

COMMISSIONER FOR PUBLIC EMPLOYMENT

GUIDELINE

for the South Australian Public Service

A Planned Workforce

MARCH 2001



Government
of South Australia

INTRODUCTION

An effectively planned workforce is better equipped through having the right mix of people and skills to achieve the aims and objectives of the agency and its future challenges.

This guideline provides principles on which South Australian public sector agencies can base their approach to strategic human resource planning.

KEY RESULT AREA

This guideline is linked to the Planned Workforce key result area of the Strategic Human Resource Management Framework for the South Australian Public Sector.

A Planned Workforce

Identify the workforce that is required to meet government objectives and implement workforce strategies to address these requirements.

(eg skills profiling, workforce analysis, forecasting and planning, special recruiting schemes, career and succession planning, agency workforce plans)

PRINCIPLES

1. Human resource planning is approached strategically

To ensure that their workforce is able to contribute optimally to the achievement of current and future goals, each agency should plan for the desirable skills and characteristics of its workforce. This should be an integral part of the agency's strategic planning process incorporating whole of government objectives.

Agency human resource planning should:

- (a) be integrated with the agency's strategic planning process and address short, medium and longer term business needs
 - (b) be supported by agency executive managers, actively involve line managers and, if appropriate, be coordinated by an appropriately skilled workforce planning facilitator
 - (c) aim to produce a workforce which is responsive to its client base reflecting the diversity that exists within the community
 - (d) respond to the future business needs of the agency through the analysis of knowledge, skills and abilities within the workforce
 - (e) identify human resource management strategies needed for the agency to meet its future workforce needs.
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2. Agency human resource planning takes into account public sector workforce policies

To achieve the government's objectives, an agency must ensure that whole of public sector workforce policies are reflected in the agency's human resource plan.

Current government requirements include:

- (a) those human resource issues addressed through the government's employee relations framework, which include the 'no-retrenchment' policy, the restriction on external recruitment and the management of excess employees
 - (b) the fair and effective management of employees with work injuries
 - (c) observance of the personnel management standards of the Public Sector Management Act 1995
 - (d) equal employment opportunity programs published by the Premier
 - (e) a focus on performance outcomes
 - (f) the importance of human resource development, with a particular emphasis on leadership and management
 - (g) the implementation of flexible working arrangements to assist employees to effectively balance life and work responsibilities.
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3. A recognised human resource planning approach is used

The use of a recognised human resource planning approach will enable a sound and consistent basis for ongoing evaluation of the adequacy of the workforce to meet business goals, and for planning within the agency and across government.

The development of an agency plan should:

- (a) systematically profile the current distribution of workforce characteristics such as age, gender, culture, classification/occupation and skills
 - (b) assess the current and future supply and demand for particular skills and abilities
 - (c) identify potential skills gaps, including the over/under supply of required skills and abilities
 - (d) identify strategies to address future workforce needs
 - (e) develop systems which enable regular monitoring and review of workforce needs as part of the agency's overall management program.
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4. Agency workforce supply and demand issues are identified

To ensure that agency future workforce needs are met, strategies should be identified and implemented to address the recognised gaps in current and future workforce requirements and provide measures for evaluation.

Strategies could include:

- (a) competitive tendering or contracting out of those functions which could be more efficiently and effectively undertaken by the private sector
- (b) implementing performance management to continuously improve the performance of people
- (c) planned human resource development which supports employees in assessing their career plans and skill needs in conjunction with the agency's strategic direction
- (d) developing recruitment policy and strategies which support the future needs of the organisation and reflect skill, knowledge, attitude and behavioural requirements
- (e) enabling mobility policies within and between agencies which support career transition, career planning and provide developmental opportunities in a way which benefits both the agency and the individual
- (f) developing separation policy and strategies which reflect government, agency and individual needs
- (g) undertaking succession planning to ensure the retention of skills and knowledge required by the organisation.

5. Human resource plans are regularly evaluated

To ensure that human resource planning continues to meet the future business needs of the organisation, mechanisms should be in place to continually monitor, review and evaluate the implementation and outcomes of human resource planning.

These approaches should include:

- (a) regular assessment of current workforce profiles
 - (b) regular review of agency performance outcomes as they relate to workforce management issues
 - (c) continual review of workforce supply and demand and workforce trends to address agency performance.
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OTHER INFORMATION

Legislation

Public Sector Management Act 1995

- Part 2 General Public Sector Aims and Standards
- Part 4 Chief Executives, Section 14 Chief Executive's general responsibilities
- Part 5 Commissioner for Public Employment
- Part 7 Public Service Appointments (Apart from Chief Executives), Division 1 - Executive Positions, Section 37 Executive's general responsibilities

Publications issued by the Commissioner for Public Employment

- Guideline for Executive Employment
- Guideline for the Recruitment and Employment of Non-Executive Employees
- Guideline for Responsive and Safe Employment Conditions
- Guideline for Planned Human Resource Development
- Guideline for Continuous Improvement
- Guideline for Monitoring and Reporting
- PSM Act Determination 1 – Executive Employment
- PSM Act Determination 2 – Recruitment and Employment of Non-Executive Employees
- PSM Act Determination 3 – A Managed Workforce
- PSM Act Determination 4 – Targeted Voluntary Separation Package Scheme
- Background Briefing Paper - An Overview of Workforce Planning
- Background Briefing Paper - Implementing Workforce Planning

Other publications

- All About Contracting Out (Prudential Management Group, Attorney-General's Department)
 - Prudential Management Framework (Prudential Management Group, Attorney-General's Department)
 - Government Management Framework (Department of the Premier and Cabinet)
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About Guidelines

The Commissioner for Public Employment issues guidelines in accordance with Section 22 of the Public Sector Management Act 1995.

The guidelines detail the principles underpinning the eight key result areas of the Strategic Human Resource Management Framework for the South Australian Public Sector.

This guideline has been prepared in consultation with agencies with a view to facilitating agency level decision making. Where a requirement exists under legislation, or in government policy, the guideline indicates this.

Where necessary, the Commissioner issues PSM Act Determinations and supporting material. The determinations are binding, so as to ensure the effective implementation of Government public sector workforce policies and the personnel management standards of the Act, and the protection of key employment conditions. The supporting materials explain best practice in human resource management and provide additional information to agencies.