



WORKFORCE PLANNING POLICY

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Policy Type: Administrative

Responsible Officer: Human Resources

Department: Executive Office

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1	GRC 0064	27 November 2012	September 2015
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3	Reviewed	4 October 2017	Review September 2019
4	Reviewed	4 September 2019	Review September 2021
5	Reviewed	23 March 2022	Review July 2023
6	Reviewed	5 September 2023	Review July 2025

1. BACKGROUND

Workforce planning is a key planning element of the Goondiwindi Regional Council ("Council"). Our ability to predict our human resourcing needs and develop our own people to be "in the right place, with the right skills at the right time", is critical to how we both attract and retain a high performing team. Workforce planning is an approach to people management that aims to maximise options and minimise risks both now and in the future.

Workforce planning is a comprehensive process that provides managers with a framework for making staffing decisions based on an organisation's vision, mission, corporate plan, budgetary resources, and a set of desired workforce competencies. In other words, *Workforce planning is the strategic alignment of an organisation's human resources with its business direction. It is a methodical process of analysing the current workforce, determining future workforce needs, identifying the gap between the present and future, and implementing solutions so the organisation can accomplish its mission, goals, and objectives.*

Done properly, workforce planning minimises the likelihood of employees having to face the prospect of involuntary separation from Council. Unfortunately, even the best workforce plans do not eliminate the possibility of positions being made redundant, particularly where unusual or unforeseen financial, social or natural events take place.

In addition, when coupled with effective strategic planning, effective workforce planning helps us to better predict where business decisions might create significant opportunities (promotions) and to help our employees to be ready to take advantage.

Alternatively, where a business decision may have a potential negative impact (redundancy) on our employees, we can work to minimize this impact wherever we can. This policy should be read in conjunction with Council's "Career Management" Policy and our "Succession Management" Policy, as all three strive to support a longer term approach to our people management and underpin the culture we are looking to maintain.

2. POLICY STATEMENT

Council seeks to ensure that our long-term decision making in relation to our staffing requirements is well informed and that it clearly aligns with our attraction and retention efforts.

Council Directors will be encouraged to build the workforce planning capability within their directorates and work collaboratively to ensure the effectiveness of our 'whole of Council' workforce planning.

3. PROCEDURES

Council Directors will be responsible for the on-going performance within their directorate. Directors will provide an annual forecast of the directorate's staffing requirements as an input into Council's corporate and operational planning and budgeting.

Council encourages open discussion with employees about such things as career aspirations or transition to retirement. For example, where an employee may only wish to work (say) 2 or 3 days per week and this can readily be accommodated within Council's business and workforce planning, the substantive position may only need to be modestly changed (duration) and the employees on-going employment can be maintained. Redundancy would not need to be a consideration.

Where Council has investigated the possibilities, and such requests cannot be accommodated, Council will consider redundancy as a last resort. In these situations, it should be highly unlikely that Council needs to consider the re-employment of employees who have had to be made redundant, particularly in the short to medium term.

Re-appointment of any employee within a period of three years since being made redundant will be at the discretion of the Chief Executive Officer.

Workforce planning also provides an opportunity to ensure that workloads are effectively distributed and that the requirements placed on both individuals and teams in relation to everyday and on-going performance are appropriately set and being met.

Where there are any apparent inequities, these will be addressed through a formal performance management process. Restructuring of teams or departments to simply move a poor performing employee or to create a position, surplus to Council's business needs, to save addressing a performance issue is not acceptable.

Supervisors and managers are responsible to ensure that teams work effectively, with workloads fairly distributed and that the performance of all team members is of an equally high standard and level of output.

4 REVIEW DATE

July 2025

5 ATTACHMENT

Nil