual Staff Review process to identify areas of staff strengths/weaknesses and future staff development required.

The HECIS Co-Ordinator will review the workforce development plan on an annual basis and report to the Management Committee.

DOCUMENTATION

Documents related to this policy	
Related policies	
Forms, record keeping or other organisational documents	Annual Staff Reviews

Reviewing and approving this policy		
Frequency	**Person responsible**	**Approval**
Annually	HECIS Co-Ordinator	Management Committee

Policy review and version tracking			
Review	**Date Approved**	**Signed**	**Next Review Due**
1	13.8.15	HECIS Co-Ordinator	Aug 2016
2	28.7.16	HECIS CoOrdinator	Aug 2017
3	14.8.17	HECIS CoOrdinator	Aug 2018
4	3.9.18	HECIS CoOrdinator	Aug 2019
5	20.8.19	HECIS CoOrdinator	Aug 2020
6	15.9.20	HECIS CoOrdinator	Aug 2021