



**ACT**  
Government

# ADAPT

AN ACT PUBLIC SERVICE  
STRATEGIC WORKFORCE  
PLANNING TOOLKIT

# CONTENTS

TRANSFORMING YOUR BUSINESS: ADAPT STRATEGIC WORKFORCE PLANNING . . . .	4
<b>WHY DO I NEED TO ADAPT MY STRATEGIC WORKFORCE PLANNING?</b>	4
<b>HOW ADAPT STRATEGIC WORKFORCE PLANNING WILL HELP MAKE THE GOVERNMENT'S PRIORITIES A REALITY:</b>	4
<b>WHO CAN USE THE ADAPT STRATEGIC WORKFORCE PLANNING TOOLKIT?</b>	6
<b>YOUR ADAPT STRATEGIC WORKFORCE PLAN DOCUMENT</b>	6
<b>HOW TO USE THE ADAPT STRATEGIC WORKFORCE PLANNING TOOLKIT</b>	6
COMPONENT 1: ALIGN . . . . .	7
<b>WHAT IS THIS ADAPT COMPONENT ABOUT?</b>	7
<b>DEFINING YOUR DIRECTORATE'S STRATEGIC OBJECTIVES, KEY SERVICES AND CRITICAL DELIVERABLES</b>	7
<b>STRATEGIC CONTEXT</b>	8
COMPONENT 2: DESIGN . . . . .	9
<b>WHAT IS THIS ADAPT COMPONENT ABOUT?</b>	9
<b>HOW DO I GET STARTED?</b>	9
<b>CHANGE MANAGEMENT</b>	9
<b>TOOL #1 BLUE SKY PLANNING AND SCENARIO COMPARISONS</b>	10
<b>TOOL #1 BLUE SKY PLANNING AND SCENARIO COMPARISONS - CONTINUED</b>	11
<b>TOOL #2 ENVIRONMENTAL SCAN</b>	12
<b>TOOL #3 WORKFORCE PLANNING ASSUMPTIONS AND SCENARIO BUILDING</b>	13
<b>TOOL #4 YOUR BLUE SKY FORECASTING PRINCIPLES: SWOT ANALYSIS</b>	14
<b>FUTURE WORKFORCE</b>	14
COMPONENT 3: ANALYSE. . . . .	15
<b>WHAT IS THIS ADAPT COMPONENT ABOUT?</b>	15
<b>TOOL #5: YOUR CURRENT WORKFORCE STATUS</b>	15
<b>TOOL #6: IDENTIFYING BUSINESS CRITICAL ROLES AND CRITICAL CAPABILITY</b>	18
<b>DIFFERENTIATING 'BUSINESS CRITICALITY' FROM HIGHLY VALUED PERSONNEL</b>	21
<b>TOOL #7 IDENTIFICATION OF GAPS AND DUPLICATION</b>	22
<b>TOOL #7 CONTINUED</b>	23
<b>A NOTE ON DIVERSITY</b>	24
<b>UNDERSTANDING CURRENT PREPAREDNESS AND RISK</b>	24
<b>EMPLOYEE SEPARATION INDICATORS</b>	25

<b>TOOL #8 PART 1: EMPLOYEE SEPARATION RISK ASSESSMENT</b>	26
<b>RISK MITIGATION PLANNING, WORKFORCE EMERGENCIES AND PRIORITISING GAPS</b>	27
<b>TOOL #8 PART 2: RISK IDENTIFICATION AND MITIGATION PLANNING</b>	28
COMPONENT 4: PROGRAM. . . . .	29
<b>WHAT IS THIS ADAPT COMPONENT ABOUT?</b>	29
<b>WORKFORCE PLANNING RESPONSES</b>	29
<b>TOOL #9 PROGRAM DEVELOPMENT</b>	30
<b>EDUCATION PIPELINE</b>	32
<b>TOOL #10 RECRUITMENT PLANNING</b>	33
<b>EVALUATION OF WORKFORCE PLANNING PROGRAMS</b>	34
<b>TOOL #11 EVALUATION PLANNING</b>	34
<b>ESTABLISHING AND MANAGING THE CASE FOR CHANGE</b>	35
COMPONENT 5: TRANSFORM . . . . .	36
<b>WHAT IS THIS COMPONENT ALL ABOUT?</b>	36
<b>IMPLEMENTATION</b>	36
<b>TOOL #12 IMPLEMENTATION AND CHANGE MANAGEMENT SUMMARY</b>	36
<b>THE EVALUATION LOOP</b>	37
<b>ADAPT STRATEGIC WORKFORCE PLAN</b>	38
APPENDIX 1. . . . .	40
<b>ROLE PROFILE TEMPLATE</b>	40
<b>DEFINITION OF TERMS</b>	41

# TRANSFORMING YOUR BUSINESS: ADAPT STRATEGIC WORKFORCE PLANNING

This whole of government resource presents ADAPT: A strategic workforce planning toolkit. Strategic workforce planning enables senior managers and executives to:

- > create workforces which meet future demands of ACT Public Service (ACTPS) provision;
- > adopt a consistent strategic workforce planning approach that anchors 'people planning' to the achievement of strategic priorities.

The 'ADAPT' model for strategic workforce planning focuses on shaping a workforce to meet an ideal future state, rather than allowing its current state to shape what an organisation can deliver in the future.

## WHY DO I NEED TO ADAPT MY STRATEGIC WORKFORCE PLANNING?

By using the ADAPT strategic workforce planning toolkit, you will achieve:

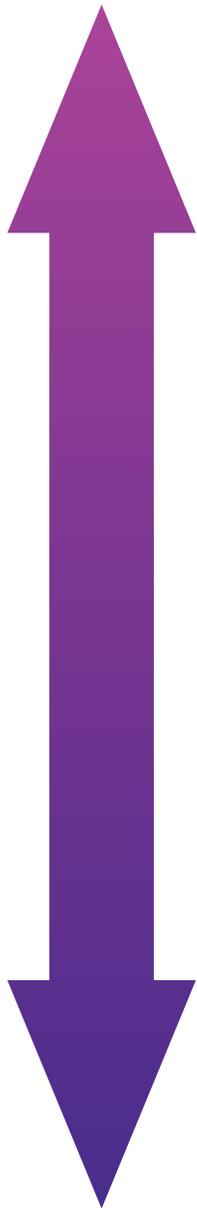
- > increased capacity to achieve strategic priorities and business outcomes;
- > improved ability to plan for, and respond to, change by recognising workforce-related challenges and stakeholder needs and mitigate risk;
- > improved ability to understand and shape your workforce's skills, capability and capacity;
- > improved ability to identify skills gaps, business critical positions, recruitment and learning and development needs;
- > a sound evidence base for workforce expenditure providing increased support for evaluation and monitoring of financial costs to ensure best value of money;
- > greater organisational effectiveness through integration of management and business processes, systems and organisational structures; and
- > recruitment tailored for capability and attitude and learning and development designed to enhance knowledge and skill.

ADAPT can also be used by managers and supervisors for team restructures or recruitment opportunities to ensure that thought and direction is going into team structure choices.

## HOW ADAPT STRATEGIC WORKFORCE PLANNING WILL HELP MAKE THE GOVERNMENT'S PRIORITIES A REALITY:

Canberra: A statement of ambition (the Statement) articulates the Government's vision for Canberra as one of the world's most liveable and competitive cities – welcoming to all. It articulates an integrated program of action that balances short-term delivery with long-term progress:

ADAPT strategic workforce planning will help make the Government's priorities a reality by **building an agile, responsive innovative and engaged ACTPS workforce.**



ADAPT is not a linear, top to bottom process; rather it is a continuous process that often involves returning to earlier stages to adjust or refine each element to maintain alignment with business priorities or in response to internal/external changes.

<h2>ALIGN</h2> <p>What is your Purpose?</p>	<p><b>Summary</b></p> <p>Understand the strategic vision and align:</p> <ul style="list-style-type: none"> <li>- Service delivery / key deliverables;</li> <li>- Directorate priorities; and</li> <li>- WhoG priorities.</li> </ul>	<p><b>Activities</b></p> <p>Analysis of current and future strategic vision. Identify key services and deliverables critical to business needs.</p> <p>Integrate and align priorities, business plan and functions.</p>
<h2>DESIGN</h2> <p>Blue Sky Design</p>	<p><b>Summary</b></p> <p>“Blue sky” your ideal future state; visualising the best way to deliver what you need to, without letting assumptions or constraints of your current state limit you.</p>	<p><b>Activities</b></p> <p>Identify key services, business critical positions, deliverables and competency requirements. Identify new and emerging roles and technology trends.</p> <p>Develop strategic forecasting models, assumptions and scenarios.</p>
<h2>ANALYSE</h2> <p>Current versus Future State</p>	<p><b>Summary</b></p> <p>Identify how far away you are from your Blue Sky Design by understanding internal and external factors influencing current labour supply and demand, and the gaps that exist between demand for services and current labour supply. Use the results of your analysis to shape your workforce to meet future needs.</p>	<p><b>Activities</b></p> <p>Identify and analyse gaps and duplication. Analyse internal and external factors that may impact your ability to achieve desired future state.</p> <p>Identify the strategic direction and actions required should a workforce emergency be encountered.</p>
<h2>PROGRAM</h2> <p>Charting the Future</p>	<p><b>Summary</b></p> <p>Plan and develop programs and projects that relate to:</p> <ul style="list-style-type: none"> <li>- Service delivery / business outcomes;</li> <li>- Directorate priorities; and</li> <li>- Government priorities.</li> </ul>	<p><b>Activities</b></p> <p>Establish the business need for change and develop a change management plan. Implement ADAPT activities and strategies in accordance with the change management plan, including risk mitigation strategies.</p> <p>Develop evaluation criteria to support ongoing evaluation of the ADAPT programs’ successes.</p>
<h2>TRANSFORM</h2> <p>Realising the Future</p>	<p><b>Summary</b></p> <p>Transition from the Directorate’s current to future state by implementing, monitoring, evaluating and reporting on ADAPT strategies and associated activities.</p>	<p><b>Activities</b></p> <p>Implement and evaluate activities. Engage in ongoing evaluation and reporting.</p>

*An agile, responsive and innovative Public Service that delivers business transformation and better outcomes for the ACT community.*

## WHO CAN USE THE ADAPT STRATEGIC WORKFORCE PLANNING TOOLKIT?

- > **ACTPS executives and senior managers** who are undertaking change processes (ie: restructures) within their organisations or are facing a particular service delivery challenge;
- > **ACTPS HR practitioners** partnering senior managers and executives on change projects or workforce planning activities; and
- > **ACTPS managers** who are undertaking recruitment activity or are seeking a way to address a particular service delivery challenge.

If you  
require assistance  
understanding  
ADAPT contact  
[psm@act.gov.au](mailto:psm@act.gov.au)



## HOW TO USE THE ADAPT STRATEGIC WORKFORCE PLANNING TOOLKIT

This toolkit is designed to step you through the ADAPT model. You will create your tailored Strategic Workforce Plan by completing the tools in each section. Key answers will then be automatically added to the Strategic Workforce Plan summary at the end of this document.

Hyperlinks throughout will guide you to external key supporting information. Key highlighted terms and tools can be hovered over to activate a text box which contains the definition for the term or relevant tips, alternatively refer to the 'definition of key terms' chart at the end of this resource. All defined terms are highlighted blue and tool tips are indicated by the following icon:

Tools 5 and 8 provide the ability to add one extra page of fillable tables if required via the button in the lower right hand corner of the relevant pages. Employees of the ACT Government requiring additional space please contact [psm@act.gov.au](mailto:psm@act.gov.au) detailing your individual requirements and a modified document will be provided.

While this resource is focused at a 'big picture' level, and refers to directorates and divisions, the principles and steps of the ADAPT can also be used by managers and supervisors for team restructures or recruitment opportunities to ensure that thought and direction is going into team structure choices.

## YOUR ADAPT STRATEGIC WORKFORCE PLAN DOCUMENT

It is expected that different ADAPT components will be revisited whenever your needs or organisational context changes, which is why it is important to record your research, ideas and reasoning thoroughly.

This ADAPT toolkit will help you by collating the results of your research into a single ADAPT Strategic Workforce Plan document.

# COMPONENT 1: ALIGN

## WHAT IS THIS ADAPT COMPONENT ABOUT?

This ADAPT component is about getting a clear understanding of the strategic context within your directorate. It is about identifying the [key services](#) and [critical deliverables](#) of your workforce and pinpointing your directorate's strategic objectives and the [Government's Priorities](#).

Completing 'ALIGN' will ultimately ensure your people strategy drives business outcomes.

## DEFINING YOUR DIRECTORATE'S STRATEGIC OBJECTIVES, KEY SERVICES AND CRITICAL DELIVERABLES

Use the tool below to fully scope your key services, critical deliverables and your directorate's strategic objectives: linking these elements together form a complete picture. This picture is the foundation of your WFP (Workforce Planning toolkit) and will anchor your people planning into achieving business outcomes.

Sourcing key supporting information will help you complete this activity. Examine key documentation to draw out key themes, ideas or commitments, such as:

- > strategic vision and value statements;
- > budget indicators;
- > compliance obligations or legislative or governance frameworks;
- > annual reports (forward work priorities sections);
- > long term commitments or targets;
- > service agreements/KPIs; and
- > stakeholder expectations.

Populate the table below with the appropriate information as per the heading. Some cells will contain Key Answers that will be used to populate your ADAPT Strategic Workforce plan document.



## STRATEGIC CONTEXT

**What is the STRATEGIC CONTEXT?**

**Applicable Government Priorities:**

**Annual Reports (forward work priorities):**

**Directorate Strategic Objectives:**

**External and Internal Service Agreements/ KPIs:**

**Vision and Value Statements:**

**Long Term Targets / Commitments:**

**Compliance Obligations/ Legislative or Governance Frameworks:**

**What key services does the work area provide?**

**Directorate Business Plan (core points):**

**Stakeholder expectations:**

**Budget Indicators (keywords):**

**What are the work area's Critical Deliverables?**

# COMPONENT 2: DESIGN

## WHAT IS THIS ADAPT COMPONENT ABOUT?

This ADAPT component is about ‘blue sky’ forecasting your entity’s future needs. It triggers you to think about the ‘perfect’ future state of how your division or directorate could be, what services you would be delivering and what your workforce would ‘look like’.

‘DESIGN’ will free your thinking. It stops you being constrained by the way things are now and allows you to imagine a future organisational ‘ideal’.

## HOW DO I GET STARTED?

It is critical to engage stakeholders at this point of the process: co-designing your forecast will enable a far more successful and robust implementation later. Use the tools below to define forecasting principles that all stakeholders agree on.

### **CHANGE MANAGEMENT**

If you anticipate substantial changes to your workforce, it is important to consider your change management planning and communication now. Partner with your Directorate HR and Communication area to develop a change management and communication plan.



## TOOL #1 BLUE SKY PLANNING AND SCENARIO COMPARISONS

This tool will help you to articulate your vision for where the service you provide is heading in the future.

Working through the prompts on the left will enable you to build scenarios for each of the divisions or business units involved in your workforce planning. Comparing your business with other organisations will prompt you to think about the context of the services you provide and how other organisations are adapting to similar challenges.

	Division/ Business Unit/ Team 1	Division/ Business Unit/ Team 2	Jurisdictional or local comparison 1	Jurisdictional or local comparison 2
What key services and critical deliverables will the directorate/division/team need to provide in 5 years time?				
Who will those services be delivered to?				
Ideally, how would those services be delivered?				
What is NOT known about how things will look in five years time?				
Internal/external factors that will influence the direction of service provision in the future?				

## TOOL #1 BLUE SKY PLANNING AND SCENARIO COMPARISONS – CONTINUED

	Division/ Business Unit/ Team 1	Division/ Business Unit/ Team 2	Jurisdictional or local comparison 1	Jurisdictional or local comparison 2
What workforce supply and demand trends might impact the directorate/ division/ team's capacity to provide the services/deliverables it needs to in 5 years time?				
What <b>capabilities</b> , qualifications or behaviours will ideally characterise this workforce in 5 years time?				
Regardless of roles which exist now, what roles would be critical to deliver those services in 5 years time? What roles will not be needed?				
Regardless of the current structure, how will future work units be configured to deliver those services?				
How would key jobs within those work units be designed?				
What would be the perfect decision-making and accountability structure to support business needs in 5 years time?				

## TOOL #2 ENVIRONMENTAL SCAN

Conducting an environmental scan is a useful way to systematically identify and gather information about broad factors or trends that might influence your workforce's ability to provide key services in the future. Analysis of external labour markets is valuable information to incorporate into your workforce planning. It will allow you to be across trends and anticipate any future corrections you may need to make. Using this PESTLE analysis tool, aim to pinpoint whether those factors can be controlled or harnessed within/by the ACT Government or locally within your area.

Political	Economic	Social
Technological	Legal	Environmental

## TOOL #3 WORKFORCE PLANNING ASSUMPTIONS AND SCENARIO BUILDING

This tool will help you to surface specific assumptions and qualitative scenarios which may be driving your forecast. The tool will then help you identify quantitative ‘tripwires’ which will alert you to unintended or unanticipated consequences or changes that you may need to consider in your forecasting. You will then be able to adjust your planning accordingly.

Populate the matrix below with future scenarios which, if they were to happen, would mean that your workforce and workforce planning would need to be drastically altered. As a starting point, use scenarios which have surfaced during your group’s completion of the ‘blue sky planning and scenario comparisons and PESTLE analysis tools. The example below has been taken from a central policy/program area in CMTEDD.

Scenarios...	Rest on key assumptions...	which can be ‘signposted’...	And given quantitative ‘tripwires’...
Scenario	Assumption(s)	Signpost(s)	Tripwire(s)

## TOOL #4 YOUR BLUE SKY FORECASTING PRINCIPLES: SWOT ANALYSIS

Through completing the above tools, your group should be able to broadly agree on some blue sky forecasting principles. Draw these principles out by completing an assessment of the strengths, weaknesses, opportunities and threats faced by your future workforce.

FUTURE WORKFORCE	
<b>Strengths</b>	<b>Opportunities</b>
<b>Weaknesses</b>	<b>Threats</b>

# COMPONENT 3: ANALYSE

## WHAT IS THIS ADAPT COMPONENT ABOUT?

This ADAPT component is about finding the gaps in capability and capacity for your workforce to meet critical deliverables and provide key services now and into the future.

Completing ANALYSE will give you an evidence based approach to workforce planning and expenditure on capability development initiatives.

In the previous ADAPT section you will have identified your ideal future state, critical roles and the important capabilities of your workforce. In order to work out the gap between your current and future/ desired state you need to get a firm understanding of the current state of your workforce.

## TOOL #5: YOUR CURRENT WORKFORCE STATUS

This tool will guide you through calculating the current composition, competencies and workload of your current workforce. Key Supporting information you will need to complete this activity includes:

- > collection of large scale (not individual) workforce data such as FTE, Headcount, permanent/temporary/casual, diversity statistics, age, and separation rates is available through your Directorate workforce dashboard or by approaching the shared services data team;
- > divisional establishment reports and other records including casual employee registers;
- > invoices showing the extent to which your directorate relies on consultants;
- > workload calculation reporting templates (to be filled in by managers or employees);
- > performance and development reviews;
- > training records or learning management system records;
- > staff/ manager or exit surveys; and
- > relevant environmental scan results completed in the previous ADAPT section.

## CURRENT WORKFORCE ANALYSIS

Key Service/ Critical Deliverable or other Function	Associated role title(s) and classification(s)	Permanent	Temporary	Casual	FTE hours	ARINs	Salary expenditure (not including on-costs)	Separation rate	Capabilities, Qualifications or Registrations required

## CURRENT WORKFORCE ANALYSIS

Key Service/ Critical Deliverable or other Function	Associated role title(s) and classification(s)	Permanent	Temporary	Casual	FTE hours	ARINs	Salary expenditure (not including on-costs)	Separation rate	Capabilities, Qualifications or Registrations required

## TOOL #6: IDENTIFYING BUSINESS CRITICAL ROLES AND CRITICAL CAPABILITY

Critical positions are those roles that are indispensable for the effective functioning of the business, and when left vacant, negatively impact the business' ability to achieve its strategic objectives. In order to identify these roles, you might ask:

- > What position, if left vacant, has the potential to negatively impact service provision?
- > What roles would be hard to fill because of the expertise, unique skills, or knowledge that the person in the role requires in order to operate effectively?

Identifying your current business critical roles is important because it will allow you to compare your current and future needs and identify any gaps.

Defining critical capability is identifying 'what your people need to be able to do'. [The ACTPS Shared Capability Framework](#) articulates core skills, knowledge and recognise that can be expected at all levels and within different workplace contexts within the ACTPS.

Other capabilities will be important to roles with technical, professional or legally prescribed standards attached to them. Widen the scope of your 'capability definitions' to encompass other capability definitions where necessary. Role Profiling is an ideal way to define the capabilities needed for a role.

A role profile is a succinct document which specifies the exact functions and responsibilities of a role and clearly defines the expected capabilities of the person filling that role.

Role profiling or reviewing the role profiles of your business critical positions will take you closer to understanding your current workforce preparedness. This activity also will help you:

- > Build an accurate picture of what skills and capabilities are essential to the proper functioning of your business;
- > Save you time when recruiting to these positions in the future; and
- > Mitigate the risks of losing the personnel occupying these positions by assisting you to build talent pools/pipelines (more on this topic in the next ADAPT section).

**A role profile template can be found at the end of this resource set.**

## ROLES WITHIN THE DIVISION/BUSINESS UNIT

<b>Criteria for analysis</b>				
<b>Key Services &amp; Critical Deliverables</b>				
<b>Risk associated with not filling this role immediately</b>				
Role's Critical Capabilities including nationally accredited qualifications/registrations.				
Descriptor of identified critical capability				
<b>Assessment summary</b>				
Business critical role 1:		Critical capability of critical roles 1:		
Business critical role 2:		Critical capability of critical roles 2:		
Business critical role 3:		Critical capability of critical roles 3:		
Business critical role 4:		Critical capability of critical roles 4:		
Critical capabilities of the other roles:				

## ROLES WITHIN THE DIVISION/BUSINESS UNIT

<b>Criteria for analysis</b>				
<b>Key Services &amp; Critical Deliverables</b>				
<b>Risk associated with not filling this role immediately</b>				
Role's Critical Capabilities including nationally accredited qualifications/registrations.				
Descriptor of identified critical capability				
<b>Assessment summary</b>				
Business critical role 5:		Critical capability of critical roles 5:		
Business critical role 6:		Critical capability of critical roles 6:		
Business critical role 7:		Critical capability of critical roles 7:		
Business critical role 8:		Critical capability of critical roles 8:		
Critical capabilities of the other roles:				

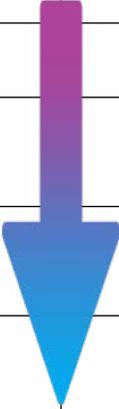
## DIFFERENTIATING 'BUSINESS CRITICALITY' FROM HIGHLY VALUED PERSONNEL

Often, individual employees who possess a lot of corporate knowledge or 'own' a process are misidentified as occupying business critical positions. This is because it can be difficult to differentiate between criticality of the role and the experience of the person performing the role.

Different workforce planning responses are required for these distinct situations.

The table below describes and aligns the most appropriate workforce planning response for these two situations.

Business Critical Position Characteristics	'Corporate Knowledge' Characteristics
Without this role, one or more of your key services/critical deliverables will not be achievable.	Without this person, one or more of your key services/critical deliverables will not be achievable.
The skills needed to perform this role are <b>specialist</b> or <b>specialist plus</b>	The skills needed to perform their role are <b>generalist/flexible</b> .
Recruitment activity for this role would need to be targeted to a particular industry and/or encompass national/jurisdictional advertising.	Recruitment activity for their role would typically be local/regional and non-targeted.
This role is instrumental in decision making processes and/or holds delegated powers and functions which influence key services/ critical deliverables.	Their role has limited influence in decision making processes and they do not hold any delegations which would influence key services/critical deliverables.
The person occupying this role doesn't require significant historical/contextual knowledge of the role to perform it.	This person has typically been occupying their role for a number of years, is expert in their role and is respected for their depth of role-related knowledge.
<b>Workforce Planning Response: Succession Planning</b>	<b>Workforce Planning Response: Knowledge Transfer</b>



## TOOL #7 IDENTIFICATION OF GAPS AND DUPLICATION

In the previous ADAPT section you performed an environmental scan to identify any trends or issues with future supply of skills or personnel.

Compare your recorded results from the previous section with the results of your current workforce analysis to identify any gaps, duplication or other workplace issues that exist. Focus on business critical roles and critical capability.

WORKFORCE GAP CALCULATOR														
Begin by listing your business critical positions and then add a new entry for each additional employee in the role. This approach will help you identify the risk associated with individuals leaving and prevent you double counting your supply/demand.									A		B		C	
Current/future role titles	Classification	Business critical position?	Critical Capabilities	Employee in post (name)	ARINs (\$ value)	Continuous service (yrs)	Age	Current actual FTE	Current and future supply		Current and future demand		Gap?	
									Year 1 & 2	Year 3 to 5	Year 1 & 2	Year 3 to 5	Year 1 & 2	Year 3 to 5
<b>Total</b>														

## TOOL #7 IDENTIFICATION OF GAPS AND DUPLICATION - SUMMARY

Record your results from tool 7 in the space below to determine possible shortages and surplus.

Identified shortages	Identified surplus

## A NOTE ON DIVERSITY

Increased diversity within your workforce will enable your workforce to better understand and meet the needs of the ACT Community. Collecting data on the diversity of your workforce can be done from central records held by the Shared Services data team. Ways to achieve greater workforce diversity include:

- > Implementing People with Disability and Aboriginal and Torres Strait Islander employment programs (local and whole of Government) and initiatives;
- > Maximising the opportunity to draw on the knowledge and skills of your older members of staff and including succession planning in your workforce plan;
- > Implementing ways of encouraging young people to join and remain in your workforce, such as the whole of Government Graduate program;
- > Leveraging contributions that people from various cultural groups are able to make in your business unit and the broader ACT community.

## UNDERSTANDING CURRENT PREPAREDNESS AND RISK

The previous tools assisted you to clearly articulate your current staffing structure; match roles to key services and functions; identify business critical positions and critical capability. To move forward and prioritise your workforce planning activities; it is essential that you form an evidence based picture of your current preparedness for workforce challenges and risks.

The biggest risk associated with business critical positions is unplanned separation. There are a number of workplace engagement and 'fit' factors which affect the likelihood of employee separation. The chart below describes some of the most easily observable risk factors.



## EMPLOYEE SEPARATION INDICATORS

	High Probability of Separation	Mid Probability of Separation	Low Probability of Separation
Background	<ul style="list-style-type: none"> <li>&gt; Short tenure at workplace or history of short term roles.</li> <li>&gt; Original decision to take role known to be temporary or weak fit with the employee's longer term career goals.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Less enthusiastic about reason for original employment but not dissatisfied with current situation.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Lengthy tenure within the workplace;</li> <li>&gt; Short tenure with extremely positive reason for employment (ie: 'headhunted' for specific role).</li> </ul>
Relationships	<ul style="list-style-type: none"> <li>&gt; Lacks close or productive relationships with managers or colleagues (ie: resistant to coaching/mentoring; absence of friends).</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Relationships with managers and colleagues are cordial but distant. Shows lack of interest in investing in professional relationships.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Close professional/personal friendships with several colleagues;</li> <li>&gt; Positive, productive rapport with managers (ie: seeks mentoring; resolves early signs of frustration; invests time in sharing knowledge with others).</li> </ul>
Employee Proposition	<ul style="list-style-type: none"> <li>&gt; Expressed dissatisfaction with aspects of role (ie: lodged complaint/repeated accident/incident lodging);</li> <li>&gt; Employee is rarely recognised for work contributions.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Manages workload satisfactorily but expresses displeasure with some facet of employment (ie: temporary nature of contract or perceptions of working above their pay grade);</li> <li>&gt; Recognised as a steady performer.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Manages work intensity well and has recently been recognised for work contributions</li> <li>&gt; Remuneration/ conditions of employment compare favourably with the market and are viewed as such by employee.</li> </ul>
Behaviour	<ul style="list-style-type: none"> <li>&gt; Performance in work duties has worsened or employee seems distracted or overwhelmed at work;</li> <li>&gt; Expressed dissatisfaction at performance review/informally to manager;</li> <li>&gt; Unexplainable change in working pattern (ie: arriving very early or staying later than normal; calling in sick more frequently).</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Behaviour pattern is unclear or there are competing characteristics of both high and low probability descriptions.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Employee is consistently focused and motivated in work (ie: strong attendance and regularly demonstrates higher functioning capabilities);</li> <li>&gt; Any complaints are constructive and employee openly expresses satisfaction with workplace.</li> </ul>
Career Outlook	<ul style="list-style-type: none"> <li>&gt; Employee is skilled or experienced enough to command higher salary on open market;</li> <li>&gt; Future career goals not aligned with current role.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Employee is skilled or experienced enough to move on but appears to lack motivation or career direction.</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Nearing retirement age</li> <li>&gt; Beneficial superannuation context</li> <li>&gt; Employee lacking skills and experience desirable to other employers</li> <li>&gt; Current job aligns with career goals.</li> </ul>



## RISK MITIGATION PLANNING, WORKFORCE EMERGENCIES AND PRIORITISING GAPS

A risk matrix is a useful way to think about the degree of risk you are exposed to. You can use the risk matrix below to categorise your entries in Tool 8 part 1 and easily prioritise your risk management strategies.

RISK ASSESSMENT MATRIX				
Severity \ Probability	Catastrophic (1)	Critical (2)	Marginal (3)	Negligible (4)
Frequent (A)	High	High	Serious	Medium
Probable (B)	High	High	Serious	Medium
Occasional (C)	High	Serious	Medium	Low
Remote (D)	Serious	Medium	Medium	Low
Improbable (E)	Medium	Medium	Medium	Low
Eliminated (F)	Eliminated			

Division/ Business Unit	Employee Name	Date of Birth	Age	Capability Descriptor	Length of service	Estimated Probability of separation in next 12 months	Occupying business critical position?	FTE	Level of risk
Team A	Employee 1	01/02/1966	51	Specialist Plus ▼	10 years	Low ▼	<input checked="" type="checkbox"/>	1.00	Serious ▼
	Employee 2	03/04/1981	36	Specialist ▼	4.5 years	High ▼	<input checked="" type="checkbox"/>	1.00	High ▼
	Employee 3	05/06/1989	28	Generalist/Flexible ▼	6 months	Medium/High ▼	<input type="checkbox"/>	1.00	Low ▼

In the table above, the likelihood of the employee leaving was combined with the difficulty of replacing the employee to give an overall risk rating. Employee 2 occupying the business critical role has a high probability of leaving and so is rated ‘High’ risk (red). Employee 3 who has a medium/high risk of leaving does not occupy a business critical position and has easily replaceable, generalist skills so is rated as a ‘low’ business risk (green). Finally employee 1 has a low risk of separation but specialist plus skills and is occupying a business critical position so is rated a ‘serious’ business risk because their age indicates that they may wish to retire within the next three years.

Aside from separation, business risks you may encounter by not having the correct capability in key roles are:

- > Your team(s) cannot deliver key services and will fail on critical deliverables in the future;
- > An employee or Service User may be seriously injured; and
- > Your team’s credibility and stakeholder’s trust will diminish.

## TOOL #8 PART 2: RISK IDENTIFICATION AND MITIGATION PLANNING

**Take time to assign a risk rating to the 'gaps', 'likely separations' and any other key findings you made in the above section.**

Does your directorate/business unit have the right people to deliver key services now and in the future? Is there a foreseeable problem with filling business critical positions?

High and serious risk ratings constitute workforce planning emergencies and should be addressed immediately.

	High	Serious	Medium
Current employees at risk of separation			
Roles which require non-standard recruitment activity			
Identified surplus and shortages			
Other business risk			

*Please delete default text in unused fields.*

# COMPONENT 4: PROGRAM

## WHAT IS THIS ADAPT COMPONENT ABOUT?

This component is about designing the programs that will address your workforce gaps and surpluses.

By completing PROGRAM you will plan and develop initiatives and activities to achieve your desired workforce state.

## WORKFORCE PLANNING RESPONSES

In the ANALYSE section of this toolkit you identified business critical positions and prioritised your highest workforce planning risks. The activities you develop in response to these risks will be critical to the success of your workforce plan.

The program development information below defines some key workforce planning activities and identifies possible actions to be developed in response to the risks or issues identified through your workforce analysis. Space has been provided to identify the action you will be progressing.



## TOOL #9 PROGRAM DEVELOPMENT

Program	Further Information and Possible activities
Address surplus	<p>In the last ADAPT section; you may have identified surplus skill areas or positions within the establishment. You should consider the extent of this surplus and use your Directorate HR support to help navigate your obligations under the relevant Enterprise Agreement. You also may wish to consider:</p> <ul style="list-style-type: none"> <li>&gt; whether identified staff have transferable skills and can be reassigned to other duties (this works well for staff with generic job descriptions); and</li> <li>&gt; whether the identified staff are due to leave or whether non-renewal of a temporary contract can be considered (known as natural attrition).</li> </ul>
Action to be taken	
Recruitment	<p>Recruitment activity, both in the short and medium term, involves prior planning (especially for high risk roles) and ongoing research to ensure currency with the labour market.</p> <ul style="list-style-type: none"> <li>&gt; Improving recruitment and selection procedures in particular those which affect the length of time to fill vacancies (ie: introducing a KPI time frame to finalise interviewing for managers in your area);</li> <li>&gt; Whether the positions can be identified as business critical or inclusion positions;</li> <li>&gt; Consider using targeted advertising in community media to attract interest within Aboriginal and Torres Strait Islander; People with Disability (PWD); Lesbian Gay Bisexual Transgender Intersex (LGBTI); and Culturally and Linguistically Diverse (CALD) communities;</li> <li>&gt; Expand outreach through career fairs, advertising, websites, employee referrals, etc;</li> <li>&gt; Strengthen school to work transitions via whole of government graduate program and disability and Aboriginal and Torres Strait Islander traineeships;</li> <li>&gt; Complete a recruitment plan (see tool below);</li> <li>&gt; Establish an education pipeline (see below); and</li> <li>&gt; Refresh your environmental scanning including labour market research regularly to ensure you are targeting recruitment activity effectively.</li> <li>&gt; Use tool #10 to help you plan recruitment.</li> </ul>
Recruitment activities	

Program	Further Information and Possible activities
<b>Succession Planning and Talent Management</b>	<p>Talent management and succession planning are the systematic attraction, identification, development and retention of those individuals who are of particular value to the Service; either in view of their high performance potential and/or planning around identified business critical roles.</p> <ul style="list-style-type: none"> <li>&gt; Succession planning programmes aim to create a ‘pool’ of individuals who can step into business critical or senior roles either as emergency or long term replacements for existing staff. Succession planning programs include activities such as: both formal and informal training and development with a crucial focus on attaining relevant work experience including lateral moves to gain further experience, and work shadowing, job swaps and secondments;</li> <li>&gt; A common misconception is that Talent Management is favouritism. In the interests of building an agile, responsive and innovative Public Service, it is essential that talent management and succession planning activity is a deliberate and transparent part of the way the ACTPS utilises its people in the pursuit of strategic outcomes.</li> </ul> <p>At a business unit level you should think about linking with any existing whole of government or directorate level talent management programs. Talent management programs often include:</p> <ul style="list-style-type: none"> <li>&gt; Formal mentoring;</li> <li>&gt; Further and higher education programs;</li> <li>&gt; To ensure fairness and transparency; inclusion on talent management programs will usually involve performance and core capability assessments, psychometric assessment and 360 degree feedback.</li> </ul>
<b>Action to be taken</b>	
<b>Improve engagement to improve employee retention</b>	<p>Identifying ways to make the workplace a rewarding environment that keeps employees engaged will positively affect the retention of valued staff. Activities include:</p> <ul style="list-style-type: none"> <li>&gt; Increasing the ways in which employees can understand and explain the higher purpose or meaning of their work;</li> <li>&gt; Investing in manager and leadership skills coaching/training including self awareness skills;</li> <li>&gt; Resilience training;</li> <li>&gt; Positive feedback, encouraging innovation, and recognising work contributions;</li> <li>&gt; Looking at employee survey results to find areas needing improvement, and developing strategies to make improvement;</li> <li>&gt; Removing barriers and disincentives to increase participation particularly amongst disadvantaged and under-represented groups i.e. people with disability;</li> <li>&gt; Flexible work arrangements and promoting work-life balance;</li> <li>&gt; Promotion of healthy workplaces and supporting the well-being of ACTPS employees;</li> <li>&gt; Better understanding of the drivers of turnover and improved exit interviews and analysis;</li> <li>&gt; Better management of contracted and temporary positions; and</li> <li>&gt; Identification and analysis of unplanned absences and develop a management plan;</li> </ul>
<b>Action to be taken</b>	

Program	Further Information and Possible activities
Knowledge Transfer	<p>Knowledge transfer activities assist in the organisation, capture and distribution of knowledge. This practice is an essential activity in reducing the business risk associated with only one person holding key information. Knowledge transfer activities can include:</p> <ul style="list-style-type: none"> <li>&gt; process mapping and documentation;</li> <li>&gt; creation of advice/decision registers;</li> <li>&gt; work shadowing and peer to peer training;</li> <li>&gt; systemic information management solutions such as EDRMS; and</li> <li>&gt; creating a culture of openness and collaborative working practice.</li> </ul>
Action to be taken	
Improving Capability	<p>This general term refers to learning and development activities which will have a direct impact on the capability of your workforce. It is important to align and target your learning and development activity to the key skills and capabilities you have identified in the previous ADAPT sections. Remember also that learning and development provision doesn't necessarily need to be formal 'classroom' learning. Further 'capability building' activity involves:</p> <ul style="list-style-type: none"> <li>&gt; developing or refreshing an evidence based learning strategy which maps the key skills/knowledge that your staff need at different levels (i.e. induction, management/leadership transition points);</li> <li>&gt; targeted learning/development for identified cohorts (i.e. SOG A&amp;B);</li> <li>&gt; understanding the return on investment from learning and development activities;</li> <li>&gt; encouraging staff to access flexible working and other policy support for learning where appropriate;</li> <li>&gt; facilitating staff mobility such as secondments;</li> <li>&gt; specific learning programs, tertiary studies; and</li> <li>&gt; fostering a learning culture and different methods of learning through the ACTPS Performance Framework cycle and/or ground up activities like professional book clubs.</li> </ul>
Learning and development interventions	

## EDUCATION PIPELINE

An education pipeline is a medium term strategy applied when new or emerging roles have been identified or a capability shortage or gap exists. A business area will work with Tertiary education and Vocational education and Training (VET) providers to identify or design educational mechanisms suited to a new or emerging role with the primary aim of creating a pool of potential employees for those roles.

## TOOL #10 RECRUITMENT PLANNING

This tool will assist you to evaluate the supply channels for your identified role, based on past experience and the current labour market and plan your recruitment accordingly.

Step 1 - Identify the role - Present	Step 2 - Gather information from the last recruitment exercise (if there is one) - Past			Step 3 - Factors influencing supply for this role - Present
Position name	Source of applicant - Internal/ External	Mechanism of advertising	Data on previous recruitment	

Step 4 - Demand: Recruitment plan by month												
Position	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec

## EVALUATION OF WORKFORCE PLANNING PROGRAMS

All programs and initiatives that you develop should include measures to assess how well their objectives have been achieved. Adhering to a principles-based approach will help to keep your evaluation process simple and effective. Most evaluation models will follow these principles:

- > build your evaluation into the design of your program;
- > ensure you have sound evaluation methodology (ie: data collection mechanisms);
- > allocate enough resources to evaluate and check that evaluators are unbiased;
- > be informed by relevant stakeholders;
- > consideration of data should be meaningful and transparent; and
- > effective governance and procedural fairness arrangements should be in place for any changes you make to the program as a result of the evaluation.

Sound [guidance](#) on program evaluation has been developed by the News South Wales Department of Premier and Cabinet. While the guidance is intended to be applied to large scale government programs; the principles of good practice are directly transferable to workforce planning programs you create. Alternatively, the [website of evaluation expert Patricia Rogers](#) has excellent, in-depth, resources on all aspects of evaluation.

TOOL #11 EVALUATION PLANNING	
<b>Programs’s Primary Goals:</b>	
<b>Program aspects to be evaluated:</b>	
<b>How will the program be evaluated?</b>	<b>Who will be evaluating the programs?</b>
<b>Timeline:</b>	

## ESTABLISHING AND MANAGING THE CASE FOR CHANGE

Establishing a business case for change engages attention and support of key stakeholders and executives who need to understand the issues so that they can support and champion your changes. Your case for change should capture evidence based reasoning and research, be succinctly presented and backed up by a well considered change management plan.

Change is stressful to many in the workplace because of the uncertainty that accompanies it. A good change management process will take away as much uncertainty as possible by communicating key messages clearly and at the right time.

Your Directorate HR and Communication support can partner with you to develop a tailored change management plan which incorporates robust and timely communication. You will need to consider:

- > What are the key changes and what are the critical completion dates?
- > Is there a mismatch between any proposed changes and your directorate's business needs, or ACTPS values and culture?
- > How can the needs of all key stakeholders be addressed whilst achieving strategic objectives?
- > What resources and budget allocations are required to implement this change?
- > How can current strategic and business priorities be met while planning, and preparing for the future?

# COMPONENT 5: TRANSFORM

## WHAT IS THIS COMPONENT ALL ABOUT?

This component is about transitioning from the current to future state, including implementing, monitoring, evaluating and reporting on the ADAPT activities and strategies developed in earlier stages.

By completing TRANSFORM, you will step your workforce towards a more agile, innovative, responsive and engaged future.

## IMPLEMENTATION

It is important to apply sound project management principles when implementing your ADAPT programs. These include:

- > Ensuring you have stakeholder buy-in and support;
- > Ensuring there are clear expectations regarding roles and responsibilities, including identifying who is involved in implementing what and that you are all aligned with wider ACTPS workforce planning activities;
- > Developing project plans for the implementation of your strategic workforce plan, including establishing budget and resource requirements, timelines, key deliverables etc;
- > Allocating the necessary resources and teams required to implement the workforce strategies;
- > Implementing performance measures, success indicators and reporting systems;
- > Progressing your communication strategy; and
- > Hooking into or making the best use of existing resources such as whole of government forums, diversity and leadership development initiatives.

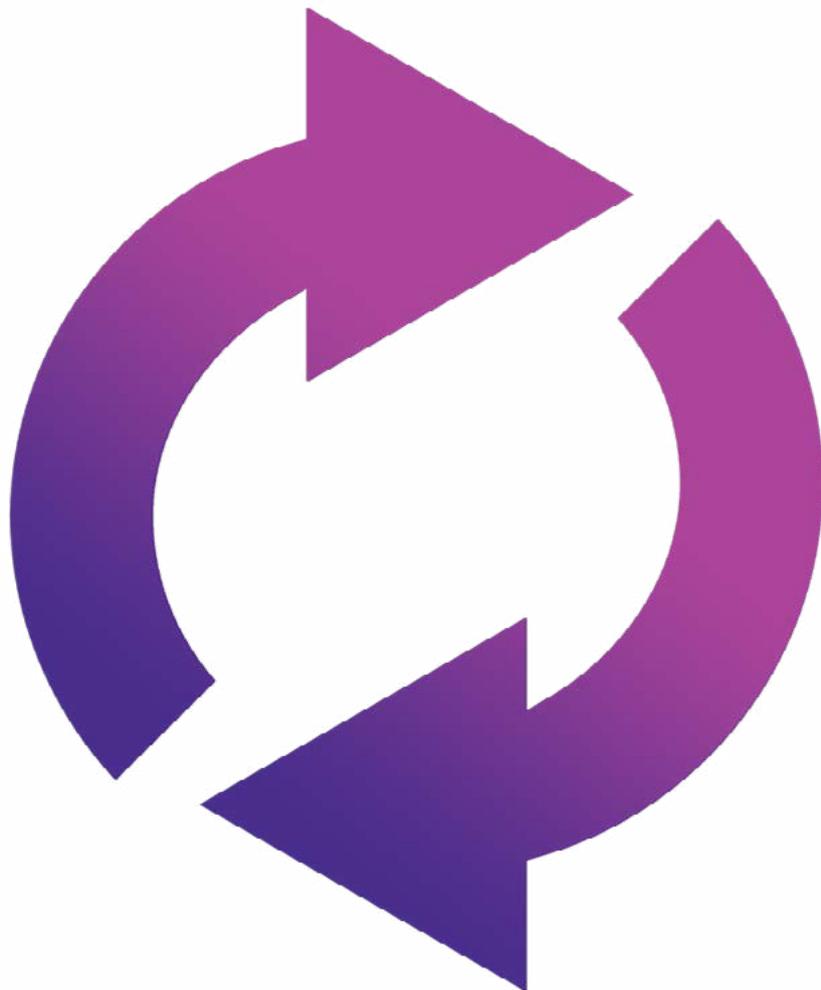
## TOOL #12 IMPLEMENTATION AND CHANGE MANAGEMENT SUMMARY

## THE EVALUATION LOOP

Ongoing evaluation<sup>1</sup> and monitoring of workforce planning activities and programs is essential to ensuring the success of your workforce plan. Workforce plans and strategies should be reviewed at least annually to:

- > assess data from performance measurement activities;
- > determine what is not working and adjust the plan and strategies accordingly;
- > address new workforce and organisational issues that might arise;
- > improve your directorate's ability to respond quickly to changes as they occur; and
- > prevent scope creep during the implementation of your activities so that your workforce plan remains aligned with your directorate's strategic vision.

You will find you need to return to earlier components of the ADAPT model to adjust a strategy or develop new activity when change occurs.



<sup>1</sup> An evaluation tool is provided alongside a methodology outline and further evaluation resources in the 'Program' section of this ADAPT tool kit. *see page 29*

**STRATEGIC CONTEXT: (ALIGN)** – What is the strategic context?

**KEY SERVICES: (ALIGN)**

What key services does the work area provide?

**CRITICAL DELIVERABLES: (ALIGN)**

What are the work area’s Critical Deliverables?

**BLUE SKY FORECAST PRINCIPALS – FUTURE WORKFORCE: (DESIGN)**

Strengths:

Opportunities:

Weaknesses:

Threats:

**GAPS/DUPLICATION IDENTIFIED: (ANALYSE) RISKS IDENTIFIED: (ANALYSE)**

**BUSINESS CRITICAL ROLES: (ANALYSE)**

**CAPABILITY OF CRITICAL ROLES: (ANALYSE)**

**CRITICAL CAPABILITIES OF OTHER ROLES: (ANALYSE)**

**PROGRAMS TO BE IMPLEMENTED INCLUDING CRITICAL DATES: (PROGRAM)**

**RECRUITMENT PROGRAMS: (PROGRAM)**

**IMPLEMENTATION AND CHANGE MANAGEMENT: (TRANSFORM)**

**EVALUATION: (TRANSFORM)**

# APPENDIX 1

## ROLE PROFILE TEMPLATE

Position Title			
Role purpose			
Role function			
Core responsibilities			
Demonstrated Behaviours			
Preferred qualifications, certifications, licenses and checks required			
	<b>Is the qualification mandatory, or can it be acquired over a period of time in the role?</b>		
	Mandatory	2-6 months	12+ months
	1-2 months	6-12 months	
Preferred experience			
Role specific technical knowledge			
Classification			
Business critical	Yes	No	

## DEFINITION OF TERMS

ADAPT Section	Input	Definition
<b>1. ALIGN</b>	Government Priorities	This refers to a governments direction of travel, and is outlined in <a href="#">Canberra: A statement of ambition</a> .
	Directorate Strategic Objectives	Directorate ‘Strategic Objectives’ are statements which tell the public and their workforce exactly how the Directorate will make the Government’s priorities a reality.
	Budget: Strategic Indicators; Output Classes and Accountability Indicators	Specific deliverables, behaviour and projects; committed to by directorates and allocated funding in annual Government Budgets.
	Directorate, divisional and team business plans	Formal statements of business goals, associated timeframes and strategies to achieve delivery. Divisional plans are generally the most strategic and cascade through to divisional and team plans, becoming more detailed and specific.
	ACTPS Values: <i>Respect, Integrity, Collaboration and Innovation</i>	ACTPS Values (and associated ACTPS signature behaviours) are both defining and aspirational characteristics of the ACTPS. The Values are enshrined for ACTPS employees in the Public Sector Management Standards.
	Directorate Vision/ Values Statements	More localised interpretations of whole of government values including directorate specific codes of conduct.
	External and internal service agreements/ Key Performance Indicators	Measurable, specific, behaviour and deliverables, committed to by directorates, divisions or teams in order to maintain or improve service provision to internal or external stakeholders.
	Stakeholder expectations	The expectations of internal and external customers and those with an interest or concern in ACTPS service provision including ACT community groups, businesses and non-government organisations.
	Key Services	High priority, specific outcomes provided by the directorate, division or team in line with business planning and budgetary commitments.
	Critical Deliverables	High priority, quantifiable products or specified functions of the directorate, division or team which, when achieved, enable the delivery of key services.
	Long term targets/ commitments	Public statements and plans containing outcomes which the directorate has responsibility for implementing or achieving. Ie: Carbon Neutral ACT Government Framework or ACT Planning Strategy.
	Legislative /compliance obligations or governance frameworks	Tasks, behaviour or functions which are required of the directorate/division/team by law or established internal protocol.

## DEFINITION OF TERMS

ADAPT Section	Input	Definition
2. DESIGN	'Blue Sky' forecasting	Estimating and imagining the future state of an organisation's workforce based on what is known about future service provision.
3. ANALYSE	Separation Rate	Separations during the reporting period as a percentage of average headcount.
	Generalist/Flexible	A role requiring competencies in several types of work OR skills and experience that are easily applicable to multiple types of work.
	Strategic	A role requiring advanced competencies in multiple work streams (such as budget and stakeholder management).
	Specialist	A role requiring capabilities which are focussed primarily on a particular subject or activity; highly skilled in a specific and restricted field.
	Specialist Plus	A role requiring capabilities of the most skilled local/national specialists and/or skills and experience that are otherwise unavailable in the current labour market.
	Shortages	When projected supply is less than forecasted demand. Strategies including recruitment, training, and succession planning can be utilised to manage shortages.
	Surplus	When projected supply (e.g. occupations, skills) is greater than forecasted demand. This may be a cyclical pattern and should be tracked to identify potential changes to work practices. Strategies including retraining, transfers, or separation incentives can be utilised to manage a surplus.
	A need for Change	For example, changes required to operating structures and processes, flexibilities in work practices, and a mismatch between current skills of the workforce compared to those actually needed.



**Produced by Public Sector  
Management  
CMTEDD  
September 2017**