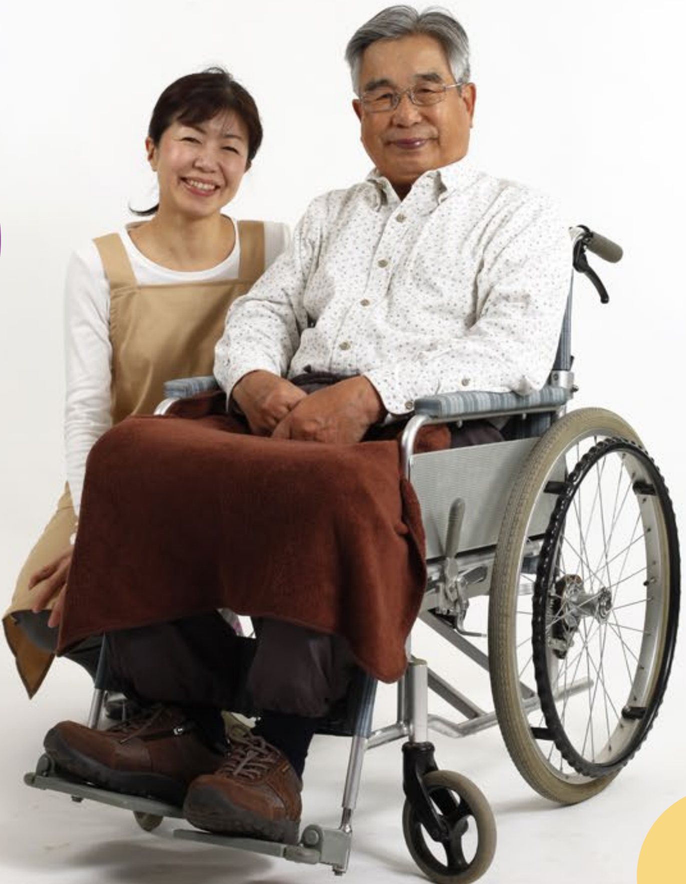
Workability Qld
Building Tomorrow's NDIS Workforce

Workforce Planning Connect Toolkit

FOR THE DISABILITY SECTOR

Jobs Queensland



This resource is based on the Workforce Planning Connect suite of resources developed by Jobs Queensland. For further information on Workforce Planning Connect visit https://jobsqueensland.qld.gov.au/workforce-planning-connect/

It is developed by the Community Services Industry Alliance on behalf of WorkAbility Qld as part of the Jobs Queensland-funded NDIS Workforce Research Project.

For further information on the NDIS Workforce Research Project visit: https://jobsqueensland.qld.gov.au/projects/ndis-workforce/ or https://workabilityqld.org.au/

About this toolkit

This toolkit has been designed for organisations delivering services under the NDIS and has been tailored to meet the needs of the disability sector workforce. However, the workforce planning concepts described in the toolkit are equally applicable to other human services sectors and the tools and processes could be adapted for use by organisations outside of the disability sector.

The toolkit contains information and tools to assist organisations that are just starting out on their workforce planning journey, as well as those that already undertake workforce planning, but would like to improve certain aspects of it, or perhaps become more systematic in their planning.

Starting out?

- Those that are just starting out in workforce planning might like to start small and focus on just one or two aspects of your workforce in their first round of planning. For example, you might focus just on what is needed to retain your existing workers. This could involve:

STAGE 1

- getting clear about what information you might need to collect.

STAGE 2

- analysing your current staff turnover rates and identifying in which parts of your workforce the rate is higher than others
- speaking with managers and reviewing staff satisfaction surveys to understand why staff are leaving.

STAGE 3

- conducting a gap analysis (using the provided template under Stage 3) to identify the impact current staff turnover rates will have on your staffing levels and organisational risk over the next few years
- developing a retention strategy and action plan to address the issues, including setting a target for reduction of turnover.

STAGE 4

- documenting your workforce plan (using the provided template with key activities under Stage 4) and involving all of the relevant people in implementing it
- analysing turnover data at regular intervals (e.g. every six months) to see whether you are successful in improving staff retention, and whether anything in the plan needs to be adjusted.

Already on the workforce planning journey?

Those that are already familiar with workforce planning might like to use this toolkit for ideas about where current processes might be improved or extended. You might also like to use some of the processes to help you focus in on aspects of workforce planning that you haven't covered in depth before.

Additional resources

As well as the tools and templates that form part of this toolkit, a list of additional sources of information and advice on particular workforce planning topics has been developed to help you on your workforce planning journey. You can find this resource list HERE[1].

If you require further assistance or have questions about this toolkit please email - info@workabilityqld.org.au

1 https://workabilityqld.org.au/wp-content/uploads/2021/12/WorkAbility-WPC-Additional-resources-List.pdf

Workforce Planning - An overview

WHAT IS IT?

Workforce planning is 'the systematic identification, analysis and planning of organisational needs in terms of people'.[2]

Workforce planning is about having the right people with the right skills in the right role at the right time. Similar to business planning, it is a continuous process of understanding your current workforce skills (where you are now) and the desired skills for your future workforce (where you are going), identifying your workforce gaps and developing strategies and actions to close those gaps (how you will get there).

The purpose of workforce planning is not to decide what you will do in the future, it is about determining what you can do now to be best prepared for the future.

WHY DO IT?

Workforce planning processes can help service providers to take advantage of projected growth in demand for NDIS services, while continuing to deliver the quality services their participants expect.

In the disability sector, issues such as difficulties in attracting and recruiting sufficient numbers of workers, working within NDIS pricing structures, servicing thin markets, working in regional and remote locations, ensuring cultural appropriateness and diversity and supporting participant choice and control, can create workforce challenges. Taking a structured approach to workforce planning can help you to develop both short and long term strategies for addressing such challenges.

Organisations also undertake workforce planning in order to:

- improve efficiency, effectiveness and productivity
- inform staff recruitment and retention strategies, develop 'skills pipelines' and reduce staff turnover
- plan in advance for retirement of key staff to ensure that skills and knowledge are not lost from the organisation
- enable the organisation to respond quickly to new challenges and opportunities
- prepare for the expansion of the organisation into new regions or new types of service delivery
- inform financial and business planning
- identify staff training and development requirements

2 International Standardization of Organisations (ISO) Human Resource Management Standard: Workforce Planning ISO 30409:2016; Australian Standard: Workforce Planning AS5620:2015

HOW IS IT DONE? There are four main stages to workforce planning.

Four key stages of workforce planning

1. GET STARTED

- Understand what workforce planning is and why it is important to your business
- Determine what you want from the process
- Consider who should be involved and what information you will need

2. GATHER INFORMATION

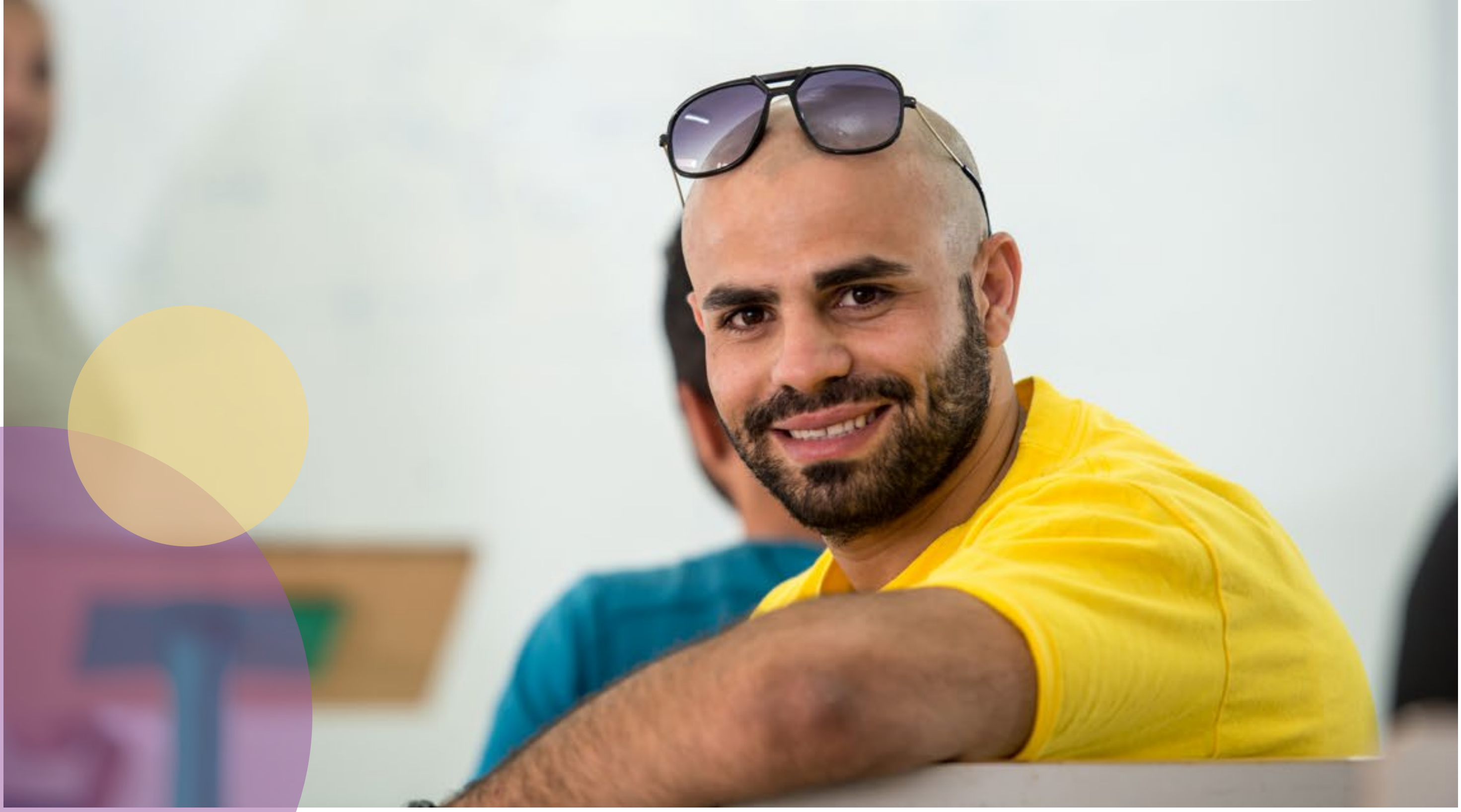
- Analyse your current workforce
- Consider your future workforce needs

3. IDENTIFY ISSUES AND FIND SOLUTIONS

- Identify where there are workforce gaps and issues
- Develop strategies and solutions to address them

4. DEVELOP, IMPLEMENT AND MONITOR

- Document and implement your workforce plan
- Monitor progress against the plan and review the plan as needed



Stage 1 - Get started

Workforce planning doesn't need to be complicated, but it does require thought and engagement with others in your organisation.

The starting point is to get clear about how workforce planning is going to help your organisation to better meet its goals and deliver services into the future. You also need to decide how far into the future you are going to plan for.

You will need to secure commitment and participation from:

- decision-makers in your organisation who can support the planning process and implement the actions arising from the plan
- other staff members in Human Resources, Finance and frontline management who can provide you with the information needed to undertake workforce planning.

Stage 2 - Gather information

You then need to gather data that provides a picture of your current workforce and any workforce trends. This should include current workforce data and, if it is available, historical workforce data. While there is no set period for historical data, data from at least the previous 12 months is helpful.

The next step is to determine your future workforce by estimating the number and types of staff members required to deliver your organisation's goals and meet demand for services.

Stage 3 - Identify issues and find solutions

By comparing your current workforce with your future workforce needs you will then be able to identify where you are likely to have workforce gaps.

You can then develop solutions and prioritise actions for filling those gaps.

Stage 4 - Develop, implement and monitor

The final step is to document your identified actions in a workforce plan, share this with other relevant people in the organisation and commence implementation of the plan.

Then begins the cycle of monitoring progress against the plan, reviewing the plan at regular intervals or at times of significant change, and updating the plan as needed.


STAGE 1
GET
STARTED

DETERMINE WHAT YOU WANT FROM THE PLANNING PROCESS

Undertaking workforce planning for the first time can feel like a daunting process, but it doesn't have to be. All organisations will already be doing at least some elements of workforce planning – for example, determining how many new support workers you will need to support a new participant, or identifying the training needs of staff to fill skill gaps, or monitoring the retirement intentions of key staff members. It is simply a case of being systematic about these activities so that you can identify and plan your workforce needs in advance.

Start by determining what you want to achieve from the workforce planning process. If this is the first time you have done a workforce plan, then you might want to keep this very simple.

Example of workforce planning purpose No 1

Purpose – Expanding the business

Organisation A is a small NDIS provider delivering supports primarily to young people with Autism. A campaign is being prepared to attract more participants to the organisation and to identify what this will mean in terms of their workforce requirements. Undertaking a simple analysis of current staff/participant ratios and of staff turnover can be used to forecast the numbers of new staff needed at different levels of new participant activity. Based on this forecasting a recruitment plan is developed.

Example of workforce planning purpose No 2

Purpose – Having consistent staff levels

Organisation B is a medium-sized NDIS provider delivering supports across a range of participant groups and support types in three different locations across the state. They want to understand workforce turnover so that they can be more proactive about recruitment and retention. At various times they have lost several staff at once and it has taken some time to recruit new ones. In the interim, existing staff were under pressure to cover shifts and the organisation was at risk of not being able to provide adequate service to participants.

They decide to focus their initial workforce planning efforts just on their support workers. They calculate the turnover rate for support workers in each of their delivery locations and talk to frontline managers to find out more about why staff are leaving and what they might do to prevent this. This information is used to develop a staff retention strategy (including a target for reducing their turnover rate). Developing a recruitment strategy gives them longer lead times for finding new support workers.

Workforce planning activities can become more complex or in-depth as you become more familiar with the process or as the needs of the organisation change. You might have multiple purposes you want to achieve from the process in a single year, or you may want to focus on just one or two purposes each year.

Starting with a clear idea of what you want to achieve through the workforce planning process will help you to determine what inputs or information you will need and who needs to be involved.

It will help you to determine how far into the future you need to plan for. For example, if you are wanting to resolve an immediate issue, such as an acute shortage of employees in a particular role, or particular delivery location, your plan might be for the next 12 months. Or if your organisation is developing a longer term expansion strategy, your plan could be for the next 3 – 5 years. It all depends on what your organisation is wanting to achieve.

Being clear about the purpose of your current workforce planning will also help you to determine whether you need to focus on the whole of your organisation's workforce, or just sub-sections. For example, you might focus on particular roles that are of critical importance to service delivery, or particular service locations where there are issues to be resolved, or a particular initiative that requires new skills or new employees to implement.

To help you determine what your workforce plan should be setting out to achieve, you might like to draw on sources such as:

- your organisation's strategic plan and business plan
- budgets and financial projections
- conversations with senior managers and frontline mangers about issues to be resolved
- information about potential areas of growth or decline for your sector.

Activity 1 - Determining your workforce planning purpose

Your answers to the questions below will help you to identify the purpose and scope of your workforce plan.

1. Is there a particular strategic direction or directions your organisation is wanting to pursue? (e.g. participant growth, or a new area of service delivery)

2. Are there any external factors (e.g. policy changes, labour market trends) likely to impact your future workforce?

3. Are there any budget/financial constraints affecting your current workforce or likely to affect your future workforce?

4. Are there any particular workforce issues you are trying to resolve or understand? (e.g. employee turnover, or an ageing workforce)

5. Do your answers to the questions above suggest that you need to focus on the whole of your workforce, or just certain sections?

6. Do your answers to the questions above suggest any time period to focus on for your workforce plan?

Based on your answers to the questions above, complete the following:

The purpose/s of this workforce plan is:

It will focus on:

It will be for the time period of:

IDENTIFY WHAT INPUTS YOU WILL NEED

There are a variety of inputs involved in workforce planning. Exactly which ones you will need will depend on your purpose for workforce planning. It will also depend on what information you have available in your organisation.

Below are typical kinds of information and data used in workforce planning.

Information about the current workforce

This might include details of:

- staff numbers, roles, employment status, location, age, diversity characteristics (such as declared disability, Aboriginal and Torres Strait Islander or CALD status), length of time with the organisation
- staff turnover
- eligibility and intention to retire
- trends in staff turnover and retirement based on historical data
- current skills and qualifications
- number of hours worked
- staff wages and overhead costs.

Information to inform projections of future workforce needs

This might include:

- strategic plans and business plans
- budgets and financial projections
- current workforce plan (if there is one)
- demand forecasting data (e.g. NDIS demand data)
- skill needs analysis
- information about participant support needs and their preferences for the demographic profile of workers who deliver these supports (e.g. younger workers to provide a young participant with support to access community, social and recreational activities).

It doesn't matter if you don't already have access to all of the information you need. You can start with what you do have and set up a plan to start collecting additional information to use when you next review your plan.

Activity 2 - Identifying inputs to your workforce plan

Use the table below to document your initial thoughts about the inputs you will need to develop your workforce plan. We'll examine some of this information/data sources in more detail in Stage 2 of the process.

Current workforce		
What do I need to know about our current workforce?	What data/information will give me the answers?	Do I have access to this data/ information?
e.g. How many support workers are needed on average to support each participant?	*Current support worker numbers Hours worked by support workers Participant numbers and hours of support*	*Yes - from HR records Yes - from payroll records Maybe - would need to collate this from service records*
e.g. How many staff are likely to retire in the next three years? changes, labour market trends likely to impact your future workforce?	*Staff ages Typical retirement age Intentions to retire*	*Yes - from HR records Maybe – would need to look at Government legislation and analyse past HR data No - need to ask frontline managers about whether this can be gathered from employee performance reviews*

Future workforce		
What do I need to know about our potential future workforce?	What data/information will give me the answers?	Do I have access to this data/ information?
e.g. Can we afford to employ more staff?	*Staffing costs and allocations*	*Yes - from budgets and financial projections*
e.g. How many new participants are we likely to take on and with what types of support needs?	*Analysis of demand projections*	*Maybe - would need to analyse NDIS market data and Boosting the Local Care Workforce demand maps*

IDENTIFY WHO NEEDS TO BE INVOLVED

The next step is to consider who should be involved in workforce planning for your organisation.

At a minimum, you will need to have commitment and support from the senior managers/leaders of the organisation to ensure that there is alignment between the workforce plan and the direction of the organisation.

There may also be others that you would like to involve in the design, implementation, monitoring or review of your workforce plan.

Depending on the purpose of your workforce planning process and the inputs you will need, you might like to involve some of the following at different stages of the planning process:

- staff with specific expertise needed to inform and implement the workforce plan— HR, IT, Finance etc
- managers and employees who represent different business levels, functional areas and locations
- line managers who oversee areas with critical recruitment needs
- a mix of staff characteristics such as age (including younger and mature age), gender, cultural background and declared disability
- union representatives.

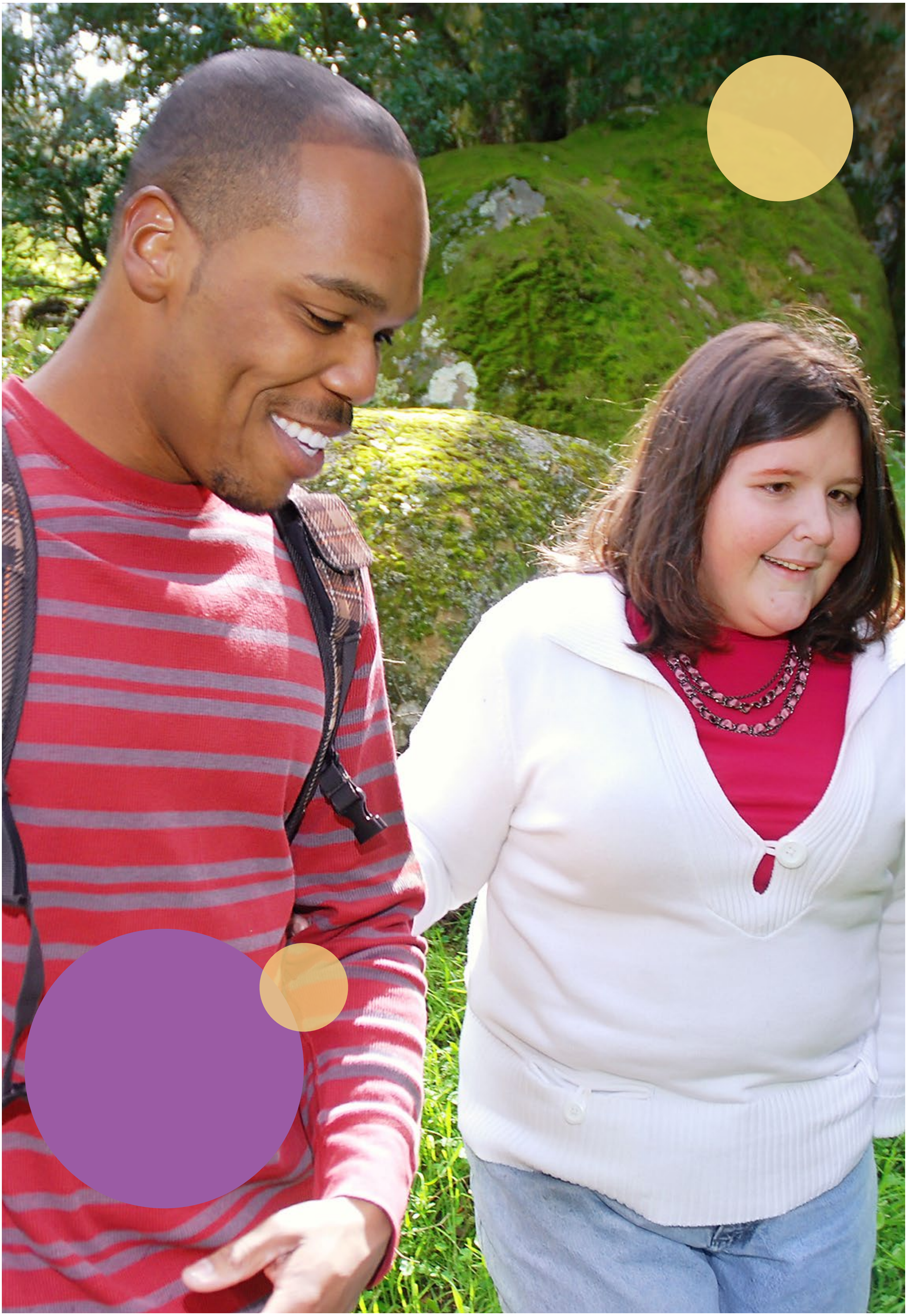
Activity 3 - Identifying who should be involved

The following questions can help with determining who should be involved in your workplace planning process.

1. How much time can your organisation dedicate to the planning process?
2. Are there any managers or leaders who should be involved so that decisions can be made? In what ways and at what stages do I need their involvement?
3. Do I need other people with particular types of expertise to be involved in the workforce planning process? In what ways and at what stages do I need their involvement?
4. Are there representatives of other stakeholder groups that should be involved in the process? (e.g. people with lived experience of disability, key project partners, board members, funders). In what ways and at what stages do I need their involvement?

You might like to use the table below to summarise your responses to the questions on the previous page.

Who should be involved		
Who needs to be involved?	What will be the nature of their involvement?	Which stages will they need to be involved in?
e.g. HR Manager	*Provide key data to inform plan and monitoring of implementation*	*Significant involvement in the 'gather information' stage. Ongoing involvement in 'monitoring and review'*
Person who recruits in your organisation *e.g. Team Leader*	*Involved in recruitment process, training and induction and ongoing supervision* *Manage process, consider external parties assisting with recruitment and interviews. For small organisations you might also like to consider inviting external people to be part of the recruitment process*	*Works closely with individuals, from on boarding to day-to-day management.* *Manage process and works closely with individuals, from on boarding to day-to-day management*



STAGE 2

GATHER INFORMATION

ANALYSE YOUR CURRENT WORKFORCE

The current state of your workforce can be referred to as workforce supply.

To create a picture of workforce supply you will need to collect and analyse workforce data. Your analysis should use the most recent data available, as well as historical workforce data if you have it available. While there is not a set period for workforce history collection, data should cover the previous 12 months as a minimum.

It is possible that some of the workforce data is not available at the commencement of the workforce planning process. Where data is missing, the use of anecdotal information or assumptions should be considered. Both are viable alternatives and, if used, should be documented.

In Activity 2 you identified what data or information you might need to help you achieve your workforce planning goal.

In this section we will run through some of the most common sources of data/information in more detail and show you how to calculate some of the measures you might need for analysing your current workforce.

Tip

You may find it easiest to first capture the relevant information for each individual employee and then you can analyse it in different ways (e.g. the breakdown of gender for each job role; the average age of employees in different job roles or locations).

Tool

The template **Analysing Workforce Supply** can help you with documenting this data and includes prepopulated formulas to assist with calculations. This can be accessed HERE[3] and is also located on the WorkAbility Qld website.

Workforce segments

These segments can be used to help analyse patterns across different groups of employees.

Position	Number of Employees	Employment Status
Job family	These are the broadest categories you use to describe your workforce, such as Administration, Direct Support, Allied Health. Some organisations also use ANZSCO[4] codes to group their job families.	Categorising employees by job family is useful if you want to focus in on particular groups.
Job role	These are the names you use to describe different roles, such as Support Worker, Program Manager or Administration Officer.	Categorising employees by job role can help to identify patterns across particular groups of employees.
Location	For organisations that operate across multiple sites, this is the geographic location from which they predominantly work.	Categorising employees by location can help you to identify any local trends.

3 https://workabilityqld.org.au/wp-content/uploads/2021/12/WPC-Analysing-Workforce-Supply-Excel-Spreadsheet.xlsx

4 Australian and New Zealand Standard Classification of Occupations

In some organisations, job titles for the same role may vary across service locations. So you may need to map titles to a common role name and define what is included under each job role to guide data collection.

Demographic characteristics

These characteristics can be used for various types of analysis, such as identifying employees who may be likely to retire in the near future, analysing workforce diversity and alignment with participant diversity.

- Declared gender
- Age
- Declared cultural background
- Declared disability
- Length of service for the organisation

Employment status

These categories can also be used for purposes such as identifying where staff turnover is most likely to occur.

- Permanent full-time
- Permanent part-time
- Casual
- Fixed-term contract
- Other (e.g. labour hire)

Staff numbers

There are two ways in which you can count the number of employees you have:

- Headcount – this is where you count each employee as one person, regardless of their employment status or hours of work.
- Full-time equivalent – this is where you take the number of hours worked by an employee or group of employees for a period of time (e.g. per week) and divide it by the number of hours a full-time employee would work in the same period. Under the Social, Community, Home Care and Disability Services Industry Award, full-time hours are no more than 38 hours per week[5].

Example 1

Janice is a permanent part-time employee working 20 hours per week. A full-time person in her organisation works 38 hours per week.

20 hrs ÷ 38 hrs = 0.53 FTE

Example 2

Chandran is a casual employee who works on average 35 hours per fortnight. A full-time person in his organisation works 76 hours per fortnight.

35 hrs ÷ 76 hrs = 0.46 FTE

Example 3

Organisation B has 135 casual employees who worked a total of 12,420 hours in the past four weeks. A full-time person in Organisation B works 38 hours per week (or 152 hours per four weeks).

12,420 hours ÷ 135 employees = an average of 92 hours per casual employee in four weeks

92 hours ÷ 152 hours = average of 0.6 FTE per casual employee

5 Social, Community, Home Care and Disability Services Industry Award [MA000100] Fair Work Ombudsman

Skills profile

As mentioned earlier in this guide, workforce planning is about having the right people with the right skills in the right role at the right time. So, depending on the purpose of your workforce planning capturing information about the skills of your employees may be an important part of your process.

There are a number of ways in which you might do this:

- Qualifications – you can capture details of formal qualifications held by your employees.
- Other training – you can record details of other training that employee may have undertaken, particularly if this relates to more specialised skills or required certifications.
- Skills and capabilities – you can undertake a process of mapping the skills and capability held by employees using a capability framework. This could be something developed by your organisation, or you could use the NDIS Workforce Capability Framework or one of the capability frameworks available in the resources found on WorkAbility Qld website. You could also use the competencies from a nationally recognised qualification (e.g. Certificate III in Individual Support (Disability) to define the key skills needed for particular roles.

The template Analysing Workforce Supply has provision for adding details of the qualifications and specialised skills held by each employee.

The template Simple Training Needs Analysis allows you to document the skills and capabilities required for either individual employees, or particular job roles and to identify where training and development might be needed to fill gaps. A link is provided to this template under Stage 3 Identify Issues and find Solutions.

Staff turnover

Calculating and monitoring staff turnover can help you to identify where productivity, client service and costs are being negatively impacted by losing employees.

All organisations will have staff turnover and a certain level of turnover can be beneficial to organisations by providing an opportunity to bring in new employees with new skills, ideas and perspectives, or to consider how to do things differently. Calculating your average annual staff turnover can help you to plan in advance for this regular turnover, by giving you an indication of how many new staff you will need to recruit each year.

However, staff turnover, if not managed well, can result in a loss of organisation and client knowledge and relationships, and extra workloads for remaining employees. Staff turnover can also be costly due to:

- accrued leave that needs to be paid out for departing employees
- recruitment costs, including costs of advertising and recruitment agency fees, time spent reviewing applications, interviewing applicants, and any relocation costs
- productivity losses, including work that is delayed due to an empty role, and time spent inducting new employees.

Using the process described below, you can calculate the workforce turnover rate for your organisation, or different segments of your workforce.

Calculating workforce turnover

Instructions	Example
Calculate the **average number of employees** **1.** Add the number of employees at the beginning of the period (at the beginning of a calendar or financial year) to the number at the end of the period. **2.** divide this figure by 2.	**1.** Number of employees at the **beginning** of the year = **31** Number of employees at the **end** of the year = **33** **2.** Average number of employees: **(31 + 33) ÷ 2 = 32**
Calculate the **turnover rate** **1.** Divide the number of people who left during the period by the average number of employees calculated above. **2.** Multiply this figure by 100.	**1.** Number of employees who **left** during the period = **8** [8 ÷ 32] **2.** Turnover rate: **8 ÷ 32 x 100 = 25%**

Tip

You'll need to make a decision as to whether you only include people who resigned in your figures, or also those who retired or reached the end of their contract etc. It depends on what you are using the rate for. Note that if you want to use the turnover rate to help you complete the gap analysis template included in this toolkit, then retirements should be kept separate.

Tool

An excel template for calculating Workforce turnover inclusive of prepopulated formulas can be accessed HERE[6] and is on the WorkAbility Qld website.

Average workforce turnover rates vary across industries and organisations and in general, turnover rates for the NDIS workforce tend to be high compared to other industries. You need to consider what is an appropriate level of turnover for your organisation and then analyse and monitor your actual workforce turnover against this.

In addition to calculating turnover rates, there is other information that you can gather that will help you to understand employee turnover and retention, such as:

- conducting an exit interview with employees who are leaving the organisation to identify any patterns that you need to address
- consulting frontline managers to gather insights
- conducting regular employee satisfaction surveys to monitor and track how staff are feeling and identify any areas of dissatisfaction that might result in employees leaving the organisation.

6 https://workabilityqld.org.au/wp-content/uploads/2021/12/WPC-Workforce-Turnover-Excel-Spreadsheet-.xlsx

Retirement

An important aspect of workforce planning is to identify in advance the employees who are eligible and likely to retire in any particular year. Below are a number of examples of how you might do this.

- Count everyone who reaches ‘pension age’ – when people talk about retirement age, they are often talking about the age at which people can access an age pension if they are eligible. This varies according to the year in which they are born. Anyone born from 1957 onwards will need to turn 67 before they can access the pension. For people born in previous years the age is lower – check Australian Government website for further details.
- Count everyone who reaches ‘preservation age’ – people who talk about retirement age could also be talking about reaching ‘preservation age’, which is the age at which you can start to access some of your superannuation. This also varies by the year that someone was born. It ranges from 55 for those born before July 1960, through to 60 for those born from July 1964 onwards.
- Use the current Australian average retirement age – the Australian Bureau of Statistics regularly publishes data on Retirement and Retirement Intentions. In 2018-19, the average age at which people intended to retire was 65.5 years, while the average age of all retirees was 55.4 years.
- Calculate average retirement ages for your organisation – you can look at historical data for your organisation to identify the average age at which employees retire and count everyone above that age.
- Calculate average retirement rates for your organisation – you can look at historical data for your organisation to identify the average proportion of employees who retire, or proportion of employees in a certain age bracket who retire. However, it may not be feasible to calculate this average if your organisation does not collect data on the reasons for employees leaving the organisation.
- Use employee performance reviews to gather information on intentions – you can ask employees as part of their performance reviews about their plans for retirement. Be mindful though that employees may not be willing to disclose this information.
- Use a combination of the methods described above. Below is an example.

An example of identifying likelihood of retirement

Instructions	Example
Step 1: Decide on an age bracket that you are going to use to determine ‘eligibility’.	**55 years** and over (based on the minimum preservation age)
Step 2: Determine the average number of employees from this age bracket who have retired in previous years. If your organisation doesn’t collect data that enables you to calculate this average, you could use an estimate.	In the previous year there were 20 employees who were aged 55+ and 4 of these retired. **4 ÷ 20 x 100 = average of 20%**
Step 3: Identify the number of current employees who are ‘eligible’ to retire.	Currently there are **17 employees** aged 55+
Step 4: Apply the average rate of retirement to the group of employees ‘eligible’ to retire to determine the number that are ‘likely’ to retire.	**17 x 20% = 3.4 employees likely to retire**

Staffing costs

Depending on the goal of your workforce planning you may also need to gather information on staffing costs. This includes:

- Wages – the amount paid to employees in wages and leave entitlements.
- Salary on-costs – other costs related to wages such as superannuation, workers compensation and employee allowances.
- Overheads – a proportion of costs incurred by the organisation not related to wages etc, including training costs.

See the additional resources list for further information that can help you with understanding and analysing staffing costs.

Staff utilisation

Conducting an analysis of utilisation of your current employees can help you to determine whether you are maximising the productivity of your current workforce.

Utilisation = Billable Time ÷ Productive time

Better utilisation is achieved by increasing the amount of employees' productive time that is billable.

See the additional resources list for further information and tools that can help you with understanding and calculating staff utilisation.

PREDICT FUTURE DEMAND

Predictions about what your future workforce will need to look like can be referred to as workforce demand.

To create a picture of workforce demand you will need to draw on a range of different types of information in order to make predictions about what that will mean for your workforce requirements.

In this section we will run through some of the most common sources of information that can help you to make predictions about workforce demand.

Strategic direction and the factors affecting this

To ensure you are best positioned to have the right people, right skills, right numbers, at the right time and place doing the right things, you need to be clear about the direction of your organisation. Capturing this information upfront helps to articulate the linkage between your organisation's business and workforce requirements.

In particular, you will need to be clear about whether your organisation is likely to, or intends to maintain, grow or reduce its scale of service delivery.

You also need to be clear about any factors that are likely to impact on the way the organisation operates, which then have implications for the workforce. For example:

- Are there any ways in which technology is going to impact on the way you provide services?
- Is your organisation planning to start delivering any new services or stop delivering any current services?
- Are there likely to be changes to funding arrangements or service delivery requirements over the workforce planning period? (e.g. changes to NDIS funding or NDIS Quality and Safeguards Commission requirements)
- Are any significant new competitors entering the market/s where you operate?

If the answer to any of the previous questions are ‘yes’, then you need to identify the likely impact on employee numbers and skill requirements.

For example, your organisation might be intending to implement a new participant management system. This might reduce the amount of time support workers or frontline managers need to spend on administration activities, freeing up more time for delivering support and potentially reducing the number of support workers needed. It also might mean that they need some additional skills to use the system.

Information about your organisation’s direction is likely to come from your organisation’s:

- Strategic plan
- Business plan
- Budget and financial forecast
- Current workforce plan (if it has one)
- Discussions with senior managers/leaders.

Predict likely demand for services

Predicting the number of NDIS participants likely to want your services can be challenging. However, there are a number of sources of information that can help you.

The projections for some regions or types of disability can vary quite widely, so you may need to use of combination of data sources (including your own organisation’s historical data) to arrive at a set of projection figures that are realistic for your organisation’s circumstances.

Boosting the Local Care Workforce Program - NDIS Demand Map

Boosting the Local Care Workforce (BLCW) is a program funded by the Australian Department of Social Services to develop the capacity of disability and aged care service providers to operate effectively and expand their workforce.

The program has developed an NDIS Demand Map, which provides an up-to-date forecast of the NDIS demand by postcode across Australia.

You can access the map at **https://blcw.dss.gov.au/ndis-demand-map/**

You can use the interactive map to access data about:

- numbers of current NDIS participants with different types of disabilities who live in that postcode and the amount they spent in the previous financial year on different types of supports
- the projected numbers of NDIS participants with different types of disabilities who will live in that postcode
- the projected amount they will spend annually on different types of support, and
- the projected number and type of NDIS workers who will be needed to meet the needs and preferences of participants in that postcode.

In the near future, the demand map will be expanded to include data about the current NDIS workforce to enable you to compare current workforce numbers with predicted future demand.

Example of using demand projection data

Organisation A is a small NDIS provider delivering supports to 15 participants with Autism in the central Cairns area.

According to BLCW NDIS Demand Map data the number of NDIS participants with Autism in the central Cairns (postcode 4870) area is projected to change as follows:

- Participant numbers in the **2019/20 year: 221-230**
- Predicted numbers in **2023: 213-498**

This suggests that demand could potentially double over this period, but it also may not.

When Organisation A looks at the data for the whole of the Cairns region and surrounds (including all of the surrounding postcodes), the number of NDIS participants with Autism is projected to change as follows:

- Participant numbers in the **2019/20 year: 611-620**
- Predicted numbers in **2023: 829-1170**

This suggests that across the whole Cairns region and surrounds there is likely to be at least a 34% growth in participants with Autism as their primary disability.

- (829-620) ÷ 620 x 100 = 34%

The **increase** could also be as much as **91%**.

- (1170-611) ÷ 611 x 100 = 91%

It is decided to take a cautious approach and work with a projection of an **increase** in participants of **40% by June 2023**. This would require the organisation to expand their service delivery beyond central Cairns, but in a moderate way.

This would take their current base of **15 participants up to 21 by 2023**.

- **15 x 40 ÷ 100 = 6 additional participants**

NDIS Market Monitoring Data

The National Disability Insurance Agency compiles NDIS market data at a national, state, Local Government Area (LGA) and NDIS District level.

You can access the data at **https://data.ndis.gov.au/reports-and-analyses/market-monitoring**

The dashboards provide recent data on:

- participant characteristics
- numbers of service providers by support type
- numbers of participants per provider
- provider growth and shrinkage
- plan utilisation.

There is also an interactive platform that enables you to examine data by different elements, such as location, disability group, age band in terms of numbers of participants and numbers of providers.

See **https://data.ndis.gov.au/explore-data**

Your own employee data

The other piece of information you will need to predict is the numbers of employees you are likely to need in the future is your own organisation's data on ratios of workers to participants.

Using historical data, you can calculate the number of people your organisation typically employs in each role in order to meet the average support hours of a participants. You may need to calculate this figure by different participant cohorts and/or support types to get more accurate figures.

Example of calculating worker/participant ratios

In the past 12 months, **Organisation D** delivered Daily Personal Activities support to **60 participants for an average of 7.5 hours per week** per participant.

This equates to **450 hours of support per fortnight**.

Over the same period, Organisation D employed **22 support workers** who worked for an average of **20.5 hours per week**.

Headcount calculations

From these figures they calculate that for each participant requiring daily personal activities support, they need **0.36 support workers**. In other words, for each support worker they can support almost **3 participants**.

- 22 support workers ÷ 60 participants = **0.36 support workers** per participant, *or*
- 60 participants ÷ 22 support workers = **2.7 participants** per support worker

FTE calculations

Given that most support work takes place on a casual or part-time basis, calculating full-time equivalent (FTEs) hours can be another useful way of working out how many support workers you might need.

Using the figures above we can calculate that **7.5 hours support per week** per participant equates to **0.2 FTE workers** per participant.

- 7.5 hours per week ÷ 38 hours per week = **0.19 FTE** per participant

This suggests that only **12 full-time support workers would be needed to support 60 participants**. However, we know that provision of daily personal activities supports tends to take place in a small window of time, so more support workers are needed to cover the shifts than could be provided by a full-time worker.

In this example, it takes almost **2 support workers to cover the full-time equivalent hours**.

- Actual support workers per participant
  (**22 support workers ÷ 60 participants = 0.36 support workers per participant**)
- FTE per participant
  (**7.5 hours per week ÷ 38 hours per week = 0.19 FTE per participant**)
- **0.36 workers ÷ 0.19 FTE = 1.89 support workers to cover FTE hour**

Predict workforce demand

Combining your projections of participant demand with historical data on participants and employee ratios will help you to predict workforce demand. Below is an example.

Predicting workforce demand

Organisation E is a provider in the Moreton Bay region delivering Supported Independent Living services to people with intellectual disabilities.

They currently operate **10 houses**, with **4 participants living in each** (a total of **40 participants**).

Based on their analysis of participant demand data, they are predicting a **growth of 60%** in demand for their services by 2023. This represents an **additional 24 participants** and **6 houses**.

They decide to **forecast** an **increase** of **12 participants in 2022** and another **12 in 2023**.

From their analysis of historical data they have calculated their participant and employee ratios as follows:

- **2 support workers per participant** based on headcount (or **8 support workers per house**)
- **1.5 support workers per participant** based on FTE
- **0.38 managers per participant** based on headcount (or **1.5 managers per house**)
- **0.3 managers per participant** based on FTE

Their workforce demand predictions are then as follows:

Year	Projected participant numbers	Required number of support workers (headcount)	Required number of support workers (FTE)	Required number of managers (headcount)	Required number of managers (FTE)
2021 (current)	40	80	60	15	12
2022	52	104	78	20	15.6
2023	64	128	96	24	19.2

Identify the skills, capabilities and demographic characteristics needed to meet likely demand

Another aspect of forecasting workforce demand is identifying the skills and capabilities needed to meet potential future participant demand for services. This is also where participant preferences for workers with particular demographic profiles need to be considered. For example, based on your client base, you may need more workers from particular age groups, genders or cultural/ language backgrounds to meet participant support preferences.

Once again, this will require comparing historical data with your demand projections, but on the basis of skills and demographic characteristics rather than just employee numbers.

This is a more complex type of forecasting and may be something that you implement once you become more confident with workforce planning.

An example of forecasting skill demand

If we use the example of **Organisation D** again, they delivered Daily Personal Activities support to **60 participants** over the past 12 months.

Analysis of these 60 participants shows that:

- **50% required non-specialised support**
- **20% identify as being from culturally and linguistically diverse backgrounds (CALD)**
- **30% required high intensity support**.

Amongst their current support workers they have **6 that are trained in the specialised skills** required to provide the high intensity supports and **5 who can speak the languages** of the participants from CALD backgrounds.

The organisation requires all support workers to have, or be working towards a Certificate III in Individual Support.

Organisation D's participant demand projections led them to expect an **increase of 20 participants** in the coming year, requiring them to **recruit 7 additional support workers**.

Using the analysis of current participants as an indicator of the skills required across their workforce to meet the increase demand, they forecast that:

- They will need **2 additional support workers** with specialised skills to deliver high intensity supports
- They would like to have **1 or 2 more support workers** with skills in the language spoken by the largest proportion of their CALD participants
- All new support workers will need to have or be willing to work towards a **Certificate III in Individual Support**.

They note that whilst language skills will most likely need to be recruited for, the specialised skills for high intensity supports could be acquired by providing additional training for some of their current support workers.

Activity 4 - Calculating workforce supply and demand

1. Based on the inputs you explored in Activity 2 and the descriptions of different ways of calculating elements of workforce supply and demand, list the data that you are going to collect and analyse.

Element of workforce supply	What data do I have available?	How will I analyse it?
e.g. Workforce turnover	*Data from HR on employee numbers and resignations for the last five years*	*Analyse the data by role and location using the workforce turnover template*

2. Collect and analyse the data, using the various templates included in this toolkit to help you.

Element of workforce demand	What data do I have available?	How will I analyse it?
e.g. Participant demand projection	*- Strategic plan* *- Boosting the Local Care Workforce* *- NDIS Demand Map data* *- NDIS Market Monitoring data*	*- Download the relevant data for each delivery location* *- Discuss data with workforce planning team in conjunction with our strategic plan and agree upon targets*

STAGE 3

IDENTIFY ISSUES AND FIND SOLUTIONS

This stage is the culmination of the workforce planning process. It brings together the data collection and analysis, insights and directions from the previous stages of workforce planning.

Now that you have gathered your workforce supply and demand data, you can compare this information to gain an understanding of the likely gaps and issues for your organisation's workforce. This process is commonly referred to as a gap analysis.

You can then develop strategies and actions to address these gaps and issues. This process of analysis and development of solutions can be considered in terms of:

- gaps and issues common across the whole organisation
- gaps and issues unique to a specific part of the organisation.

IDENTIFY GAPS AND ISSUES

There are three ways in which you might like to compare your workforce supply and demand data to identify gaps and issues:

- workforce numbers and roles
- skills
- demographic profile.

Workforce numbers and roles

Workforce numbers and roles can be expressed in terms of headcount or FTEs (full-time equivalents). Both of these are legitimate approaches to considering the workforce, though from a financial perspective, workforce costs are normally referred to as FTEs.

Tip

The simplest way of identifying gaps in workforce numbers and roles is to enter your supply and demand data into a table or spreadsheet.

Tool

An excel template for conducting **Workforce gap analysis** which assists to predict resignations, end of contract and future planned numbers of workers inclusive of prepopulated formulas can be accessed HERE[7] and is on the WorkAbility Qld website.

Gaps in workforce numbers and roles can be addressed through recruitment or moving current employees into new roles.

If workforce gaps are occurring due to high employee turnover, it may also be necessary to develop strategies for retaining employees.

Skills

Skills gaps include the skills and capabilities needed to deliver services into the future, which you may not currently have.

You also need to identify any factors that are likely to impact on the availability of skills. For example, recruitment challenges could be a factor for a particular role or in a particular location.

Tip

Skill gaps can be addressed by training or mentoring existing staff or recruiting new staff with the required skills.

Tool

The template **Simple Training Needs Analysis** allows you to document the skills and capabilities required for either individual employees, or particular job roles and to identify where training and development of existing employees might help to fill gaps. This can also be accessed HERE[8] and is available on the WorkAbility Qld website.

7 https://workabilityqld.org.au/wp-content/uploads/2021/12/WPC-Workforce-Gaps-Analysis-Excel-Spreadsheet.xlsx
8 https://workabilityqld.org.au/wp-content/uploads/2021/12/WPC-Simple-Training-Needs-Analysis-Excel-Spreadsheet.xlsx

Demographic profile

Your analysis of the current workforce may highlight significant trends that require addressing. For example, you may have an ageing workforce that places the organisation at risk of significant staff and knowledge losses in the future. Or there may be diversity imbalances in roles where it would be desirable to have greater alignment between employee and participant characteristics (e.g.) a lack of younger support workers to work with younger participants, or a lack of support workers from particular cultural backgrounds or with particular language skills to support particular participant groups.

It will be important to address these trends if they impact on service delivery, recruitment or retention.

ASSESS RISK

It is unlikely that you will be able to address all of the gaps and issues you have identified simultaneously. So it can be useful at this point to conduct a risk assessment to help you prioritise where to focus your efforts and resources for now.

A workforce gap or issue equates to a level of workforce or organisational risk. Understanding the level of risk and its potential impact on your organisation will help determine whether or not to prioritise resources to address particular gaps or issues in a given period.

Risk assessment process

All gaps should be risk assessed against the impact on the business from not addressing them.

For each workforce gap or issue, determine:

1. What is the likelihood of your organisation not being able to address it? Rate this on a scale from very unlikely through to very likely.
2. What is the consequence (or impact) of not addressing it? Rate this on a scale from low through to severe.
3. Whether the combination of likelihood and consequence make the risk low, medium, high or severe.

A matrix like the one of the examples on the following page can help you to assess and determine the level of risk. The first example is a very simple matrix that you can map each gap or issue against. The second example is a more detailed matrix that allows you to explore the consequences of not addressing the gap or issue in terms of the impact on health and safety and other statutory requirements, client service and reputation, and employee morale. You can change these categories to suit your situation.

Once you have conducted a risk assessment, you can then identify and prioritise the gaps or issues that you are going to develop solutions for. For example, you might focus on those that create a high or severe level of risk for the organisation in your initial workforce plan.

Example 1 - simple risk assessment matrix

LIKELIHOOD OF NOT BEING ABLE TO ADDRESS THE GAP/ISSUE

HIGHLY LIKELY	Moderate	High	Severe	Severe
LIKELY	Low	Moderate	High	Severe
UNLIKELY	Low	Moderate	Moderate	High
RARE	Low	Low	Moderate	High
	LOW	**MODERATE**	**HIGH**	**SEVERE**

Example 2 - more detailed risk assessment matrix

CONSEQUENCE OF NOT ADDRESSING THE GAP/ISSUE

LIKELIHOOD OF NOT BEING ABLE TO ADDRESS THE GAP/ISSUE

Health & Safety and statutory requirements	Participant service and organisational reputation	Employees and morale	Rating	Unlikely	Possible	Likely	Certain
Serious incident or breach	Negative media attention	Loss of confidence in leadership	Severe	High	High	Severe	Severe
Difficulties in meeting statutory requirements	Loss of participants	Reduced productivity and employee losses	High	Moderate	Moderate	High	Severe
Increased health & safety risk	Participant complaints	Increased workloads and lowering of morale	Moderate	Low	Moderate	Moderate	High
No impact	Minor impact on participants service	Minor impact on existing employees	Low	Low	Low	Low	Moderate

Example of using a risk assessment approach to prioritise strategy development

Organisation E is a large service provider delivering a wide range of supports to a wide range of participants across the state. To help them focus their workforce planning solutions on the parts of their workforce that are most critical to their ongoing sustainability, a risk-based approach is adopted.

Once they understand what is needed from the process, information is gathered. Firstly, they calculate the workforce turnover rate and the likely retirement rate for each type of role in each of their locations. Gathering information about where the organisation is experiencing the greatest challenges with recruitment is crucial.

Based on this information a risk assessment is conducted for each role and location to identify where the organisation is most at risk of losing employees and not being able to replace them easily.

This gives them a list of priority groups and locations which is used to develop tailored place-based strategies for addressing these areas of high risk.

DEVELOP SOLUTIONS

Below are some of the most common solutions for addressing workforce gaps and issues.

Recruit new employees

Increasing competition for employees in the care sectors can make attraction and recruitment a challenge. Getting it right is critical to the quality of service delivery and the sustainability of the organisation.

Strategies that have been shown to be successful in attracting and recruiting new employees include:

- Focusing on identifying and selecting the right kinds of people for the types of roles on offer and your organisation's culture and values. Approaches such as 'values-based recruitment' enable you to:
  - focus initially on identifying people with values, attitudes and behaviours that align with your organisation,
  - then focus on the skills and qualifications needed for the role,
  - and thirdly, if you are recruiting for a direct delivery role, you can then assess whether they are a good match for participants or participants you need to support.

You can find a link to more information on value-based recruitment in the resources list.

- Taking a proactive, longer-term approach to building a 'skills pipeline' through strategies such as:
  - Taking on learners/interns for work placements so that you can identify and offer employment to those who are the right fit for your organisation
  - Employing people under traineeships (including school-based traineeships)
  - Building relationships with employment service providers and training organisations that can identify potential employees who are a good fit for your organisation
  - Get involved in jobs fairs and roadshows, such as those conducted by Workability Qld.
- Considering the possibility of recruiting employees from groups that you may not have traditionally focused on – such as young people, people with disability or older people.
- Incentivising current staff to refer people they know who may be a good fit for the organisation and their role.

The list of resources for this toolkit on the WorkAbility Qld website[9] provides further information and support for implementing some of these strategies.

9 https://workabilityqld.org.au/wp-content/uploads/2021/12/WorkAbility-WPC-Additional-resources-List.pdf

Retain valued employees

Replacing employees is a costly exercise. Organisations are faced with recruitment costs, as well as lost organisational knowledge, relationships and experience. It also takes time to induct new employees and for them to become fully productive.

Investing in the retention of existing employees makes good business sense.

Strategies that have been shown to be successful in retaining employees include:

- Ensuring that new employees are adequately supported and inducted. The first three months of employment are critical in terms of people deciding to stay or leave employment and even the industry. Providing extra support and comprehensive inductions can help you to avoid costly churn at this time.
- Implementing employee wellbeing programs and employee groups/clubs
- Gathering regular feedback and input from employees through employee engagement processes (e.g. surveys) and communicating the results with employees
- Providing employees with opportunities to continue to develop their skills and build their experience
- Making career pathways visible to employees so that they can see what they can do to progress in your organisation over time and how they are contributing to the organisation (noting that progression can be sideways, not just upwards, such as by specialising in a particular area of service)
- Offering flexibility in work arrangements to allow for employees' personal circumstances
- Foster positive work relationships and teams and recognise and appreciate staff for a job well done
- Offer competitive wages and benefits.

Develop your existing workforce skills and capability

Investing in the training and development of your workforce is a key strategy that can improve productivity and employee job satisfaction and engagement – which in turn also assists with employee retention.

Strategies for developing the skills and capability of your workforce include:

- 'in-house' training – such as on-the-job training by other staff members, work shadowing or engaging external experts to conduct training sessions with staff
- Nationally accredited and non-accredited training – delivered by the Vocational Education and Training system through TAFEs and private Registered Training Organisations
- Traineeships – which enable employees to work and learn at the same time
- mentoring and coaching
- communities of practice.

Work redesign

Rethinking the way that you structure roles and utilise employees' skills can also assist with addressing workforce gaps and challenges. Effective job design involves aligning tasks with particular individuals and their skill sets, not just trying to find the right person for a particular role.

Strategies that organisations are using to support effective job design include:

- using allied health assistants to support allied health professionals
- cross-skilling employees so that they can work across different roles
- looking to employees with qualifications in areas such as leisure and recreation to deliver some participant supports, rather than needing all support workers to be able to deliver the full range of supports
- designing roles and scheduling work around the needs and life patterns of particular cohorts of workers (e.g. employing students to work evening or weekend shifts when they aren't attending classes/lectures, or to provide support to younger participants; offering parents returning the opportunity to work during school hours).

TURN SOLUTIONS INTO STRATEGIES AND ACTIONS

Solutions for addressing workforce gaps and issues are often referred to as strategies (e.g. recruitment strategy or retention strategy).

Strategies describe what you are trying to achieve over a particular period of time, supported by measurable indicators that will tell you whether you've achieved your goal.

Actions describe in detail what needs to be done, who needs to take charge of it, and when it needs to be done. An action plan can also include details of specific resources that will be needed and budget available for implementation of the action.

Example of a strategy and action items

In their workforce gap analysis, **Organisation F** identified a high turnover amongst casual employees (particularly support workers), creating a high level of risk for the organisation. They have identified that employees have left (or are finding it difficult to stay) because they don't have any certainty around their hours of work. The organisation develops a strategy to change their rostering processes to address this issue. They decide to measure the success of the strategy by measuring turnover rates and setting a target for a reduction in this.

The entry in their action plan looks like this:

Identified issue/gap	Strategy	Tasks	Additional Resources	Performance measure	Responsibility	Timeframe
High staff turnover amongst casual employees	Redesign rostering system to provide greater regularity in scheduling of shifts	Research and acquire new rostering system Train staff in new system	New rostering software	Reduce staff turnover amongst casual employees by 10%	Rostering manager	By the end of December

Workforce Action Plan

Tip

Depending on the complexity of your workforce strategies, you may need a single action plan or a separate action plan for each strategy.

Tool

The template **Workforce Action Plan** is included as part of this toolkit. This can be accessed on the WorkAbility Qld website HERE[10].

10 https://workabilityqld.org.au/wp-content/uploads/2021/12/WPC-Workforce-Action-Plan-Template.docx

STAGE 4

DEVELOP, IMPLEMENT AND MONITOR

The final stage in the workforce planning process is to document your findings in a workforce plan. Then begins the process of implementing and monitoring the plan, as well as reviewing the plan as circumstances change.

PREPARING A WORKFORCE PLAN

The table below shows the typical elements of a workforce plan and the sections of this toolkit that can help you with each element.

Element of a workforce plan	Sections of this toolkit that can help you with this element
1: Introduction and strategic drivers	**Stage 1 – Get started** • *Determine what you want from the planning process* section • Activity 1
2: Purpose of the workforce plan	**Stage 1 – Get started** • Activity 1
3: Supply analysis	**Stage 2 – Gather information** • *Analyse your current workforce* section • Analysing workforce supply template • Simple training needs analysis template
4: Demand analysis	**Stage 2 – Gather information** • *Predict future demand* section
5: Gap analysis	**Stage 3 – Identify issues and find solutions** • *Identify gaps and issues* section • *Gap analysis* template
6: Key risks	**Stage 3 – Identify issues and find solutions** • *Assess risk* section
7: Strategies	**Stage 3 – Identify issues and find solutions** • *Develop solutions* section
8: Monitoring and review	**Stage 4 – Develop, implement and monitor** • *Monitoring and review* section

Workforce plan template

Tip

It is useful to document the information you have collected and the strategies your organisation is going to pursue in a formal workforce plan.

Tool

The template **Workforce Plan** is included as part of this toolkit. This can be accessed on the WorkAbility Qld website HERE[11].

11 https://workabilityqld.org.au/wp-content/uploads/2021/12/WPC-Workforce-Plan-Template.docx

IMPLEMENTATION

Your action plan(s) would typically be in a separate document, attached to your workforce plan. This will be your guide to implementation.

An **Action Plan template** is included as part of this toolkit.

MONITORING AND REVIEW

As part of the process of documenting your workforce plan, you should decide how you are going to monitor progress against the plan and how often you are going to review it.

Monitor your workforce plan

To determine whether you are successfully addressing workforce gaps and issues, you need to measure progress in achieving your goals. This is where the measurable indicators you developed as part of your workforce strategies come into play.

You might measure progress against indicators by:

- comparing targets with actual results – for example, identifying reductions or increases in workforce turnover, number of vacancies filled, people trained or labour costs reduced.
- conducting one-on-one discussions: for example, gathering first-hand reports from supervisors and frontline managers as to how the strategies are progressing and where changes might need to be made, or talking to individual employees about the effectiveness of particular strategies that affect them.
- regularly checking that the action plan is being implemented through an agreed monitoring and reporting process
- conducting informal focus groups: for example, a discussion about workforce strategies conducted as part of a regular staff meeting. This involves conducting informal group discussions regarding.
- administering employee surveys: for example, asking questions about how satisfied employees are with their job, about how their work/workplace might be improved, and how committed they are to staying with the business in the future.
- Administering participant surveys: for example, asking participants about their satisfaction with the support services they are receiving.

Review your workforce plan

Your workforce plan should be reviewed and updated regularly in line with other organisational planning processes.

The review process can be prompted and informed by:

- the results of your monitoring activities
- changes in key staff
- updated analysis of workforce trends
- other changes in the organisation or its operating environment.

Analysis of these factors will show you where the plan might need to be adjusted or where new workforce strategies might need to be developed.

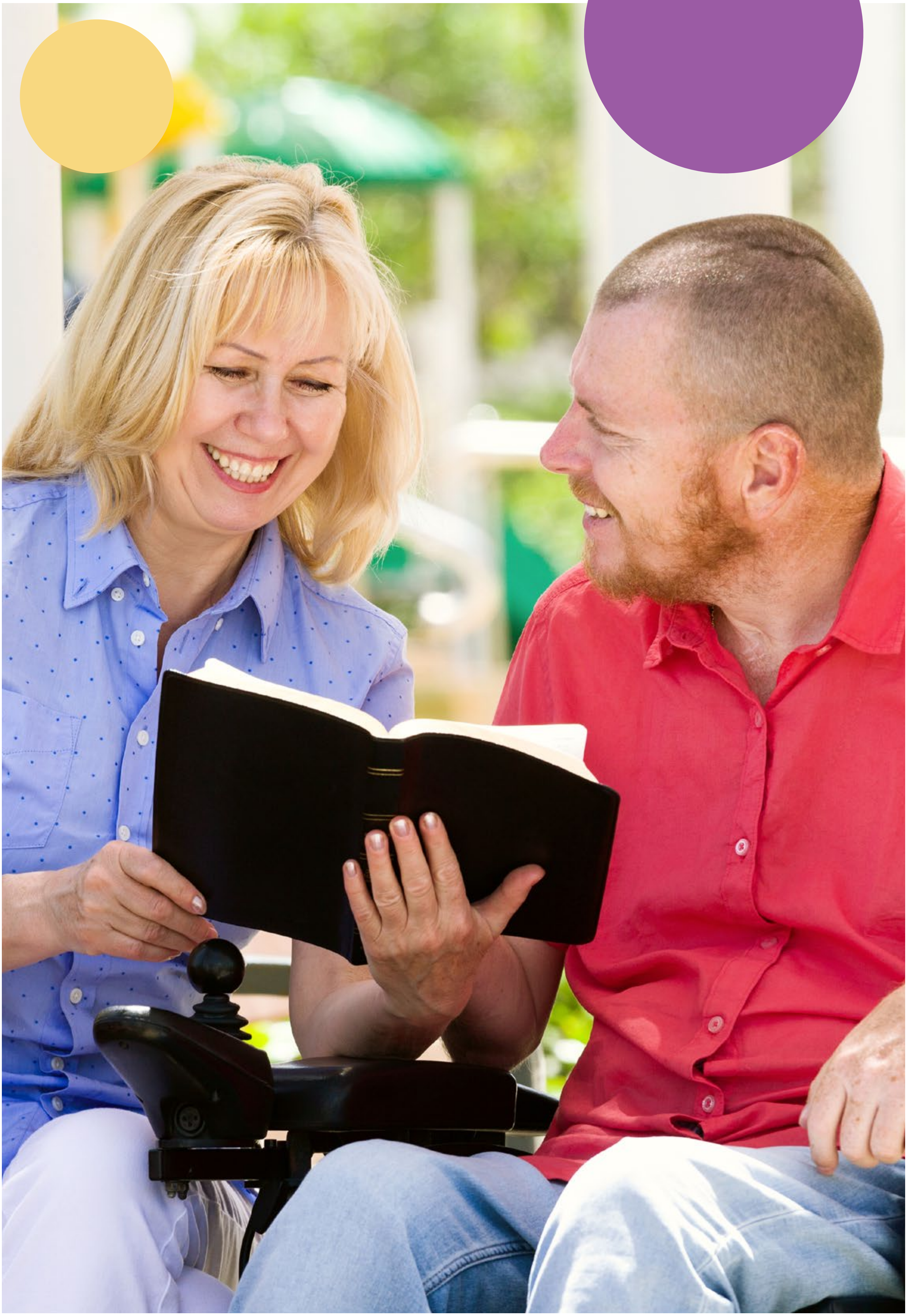
You might also discover that there are new sources of data that you need to collect to help you to understand new issues or trends that are emerging.

Like business and financial plans, the workforce plan (including the associated action plan) should be a living document and should be reviewed periodically to ensure it remains current and relevant.

Additional resources can assist you as an organisation with your workforce planning journey and can be found at **https://workabilityqld.org.au/**

The resource list is updated regularly and includes resources in the following topic areas:

- Attraction and recruitment
- Case studies on attraction and recruitment approaches
- Costing and productivity
- Skills and capabilities
- Information and advice.



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Community Services Industry Alliance

National Disability Services