



nsw Federation of
Housing Associations **inc**

People Management Planning Template

**A resource for housing associations planning their future
workforce needs**

February 2011



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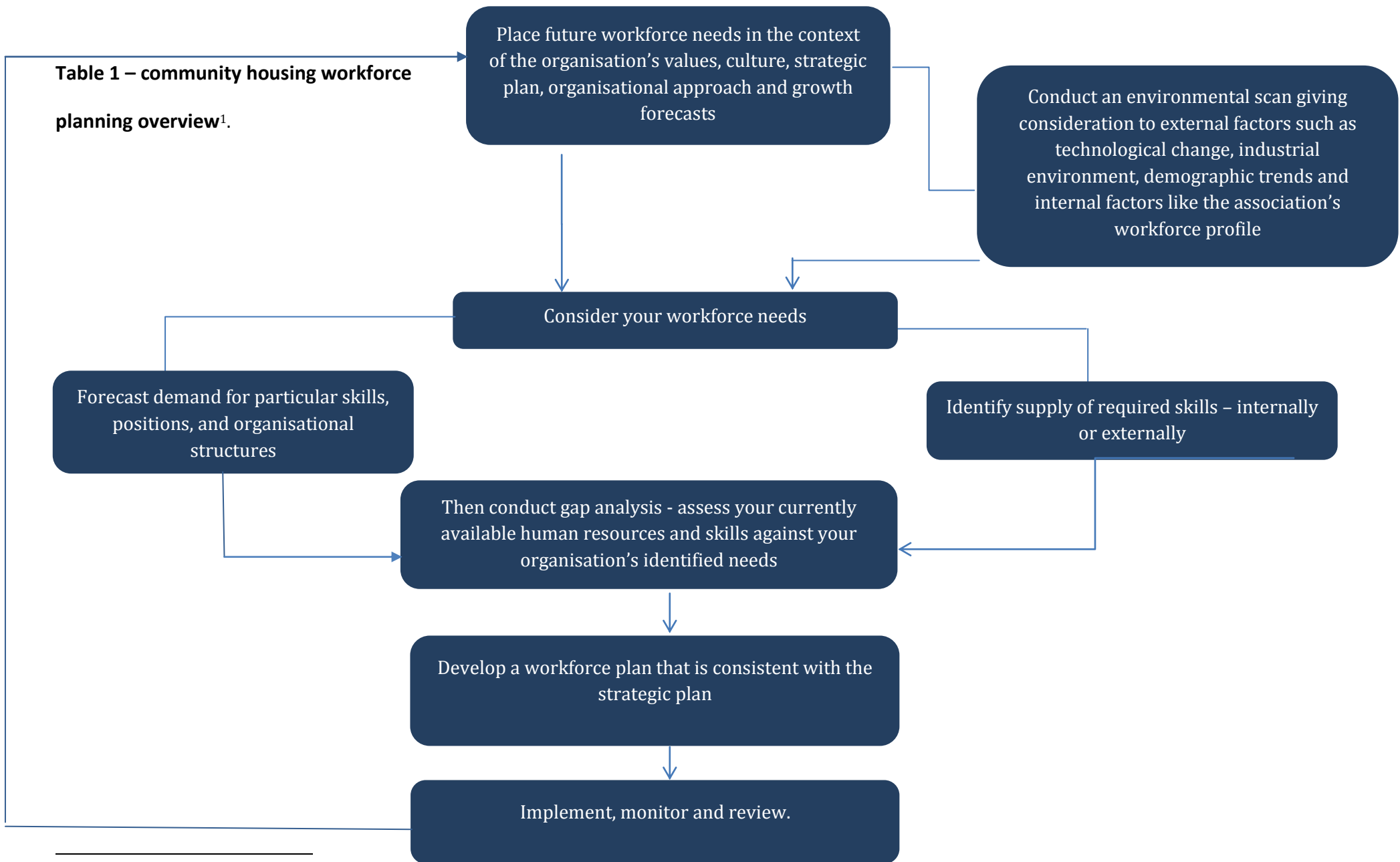
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Table 1 – community housing workforce planning overview¹.



¹ Adapted from NSW Department of Premier and Cabinet (2009) [Workforce Planning Facilitators' Guide](#)

Introduction

This resource has been produced as part of the NSW Federation of Housing Association's Supporting Growth program. The program is designed to provide tools and resources for housing associations that are experiencing rapid growth. The program has been supported by the Community Housing Division of Housing NSW.

The purpose of workforce planning is to predict future staffing needs. The community housing sector is experiencing unprecedented levels of growth. The sector's workforce increased by 40% in the 14 months leading up to December 2010. Further rapid growth within the sector is likely. The purpose of the workforce planning template is to assist community housing providers to plan for their future staffing needs in this climate of rapid growth.

Workforce planning is about matching your organisation's workforce requirements to your strategic objectives. It differs from operational or day to day workforce planning in that it is designed to assist community housing providers to map future needs for the next 3-5 years and beyond.

The workforce planning template draws on a suite of tools and research documents developed by the Federation to support HR and workforce development, including:

- Workforce Strategy for Community Housing Providers in NSW
- Community Housing Workforce Survey 2010 Summary Report
- New and Emerging positions in Community Housing

The template also refers community housing providers to external tools and sources of information to assist workforce planning. The NSW Department of Premier and Cabinet produced two key guides that provide clear and detailed guidance on workforce planning that will assist all housing associations in this field. These are referred to extensively in this template. The two documents are Workforce Planning: A Guide² (2003) and the Workforce Planning Facilitators' Guide³ (2009) produced by Mercer College.

Table 1 above summarises the main steps required in workforce planning. This template describes each of these steps in more detail, refers to sector specific information generated by the Federation and suggests links to external and Federation tools to assist housing associations to conduct their workforce planning.

² http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0017/12680/WorkforcePlanningAGuide.pdf

³ http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0019/75601/Workforce_planning_training_-_Facilitators_Guide.pdf

Stage 1

Place future workforce needs in the context of the organisation's values, culture, strategic plan, organisational approach and growth forecasts

The first stage of workforce planning is to ensure that the workforce development plan is aligned with the values, strategies and financial abilities of the housing association. This upfront strategic consideration ensures that workforce planning fits with other strategic considerations. Identify where the workforce plan fits into your current strategic or business plan. Consider:

What are your growth targets? Are they realistic? What risk assessments have you conducted? Are the targets compatible with the values and aims of the organisation? The workforce plan should ensure that the housing association will have the right staff resources in place to allow them to deliver their strategic plans.

Housing associations should consider the cultural fit of new staff within their organisation by defining the culture of their organisations and planning to recruit staff who share their values. It is often more straightforward to assist staff to develop specific skills than to expect them to fit into a culture which they do not share.

Tools to assist you with this section:

You will need your organisation's strategic plan, operational plan, budgets and cashflow projections and risk management plans.

A facilitated planning workshop, which should include several 'growth option scenarios' where different levels of growth and specialisation are considered is recommended.

[Workforce Planning: A Guide](#)⁴ (2003)

See the figure 1 (workforce planning process) and the section on 'scoping the project', page 10

[Workforce Planning Facilitators Guide](#)⁵ (2009)

See pages 13-15 'where does workforce planning fit within business and HR cycles?'

[Recruiting to fit your organisation](#)⁶

HR blog article that discusses cultural fit and recruitment practices

⁴ http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0017/12680/WorkforcePlanningAGuide.pdf

⁵ http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0019/75601/Workforce_planning_training_-_Facilitators_Guide.pdf

⁶ <http://tpnotforprofit.blogspot.com/2011/02/recruiting-to-fit-your-organisations.html>

Stage 2

Conduct an environmental scan giving consideration to external factors such as technological change, industrial environment, demographic trends and internal factors like the association's workforce profile

This stage is about looking at the broad context of change in and around your organisation. Collect and analyse information relevant to your environment. An environmental scan links organisational strategy and service delivery expectations to workforce requirements.

Look at other services in your area. Are they experiencing the same sort of growth? What are the trends?

Scans can be external or internal. External scans include demographic trends, technological change, changes in the sector environment, impact of political and cultural issues and the government's agenda for your area. Internal scans include looking at your strategic plan, any internal data, your current workforce profile and staff surveys and budget allocations.

Tools to assist you with this section:

[Workforce Strategy for Community Housing Providers in NSW](#)⁷
Part 4

[Community Housing Workforce Survey 2010 Summary Report](#)⁸
For a community housing sector profile

[Community Services Health Industry Skills Council Environmental scan](#).⁹

Provides an example of a detailed environmental scan and includes data on future community services employment projections.

[Community Housing Industry Development Framework](#)

For environmental trends and an analysis of skills gaps in the NSW community housing sector

[Workforce Planning Facilitators Guide](#)¹⁰ (2009) See pages 17 -23 for a detailed discussion of environmental scanning

⁷ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/func-startdown/372/>

⁸ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/func-startdown/374/>

⁹ <http://www.isc.org.au/pdf/Community%20Services%20&%20Health%20ISC%20Environmental%20Scan%202010.pdf>

¹⁰ http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0019/75601/Workforce_planning_training_-_Facilitators_Guide.pdf

Stage 3

Consider your workforce needs

What new skills are likely to be needed to deliver the organisation's growth and business continuity plans?

The Federation has prepared a composite analysis of the likely sector wide needs for staff numbers and specialisations in the Workforce Strategy. This projects the likely future composition of the workforce and includes estimates of staff numbers working in the following areas:

- Housing Services
- Assets
- Finance
- Administration
- Business Services: Human Resource Management, IT, Compliance and legal, Quality Assurance
- Organisational management & development

As well as these areas of specialisation there will be an overarching need to ensure that future members of staff understand the kind of work that housing associations do and share a commitment to helping tenants and communities.

Tools to assist you with this section:

[Workforce Strategy for Community Housing Providers in NSW](#)¹¹ Please see the following sections:

Table 2 - Projected staff numbers & % by business area

Table 3 – recruitment needs by 2011 & 2016

Part 3

Current workforce drivers

Part 5

Workforce Projections

Part 8

Action Plan

Appendix B

Projected size, distribution of housing associations staffing 2011 and 2016

¹¹ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/functionstartdown/372/>

Appendix C

Model staffing structure by size of organisation

Appendix D

Projected workforce composition 2008, 2011, 2016



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Stage 4

Forecast demand for particular skills, positions, and organisational structures

This demand analysis builds on the general consideration of workforce needs conducted at Stage 3 and community housing providers should consider their own business needs and likely growth paths and compare these with the sector wide projections discussed above.

Refer back to the community housing provider's growth and diversification targets. What are the specific skill sets that will be required? It is recommended that senior, middle managers and teams be involved in developing projections and making suggestions about any systemic changes that will be required alongside additional staff.

Tools to assist you with this section:

[Workforce Strategy for Community Housing Providers in NSW](#)¹² Please see the following sections:

Table 2 - Projected staff numbers & % by business area

Table 3 – recruitment needs by 2011 & 2016

Part 3

Current workforce drivers

Part 5

Workforce Projections

[New and Emerging positions in Community Housing](#)¹³: Position Descriptions: A Resource for Housing Associations

Federation has developed a number of useful tools to help in this process including a HR checklist and samples of position descriptions. Sample Position Descriptions include:

- CEO
- CFO
- Senior Housing Manager
- Senior Access Officer
- Supported Housing Officer
- Branch manager
- CSO
- Housing Manager

¹² <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/functionstartdown/372/>

¹³ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/functionstartdown/205/>



- Receptionist

[Sample position description - Chief Executive Officer](#)¹⁴

[Workforce Strategy for Community Housing Providers in NSW](#)¹⁵ –

Includes models of changing position requirements by size of organisation

[Workforce Planning: A Guide](#)¹⁶ (2003)

See Step 2 – page 13

¹⁴ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/func-startdown/360/>

¹⁵ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/func-startdown/372/>

¹⁶ http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0017/12680/WorkforcePlanningAGuide.pdf

Stage 5

Identify supply of required skills – internally or externally

Once you have defined the need to expand your workforce you will need to look at how to access these skills both within your existing workforce and from outside your organisation.

From an internal perspective consider conducting a skills audit to ascertain the capacity of your current workforce to respond to future needs. Here you would consider such things as experience, job history, education, languages, and career paths of staff, job preferences and working hours. Also look at your staffs' capacity for taking initiative and leadership as well as knowledge and technical skills.

External data relating specifically to community housing is more difficult to obtain, however ABS labour force data will provide the macro economic setting for your workforce planning. Industry Skills Councils provide useful education and training data. For housing associations, most of the likely skills required will be covered either by the Community Services Health Industry Skills Council or the Construction & Property Services Industry Skills Council. Their environmental scans include information on occupations and qualifications in demand.

The housing association will also need to consider its financial position and its ability to pay above award salary rates to attract and retain staff with the right skills.

Tools to assist you with this section:

[Community Housing Workforce Survey 2010 Summary Report](#)¹⁷

[Workforce Development in Community Housing](#)¹⁸ **Conducting a Skills Assessment**

The first step in making sure your service is equipped for the rapid changes in Community Housing is to conduct a skills assessment. What skills do your current staff have? Is there scope for current members of staff to develop new skills and a career path at the housing association? A skills assessment can be undertaken at both individual and organisational levels to identify the core competencies, and skills your staff possess and to identify areas that are critical for further professional development. You are then able to examine and select the training needs best suited to your service to meet identified skills development needs or critical skill gaps. This document contains a series of templates to assist community housing providers conduct skills assessments.

¹⁷ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/func-startdown/374/>

¹⁸ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/func-startdown/252/>

You will also need to consider your organisation's policies for recruitment – is it a requirement to advertise externally for all positions?

Workforce Planning: A Guide¹⁹ (2003)

See Step 3 – page 17

Community Services Health Industry Skills Council Environmental scan.²⁰

Provides data on future community services employment projections.

Construction & Property Services Industry Skills Council Environmental scan²¹

Provides data on future construction and property employment projections

¹⁹ http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0017/12680/WorkforcePlanningAGuide.pdf

²⁰ <http://www.isc.org.au/pdf/Community%20Services%20&%20Health%20ISC%20Environmental%20Scan%202010.pdf>

²¹ http://www.cpsisc.com.au/resources/Corporate%20Plan/FINAL_CPSISC_Environmental_Scan_120309.pdf

Stage 6

Conduct a gap analysis - assess your currently available human resources and skills against your organisation's identified needs

A gap analysis maps the current situation and available resources against your projected workforce requirements. The task is to compare supply with demand, now and in future. More sophisticated models such as the example provided in [Workforce Planning Facilitators Guide](#)²² (2009) suggest that community housing providers should consider different of projections based on different levels of growth within organisations. For example housing associations could project high medium and low levels of growth (and therefore gaps) depending on the relative success of their growth plans.

Tools to assist you with this section:

[Gap analysis assessment tool](#)²³ Victorian Government

This gap analysis tool was developed “to provide a quick check for community sector organisations to assess their recruitment selection processes against those defined a best practice. The tool can also be used to evaluate processes and measure improvement over a number of years through a periodic assessment”

[Future workforce needs of housing associations in NSW](#)²⁴

See Part 6 of this document.

[Workforce Planning: A Guide](#)²⁵ (2003)

See Step 4 – page 23

[Workforce Planning Facilitators Guide](#)²⁶ (2009)

See page 37 for an example gap analysis table

²² http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0019/75601/Workforce_planning_training_-_Facilitators_Guide.pdf

²³ http://www.dpcd.vic.gov.au/_data/assets/word_doc/0018/33066/i_gap_analysis_assessment_tool.dot

²⁴ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/func-startdown/44/>

²⁵ http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0017/12680/WorkforcePlanningAGuide.pdf

²⁶ http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0019/75601/Workforce_planning_training_-_Facilitators_Guide.pdf

Stage 7

Develop a workforce plan that is consistent with the strategic plan.

How will the gaps identified be closed? Identify the options for attracting the skills required to meet strategic aims and conduct a cost / benefit and risk analysis for each of the options.

A workforce plan will specifically include:

- Future organisational structure
- Recruitment strategy
- Remuneration issues
- Options for bringing skills into the association,
- Cultural fit – mapping the culture of the organisation, and describing the values, experiences and attitudes the housing association wishes to attract. Be clear that your housing association driven by service to tenants. Consider asking behaviour related questions at interview to assess whether candidates share a commitment to the values and mission of the association.
- How to retain staff – look at conditions etc
- Training and professional development (performance management)
- Succession Planning
- Exit Planning
- Induction Planning Process

Options for housing associations to attract and retain appropriately skilled staff include:

- Marketing the community housing sector and individual housing associations as organisations that make an important contribution to the community
- Flexible and family friendly work places
- Sharing resources between organisations
- Secondment
- Employing staff or contractors including on a temporary, contract or consultancy basis
- Increased apprenticeships, including Aboriginal traineeships
- Values based training to attract, integrate and retain staff who can successfully make the transition from the private sector

Tools to assist you with this section:

[Workforce Planning: A guide and tool kit for non-government organisations to plan future workforce needs \(Queensland government\)](http://legacy.communitydoor.org.au/management/hr/hr-assist/wf-toolkit.pdf)²⁷

²⁷ <http://legacy.communitydoor.org.au/management/hr/hr-assist/wf-toolkit.pdf>

This document was developed by the Queensland Government for non government organisations in the community sector. See the section '**Develop and implement workforce plans**'

The following link to the Federation's website [contains names of recruitment agencies](#)²⁸ that may be able to assist you in recruitment aspects of your workforce plan.

Information on [salary benchmarks and other salary factors](#)²⁹ and [salary data](#)³⁰ will assist workforce planning implementation.

Please see the Federation's [Human Resources Policy checklist](#)³¹ for an overview of HR policy areas

²⁸ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/Directory-of-Contractors/Recruitment/>

²⁹ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/func-startdown/374/>

³⁰ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/Sector-data-and-benchmarks/Salary-Data/>

³¹ <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/func-startdown/357/>



Stage 8

Implement, monitor and review

In this step, housing associations will implement the workforce plan they have drawn up, monitor its progress and review the lessons learnt from the process. It is important that the results from the process feed back into the association's strategic planning and contribute to shaping future directions. This stage should include the following steps:

- Ensure that your workforce plan has the full support of the Board, staff, unions and key stakeholders.
- Ensure all employees are aware of any strategies to be implemented.
- Clarify who is involved in the implementation process and who is responsible for various components.
- Develop task plans for the various elements of the plan, including budgetary and resource implications. Develop timelines and milestones for implementation.
- Develop performance measures and outcome indicators.
- Plan for the likely impacts on service delivery, clients and staff during this implementation phase. For example, if an association has chosen to recruit new staff who are a good cultural fit but do not yet have the housing specific skill sets they will need, there will probably be a short term drop in performance and tenant satisfaction while new staff are trained up.
- Feed back lessons learnt about the process into the strategic planning cycle. In particular provide feedback on the ease or difficulty of attracting the skills required under the strategic plan.

Tools to assist you with this section:

[HR policy checklist](#)³² – to review the suite of HR policies required

[Workforce Action Plan](#)³³ developed by Business Victoria. After going to the website click on “Business Victoria: Workforce Action Plan”

[Workforce Planning: A Guide](#)³⁴ (2003)

See Step 6 – page 30

³² <http://www.communityhousing.org.au/resourcebank/services-a-resource-bank/resource-bank/func-startdown/357/>

³³ <https://fac.dhs.vic.gov.au/home.aspx?TabID=content&type=4&contentID=4247>

³⁴ http://www.dpc.nsw.gov.au/_data/assets/pdf_file/0017/12680/WorkforcePlanningAGuide.pdf

Other useful websites that may assist you in the development of your policies and procedures regarding workforce planning:

New South Wales Department of Industrial Relations - <http://www.dir.nsw.gov.au>

Jobs Australia Limited - <http://www.ja.com.au>

Information about the processes of the industrial bodies <http://www.fwa.gov.au/>

Information about relevant union/s <http://www.asu.asn.au/sacs/>

NSW office of the director of Equal Opportunity in Public Employment – A guide to equitable succession planning – www.eeo.nsw.gov.au