# Sample workforce and diversity action plan 20xx – 20xx (≥ 100 employees)

## Preparation and implementation of workforce plans

To achieve positive outcomes for the Western Australian community, it is imperative the public workforce is managed effectively. To ensure workforce issues are identified and managed, public authorities are encouraged to prepare a workforce plan. A workforce plan sets direction for achieving a capable, efficient and effective workforce that meets current and future challenges and provides enhanced service delivery to the Western Australian community.

## Integration of Equal Employment Opportunity compliance requirements

Section 145(1) of the [*Equal Opportunity Act 1984*](http://www.slp.wa.gov.au/pco/prod/FileStore.nsf/Documents/MRDocument:20592P/$FILE/EqualOpportunityAct1984_05-q0-00.pdf?OpenElement) (the ‘Act’) requires all authorities to prepare and implement an Equal Employment Opportunity (EEO) management plan.

A diverse workforce is an important component of workforce planning. The government remains committed to increasing the profile of diversity groups within all sectors. As such, a key strategy is the integration of EEO management plans within an authority’s broader workforce plan. This strategy encourages a fully integrated approach to workforce planning issues. Authorities need to consider how they can most effectively achieve EEO, diversity and workforce planning outcomes relevant to their business.

This template will assist authorities to meet the requirements of section 145(2)(a)–(h) of the Act, considered in the broader workforce planning context. As a statutory officer, the Director of Equal Opportunity in Public Employment must be satisfied with the extent to which authorities meet their obligations under the Act.

## This template

The template is arranged around four phases of a workforce planning model: Scan and Understand > Analyse and Interpret > Develop and Implement > Monitor and Evaluate, and can be applied to a range of circumstances and to individual strategies themselves. When completed, this template will take you through the four stages of the model, exploring in greater depth your current position (or development) and how to progress your workforce to meet short term and long term workforce challenges.

This template is an interactive document including questions as prompts in each section to assist with ensuring all elements have been included within your authority’s workforce and diversity plan. For authorities electing to integrate EEO requirements within their plan, the template ensures that each section of the Act will be met within the framework. While authorities are encouraged to utilise this tool as a ‘good practice’ example, it can be adapted to suit the unique circumstances of your authority.

This tool uses the following developmental scale:

Not applicable (**NA**) – Not applicable to your authority

Not commenced (**NC**) – Your authority has identified the need to undertake work in relation to this item but this work has not yet commenced

Needs development (**ND**) – Your authority has identified and/or commenced work relating to this item, but it requires further development

Developed (**D**) – Your authority has an effective strategy or process in place in relation to this item

Highly developed (**HD**) – Your authority has advanced strategies or processes in place in relation to this item and may be considered a leader in this area across the public sector.

| Workforce and diversity action plan 20xx – 20xx (≥ 100 employees) | | | |
| --- | --- | --- | --- |
| **Authority:** | Example authority | **Submitting Officer:** | Mr H. R. Practitioner |
| **Chief Executive Officer:** | Ms C. E. Officer | **Contact Number:** | 08 9219 6000 |

## Our Authority

| **Workforce planning overview** | **Authority context** |
| --- | --- |
| *Please use the space below to provide some background about the business, service delivery arena. You may wish to consider the following:*   * *How does workforce planning link to policy and practice at the local level?* * *What are the current workforce demands and how does this impact on future services, i.e. will you provide more of the same service or a different service?* |
| Our authority has limited alignment between workforce planning and policy/ practice at a local level – this is an area for development within our authority.  Over the last 6 months, there has been a significant increase in the demand for X services. While the delivery of X services has traditionally represented a minor proportion of our authority’s overall service delivery, our research suggests that the demand for X services will triple in the next 5 years. This will drastically change the services we deliver and how we deliver them in the future. |
| **Leadership statement** |
| *Please use the space below to include a leadership statement from your CEO and/or executive. You may wish to consider the following:*   * *How does the CEO promote and encourage workforce planning and diversity within your authority?* * *How does the leadership statement link to overarching requirements, i.e. Commissioner’s Circular, CEO Performance Agreement, Equal Opportunity Act 1984?* * *How does the leadership statement reflect CEO expectations for all staff?* |
| It is with pleasure I present to you example authority’s workforce and diversity plan 20XX – 20 XX. This Plan has been developed in accordance with Part IX of the *Equal Opportunity Act 1984.*  Workforce planning and diversity is a business imperative. Our Plan aims to attract and retain quality employees, based on well informed business decisions that will enhance the delivery of our services to the community now and into the future.  All staff are encouraged to share responsibility for the implementation of this Plan, which is embedded in all facets of our work. |

## Our business

| **Scan and understand** | **Where are we now?** | | **NA** | **NC** | **ND** | **D** | **HD** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Gaining management support and buy-in | |  |  |  | ✓ |  |
| Considering authority goals and functions, client needs, desired outcomes and key performance indicators within the strategic planning process | |  |  |  | ✓ |  |
| Addressing whole of public sector plans and strategies | |  |  | ✓ |  |  |
| Considering internal and external factors such as political, economic, demographic, technological and environmental changes | |  |  |  | ✓ |  |
| Considering longer-term service delivery implications | |  | ✓ |  |  |  |
| Analysing workforce strengths, weaknesses, opportunities and threats | |  |  | ✓ |  |  |
| Addressing regional workforce needs | |  | ✓ |  |  |  |
| Establishing meaningful working relationships with appropriate HR/workforce planning officers in similar authorities | |  | ✓ |  |  |  |
| Establishing meaningful working relationships with central authorities (e.g. PSC, DTF, Dept Commerce) | |  |  | ✓ |  |  |
| Utilising other supporting workforce planning products available from relevant public, private and community sector authorities(e.g. Australian Standards in Workforce Planning) | |  | ✓ |  |  |  |
| **Examples for the authority** | **What are the gaps?** | | | | | |
| Example:   * The CEO / DG and Corporate Executive team have signed off on workforce planning as a priority and are committed to applying good workforce planning within the authority. * A SWOT analysis was conducted in July 2016, in conjunction with the last environmental scan * A Strategic Plan was endorsed by the Chief Executive Officer in 2016 which addresses authority goals and functions, client needs, desired outcomes and key performance indicators. | Example:   * Our environmental scan was conducted 18 months ago and recent economic changes provide a new dimension to our future service delivery. * There is no consideration of service delivery over 5-7 years +. * There is a need for increased attention towards addressing the needs of our regional partners. * There is a need to build closer relationships with central authorities around workforce planning. * There is a need to utilise a broader range of workforce planning products and information from outside our authority. | | | | | |

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| **Scan and understand** | **What initiatives are needed to get there?** | | | | | | |
| *Initiatives:*  *What can we do to bridge the gap between where we are and where we are heading?* | *Responsibility:*  *Who is the responsible officer?* | *Timing:*  *When will it be done?* | *Performance indicators/outcomes:*  *How will we know we got there and what will success look like?* | *Progress:*  *How are we tracking?* | | |
| Conduct a current environmental scan to incorporate key factors that were missed in the previous scan undertaken by the authority. | HR director | 30 March 20XX | The completion of an environmental scan report that summarises critical environmental factors. | T | M | A |
| Develop relationships with central agencies and workforce planning officers in other authorities. | All employees | 30 June 20XX | Evidence of increased collaboration between our authority and central and other authorities. | T | M | A |
| Develop specific strategies to address the retention of staff in regional areas. | HR practitioners/ Line managers | 30 July 20XX | Specific strategies established to improve the retention of regional staff  - Reduced turnover in regional areas | T | M | A |
|  |  |  |  | T | M | A |
|  |  |  |  | T | M | A |
|  |  |  |  | T | M | A |
|  |  |  |  | T | M | A |
|  |  |  |  | T | M | A |
|  |  |  |  | T | M | A |
|  |  |  |  | T | M | A |
| **Commentary** | | | | | | |
| Example:   * Have been part of a working group looking into retention strategies locally and regionally * Currently re-aligning regional areas across our authority, once a structure is formally determined these retention strategies will be a medium term focus for us. | | | | | | |

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| T | Target met or improved upon | M | Requires monitoring | A | Immediate attention needed |

## Our workforce profile

| **Analyse and interpret** | **Where are we now?** | | **NA** | **NC** | **ND** | **D** | **HD** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Regularly collecting workforce data  \*You can address s145(2)(c) (*Collection and recording of appropriate information*) of the *Equal Opportunity Act 1984* through this item | |  |  |  | ✓ |  |
| Profiling your current workforce  \*You can address s145(2)(c) (*Collection and recording of appropriate information*) of the *Equal Opportunity Act 1984* through this item | |  |  |  |  | ✓ |
| Applying a rigorous quality assurance process for workforce data | |  |  | ✓ |  |  |
| Enhancing workforce information systems to provide data/reports to make informed decisions | |  |  |  | ✓ |  |
| Analysing internal and external information that assists with workforce planning | |  |  |  | ✓ |  |
| * Workforce demographic data | |  |  |  |  | ✓ |
| * Exit interviews | |  |  |  | ✓ |  |
| * Skills audit | |  |  | ✓ |  |  |
| * Service data | |  |  | ✓ |  |  |
| * Workforce forecasting – demand | |  |  |  | ✓ |  |
| * Workforce forecasting – supply | |  |  | ✓ |  |  |
| * Workforce modeling/scenario planning | |  |  | ✓ |  |  |
| Considering the extent to which sector-wide workforce issues, as well as authority-specific workforce issues, are currently being addressed | |  |  |  | ✓ |  |
| Identifying and prioritising key workforce issues | |  |  |  |  | ✓ |
| Identifying major skill gaps and workforce surpluses affecting future service needs | |  |  |  | ✓ |  |
| **Examples for the authority** | **What are the gaps?** | | | | | |
| Example:   * Our data is collected effectively through XXXXX. This system is easily manipulated to provide workforce reports which inform decision making. * Our exit interview process is advanced and has been refined several times. The data from these interviews has informed our retention strategies. * Our strategic human resource branch is relatively well equipped to identify and prioritise key workforce issues. | For example:   * Quality assurance processes for workforce data could be improved. * Collection of relevant service data (e.g. collecting data about our client base) could be improved. * We could do further work in auditing the skills currently within our authority. * We could do further work in forecasting/modelling/scenario planning to determine possible futures for our authority’s workforce. | | | | | |

| **Analyse and interpret** | **What initiatives are needed to get there?** | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| *Initiatives:*  *What can we do to bridge the gap between where we are and where we are heading?* | *Responsibility:*  *Who is the responsible officer?* | *Timing:*  *When will it be done?* | *Performance indicators/outcomes:*  *How will we know we got there and what will success look like?* | *Progress:*  *How are we tracking?* | | |
| Include space in service request forms for clients to provide some basic data about themselves (voluntarily) | Manager, client services | March 20XX | Service request forms updated | T | M | A |
| Create and update database to capture the information provided by clients in service request forms | Manager, client services | March 20XX | Database regularly updated and used to provide information about our clients | T | M | A |
| Conduct an audit of skills across the authority | Snr workforce planning consultant | June 20XX | Report prepared detailing skills within the authority | T | M | A |
| Conduct workforce forecasting for future demand and supply | Manager, workforce data and reporting | Annually – July | Report prepared detailing possible future workforce demand and supply | T | M | A |
|  |  |  |  | T | M | A |
|  |  |  |  | T | M | A |
|  |  |  |  | T | M | A |
|  |  |  |  | T | M | A |
|  |  |  |  | T | M | A |
| **Commentary** | | | | | | |
| Example:   * Currently liaising with other practitioners on types of forecasting methods to determine a more appropriate or effective method of doing this. * Progressing well with the skills audit, adopting HR Capability Framework to map skills, may consider extending this at a later stage to the wider organisation and how we can map skills from a generic perspective. | | | | | | |

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| T | Target met or improved upon | M | Requires monitoring | A | Immediate attention needed |

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## Our pathway

| **Develop and implement** | **Where are we now?** | **NA** | **NC** | **ND** | **D** | **HD** |
| --- | --- | --- | --- | --- | --- | --- |
| Developing and implementing a plan by consulting with key business units |  |  |  | ✓ |  |
| **Developing and implementing strategies** |  |  | ✓ |  |  |
| 1. Attracting a skilled workforce |  |  |  | ✓ |  |
| 1. Retaining valued employees |  |  | ✓ |  |  |
| 1. Building capability |  |  | ✓ |  |  |
| 1. Providing strategic leadership |  | ✓ |  |  |  |
| 1. Meeting regional needs |  |  |  | ✓ |  |
| 1. Ensuring an efficient and flexible workforce |  |  | ✓ |  |  |
| **Developing and implementing equity and diversity strategies** \*You can address s145(2)(a) (*Devising of policies and programs*) of the *Equal Opportunity Act 1984* through this item |  |  | ✓ |  |  |
| * + Women in management |  |  |  |  | ✓ |
| * + Aboriginal Australians |  |  | ✓ |  |  |
| * + People with disability |  |  | ✓ |  |  |
| * + People from culturally diverse backgrounds |  |  |  | ✓ |  |
| * + Youth and mature workers |  | ✓ |  |  |  |
| Developing and implementing strategies to review personnel practices to identify and eliminate discriminatory practices  \*You can address s145(2)(d) (*Review of personnel practices*) of the *Equal Opportunity Act 1984* through this item |  |  |  | ✓ |  |
| Developing and implementing strategies to review and amend job descriptions and competencies to reflect current requirements |  | ✓ |  |  |  |
| Developing and implementing any other workforce planning and diversity strategies | ✓ |  |  |  |  |
| Developing and implementing strategies to communicate the Plan and its workforce strategies to the authority  \*You can address s145(2)(b) (*Communication of policies and programs*) of the *Equal Opportunity Act 1984* through this item |  |  |  | ✓ |  |
| Ensuring timeframes, responsible officer/s and performance indicators are attached to each strategy  \*You can address s145(2)(e) (*Setting of goals or targets*) and (h) (*Appointment of persons to implement the provisions*) of the *Equal Opportunity Act 1984* through this item |  |  |  | ✓ |  |

| **Develop and implement** | **Examples for the authority** | **What are the gaps?** |
| --- | --- | --- |
| Example:   * Within our authority, we have a boomerang program and mentors for women returning to work from parental leave, as well as child care facilities and mothers’ rooms for those women. * We have established initial relationships with the Disability Employment Service provider EDGE Employment Solutions and Aboriginal Employment Strategy Inc. * Our authority has an ageing workforce, and strategies are required to manage this. | Example:   * Our boomerang program is highly successful for women returning from paternal leave; this could be extended as a strategy for our mature workers already retired. * Strategic leadership is an area in which we could improve and we will access PSC’s leadership development programs to do this. * Our relationships with EDGE and Aboriginal Employment Strategy could be strengthened in the future to improve employment outcomes for these diversity groups. |

| **Develop and implement** | **What initiatives are needed to get there?** | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *Initiatives:*  *What can we do to bridge the gap between where we are and where we are heading?* | *Business imperative:*  *Which plan/initiative does this link to?* | *Responsibility:*  *Who is the responsible officer?* | *Timing:*  *When will it be done?* | *Performance indicators/outcomes:*  *How will we know we got there and what will success look like?* | *Progress:*  *How are we tracking?* | | |
| Develop and implement boomerang employment for retirees. |  | HR director | By December 20XX | - Reduced on boarding costs  - Less time taken to fill vacancies | T | M | A |
| Utilise capability frameworks to develop internal mechanisms/tools to enhance the authority’s workforce capacity. |  | HR director | June 20XX | At least four internal mechanisms/tools developed | T | M | A |
|  |  |  |  |  | T | M | A |
|  |  |  |  |  | T | M | A |
|  |  |  |  |  | T | M | A |
|  |  |  |  |  | T | M | A |
|  |  |  |  |  | T | M | A |
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|  |  |  |  |  | T | M | A |
| **Commentary** | | | | | | | |
| Example:   * Our Alumni network indicated that we have a significant volume of employees who took leave or retired but wish to remain actively involved with the authority. It was agreed at CE meeting to set-up and manage a boomerang employment network. We believe this will also assist with knowledge management within the organisation and may leave an opening for active mentoring to commence between retirees and new employees. * This program will be highly monitored, potential candidates identified for boomerang employment through future exit interviews. * It is believed that the intrinsic benefits of this program will add to the culture and moral of the authority. * The boomerang employment program will be a long term strategy for the authority. | | | | | | | |

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| --- | --- | --- | --- | --- | --- |
| T | Target met or improved upon | M | Requires monitoring | A | Immediate attention needed |

## Our performance

| **Monitor and evaluate** | **Where are we now?** | | **NA** | **NC** | **ND** | **D** | **HD** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Monitoring all strategies during implementation through thorough record-keeping | |  |  |  | ✓ |  |
| Regularly benchmarking your authority against others (based on service function, size or local/national/ global businesses) | |  |  | ✓ |  |  |
| Regularly reviewing and formally evaluating your strategies and/or plan  \*You can address s145(2)(f) (*Evaluation of policies and programs*) of the *Equal Opportunity Act 1984* through this item | |  |  | ✓ |  |  |
| Regularly reviewing/monitoring changes to the internal and external operating environment | |  | ✓ |  |  |  |
| Regularly reporting the plan’s progress to your authority’s Corporate Executive (through PSC’s CEO dashboard report) and workforce planning and diversity oversight committee | |  |  |  | ✓ |  |
| Amending your strategies and/or plan, based on evaluation outcomes and changing circumstances  \*You can address s145(2)(g) (*Revision and amendment of the Plan*) of the *Equal Opportunity Act 1984* through this item | |  |  |  | ✓ |  |
| **What are some examples for your authority?** | **What are the gaps?** | | | | | |
| Example:   * Monitoring and reporting of workforce initiatives occurs informally on a monthly basis, and more formally on a quarterly basis through a Workforce planning and diversity committee. * Minutes are kept for monthly meetings and the CEO is provided with a quarterly dashboard report of progress in workforce planning. * A separate report is generated annually highlighting achievements under the wider workforce plan. * Regular information sharing for benchmarking occurs between like agencies at a local level. | Example:   * An opportunity exists to extend information sharing for benchmarking workforce information to national and global levels. This will assist to determine if there is scope to improve efficiency and effectiveness in the services we provide. * Our workforce plan is still in its infancy, therefore our evaluation techniques are still developing. However, we do have capacity to review and amend our plan as necessary. * We are in the process of merging/integrating our Workforce Plan with our EEO management plan and streamlining our reporting processes to the DEOPE * We do not currently have strategies to scan the internal or external environments. | | | | | |

| **Monitor and evaluate** | **How will we get there?** | | | | | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| *Initiatives:*  *What can we do to bridge the gap between where we are and where we are heading?* | *Business imperative:*  *Which plan/initiative does this link to?* | *Responsibility:*  *Who is the responsible officer?* | *Timing:*  *When will it be done?* | *Performance indicators/outcomes:*  *How will we know we got there and what will success look like?* | *Progress:*  *How are we tracking?* | | |
| Determine appropriate networks and build information sharing within those networks. |  | All staff | Throughout the year | - Accessing network groups  - Increased knowledge and capabilities noted in meeting customers’ demands. | T | M | A |
| Establish an evaluation cycle that meets the requirements to monitor performance |  | Workforce planning and diversity committee | by May 20XX | - Greater cohesion between authority Plan and PS strategies  - Stronger reporting stemming from evaluation process | T | M | A |
| Integrate our workforce plan with our EEO management plan. |  | HR director | Mar 20XX | - Greater cohesion in reporting, one report one message approach  - Alignment with PS directions | T | M | A |
| Establish a process to conduct periodic reviews on internal procedures and practices to determine their effectiveness in meeting employees needs |  | HR manager | Annually, every August | - Effectiveness determined through Employee Perceptions surveys.  - Procedures and practices conform with PS guidelines. | T | M | A |
| **Commentary** | | | | | | | |
| Example:   * Working across business areas to adopt and develop an integrated workforce and diversity action plan. | | | | | | | |

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| T | Target met or improved upon | M | Requires monitoring | A | Immediate attention needed |

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| **Chief Executive Officer sign off:** | Ms C. E. Officer | **Date:** | 28 February 20XX |
| **HR Director sign off:** | Dr Di Versity | **Date:** | 25 February 20XX |