



Workforce Planning Policy and Procedure

Workforce planning: Structural Diagram

	Organisation goals	Budgeting	Environment	Staff arrangements
Analysis of the current situation	<ul style="list-style-type: none"> Strategic Business Plan Mission and Vision 	<ul style="list-style-type: none"> Approved budget allocations Predicted student numbers Predicted expenditure and revenue 	<ul style="list-style-type: none"> Current courses Policies and procedures Technology and facilities Student demand Market competitiveness Organisational practices 	<ul style="list-style-type: none"> Staff profiles Qualifications and skills Future needs Staff-student ratio

Implementation stage	<ul style="list-style-type: none"> Amendments to policies and procedures Improvement of technology and infrastructure Changes to the organisational structure Staff training and development 		
Strategic planning	<p style="text-align: center;">Budget</p> <ul style="list-style-type: none"> Remuneration and incentives Annual plans 	<p style="text-align: center;">HR strategies</p> <ul style="list-style-type: none"> Recruitment and retention Professional development Promotion or internal transfer Staff engagement and satisfaction 	<p style="text-align: center;">Technology and facilities</p> <ul style="list-style-type: none"> Improvements and inclusion of new technology and facilities
Forecasting	<p style="text-align: center;">Demand</p> <ul style="list-style-type: none"> Positions and skills required Number of staff members required Percentage of different types of staff 		
	<p style="text-align: center;">Supply</p> <ul style="list-style-type: none"> Current workforce situation Predicted staff turnover rate, retirements, transfer, and promotion, etc. Labour market trends 		
	<p style="text-align: center;">Gap analysis and benchmarking</p> <ul style="list-style-type: none"> Any skills shortages and/or surpluses 		
Review and assessment			

1. Purpose

This document contains the policy and procedure for developing a workforce plan to meet the current and future needs of EIA that aims at achieving EIA strategic objectives and the goals in the Teaching and Learning Plan.

This policy complies with the Higher Education Standards Framework (Threshold Standards) HES 2015 in the Tertiary Education Quality and Standards Agency Act 2011 by the Commonwealth of Australia, specifically Standard 3.2.

2. Scope

This policy applies to all EIA staff.

3. Responsibility

The Executive Manager of Operations is responsible for implementing and overseeing the Workforce Plan.

The Board of Directors is responsible for approving this policy and the Workforce Plan.

4. Requirements

The Workforce Plan is to identify the current and future workforce needs of EIA and to ensure that workforce capacity has the quota to meet its operational objectives and goals.

When considering the Workforce Plan, the staff-student ratio (SSR) of 1 staff per 25 students, and a maximum number of 25 students for each tutorial is to be used, to ensure support for student needs.

EIA employs a competitive approach in the recruitment, retention, professional and leadership development, and succession planning to maintain a workforce with relevant and appropriate talent and capabilities efficiently.

EIA provides an inclusive environment to support gender equality, and diverse genders, sexes, sexuality, staff with disabilities, culturally and linguistically diversity to promote and implement workforce and diversity planning. EIA promotes diversity targets across different measures subject to annual review by the Board of Directors when the workforce grows over time.

The plan is expected to be reviewed regularly, at least on an annual basis.

5. Definition

Staff profile: information about the current workforce in EIA, including categories such as employment type, age, gender, numbers, vacancies, turnover, workload, etc.

6. Procedure

When developing the workforce plan, the following steps need to be taken:

- Current situation analysis;
- Forecast, gap analysis;
- Strategic planning;

7. Implementation; Review and assessment.

7.1 The EIA will first need to analyse the current situation in the following areas, to identify potential needs and gaps:

- Organisation goals: the strategic business plan, mission, and vision.
- Budgeting: review approved budget allocations, predicted student number and predicted expenditure and revenue.
- Environment: current courses and units, policies and procedures, organisational practice, technology and facilities, student demand and market competitiveness.
- Staffing arrangement: current staff profile, qualifications and skills and predicted future needs. Staffing arrangements include academic staff, non-academic/administrative staff, and other supporting positions. Benchmarking for staff-student ratio is of importance to EIA ensure staff and capacity to support student needs.

7.2 Staff diversity and equality: current staff profile, self-disclosed characteristics and predicted future needs. Staffing arrangements will include all EIA staff members and other supporting positions. Following the analysis of the current state, EIA will forecast demand and supply and conduct a gap analysis.

- Demand: positions and skills required and required staff members.
- Supply: the current workforce situation, labour supply, and market trends, predicted staff turnover rate, retirement, transfer, promotion, and termination.
- Gap analysis: review all the skills and knowledge of the staff in EIA and identify any skills shortages and/or surpluses.
- Benchmarking: defined as a structured, collaborative, learning process for comparing an organisation's practices, processes or performance outcomes according to the Tertiary Education Quality and Standards Agency (TEQSA).

7.3 A detailed strategic plan will need to be developed, taking the following into account:

- Human resource strategies: recruitment and retention, staff engagement and satisfaction, promotion on internal transfer, professional development.
- Budget: annual budget plan and allocation, remunerations and incentives.
- Technology and facilities: improvement and new assets.

7.4 The implementation stage will follow the strategic planning phase, and will include:

- Amendments to policies and procedures.
- Improvement of technology and infrastructure.
- Staff training and development.
- Changes to the organisational structure.

Succession planning should be conducted, to first identify whether existing staff are suitable for the positions and have the skills required. It is important to further develop existing staff to fill in capacity gaps. For more detail, refer to the Succession Planning Policy and Procedure.

7.5 The HR department shall review and assess the effectiveness of this workforce plan.

7.6 Succession Planning

7.6.1 Succession plans are developed by Managers and staff in managerial positions upon analysing the current and predicted needs of their teams and reviewed by the Human Resources and Facility Manager/s.

7.6.2 Succession planning will assist EIA in identifying potential talent gaps and both current and future capacity needs. The succession plan can be integrated into staff development plans to accommodate the changing needs of EIA.

7.6.3 Existing staff should be considered first for any identified gaps.

7.6.4 Identified gaps should be addressed. The following lists the common methods:

- Train existing staff;
- Replace redundant staff;
- Recruit new staff;

- Outsource to external companies and suppliers.

7.7 Workload Planning

- 7.7.1 Each staff member will be provided with a position description upon employment, clearly detailing their work scope and expectations.
- 7.7.2 Managers should discuss with their team/any staff under their management, of the expected and accepted time-frame for each task, to avoid unnecessary workload caused by inefficiency.
- 7.7.3 EIA has a duty of care for the overall wellbeing of its staff and understand that their health and welfare will impact the performance of their duties.
- 7.7.4 EIA promotes a work/life balance and will not make workload requests which are not consistent with this.
- 7.7.5 Full-time workload should be able to be achieved in a normally 40-hour working week.
- 7.7.6 No staff will be forced to take on excessive workload or work unreasonable hours, whether by management or other staff.
- 7.7.7 Staff is expected to take leave regularly to maintain a healthy work-life balance.
- 7.7.8 Staff can discuss with management any concerns regarding their workload any time.
- 7.7.9 It is crucial that staff understand that if their ordinary and manageable workload is not achieved, this may place an additional burden on their colleagues.
- 7.7.10 In cases where a member of staff or a team is concerned about the workload, and this is assessed to be genuine by management, immediate action should be taken such as:
- re-allocating tasks;
 - deciding work priorities;
 - conducting a workflow analysis;
 - making use of additional resources;
 - replacing redundant staff with those of with suitable expertise.

If staff are concerned about their workload, they can first inform the Human Resources Manager and their Supervising Manager then initiate a staff grievance process. The case will be handled in accordance with the staff grievance policy and procedure.

- 7.7.11 Academic staff should be given adequate time to conduct teaching and learning activities, research and scholarship activities, professional development activities, leadership, and administrative tasks. A minimum of 20% of their workload should be allocated to conducting research, scholarship and professional development activities.
- 7.7.12 Academic staff will not be required to:
- Coordinate more than three units per year.
 - Teaching without a break for more than 3 hours.
 - Teach or tutor overly large groups of students for tutorials.

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1.1	Change company name to Edvantage Institute Australia (EIA); update responsibility