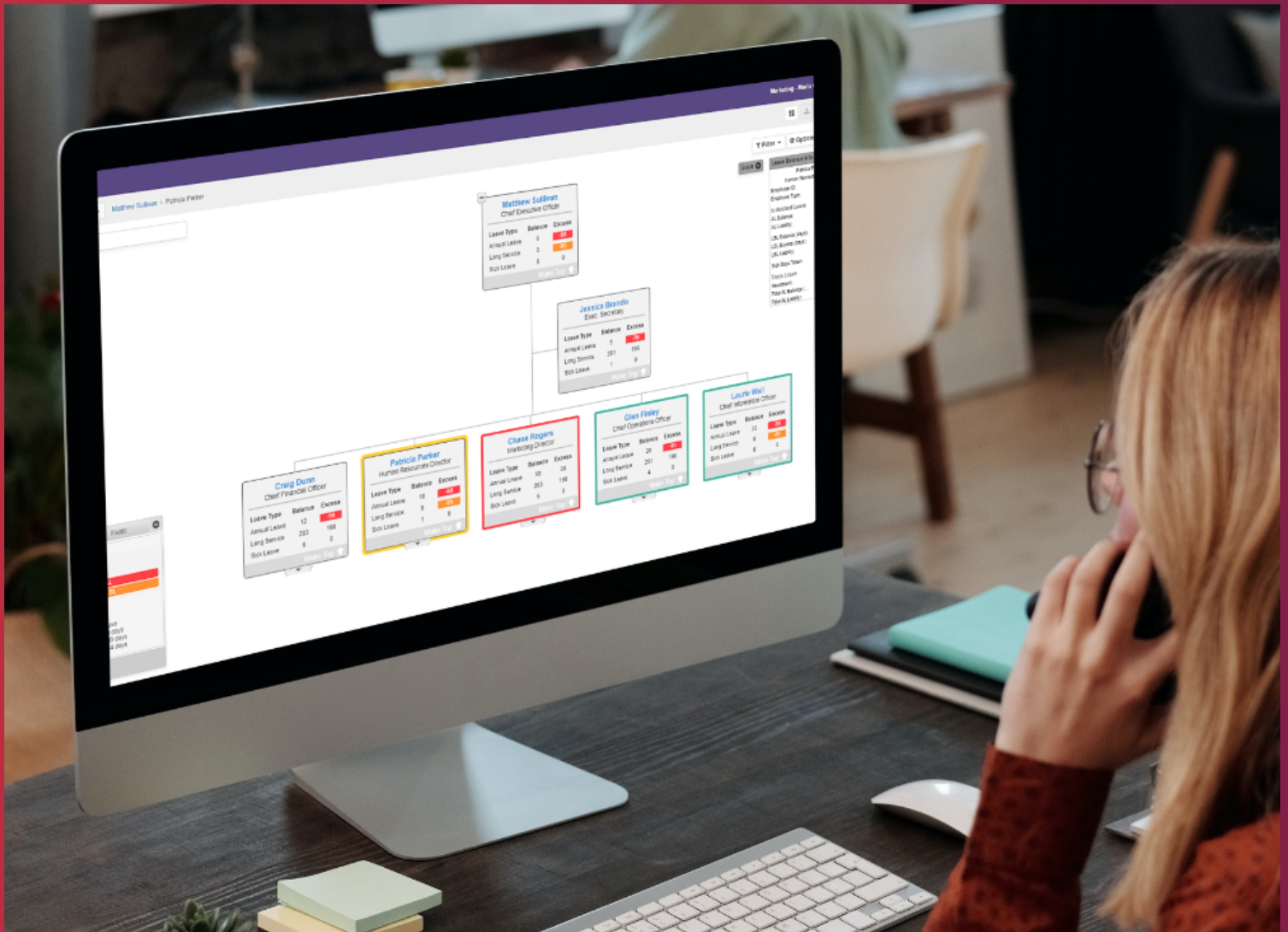


LOCAL GOVERNMENT

BUILDING & MONITORING YOUR WORKFORCE PLANNING STRATEGY



Understanding workforce planning

Workforce planning is all about alignment of your workforce and business goals so you can meet your ideal operating model.

To do this effectively, you need a solid understanding of your challenges, strengths and workforce characteristics (people, skills and roles to meet your changing needs). The best way to achieve this is through detailed workforce modelling, visualising your organisation, defining your workforce strategy, designing sustainable structures and testing these structures with what-if scenarios.

The last few years have been difficult for local governments as they develop their internal workforce planning capabilities, tools and resources.

This article will focus on:

1. The 2025 APS workforce strategy and what it means for local government
2. How to test your organisation's workforce planning maturity
3. Three steps to visualising your organisation and how to use it for workforce planning

But before we get into that, here's two key pain points that keep coming up when tackling local government workforce plan and model projects:

Common challenges facing local government

1. **No access to clean and accurate data:** If you're using your HRIS as a single source of truth, having dirty data can paralyse your organisation's ability to assess the current state of their work force or plan for the future. If you don't know where to start, our [ultimate data cleansing guide](#) can help.
2. **We're struggling to see our people data in a useful way:** No matter what payroll or HRIS you use, you're not doing your data justice without a [dedicated tool](#) to visualise data. Without access to conditional formatting, centralising data from multiple sources and role-based data security, you're taking the long road to interpreting your data.

A focus on Local Government - APS Workforce Strategy 2025

In 2021 the Australian Public Service Commission released its future roadmap for workforce planning, the APS Workforce Strategy 2025. Within this strategy all levels of government are challenged to develop their workforce planning capabilities.

A core component is the [workforce planning cycle](#), illustrated below:



Source: <https://www.apsc.gov.au/initiatives-and-programs/aps-mobility-framework/guidance-hr-practitioners>

While the APS and individual local government's have solid workforce planning frameworks, very little guidance has been provided on how to obtain, store, manipulate and visualise the data required to implement a useful workforce planning process.

A couple of simple questions allow you to test your organisation's workforce planning maturity:

- Do I have a live, accurate org chart? What do I have to do to provide it to the CEO, unions or an external consultant?
- What is the mix of diversity, employment types or skills within our organisation?
- Who is on secondment and when does it finish?
- Where are our vacancies?

3 steps to ensure accurate workforce planning

To allow managers, HR and senior leadership to engage in a base level of workforce planning, the answers to these questions should be immediately available in an up-to-date, easy-to-understand and secure format.

Manual intervention in this process is time consuming, prone to inaccuracy, is immediately outdated and involves the sharing of sensitive employee data via unsecured means.

For over 20 years Navigo has solved these issues for many local, state and federal government agencies.

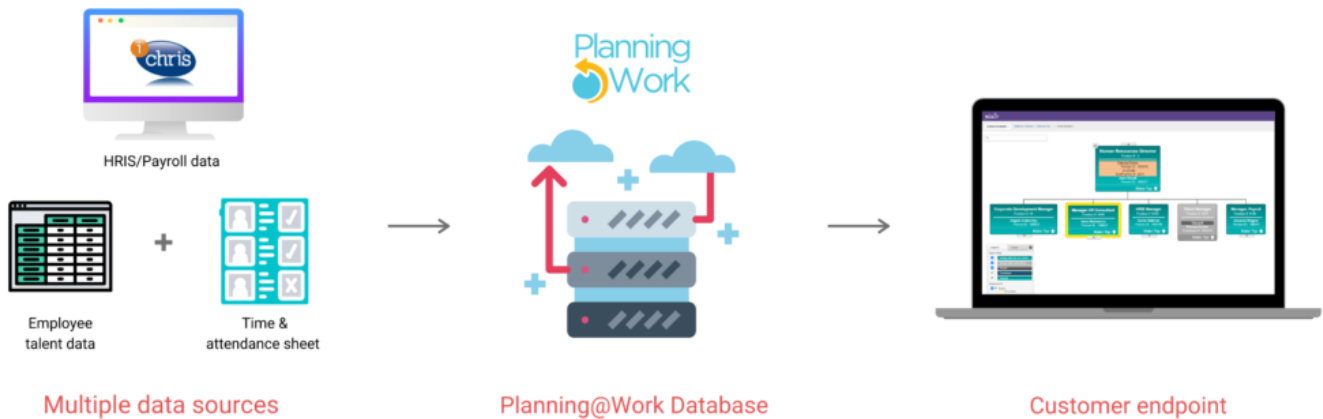
It involves a three stage process:

1. Establish a data feed from payroll / HRIS into a visualisation tool

Every payroll or HRIS system has its own individual data formats, database and hosting architecture.

Navigo's experienced technical consultants have experience with almost every system in the Australian market including: TechnologyOne, CivicaAuthority, Workday, Chris21, Ascender, Aurion, Payglobal, Oracle, SAP and SuccessFactors.

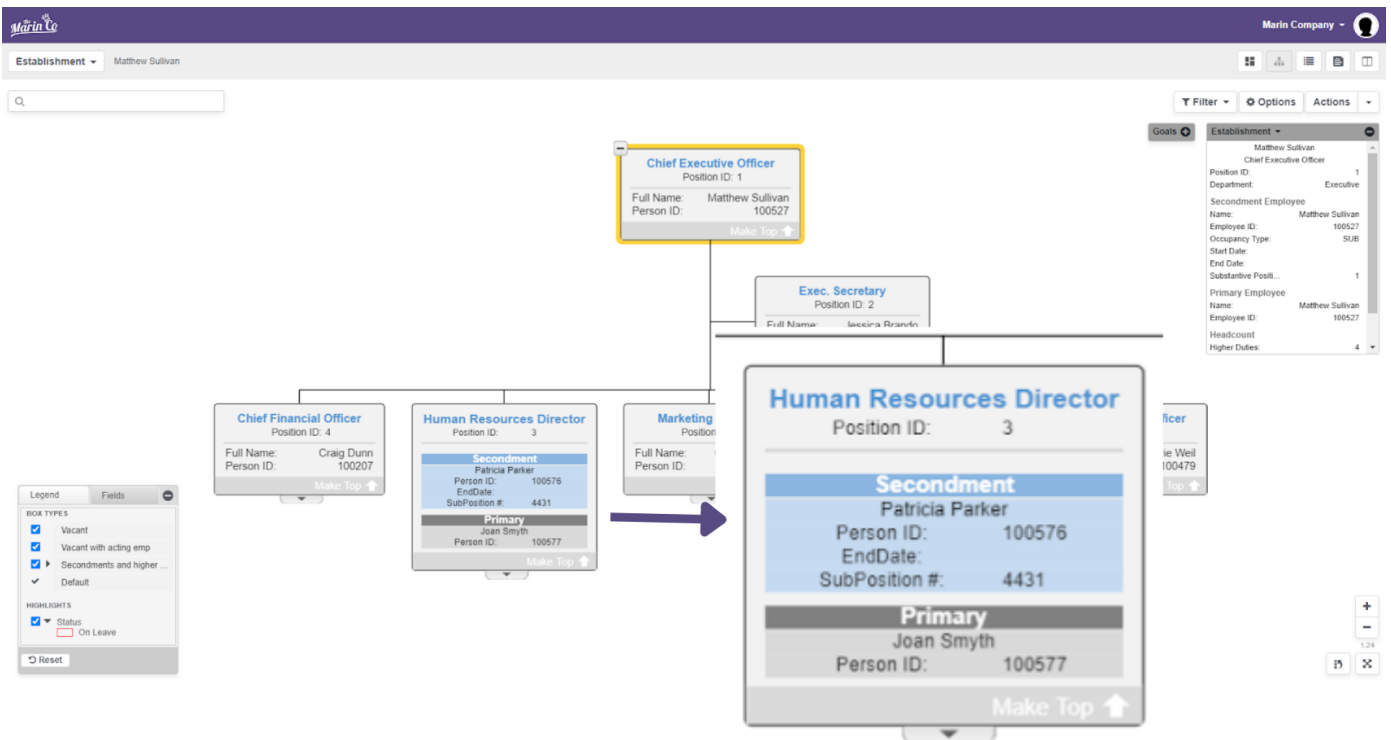
For example, this is how data feed works with our [Planning@Work](#) org charting tool:



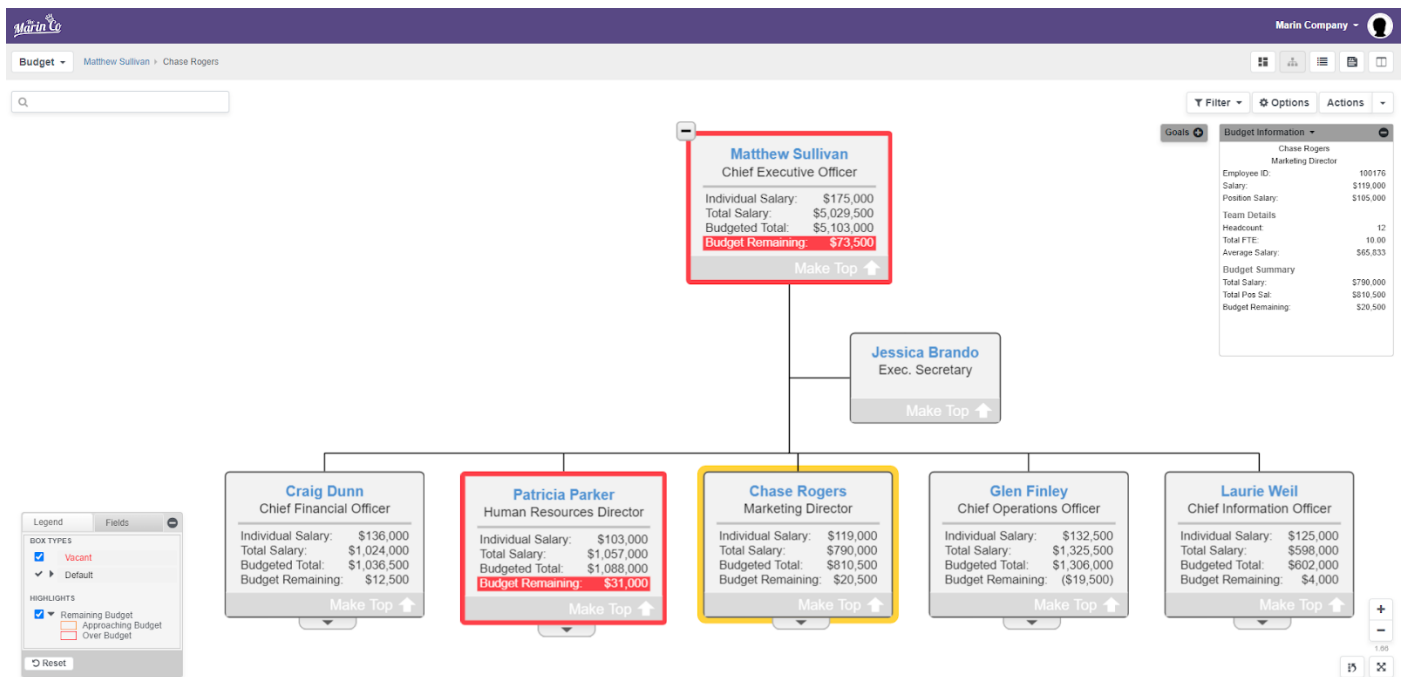
2. Setup your chart views

With a live data feed in place you're now able to see your workforce and organise it visually with live reports that matter to you the most. Below are some examples:

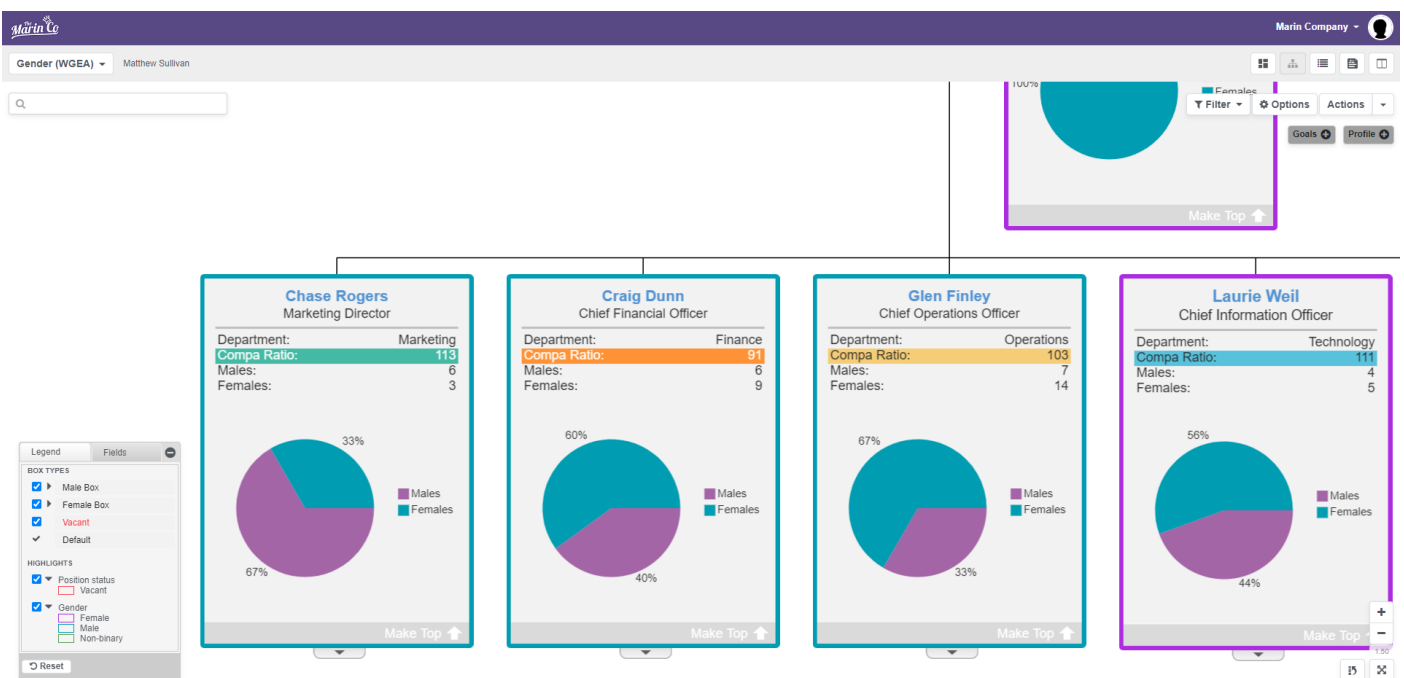
a) Easily see secondments and view Substantive and Acting employees by position



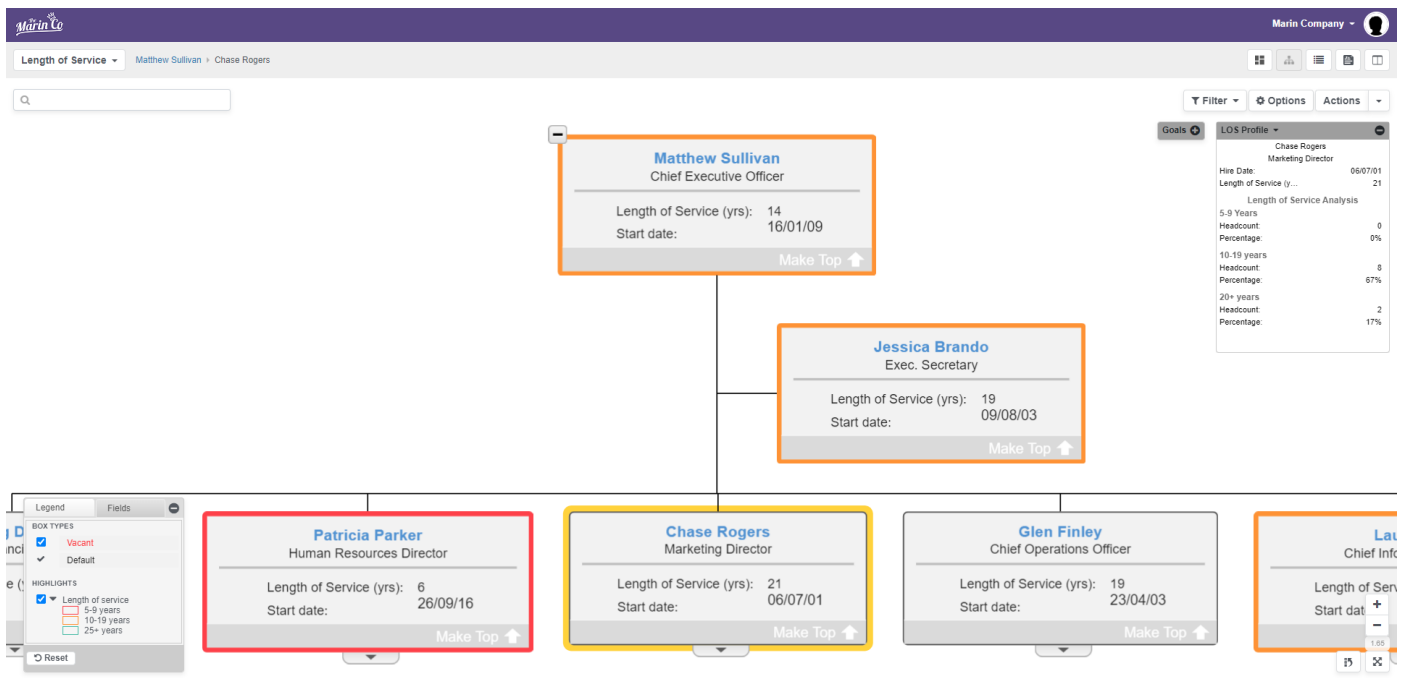
b) See department budgets and highlight those above or below.



c) Visualise your workforce diversity and ensure you're WGEA compliant.



d) Track employee length of service.



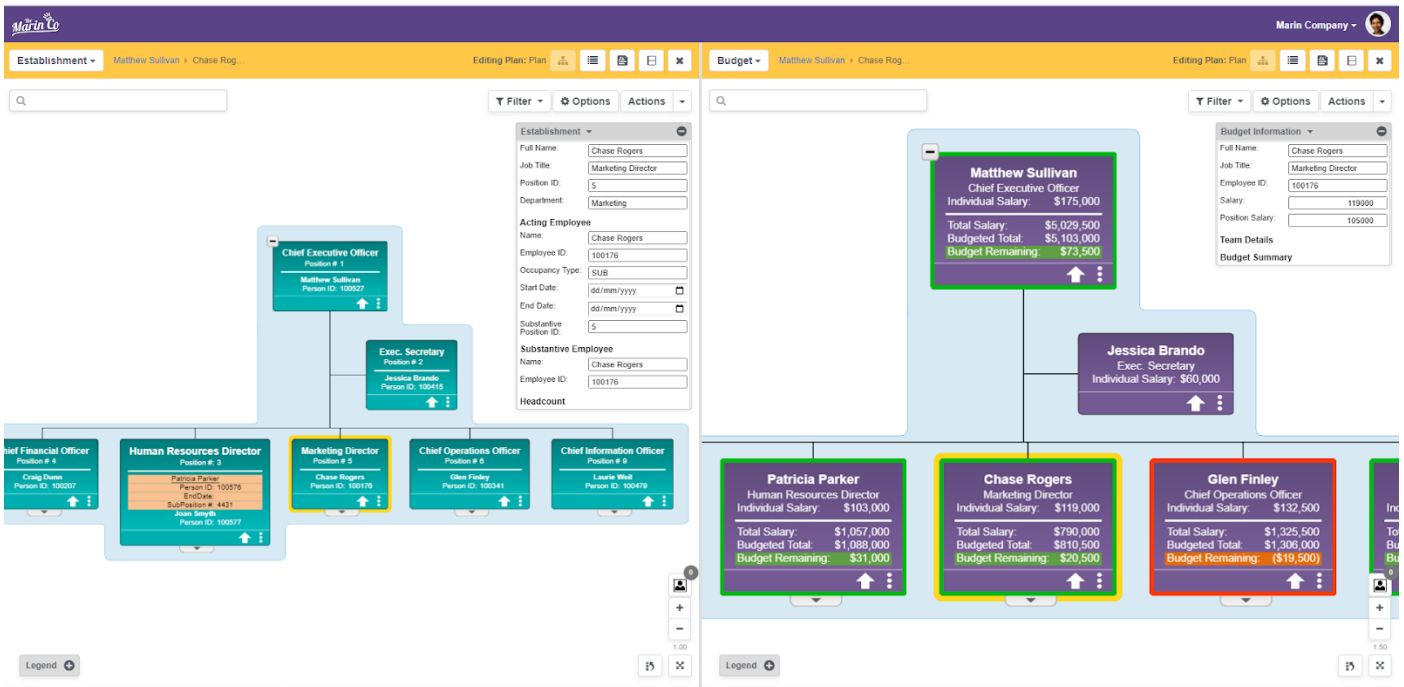
Org charts provide real-time, accurate HR reports and dashboards that you can securely share across your entire organisation, allowing leaders to easily identify problem areas and action fixes.

3. Use it for workforce planning

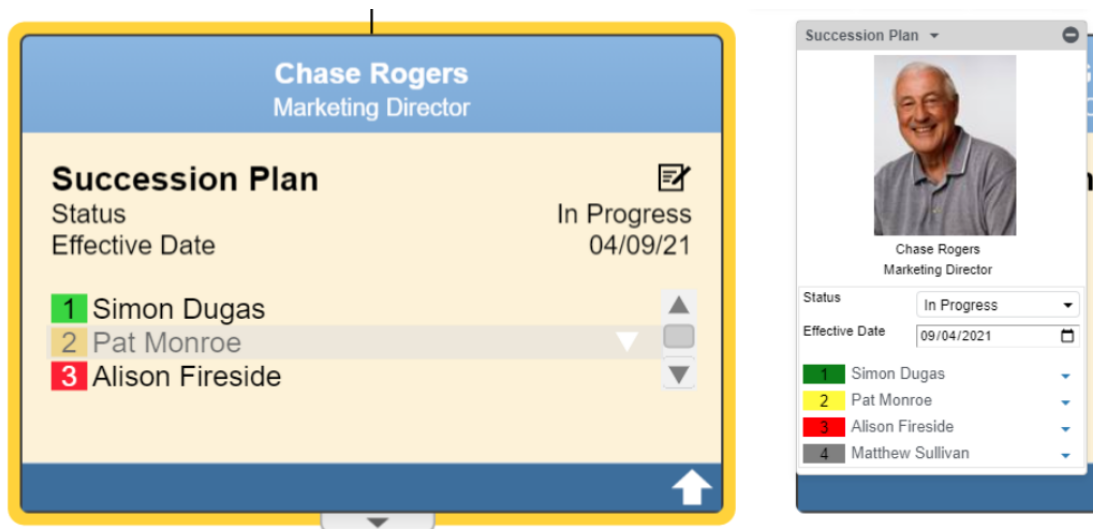
Once set up, charts can be set up with Single Sign On matching existing data access rights so sensitive information can be securely accessed by anyone in your organisation. For instance, the Corporate Directory would be available to all employees, but your workforce analytics or leave liability chart will have restricted access only for managers, HR and senior leadership.

Planning@Work includes three useful modules that you can choose from depending on your needs:

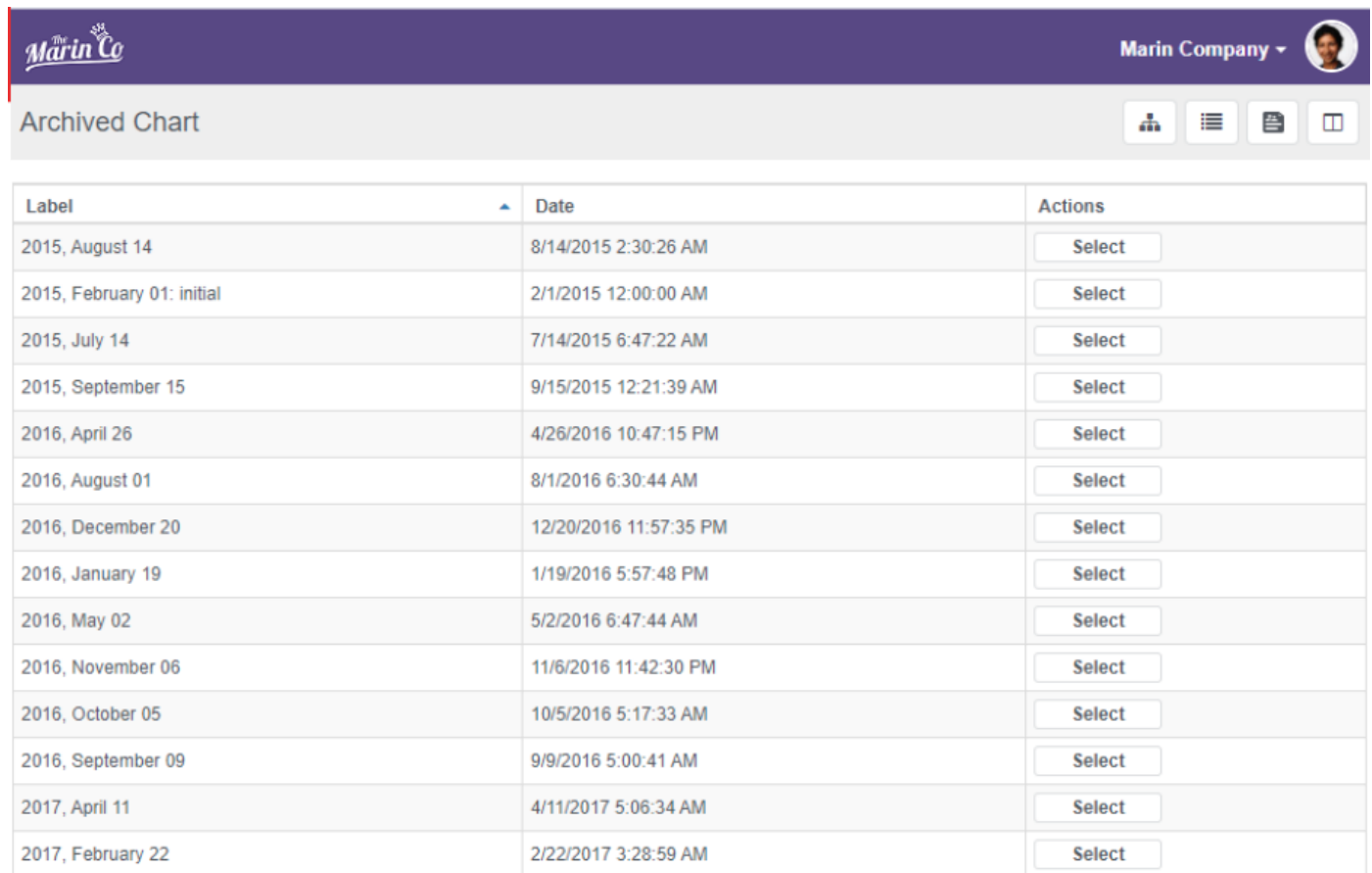
1. **Plan & Model** - Engage in workforce planning scenario modelling. Create, share and collaborate using a secure virtual copy of your employee workforce.



2. **Succession Plans** - Drag and drop to create a live, accessible succession plan for managers & HR to collaborate on.



3. **Archive** - Meet governance & compliance reporting requirements by accessing a permanent history of your people data.



Label	Date	Actions
2015, August 14	8/14/2015 2:30:26 AM	Select
2015, February 01: initial	2/1/2015 12:00:00 AM	Select
2015, July 14	7/14/2015 6:47:22 AM	Select
2015, September 15	9/15/2015 12:21:39 AM	Select
2016, April 26	4/26/2016 10:47:15 PM	Select
2016, August 01	8/1/2016 6:30:44 AM	Select
2016, December 20	12/20/2016 11:57:35 PM	Select
2016, January 19	1/19/2016 5:57:48 PM	Select
2016, May 02	5/2/2016 6:47:44 AM	Select
2016, November 06	11/6/2016 11:42:30 PM	Select
2016, October 05	10/5/2016 5:17:33 AM	Select
2016, September 09	9/9/2016 5:00:41 AM	Select
2017, April 11	4/11/2017 5:06:34 AM	Select
2017, February 22	2/22/2017 3:28:59 AM	Select

Keen to learn more about Planning@Work? [Request a demo here.](#)

Once in place, an org chart tool quickly becomes one of the most used workforce planning tools in an organisation. New starters are able to place themselves in the hierarchy and learn who's who in the zoo.

Most importantly, managers and HR teams have access to live, accurate workforce planning data that allows ongoing monitoring, evaluation and review of the organisation's workforce planning strategic objectives.

Want to learn more about best practices for assessing your workforce and designing future state proposals? Check out our org design webinar: [Essentials of Current State Analysis & Future State Testing](#).



Essentials of Current State Analysis & Future State Testing

Org Design Workshop - Part 2



If you have specific challenges that you and your organisation are facing and would like to discuss, please feel free to [get in touch](#).