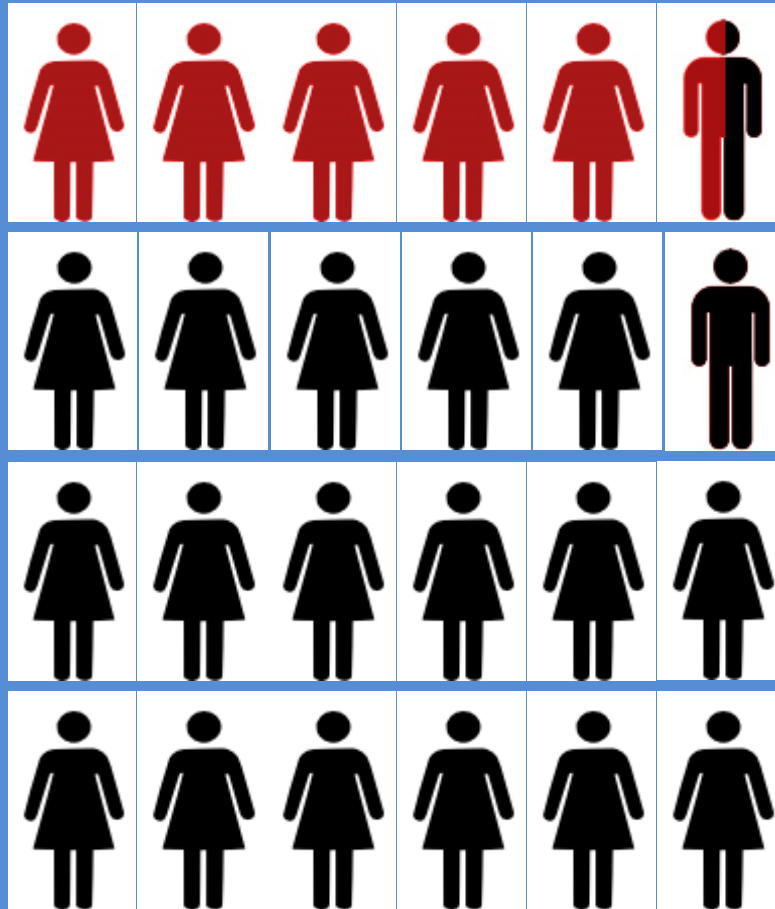
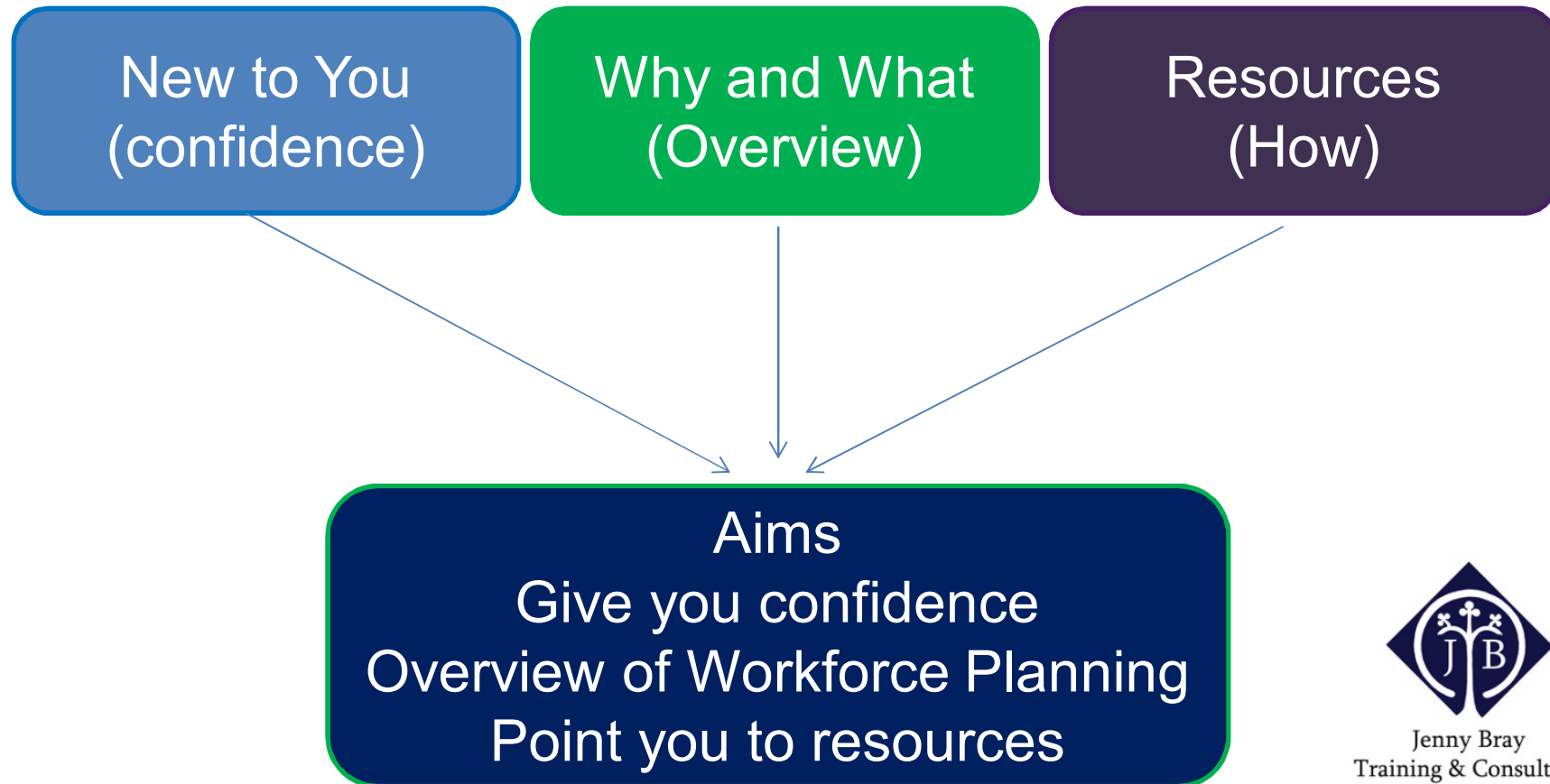


Workforce Planning

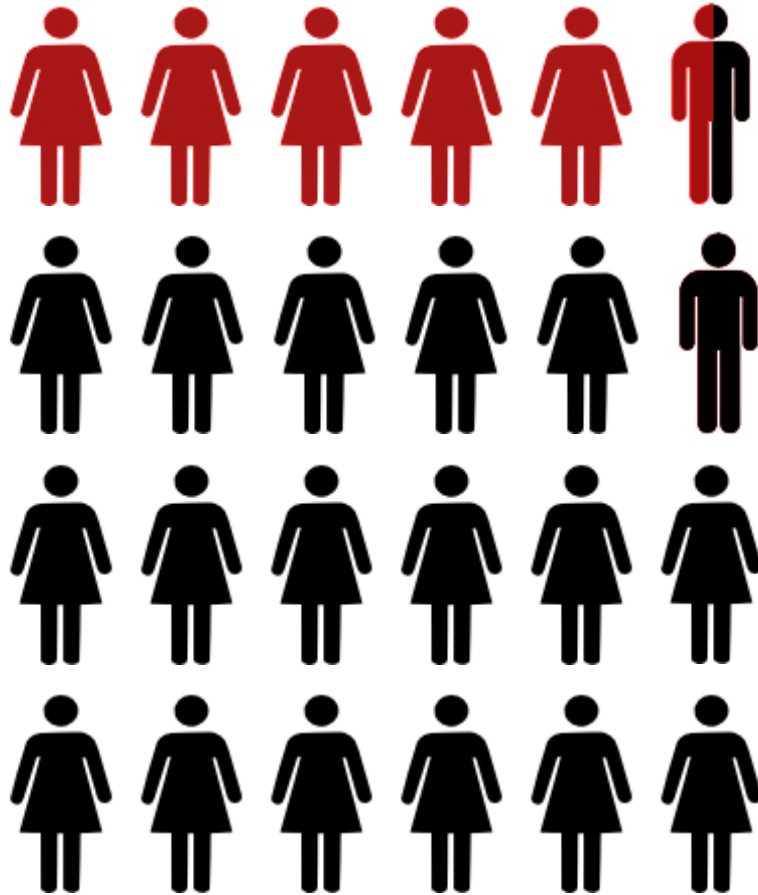
Why, What, How



Underlying Assumptions of this presentation



Why?



**Workforce needs to
grow by an additional
55,770 workers by 2023**

Aust Government, Department of Health and Ageing, 2010
Submission to the Productivity Commission,
Caring for Older Australians



Jenny Bray
Training & Consulting

Why?



**33% of current workforce
will reach retirement age by
then**

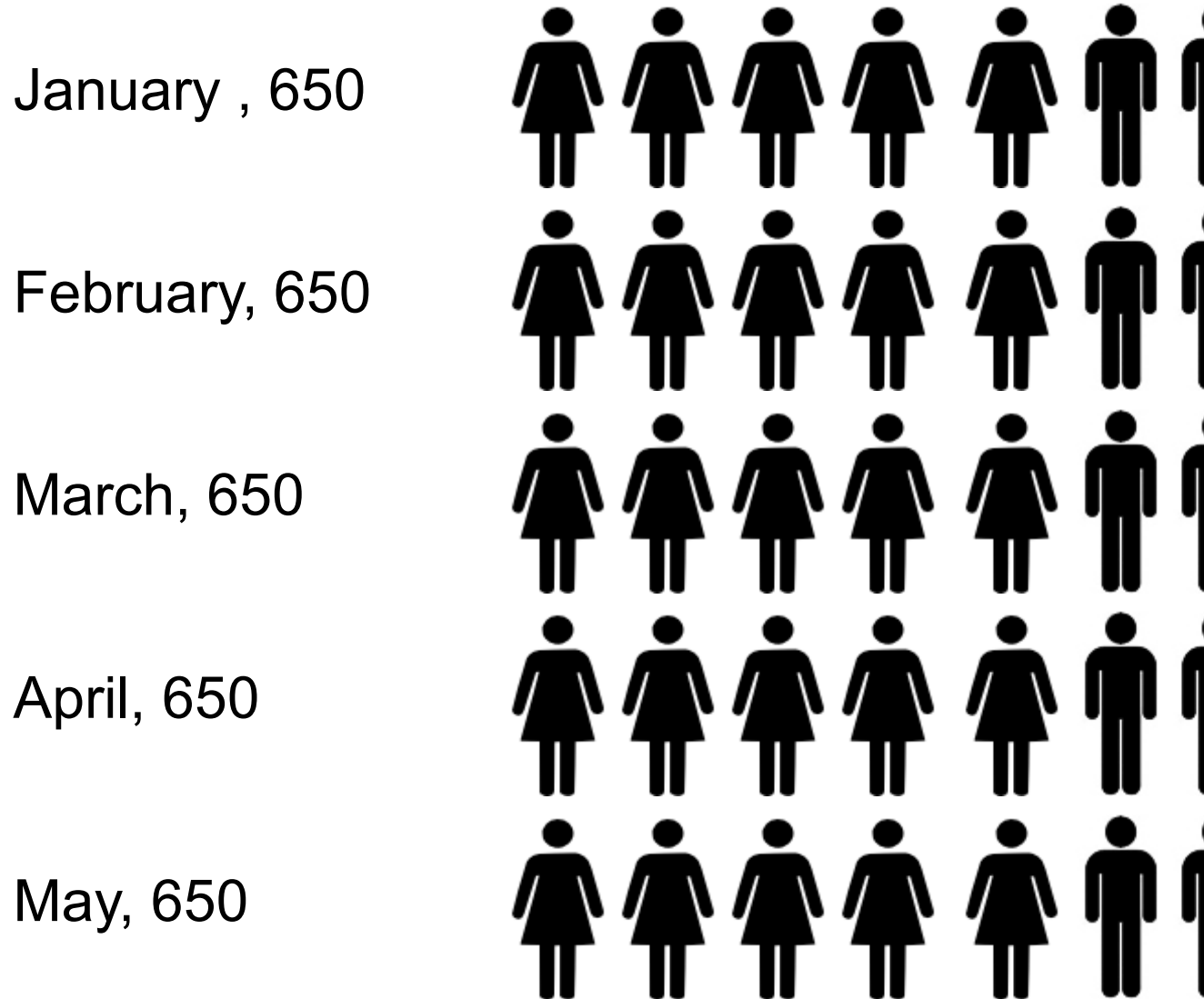
Aged Care Workforce Census Survey (2016) – report imminent
Aged Care Workforce Census (2012) – data used here



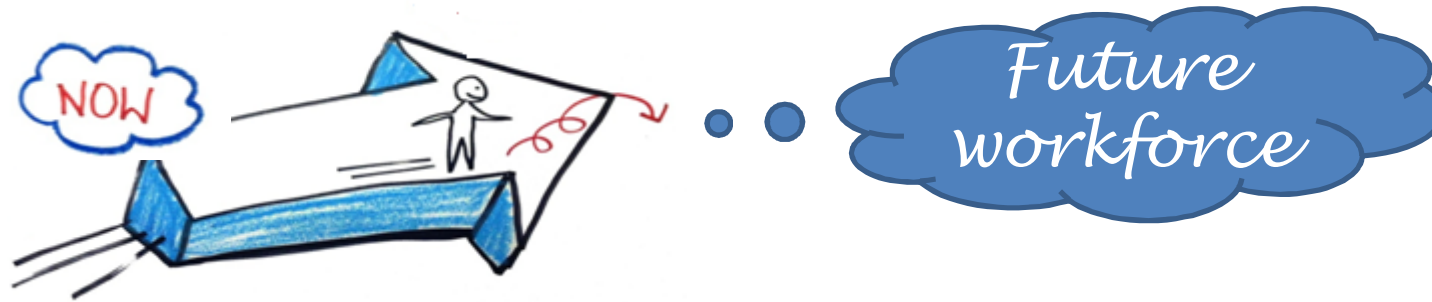
Jenny Bray
Training & Consulting



Need to recruit 77,976 workers in the next 10 years Or 650 per month for the next 10 years

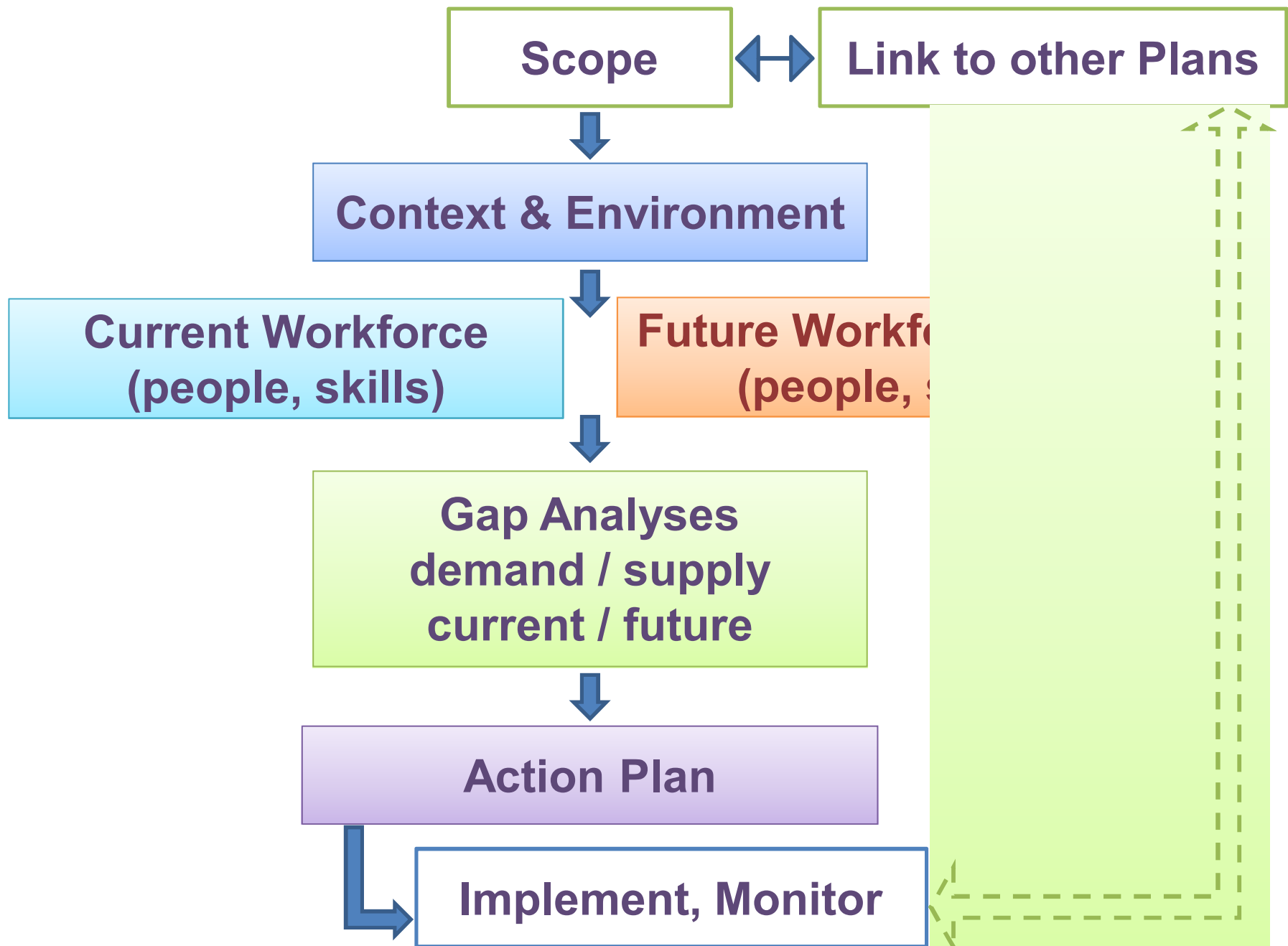


Not counting what will be needed by the NDIS



Workforce Planning

- Ensure supply of services into future
 - How many are planning to retire? Work less or leave?
- Get the skills needed to reach strategic goals
 - Marketing; sales; human resources
- Anticipate change in technology, or client characteristics
 - Tablets/iPads, smart phones, remote monitoring; languages additional to English; working in cross cultural contexts



Scope

- Are you focussing on the whole Council?
Whole of community services workforce? OR
- Just “mission critical” occupations?
- Key employees? (key person risks) Key roles?
- Will you lose key relationships if they go? (knowledge management)
- Workforce to enable our Strategic Directions to happen
(most are going this way)

Context & Environment

- What's your strategic direction? What will it mean?
 - E.g. moving into ageing and/or disability services?
 - To enable this we must be able to ..e.g.:
 - Have workers working across aged and disability services
 - Have a marketing strategy in place
 - Sales pipeline developed (it's not "intake anymore"!)
 - Have a Customer Service Framework in place (CS culture, analytics, reduce case management tasks)
 - Field workers using mobile technology
 - Have languages additional to English available in workforce
 - Better targeting volunteers to flexible roles

Context & Environment

- What are the external labour forces?
 - Aged Care Workforce Survey Report 2016 due very soon
 - www.flinders.edu.au/sabs/nils/research/projects/2015-2016-national-aged-care-workforce-census-and-survey/
 - ABS Forms of Employment (catalogue # 6359.0)
 - Councils have good data on this locally too
- What are the internal labour forces?
 - Turn over?
 - What does it take to keep workers with you?
(Herzberg's Motivational factors are making a come-back)
 - Predicted retirements?

RESOURCES

WORKFORCE PLANNING TOOLKIT

5 Step
planning process

PLUS
support resources
for each step

EVERYTHING
you need to plan for
your future workforce

- 2 Checklists
- 5 Fact sheets
- 16 Customisable templates



Just about every
State has templates
to download for free



Government of **Western Australia**
Department of **Training
and Workforce Development**

Workforce planning resources

- **Workforce planning health check**
- **My workforce action plan**
- **My workforce planning (Steps 1-5) template**
- **Current workforce profile template**
- **Current workforce skills template**
- **Future workforce profile template**
- **Future workforce skills template**
- **GAP analysis template**

Determine your future staffing needs

Having identified your business needs and profiled your current workforce, you can now get your workforce to meet your business goals.

[Workforce action plan \(DOCX 29.08 KB\)](#)



Create a HR manual

Tailor a policy and procedure document that will ensure your staff will fit your workforce plan.

[HR manual template \(DOCX 234.96 KB\)](#)

Business Victoria

Context & Environment

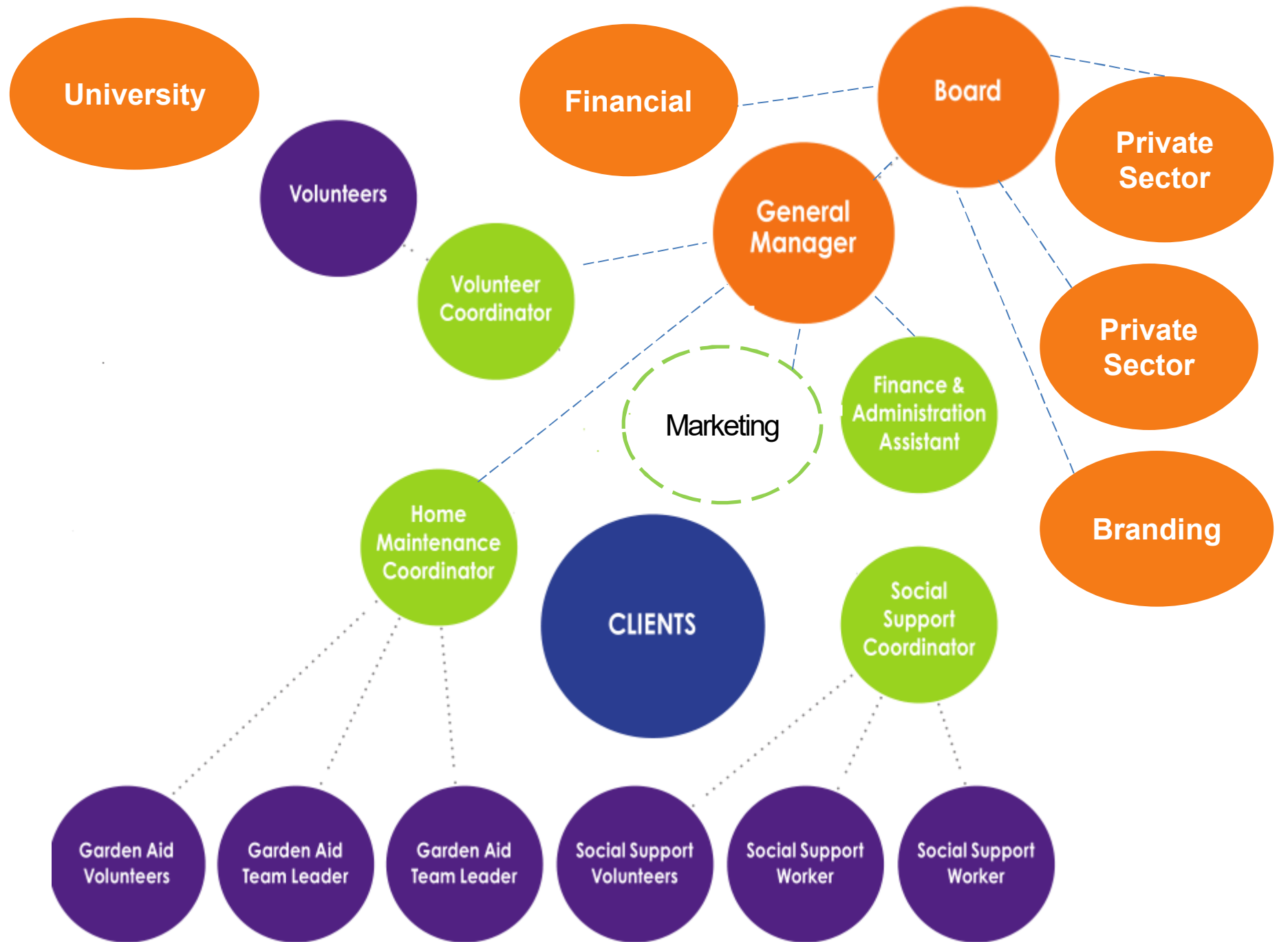


- Neighbour Aid organisation (home maintenance and social support), small to medium
- Experiencing uncertainty in future (CHSP) and NDIS replacing CCSP
- Competition with private providers, and greater competition for income through donations and corporate sponsorships
- My Aged Care interrupted direct referrals
- Prepare for individualised funding (reduce in direct costs)

Current Workforce (people, skills)



	Current	Future	Gap
Strategic position	<p>Traditional HACCC service</p> <p>94% CHSP 6% CCSP</p> <p>Direct referrals</p> <p>Service programs prescribed by service type description</p> <p>Donor led direction for many years (at no fault of the org, that's the sector)</p>	<p>Maximise the 'social capital' of the community</p> <p>Position not as a 'business' providing in the aged care space</p> <p>How to get referrals in MyAgedCare context?</p> <p>How to be known and chosen</p>	<p>Expand types & sources of volunteers</p> <p>Clearly branded as community, increase number of connections into community</p> <p>Assist referrals to MAC via a referral pathway in service</p> <p>Marketing strategy, branding</p>
Workforce	<p>Loyal volunteers (mostly retired)</p> <p>Board a mix of health and community care sector workers and local community members</p>	<p>Compete using a volunteer model</p> <p>Financial and private sector skills</p> <p>Marketing / Branding skills</p> <p>Broader volunteer recruitment and placement skills</p>	<p>Financial and private sector skills and networks on Board</p> <p>Marketing / Branding skills</p> <p>Broader volunteer recruitment and placement skills</p>



Current Workforce (people, skills)

You can add your own specifics here

Current Workforce Profile Summary



Job Role	No. of employees			Gender		Employment status				Age				Specific population groups			Highest level qualification					
	FTE	% of Workforce	Head count	Headcount		Headcount				Headcount				Headcount			Headcount					
				Male	Female	Permanent	Temporary	Casual	Contract	<35	35 - 44	45 - 54	>55	Aboriginal	Torres Strait Islander	Language	Ni I	Cert. III - IV	Diploma	Degree		
TOTALS																						

<https://www.noexperiencenecessarybook.com/KrDzX/workforce-planning-toolkit-community-services-health-industry.html>

Current Workforce (people, skills)

WORKFORCE TURNOVER CALCULATOR	
2015/16	
Workforce Turnover Calculator	2015/16
	<i>Please complete the blue cells</i>
Number of FTE employees at the start of the period	
Number of FTE employees at the end of the period	
How many FTE employees left during the same period	
Annual Turnover Percentage Rate	#DIV/0!
Average annual salary of an employee	
Average cost of recruiting and training new employee	\$ -
Annual Turnover Cost (approx.)	\$ -

<https://www.noexperiencenecessarybook.com/KrDzX/workforce-planning-toolkit-community-services-health-industry.html>

Future Workforce Needs (people, skills)

Specific skills you
are looking for



Future Workforce Needs

	Gap		Supply		Gap	Demand			Gap				
Job role	New or existing role	Location	Current FTE	Risk of job to service	Maintain / Grow / Decline	Future FTE	Timeline	Risk of not meeting demand	Is the role meeting needs / expectations?	Qualifications required	Skill Sets required	Competencies required	Other actions

<https://www.noexperiencenecessarybook.com/KrDzX/workforce-planning-toolkit-community-services-health-industry.html>

Some really helpful Resources



- <https://www.noexperiencenecessarybook.com/KrDzX/workforce-planning-toolkit-community-services-health-industry.html>
- <http://vpssc.vic.gov.au/resources/workforce-planning-toolkit/>
- <http://www.workplace-essentials.dtwd.wa.gov.au/workforce-planning>
- <http://www.business.vic.gov.au/hiring-and-managing-staff/staff-recruitment/workforce-planning-and-HR-templates>
- <http://www.apsc.gov.au/publications-and-media/current-publications/workforce-planning-guide/workforce-planning-explained>