

Shared Service Initiative

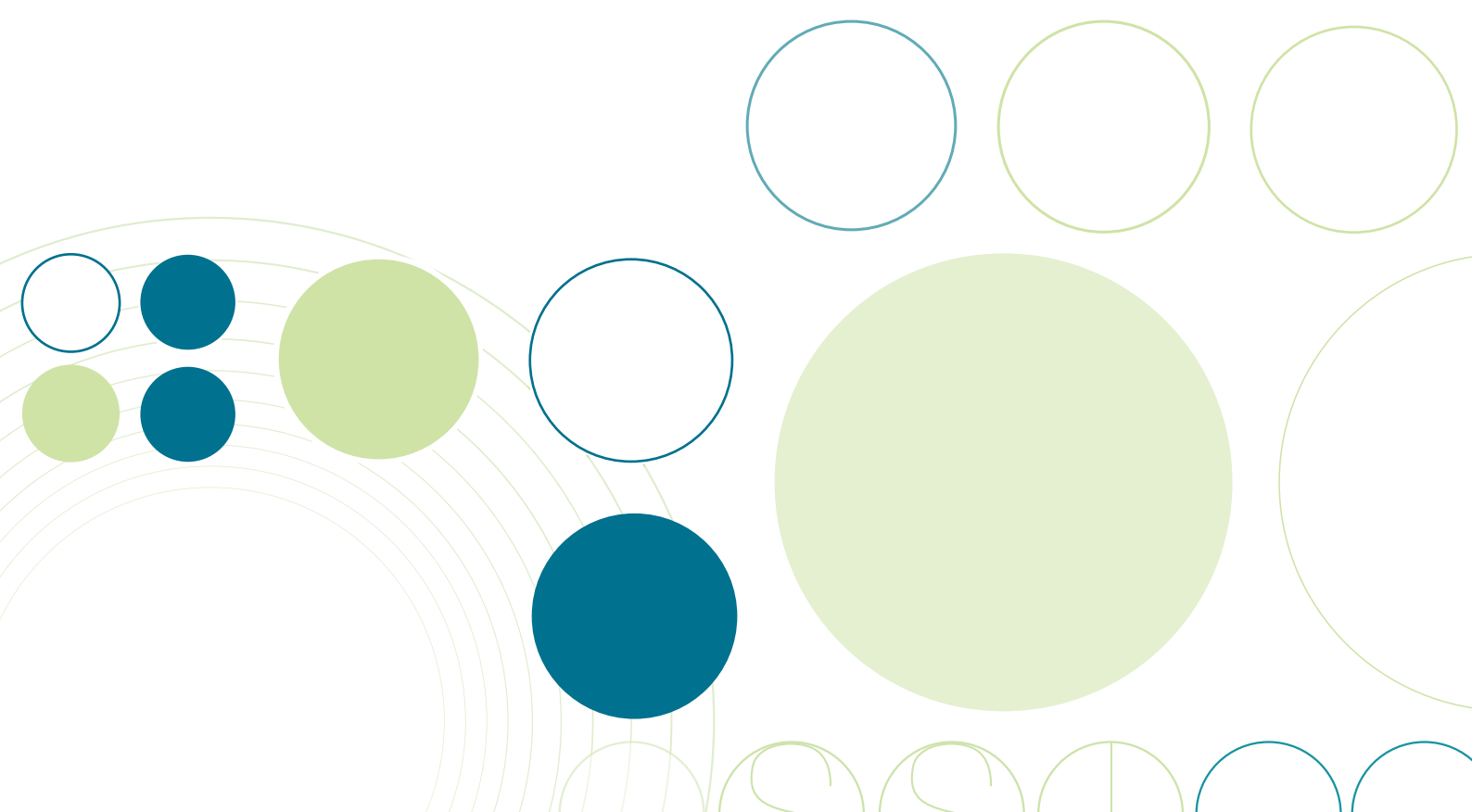
High-quality, cost-effective
corporate services



Shared Service Initiative Workforce Management Framework

Supporting the Queensland Government's
transition to shared corporate services

Last updated April 2007



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About this document

The Shared Service Initiative has a vision of delivering high-quality, cost-effective corporate services across the Queensland Government. This will be achieved through leveraging economies of scale and skill, and is underpinned by standardising business processes, consolidating technology, and pooling resources and expertise across Government.

With the implementation of the new work processes and information systems, corporate services staff within agencies and shared services providers may find that their work will alter. At the same time, standardised processes and systems will make it easier for staff to shift from one work environment or department to another and will provide greater opportunities for staff to work in a range of corporate service environments across Government. Similarly, the mobility of work units and agencies will be enhanced, meaning less disruption from government reorganisation such as Machinery of Government changes.

There is a strong commitment within the Initiative to ensure staff receive appropriate training and development to successfully manage new processes and systems.

The SSI Workforce Management Framework provides a range of strategies and tools to assist shared service providers (SSPs) and agencies to effectively manage their workforce through the Shared Service Initiative (SSI) and associated changes to workforce demands.

The SSI Workforce Management Framework

The SSI Workforce Management Framework contains six key strategies to ensure an optimal workforce exists within SSPs and CorpTech for the delivery of quality and cost-effective services. It delivers support for all staff and assists individuals in SSPs and CorpTech to proactively manage their careers as the outcomes of the new standardised work processes are implemented.

The Workforce Management Framework provides a consistent and coordinated approach to workforce management across SSPs and CorpTech through the following key strategies:

- **workforce planning**—principles and processes to ensure that shared service providers and CorpTech have the right mix of roles, people and skills to achieve their goals and anticipate future needs
- **employee relations**—principles and processes to ensure people directly and indirectly affected by the SSI are properly consulted, informed and engaged in the implementation of shared service outcomes
- **workload management**—mechanisms and principles for monitoring workloads and ensuring workload issues are addressed
- **vacancy management**—principles and processes for ensuring a structured and coordinated approach to recruitment
- **training and development**—principles for developing programs that prepare staff to meet new demands and enhance the capability of the workforce as a result of the new standard work processes and systems
- **workforce placement**—principles and processes to assist in the timely and appropriate placement of permanent staff in ongoing roles.

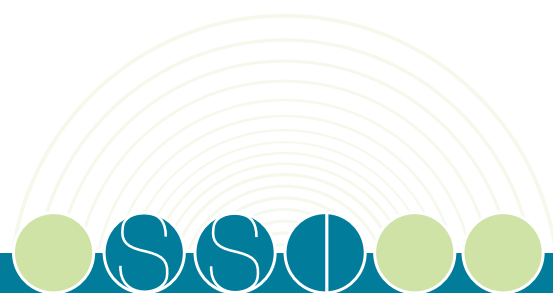
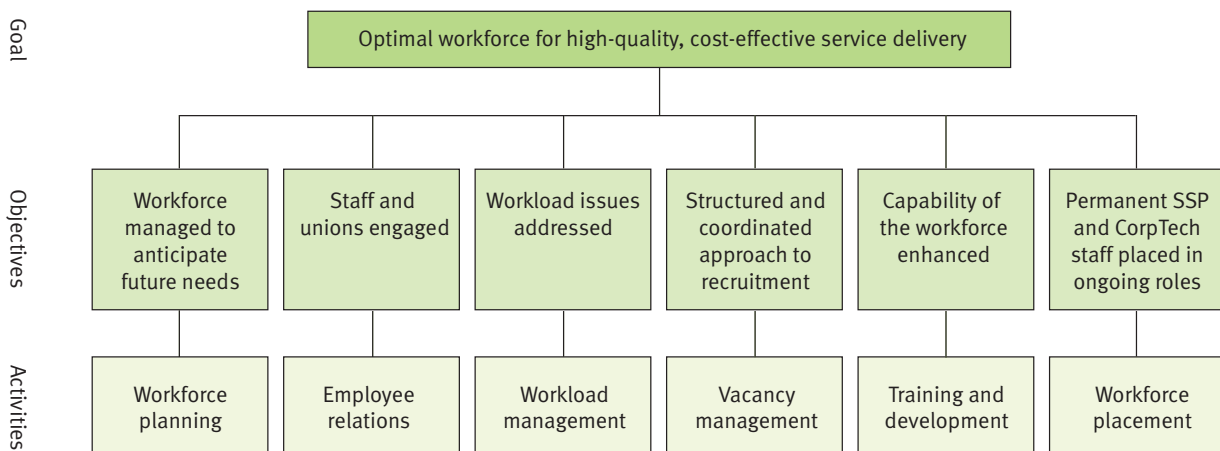
Workforce management and the SSI scorecard

The diagram below shows the goal of workforce management and the objectives and activities that contribute to the achievement of this goal.

Workforce management plays a pivotal role in the achievement of the objectives, strategies and performance measures that correspond with four key result areas identified in the SSI scorecard—benefits, customers, improvement and capability. Workforce management relates to objectives in the capability area of the scorecard.

Effectively managing the workforce to anticipate future needs, addressing workload issues, implementing a structured and coordinated approach to recruitment, enhancing the capability of the workforce and ensuring permanent staff are placed in ongoing roles all contribute to achieving the following capability objectives:

- People are skilled and motivated to deliver quality corporate services
- Corporate service providers have the necessary infrastructure and resources to meet service demand
- Corporate service delivery is effectively managed.



Workforce planning

Workforce planning is about implementing strategies based on information about current workforce needs and the future. These strategies will deliver the right mix of roles, people and skills at the right time to achieve goals and meet future challenges.

Principles for workforce planning

The following principles have been developed to ensure workforce planning is successful in meeting SSI objectives:

- Workforce planning is a necessary part of the SSPs/CorpTech's overall planning process.
- Staff are involved in the workforce planning process and implementation of the outcomes of the process.
- Identified workforce requirements are aimed at achieving the desired directions of the SSP/CorpTech.
- Workforce planning is simple and provides strategies to ensure that the workforce effectively contributes to the SSPs/CorpTech's performance.
- Workforce planning is based on information about the current workforce and information available on future workforce needs.

Workforce planning processes

Each SSP and CorpTech will deliver their own workforce plan that will be revised and updated annually and whenever significant changes to the workforce need to occur. Workforce planning is linked to the SSP's/CorpTech's evaluation of its environment and the organisation's view of what and where it wants to be. For SSPs/CorpTech, this translates to identifying the forces of change or critical trends that are affecting its activities and reaching conclusions on how changes (including workforce change) can accommodate these trends to ensure optimal service delivery.

The following steps are recommended as part of developing the workforce plan:

- Analyse the current and future goals of the SSP/CorpTech.
- Scan the external environment and analyse what that will mean for the SSP/CorpTech.
- Gather information on the current status of the SSP's/CorpTech's workforce.
- Analyse the data on the current status of the SSP's/CorpTech's workforce to identify patterns and trends that impact, or may impact, on business outcomes.
- Analyse the data and information obtained to this point to identify gaps between the 'what is' and 'what will need to be'. This analysis might identify changes to operating structures and processes that are required, flexibilities in work practices that need to be introduced and new skill sets that will be required.
- Develop and implement strategies to address the gaps between the 'what is' and 'what will need to be'.
- Continually monitor and evaluate the effect of strategies on business outcomes.
- Continually monitor and evaluate changes to the internal and external environments.

Employee relations

The Queensland Government is committed to working with its employees and Queensland public sector unions to ensure the fair and effective implementation of the SSI for all staff.

Principles for engaging staff and unions

The following principles and processes have been developed to ensure people directly and indirectly affected by the SSI are properly consulted, informed and involved in the implementation of shared service outcomes:

- Timely information is provided to affected staff and their representatives.
- Unions and their delegates at the agency, shared service provider and whole-of-Initiative level are consulted.
- Consistent information is provided and consistent processes are followed when consulting with unions.

Processes for consulting

A series of consultative forums have been formed as the principal channels for SSPs and CorpTech to share information and discuss key issues with unions and their delegates. The SSI Central Consultative Forum is the peak consultative body for the Initiative and SSPs and CorpTech have Agency Consultative Committees.

Membership includes nominated management and union representatives from the Queensland Public

Sector Union and the Australian Services Union as appropriate. Membership of these committees is carefully managed to ensure that there is no party represented significantly more than the other.

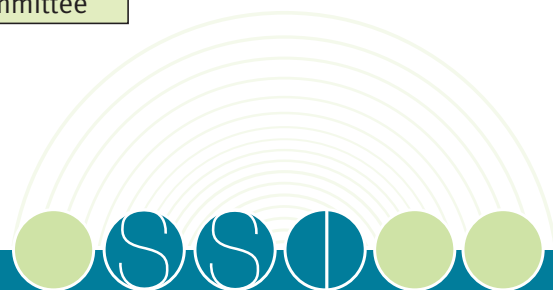
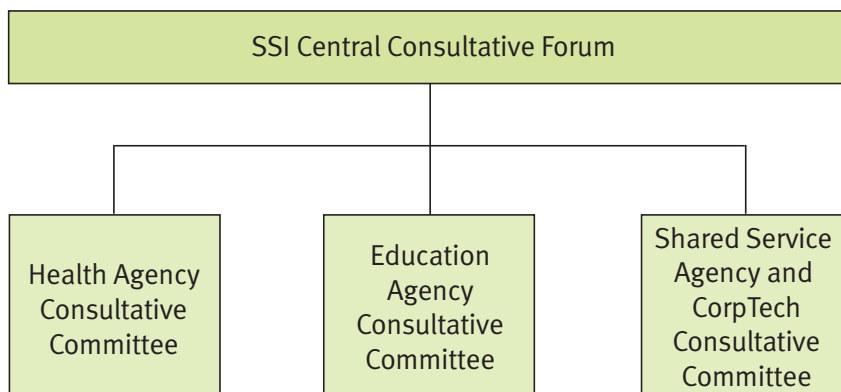
All forums meet regularly with at least eight meetings per year. However the frequency of meetings may vary with the agreement of participants.

SSI Central Consultative Forum

As the peak consultative body for the Initiative, the SSI Central Consultative Forum’s primary purpose is to consult on the broad implementation issues of the SSI. Membership comprises:

- senior management representatives from Shared Service Initiative Policy and Program Office
- a representative of Shared Service Solutions
- a representative of the Department of Employment and Industrial Relations
- a representative of the Office of the Public Service Commissioner
- representatives from unions.

The Central Consultative Forum deals with issues at the whole-of-Government level or those related to a number of agencies or SSPs and issues which cannot be resolved at the Agency Consultative Committee level.



Shared Service Provider Consultative Committees

SSP Consultative Committees address issues specific to that SSP. Membership comprises the Executive Director, management and union representatives.

Each of the consultative committees has terms of reference that guide their meetings. Terms of reference are consistent with any requirements of the certified agreement.

Consultation for other agencies

Agencies will consult on the Initiative through their existing consultative committees.

This arrangement allows the opportunity for unions with members only in specific agencies to discuss implementation issues and areas of interest at the agency level.

Workload management

Mechanisms and principles have been developed to ensure workloads are effectively monitored and addressed where appropriate within the SSI.

Principles for workload management

Workload management mechanisms should ensure:

- work/life balance priorities are met
- workplace health and safety issues are managed
- quality of services is maintained
- staff can access their entitlements
- cost of absenteeism is decreased.

Processes for managing workloads

Workload management issues will be managed by the Agency Consultative Committee as they arise. The role of the Agency Consultative Committee in the area of workload management is to:

- undertake research on local workload management issues reported
- address specific workload issues referred by staff of work units, union officials or management
- develop expedient processes for referral of workload issues to them
- based on research, develop strategies to improve immediate and long term workload issues
- assess the implications of workloads from a workplace health and safety perspective and refer relevant matters to the workplace health and safety committee.

A key mechanism for managing workload is the Workload Management Tool that has been developed for investigating and addressing a workload issue in the SSI. Where a workload management issue is identified in a SSP or CorpTech, the Workload Management Tool is to be applied to that work unit to research the extent of the issue in the workplace. The results are referred to the Agency Consultative Committee. A copy of the Workload Management Tool is available on the SSI GovNet site under the workforce management framework section.

Vacancy management

SSPs and CorpTech are adjusting to their roles against a background of the implementation of new systems and processes. Recruitment action will need to be informed by a considered analysis of current and future work and resourcing requirements of the SSP/CorpTech. Effective vacancy management practices and policies will be essential for SSPs and CorpTech.

Principles for effective vacancy management

The following vacancy management principles take a whole-of-organisation perspective, which will be informed by changes in workload due to consolidation, business solutions outcomes, changes in client demand and changes in priorities. Effective vacancy management should:

- ensure the continuity and quality of services are maintained
- focus on filling jobs that are essential in maintaining high-quality service delivery
- provide opportunities for staff mobility and professional development
- achieve cost savings in delivering corporate services support under the SSI
- minimise any adverse affects on the delivery of corporate support services and on service delivery capability during the implementation of new systems and processes.

Processes for filling vacancies

The vacancy management policies and practices for SSPs and CorpTech establish a process to decide whether or not to fill a vacancy including an exploration of alternatives. They do not cover the creation of new positions, recruitment and selection, project resourcing, payment of higher duties and the like, as these are the subject of other decision-making processes and human resource policies. Mobility of staff within the SSP/CorpTech is a fundamental element of any flexible and responsive organisation, and a key means of filling vacant positions.

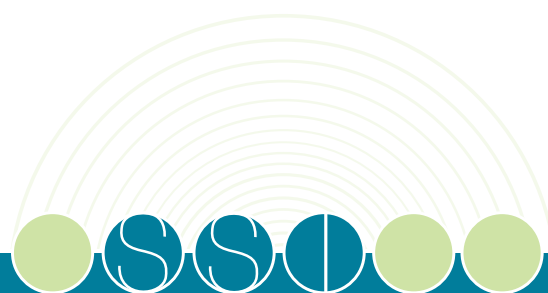
These processes address:

- vacancies occurring in full-time and part-time substantive positions through natural attrition
- temporary absences of the incumbents of such positions, including those caused by staff taking leave and secondments to projects
- consequential vacancies and backfilling
- temporary and contracted positions when the term of the contract is about to expire.

Where there is a continuing demand for the work performed by the position, a full range of alternatives for meeting that demand will be considered, and the alternative that best meets the decision-making criteria adopted. Consideration should also be given to a number of criteria before creating a temporary position, or extending or renewing its term and making a decision about relieving arrangements or secondments.

Criteria to be applied when considering whether to fill a vacancy should include:

- whether filling the vacancy aligns with SSP/ CorpTech objectives, including:
 - continuity of service delivery and service delivery capability
 - cost-effective, high-quality corporate support services, applications and infrastructure.
- the need to fill the vacancy compared with other uses of that resource
- the impact of not filling the vacancy
- the results of an assessment of workload changes due to consolidation, business solutions outcomes, changes in client demand and changes in priorities
- options for meeting any ongoing work demand associated with a vacant position.



Where there is an ongoing need for the work performed by the position, an examination of options for meeting this need should include the following:

- better use of existing resources within the SSP/ CorpTech as a whole, including job redesign and rationalisation of team roles, to utilise any existing or emerging spare capacity or efficiency gains
- movement of staff across the organisation to meet a demonstrated immediate or ongoing need. Note that while this applies predominately within the individual SSP/CorpTech, there may be occasions where consideration is given to drawing specialists from other SSPs/CorpTech or agencies where no other options exist
- adopting temporary arrangements of fixed duration where the need is short term. For such short term requirements, staff of the individual SSP/CorpTech will be utilised wherever possible, but where it is considered the skills, experience or capacity are not available from within the SSP/CorpTech, use of casual employees or hiring consultants/contractors may be considered
- where the need is long term, developing SSP/ CorpTech staff to undertake the work.

For a short term vacancy such as where an incumbent takes leave or is seconded, consideration should be given to the:

- duration of the absence
- need to undertake the role during the incumbent's absence, taking into account the relevant matters under the above criteria
- development of staff.

Training and development

A key element in the progression of the SSI workforce capability is effective training and development for staff. Training and development programs will assist in preparing staff to perform new duties that result from the introduction of the new finance and HR business and technology solutions. These programs will ensure staff in shared service providers and CorpTech are

equipped with the appropriate skills and training for new roles and systems.

Training and development should:

- support the culture shift from agency-based core corporate service delivery to a shared service model
- ensure staff have access to learning opportunities to enable career transitioning
- support an environment that fosters continuous improvement and the development of staff
- create a standardised and consistent approach to the analysis, design, development, delivery and evaluation phases of shared services and agency training which support SSI initiatives
- support programs that enable shared service providers to build their organisational capability.

Principles for training and development

Training and development will be implemented according to the following principles:

- training analysis, design, development, implementation and evaluation is consistent with agreed standards
- training and development programs are cost-effective and collaborative wherever possible
- training solutions address learning outcomes, use contemporary adult learning principles and are evaluated for effectiveness and improvement
- training solutions are flexible to fit specific requirements and diversity in preferred learning styles
- training solutions are managed to ensure they remain relevant and reflect changes in business processes and systems
- training solutions are accessible to staff in SSPs, CorpTech and agencies.

Processes for training programs

A number of training programs and resources have been developed for use by shared service providers in priority skill areas such as client service, supervisory and change management. These have been contextualised for the SSI environment and are aligned to nationally accredited training packages such as the Diploma of Government.

Workforce Placement

The workforce placement strategy has been developed to assist in the timely and appropriate placement of staff in SSPs and CorpTech surplus to the organisation's requirements. It is consistent with the Public Service Directives and legislation. Any reduction in positions will be in line with the Queensland Government Employment Security Policy, which provides employment security for permanent public sector employees.

The workforce placement strategy aims to assist both the employer and the employee in taking an active roll in the achievement of a successful placement outcome.

Principles for staff placement

The workforce placement scheme provides detailed principles for staff placement. These include the following:

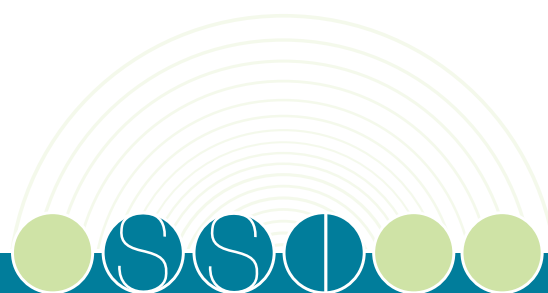
- Workforce and vacancy management is undertaken through a consistent, coordinated, planned approach across SSPs/CorpTech and in collaboration with the sector, to seek to match individuals to new job opportunities fairly and transparently.

- All parties work in partnership to ensure the successful and efficient management and placement of surplus officers and deployees.
- Clearly defined processes and policies for identifying, supporting and placing surplus officers and deployees are established.
- Retraining and development opportunities to promote skill transferability and employability across the sector are provided, with active participation from deployees.
- Attempts are made to retain knowledge and skills within the Queensland public sector.

Processes for workforce placement

As part of the workforce placement strategy, all deployees will have access to a case manager and employment and career support arrangements including job application/interview training, employment advice and career counselling. Each deployee has the responsibility to actively seek placements and take up development, retraining and employment opportunities. Agencies and SSPs/CorpTech will assist in identifying employment opportunities and placements. Employees may be transferred at level directly into appropriate positions, however, individuals may not necessarily transfer directly into their "role of choice" and the expectations of employees should be appropriately managed.

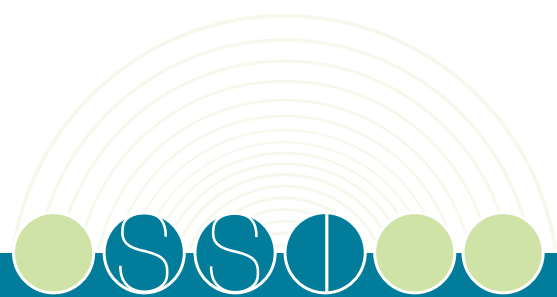
The workforce placement strategy will be implemented through the SSI Workforce Placement Scheme. This scheme outlines how placement processes will operate and is available on the SSI GovNet site under the workforce management framework section.



References

Texts and other literature are available which describe workforce management approaches and tools. Further reading is recommended to help you identify other sources of information regarding workforce management.

Strategies and tools for workforce management in the Queensland Public Sector are available at:
www.opsc.qld.gov.au/resources/publications_and_forms/publication.shtml



Further information

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SSI GovNet site
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