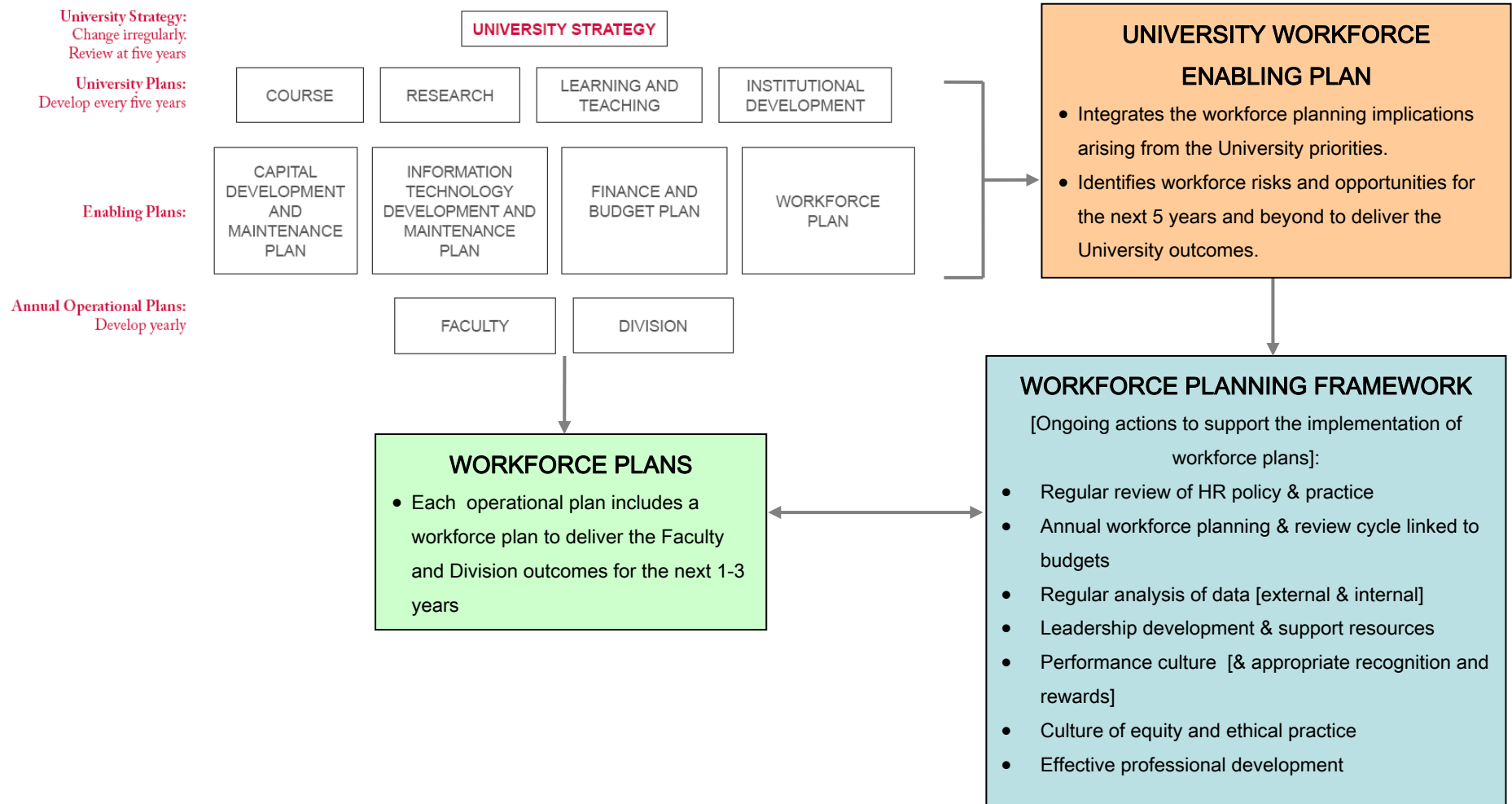


CHARLES STURT UNIVERSITY WORKFORCE PLANNING FRAMEWORK 2007 – 2011

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WORKFORCE PLANNING AT CSU



1. DEFINITION

Workforce planning is a continuous process of projecting and matching workforce requirements to organisational objectives, and highlighting and forecasting the human resource implications when undertaking particular operational or strategic activities. It is a management framework that links human resourcing decisions to the organisation's plans and budgetary resources.

2. CONTEXT

As the University anticipates and responds to changes in service delivery requirements, external labour markets and the internal workforce demographics, it will be challenged to rethink traditional assumptions about its ability to maintain a sustainable workforce. This is a dilemma facing every University and sees an increasing competition for quality human resources across the higher education sector as they all reconsider the capacity and capability of their workforces to deliver on strategic objectives.

Charles Sturt University will need to describe the workforce in a different way and will place greater emphasis on adapting internal practices to fit the needs of the market. There will be a growing reliance on knowledge and talent management strategies, and an increased investment in developing both employee capability and loyalty.

The challenge to the University will be to improve its organisational and human resource practices faster than its competitors. There will be a need to act to solve problems in the short and medium term, as well as planning for longer term improvement. This will require an investment in the development of strategy, systems and expertise in University leaders and managers to understand and deal with future workforce planning needs.

3. STRATEGIC ALIGNMENT AND DRIVERS

Charles Sturt University first developed Workforce Planning Guidelines in 2004 to support the achievement of the CSU Strategic Plan 2002-2007.

The new University Strategy 2007-2011, includes the development of a Workforce Plan to enable the delivery of the University Plans [Course, Research, Learning & Teaching, Institutional Development] and to anticipate directions and workforce needs beyond 2011.

The Workforce Plan will identify the key University priorities to be achieved for the current strategic planning period till 2011 and the resources required to achieve these outcomes and position CSU for the future beyond 2011. It will also reflect the corporate themes identified in the *Institutional Development Plan* [Organisational Culture, Sustainability and Service Alignment.]

The *CSU Workforce Planning Framework* will underpin these plans and describe the management planning and accountability framework to achieve these strategic objectives. The framework will lay the foundation for systematic workforce management practice through a continuous process of monitoring the environment and assessing the effectiveness of organisational strategies in responding to the changing workforce demands. The framework will encourage a clear and analytical assessment of future workforce needs from a whole of University point of view and provide guidance in the deployment of a capable workforce in a sustainable, fair and equitable manner.

4. VALUES

These will be informed by the values developed in the Institutional Development plan.

5. PRINCIPLES OF PRACTICE

The following values and principles underpin the Workforce Planning Framework:

- Developing a culture that values excellence in learning and teaching, research and service delivery
- Efficient and effective management and deployment of employees through regular and ongoing review;
- Alignment of the workforce profile with the University's annual planning and review process and work process improvement;
- Actively managing the recruitment of new employees, the development of existing employees, and the separation of employees, to achieve the University capability to deliver on the University's performance outcomes;
- Optimising the potential of employees through effective performance management and professional development;
- Valuing diversity and promoting equity of opportunity for employees in all aspects of employment;
- Recognising and rewarding employees according to their responsibilities and contribution to University performance;
- Recognising and rewarding excellence and addressing poor performance;
- Providing a safe working environment for all employees;
- Fostering and maintaining effective employee relations;
- Delivering outcomes within an effective change management framework.
- Investment in the development of workforce planning expertise in leaders and managers.

6. PERFORMANCE INDICATORS

The following are the preliminary indicators and targets that will inform the development of the workforce profile at CSU:

1. Every Faculty, Division or Office will have a workforce plan in place which is aligned to its annual operational plan.
2. Participation rates for newly appointed staff who are required to complete the online Induction and Development Program. [2006 results: 86%]
3. Participation rates for all eligible staff who are required to have a Performance Management Plan in place.
4. Participation rates in professional development activity which is aligned to annual performance management planning.
5. Staff responses in staff exit data in relation to their experiences of working at Charles Sturt University.
6. Employee Engagement Index Results in the triennial staff Climate Survey
 - *Job Satisfaction* [2006 results: 80%]
 - *Organisational Commitment* [2006 results: 75%]
 - *Intention to Stay* [2006 results: 67%]

7. An increase in the proportion of CSU academic staff with a doctoral degree
[Target: to be above 60% by 2011] *Objective 4 of the University Strategy 2007 -2011: Increased institutional strength and sustainability*
8. An annual increase in the number of state, national and international awards received for teaching, research or service [*Objective 4 of the University Strategy 2007 - 2011: Increased institutional strength and sustainability*]
9. Indigenous Australians to represent 2.0% of all staff by 2007, progressing towards 3% by 2011 [*CSU Employment Equity Plan 2007- 2011*]
10. People whose first language was not English to represent 9% of all staff by 2011. [*CSU Employment Equity Plan 2007- 2011*]
11. People with a disability who require work related adjustments to represent 3.0% of all staff by 2011. [*CSU Employment Equity Plan 2007- 2011*]
12. The percentage of women in continuing academic appointments increases to 45% by 2011 [*CSU Employment Equity Plan 2007- 2011*]
13. By 2011 the percentage of women increases at: Academic level C - to 35% Academic levels D&E - to 25% HEW levels 10+ - to 40% Senior staff - to 30% [*CSU Employment Equity Plan 2007- 2011*]
14. By 2011 there is an increase in the proportion of academic women holding PhDs. [*CSU Employment Equity Plan 2007- 2011*]

7. PROCESS

Workforce planning will follow the endorsed University approach to planning and continuous improvement (Plan – Implement – Review - Improve). It consists of the following stages:

1. Align workforce planning with University Strategy
2. Analyse supply and demand issues
3. Develop solutions
4. Review and improve practice

Workforce planning will occur simultaneously at the:

- Faculty and Divisional level [localised issues] and
- University level [whole of workforce issues]

Workforce planning will address simultaneously:

- Short term issues - actions to be taken in the next 12 months to address immediate concerns which are detailed in the annual Planning and Review process
- Medium term issues - outcomes to be achieved in the next 1-3 years to enable the workforce to deliver the University Strategy objectives
- Longer term issues – outcomes to be achieved in the next 3-5 years to position the workforce for beyond 2011

The human resource systems and procedures that enable the University to develop a capable workforce will be in a regular state of review to ensure they are relevant, competitive, flexible, and enable the University to respond to emerging workforce planning needs.

8. STAKEHOLDERS AND RESPONSIBILITIES

Workforce planning and management is the responsibility of leaders and managers at CSU.

Senior Executive Committee will:

- Lead the development and promotion of an organisational culture that attracts, retains and develops staff.
- Ensure that workforce planning is effectively integrated with service planning and financial planning for the University to support the performance of the University against the *University Strategy 2007- 2011* and beyond;
- Address the resource implications of the University Workforce Plan within the development of the annual operating budget of the University, and in the longer term planning for the Enterprise Agreement.
- As portfolio managers for the University, provide direction and support for the implementation and acquisition of resources associated with workforce planning.

Institutional Development Committee will:

- Be responsible for the development and implementation of the Institutional Development Plan 2007-2011 which includes the enabling Workforce Plan.
- Ensure that the workforce planning implications highlighted by the Workforce Planning Committee are taken forward and integrated with the actions and objectives of the other programs underpinning the Institutional Development Plan - Organisational Culture, Sustainability and Service Alignment.
- Ensure alignment of the Workforce Enabling Plan with the other university Enabling Plans [Capital Development, Infrastructure, Finance]

Workforce Planning Committee will:

- Oversee the development of a University Workforce Planning Framework that informs the University Workforce Enabling Plan.
- Identify the resource implications of the University Workforce Planning Framework and ensure these are embedded in the Finance and Budget Enabling Plan.
- Ensure that workforce planning is monitored and maintained as part of the University's planning and budget process.
- Prepare quarterly reports for the Institutional Development Committee on progress to address the short, medium and long-term priorities to develop a workforce that supports the vision, values and mission of the organisation.

Division of Human Resources will:

Provide advice, systems and support to:

- **Align workforce planning with University Strategy**
 - Develop the University's leadership capability for workforce planning

- Explore developments and practice in contemporary workforce planning and disseminate innovative approaches and solutions that will add value to the University.
- **Analyse supply and demand issues**
 - Develop a robust evidence base to inform human resource policies and strategies to help improve recruitment, retention, development and performance of staff.
- **Develop solutions**
 - Identify potential risk areas for the University in the workforce and provide advice on the potential impact of this on service delivery and identify the systems processes and programs required to manage identified risks.
 - Support the delivery of Faculty/Divisional workforce plans
- **Review and improve practice**
 - Systemically review HR practice to ensure that practice supports the delivery of workforce plans
 - Provide an annual report on University workforce planning activity

Faculties and Divisions will:

- **Align workforce planning with University Strategy**
 - Produce a workforce plan according to the timetable outlined in the CSU Timeline for Planning and Review Activity and in line with CSU Guidelines on Workforce Planning.
 - Ensure that work on improving staff performance is factored into workforce planning, along with other actions aimed at improving effectiveness of services [eg Work Process Improvement].
- **Analyse supply and demand issues**
 - Provide projections of the workforce numbers across the different staff groups required to deliver the future shape of services they envisage over the next 5 years including any new roles which might need to be designed.
 - Actively manage their workforce groups and take action on vacancies, for example through redesign of positions and/or services, recruitment, succession planning, development or redeployment of existing staff.
- **Develop solutions**
 - Manage their workforce planning responsibilities in accordance with the Generic Responsibilities of CSU Staff and the Accountability Statements for Executive and Senior Managers
 - Identify actions to address any gap between their workforce projections and the available supply of staff and plan for and secure resources to close the gaps.

- **Review and improve practice**
 - Systemically review their workforce practice, strategies and plans to ensure they contribute to the attraction, retention and development of a capable workforce to deliver the University Strategy.

9. RISK ASSESSMENT

This framework will align with the University Risk Management Policy by identifying the risk areas that need to be managed within the workforce planning and decision making processes to ensure Business Continuity. This requires an analysis of, the likelihood and consequence of existing and anticipated gaps between workforce demand and supply and the extent to which they affect the capacity to:

- achieve the University Strategy 2007-2011 and beyond
- meet government regulations [for quality and funding]
- comply with financial management expectations of expenditure on staffing [less than or below 60% of operating expenditure]
- manage employee expectations and relations [eg development of Enterprise Agreement – competitive wage pressures, conditions of employment]

The Division of Human Resources will annually review the impact of the following issues and provide advice which will inform medium and longer term workforce planning processes:

- Issues and challenges for attraction of staff in a tightening labour market
- Turnover of senior staff – both current and anticipated
- Anticipated loss of staff and corporate knowledge through anticipated retirement
- Issues and challenges for retention of staff in a tightening labour market
- Potential specialised knowledge loss in a competitive higher education sector
- Current and anticipated occupational gaps and skill set shortages
- Capacity to develop attractive workplaces for critical workforce segments
- Investment in the development of current staff and embracing a build vs buy approach
- Reliance on a contingent labour force eg contract, casual, honorary, adjunct, conjoint – the capacity to attract and retain this workforce and maintain quality and performance.
- Issues of performance and cost of responding to work preference changes for:
 - an older workforce,
 - a younger workforce,
 - a feminised workforce,
 - workers with carer responsibilities.
- Extent to which leaders understand, respond to and evaluate workforce planning challenges.

10. EVALUATION

The WFP Framework will be reviewed and evaluated in 2009 to determine its effectiveness in contributing to:

- Improvement in the University WFP performance indicators;
- The four objectives of the University Strategy;
- Objective 4 of the Institutional Development Plan;

The framework will also be reviewed to determine its internal consistency:

- It was implemented in accordance with the four stage process improvement framework; and
- It has delivered against the outcomes stated in its action plan.

11. ACTIONS AND TIMEFRAMES TO IMPLEMENT THE FRAMEWORK *updated 11 October 2007*

[This is an extended version of the action plan for Workforce Planning outlined in the Institutional Development Plan Statement]

1. Align workforce planning with University Strategy			
Action	Outcome and Performance Indicators	Accountabilities	Timeline
(a) Incorporate a review of the CSU workforce within the University annual Planning and Review reporting cycle	Gaps identified and strategies to close the gap between current and desired workforce characteristics described in annual Faculty and Division operational plans Completed: Has been included in University Planning from November 2007	Faculties and Divisions	
(b) Develop the capability of University leaders and managers to undertake strategic workforce planning:	Design professional development resources and programs to skill operational managers, strategic managers and specialists working in workforce planning. Update: WFP was discussed as part of the Vice-Chancellor's Roadshows in October 2007. Resources and Guidance produced - Web page updated, Annual WFP Status Report, WFP guiding questions produced for annual Planning & Budget meetings. WFP Workshops have been flagged to be included in the Staff Development Calendar 2008.	Exec Director, HR	From September 2007
	Deans/EX Directors will be asked about what is needed to develop WFP capability in Planning & Budget meetings and HR will respond.	Exec Director, HR	Nov 2007
(c) Develop a communication strategy to launch the WFP Framework	WFP Framework is published online, presented to the Vice-Chancellors Forum and communicated to the University community Completed: Was sent to Faculties and Divisions October 2007 as part of preparation for Annual Planning and Budget Meetings. Was published on CSU Intranet October 2007	IDP Committee	

(d) Identify potential risk areas for the University in the workforce and provide advice on the potential impact of this on service delivery and identify the systems processes and programs required to manage identified risks	Risk Analysis/Register completed Update: Committee to receive reports from Annual Planning and Budget meetings about key WFP risks in next meeting	WFP Committee EX Director Human Resources	February 2008 December 2007
(e) Develop the University Workforce Enabling Plan and identify the resource implications for its implementation and delivery	Plan includes elements that align with best practice identified in APSC Guidelines Building Business Capability through Workforce Planning	WFP Committee	July 2008

2. Analyse supply and demand issues			
Action	Outcome and Performance Indicators	Accountabilities	Timeline
(a) Identify the staff profile required to achieve the strategic objectives in learning, teaching and research	Required capabilities, skills and attributes clearly articulated and inform planning, review and budget development processes Update: Discipline Profile guidance developed and published online; Performance Based Funding criteria requirements are to be consolidated into one place and put online; Teaching /professional criteria to be developed into policy by HR; all activities recorded in Annual WFO Status Report 2007	DVC [Academic] PVC (Research)	October 2007
(b) Conduct consultations, data collection and analysis of the external labour market.	Demographics, opportunities and market constraints clearly identified and available to University community. Update: Data and reports are being compiled and progressively published to WFP page to provide information to Faculty and Deans and to inform HR when reviewing/ developing WFP practice.	Exec Director, HR	December 2007

<p>(c) Conduct consultations, data collection and analysis of the internal labour market. This will include the collection of human resource information through:</p> <ul style="list-style-type: none"> • HR Management Information Systems [real-time workforce data on such aspects as: workforce profile; vacancies; specific pressure points in the workforce; turnover; recruitment rates; EO data] • Performance Management Scheme participation reports • Professional Development activity reports • CSU Awards and Schemes activity reports • Staff feedback [Exit data; Climate Survey] 	<p>Workforce data is available, on the end user's demand, and in a consolidated format, to Faculties and Divisions to inform the annual planning, review and budget development processes</p> <p>Update: Data and reports are being compiled and progressively published to WFP page to provide information to Faculty and Deans and to inform HR when reviewing/ developing WFP practice.</p> <p>WFP data will be compiled and published in the Annual Workforce Planning Status Report August each year, to inform the Planning & Budget meetings to occur in Nov each year. .</p>	<p>Exec Director, HR; Exec Director, Financial Services; Director, P & A</p>	<p>August 2008</p>
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3. Develop solutions			
Action	Outcome and Performance Indicators	Accountabilities	Timeline
<p>(a) Develop an integrated University-wide Equity and Ethics Policy and Code that will inform the way the workforce is managed and the way it delivers services internally and externally. This code will aligns with:</p> <ul style="list-style-type: none"> • The institutional values and guiding principles established in the Institutional Development Plan • Generic Responsibilities of CSU Staff • CSU Code of Conduct • Standards Expectations and Qualifications of Academic Staff • Employment Equity Plan • Ethnic Affairs Priority Statement • Indigenous Employment Strategy • Accountability statements 	<p>An integrated CSU Equity and Ethics Policy and Code is developed [by a University Project team] and submitted for formal adoption to Council.</p> <p>Update: To be referred to Organisational Culture Committee for advice on whether this would form part of their brief?</p>	<p>WFP Committee</p>	<p>June 2008</p>

(b) Identify the critical workforce segments, job families and talent groups that will ensure sustainability of the workforce capability	Information is available to Faculties and Divisions to inform their job analysis and design practice and address the needs and participation rates of different segments of the workforce. Update: HR has flagged this as a project for 2008	Exec Director, HR	June 2008
(c) Align all new established and reviewed positions to support the achievement of the University Strategy, CSU Discipline profile, and the Equity and Ethics Policy and Code.	Recruitment documentation reflects alignment with CSU Strategy, the CSU Discipline profile, and the Equity and Ethics Policy and Code. Update: HR has flagged Job Analysis and Recruitment as projects for 2008	Faculties and Divisions	Ongoing

4. Review and improve practice			
Action	Outcome and Performance Indicators	Accountabilities	Timeline
(a) Systemically review HR practice processes, policies and procedures using self assessment tools to ensure that HR practice supports the delivery of workforce plans	Strengths and weaknesses of current HR processes, policies and responsibilities described using best practice tool Self-assessment tool for people management in HEIs Update: Assessment will be conducted in conjunction with WPI in the Division of Human Resources.	Exec Director, HR	End of 2007

<p>(b) Recommend changes to current practice, and priorities to be included in the Workforce Enabling Plan to effectively, efficiently and ethically</p> <ul style="list-style-type: none"> • recruit, select and/or develop staff with the values, capabilities, skills and personal attributes required to achieve CSU's strategic agenda • integrate and retain valued staff within the CSU community • reward and manage the performance of staff appropriately in line with their diverse contributions and with the strategic goals and values and principles of the University • plan and manage staff promotion and managerial succession • retain staff with specialised expertise critical to the achievement of the University's strategic agenda • capture and facilitate the transfer of corporate and intellectual knowledge lost through staff exits • manage staff separation and retirement in ways that respect the dignity of all persons and the contribution all employees make to CSU 	<p>Processes and strategies systematically reviewed in consultation with, and communicated to, the University community</p> <p>Development of process and strategies results in improvement in:</p> <ul style="list-style-type: none"> • CSU data in relation to sector benchmarking (QUT Universities HR Benchmarking) • WFP Framework performance indicators <p>Update: Division of Human Resources currently has a systematic schedule of review for HWERRS. HR will develop a formalised planning schedule and principles for review to ensure that all HR policy development and review is done so in collaboration with the CSU community and has a focus of improvement and innovation in WFP practice.</p>	<p>Exec Director, HR</p>	<p>2008 - 2011</p>
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12. PROGRESS OF WFP AT CSU SINCE 2004

Since the Development of the CSU Workforce Planning Guidelines in 2004, the following development in human resources process and practice have supported the development and direction of workforce planning (as at May 2007):

Action	Date	Impact	Who
Recruitment Strategy	2004	To enhance the University's capacity to attract and recruit staff	HR Recruitment
Rewards and Recognition of General Staff Project	2004	Professional Development and retention strategies for General Staff	OD
Leadership and Management Development Framework	2004	Develop the capacity of CSU leadership to drive University Strategy	OD
PSC and Secondments Guidelines	2005	Develop project and business skills at CSU to deliver University Strategy	OD
Indigenous Employment Strategy	2005	To extend the labour pool and increase participation rates in the CSU workforce	OD
Organisational and Staff Performance Framework	2005	Align individual and organisational performance to achieve University Strategy	OD
Continual Professional Development Framework	2006	Develop the capacity of CSU staff to deliver University Strategy	OD
Courses and Subject Review Project	2006	Redefine the parameters of academic work	DVC (Academic)
Employment Equity Plan 2007-2011	2006	To extend the labour pool, increase participation rates in the CSU workforce and develop retention strategies for staff	OD
Generic Responsibilities of CSU Staff	2006	To describe the expectations, behaviours and responsibilities of the workforce at CSU	OD
New Performance Management Scheme	2006	To align and manage staff performance and recognise and reward high performing staff	OD
2 nd Voice Climate Survey	2006	Staff feedback about workforce management practices and engagement with the University	OD
Review of Academic Probation and Promotion	2006 /2007	Professional Development and retention strategies for Academic Staff	DVC (Academic)
Review of Faculty Structures	2007	Realign and redeploy the academic workforce with the University Strategy	DVC (Academic)
Discipline Review Project	2007	Align the skills and capabilities of the academic workforce with University Strategy	DVC (Academic)
Review of Course Coordination	2006/7	Review the role, duties, professional development, remuneration.	DVC (Academic)
Teaching/Professional academic work	2007	Job design to recognise the contribution made by this segment of the academic workforce	DVC (Academic)
Review of Laboratory Functions	2007	Align services to support achievement of L&T and Research outcomes	DVC (Academic)
Review of Faculty & School Administration	2007	Align services to support achievement of L&T and Research outcomes	DVC (Academic)