



Workforce Planning Policy

Policy Area: Human Resources

Approval: Chairperson, Board of Directors

Signature:

Date:

1. PURPOSE AND SCOPE

Workforce planning is the continuous process of shaping the workforce to ensure that it has the capacity and capability to deliver the strategic objectives of Sheridan Institute of Higher Education.

It means having:

- The right people
- With the right skills
- In the right place
- At the right time
- At the right cost

Workforce planning is integrated into Sheridan’s overall strategic and business planning process. However, it is also a dynamic process, involving frequent modifications of direction in response to changing economic and Sheridan conditions.

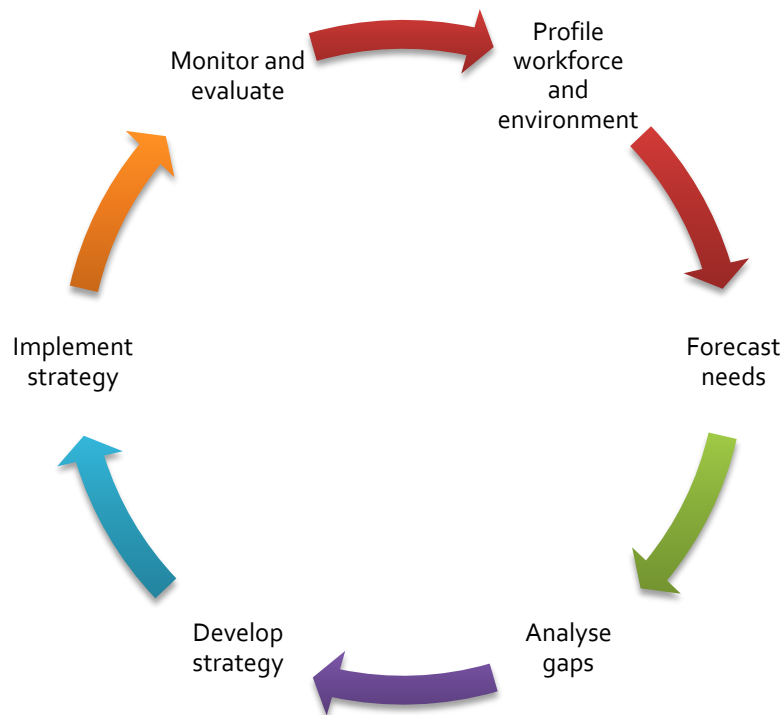
The workforce planning processes outlined in this policy document are most effective in larger organisations. While Sheridan’s early workforce demands will not be extensive, the projected growth in sessional teaching staff will require structured planning.

2. RESPONSIBILITY AND ACCOUNTABILITY

Initial approval of policy and later amendments:	Board of Directors
Amendment of procedures consistent with the policy:	Executive Principal
Distribution of policy:	Executive Principal
Implementation of policy:	Executive Principal, Board of Directors
Monitoring and compliance of policy:	Academic Council, Executive Principal
Evaluation and recommendations for amendments:	Academic Council, Executive Principal

3. PROCEDURE

The following six-step approach is used to guide and assist Sheridan to undertake workforce planning and develop workforce plans.



This diagram based on

<http://www.qgcio.qld.gov.au/qgcio/projectsandservices/ictworkforcecapability/Pages/ICTWorkforceMethodology.aspx>

The key elements of the workforce planning cycle are:

1. Workforce Profile/Analysis

This involves understanding Sheridan's direction, its strengths and weaknesses, and profiling and analysing the internal workforce and the external factors that influence current and future labour supply and demand.

Specific profiling/analysis activities include:

- Reviewing organisational direction and the external environment
- Profiling and analyzing the internal and external factors that influence labour supply and demand.

2. Forecast Needs

This involves identifying the future labour needs of Sheridan, and specifically the capabilities and capacities that will be required.

Specific forecasting activities include:

- Understanding future work requirements
- Identifying future competencies
- Developing forecasting models
- Developing forecasting assumptions and building scenarios

3. Analyse Gaps

This involves using the results of workforce analysis and forecasting to identify current and future gaps between the demand for services and the supply of labour to meet those demands. An important element of the gap analysis is assessing the characteristics, capacity and capability of the current workforce.

Specific gap analysis activities include:

- Identifying and analysing gaps
- Assessing risks
- Prioritising work
- Identifying potential areas for action

4. Develop strategies

This involves the planning and design of specific programs and projects to close the gap to better match supply and demand.

Specific activities include:

- Strategies for improving staff retention
- Aligning workforce planning strategies with the values and culture of Sheridan
- Establishing the case for change
- Establish success criteria

5. Implement strategies

This is the execution of specific programs and projects to develop and maintain the capability and capacity of the workforce. The implementation of these strategies is integrated into the broader business planning and operational management activities of Sheridan.

6. Monitor and evaluate

This involves assessing the effectiveness and efficiency and appropriateness of the workforce planning strategies and activities. Performance information is required to determine the impact of workforce planning on the overall achievement of Sheridan's objectives.

4. APPENDIX: DOCUMENT HISTORY AND VERSION CONTROL RECORD

Document Title: Workforce Planning Policy

Source Documents: *Adapted under Creative Commons license from:*
 Workforce Planning, Queensland Government Chief Information Office,
 Department of Science, Information Technology, Innovation and the Arts at
<http://www.qgcio.qld.gov.au/qgcio/projectsandservices/ictworkforcecapability/Pages/Workforceplanning.aspx>
Other sources include:
 Wesley Institute Workforce Planning Policy

Associated Internal Documents: Industry Analysis, Strategic and Business Plan
 Risk Management Plan

Associated External Documents

Authorised Officer: Chairperson, Board of Directors

Approved by: Mr Michael Smith

Date of Approval: 22 Jul 2015

Date of Next Review: Dec 2018

Version Number	Version Date	Authorised Officer	Amendment Details
0.01	04 Feb 2013	N/A	Draft prepared by Darren Smith for Sheridan College Board of Directors
0.02	04 Feb 2013	N/A	Revised by Sheridan College Board subcommittee for Sheridan College Board of Directors
1.00	02 Mar 2013	Chairperson, Board of Directors	Submitted to TEQSA for Sheridan College HEP registration: Attachment 7.1 Workforce Planning Policy
2.00	22 Jul 2015	Chairperson, Board of Directors	Revised by Darren Smith for Board of Directors All references to "Principal" replaced with "Executive Principal" to reflect College organisational structure. All references to College Council replaced with "Academic Council" to reflect current title.
2.01	27 Oct 2020	Executive Principal	References to "Sheridan College" changed to "Sheridan Institute". Update of logo to "Sheridan Institute of Higher Education" logo.