Workforce planning

Capability framework manager user guide

This quick reference guide outlines key steps toward establishing a workforce that is aligned to business needs going into the future (3-5 years horizon). For further information, please contact capability@vpsc.vic.gov.au

1. Customer

Understand who your customers are, and their current and future needs. Consider their existing experience when engaging with services provided by your team

Useful links:
- Empathy map
- User Journey map

2. Service delivery

Review the effectiveness of the services you deliver. Do they meet the needs of your customer? Identify potential future changes to scope of services and/or the service delivery models

Useful links:
- Strategy mapping
- Value stream mapping

3. Workforce

Establish the desired workforce profile using the VPS capability framework and other considerations outlined in the Workforce Planning Toolkit. Consider integration of new digital and technology capabilities. Determine roles and team structure to deliver against objectives

Useful links:
- Workforce planning output template
- VPS Capability Framework

4. Build

Assess the impact of change between current and desired workforce profiles. Identify actions to manage change effectively. Establish governance required to track progress and evaluate effectiveness of actions and changes made

Useful links:
- VPS Capability Framework
- Change impact analysis template

More on workforce planning

1. Blue sky thinking

This style of thinking refers to generating options without existing constraints. This approach is especially important in steps 2 and 3 where it is critical to establish ideal scenarios that meet the needs of your customers.

2. Data and evidence

Where possible, include data and evidence to optimise quality of decisions made. Data can potentially raise issues around customer needs, simulate scenarios in service delivery, estimate resources required to deliver against services, and evaluate employee sentiment in the face of changes

3. Capability sources

Workforce capabilities can be sourced through building of people capabilities, acquiring talents from the market, leveraging a mobile workforce and integration of digital and technology capabilities. Having the right mix of talent sources is key to optimise resources available and outcomes delivered

Victorian Public Sector Commission

VICTORIA State Government

Building employee capability

Capability framework manager user guide

This quick reference guide outlines key steps to identify team and employee capability development needs. For further information, please contact capability@vpsc.vic.gov.au

1. Identify

Identify the capabilities required to meet team outcomes. Consider both capabilities required now and those required in the future

2. Assess

Ask each employee to review their capabilities and identify those they think require further development using the Capability Self-Profiling tool

3. Validate

Validate your employees assessment of their proficiency in the capabilities required for their role

4. Map

Map your team capabilities and identify any gaps. Focus on developing those capabilities that are critical or will have the biggest impact on the business

5. Plan

Create a capability development plan with each employee to help them develop their capabilities and address any gaps

6. Track

Regularly track your team capabilities, through the PDP process and regular one to one meetings. Remember – capabilities need to be used to be maintained

Capability development

Create opportunities and time for capability development and learning following the 70:20:10 model of learning

70% learning conducted on the job, in day to day work situations

Questions to ask
- How can the employee adapt their existing work to develop this capability?
- Is there a project or piece of work that would develop their proficiency in this capability?

20% social learning through interactions with others e.g. Coaching or mentoring

Questions to ask
- Are there others with this capability that the employee could learn from through shadowing, coaching or mentoring?
- Are there communities of practice, professional associations, or networking events that would assist the employee to develop this capability?
- How can I use mobile learning e.g. Podcasts and webinars to support learning?

10% learning undertaken through formal learning and development programs

Questions to ask
- What training does my department run that will develop this capability?
- Can I run in house training for my whole team?
- Is there any training online?

Remember to tailor capability development to individual needs and learning preferences

Manager user guide

Victorian Public Sector Commission

VICTORIA State Government

Building employee capability

Capability framework manager user guide

Example

Lin has recently been promoted to the position of Procurement Manager and is responsible for the management of 4 employees. Lin has limited experience managing people.

Lin and her manager review the capabilities required in her role and identify that Lin could develop her proficiency in the Developing Capability and Team Management capabilities from Applied to Accomplished. As this will be a big part of Lin's new role, she and her manager agree to make People Management a regular standing item in their catch ups.

Lin's manager puts Lin forward for the in house New Manager training run within the department and Lin joins the People Managers group to learn from her peers and gain support with management challenges.

Within 12 months, Lin's proficiency on Team Management and Developing Capability has moved from Applied to Accomplished.

Resources

- VPS Common Capabilities
- Capability Self Profiling Tool
- Capability Development Plan
- Innovation Network
- Internal Department Learning & Development Programs

Victorian Public Sector Commission

VICTORIA State Government

Employee career development

Capability framework manager user guide

This quick reference guide outlines key steps to support the Career Development of your employees. For further information, please contact capability@vpsc.vic.gov.au

Why support employee career development?

Retention of talent	Engagement and productivity	Knowledge and transfer	Succession planning
Employees who feel their career ambitions are supported are more likely to stay with the organisation	Employees who feel their manager supports their career ambitions are likely to be more productive and engaged	Understanding your employee's career ambitions allows planning for knowledge transfer and business continuity	Having a good understanding of your team's career ambitions enables you to plan for mobility and transition

Steps to support your employee's career developement

1. Discover	2. Identify	3. Plan	4. Support	5. Transition
Schedule time with your employee to discuss their career ambitions, the capabilities they enjoy using and those they wish to develop. Use the Capability Self-Profiling tool to assist with this	Support your employee to research and identify suitable opportunities and the capabilities required to achieve these. Consider networking events, communities of practice and career discovery conversations	Create a Career Development Plan with the employee to help them stay on track with their career development goals. Include Career Development outcomes in their PDP	Support the employee to develop their capabilities in line with their career ambitions, using on the job opportunities, social learning (e.g. coaching and mentoring) and through formal training opportunities	Facilitate considered mobility within your team to allow employees to take up new opportunities and realise their career ambitions. Manage expectations and ensure succession plans are in place

Victorian Public Sector Commission

VICTORIA State Government

Employee career development

Capability framework manager user guide

A model for supporting Employee Career Development

1. Self awareness

Support your employee to develop an awareness of their capabilities, motivations and personality and how these relate to careers

2. Opportunity awareness

Develop an understanding of the opportunities available, and the capabilities they will require will assist the employee in their career development

3. Decision making and planning

Support the employee to consider relevant factors, make decisions and create a Career Development plan

4. Transition planning

Work with the employee to help them develop knowledge about how to look for and secure opportunities for their Career Development

Example

Adam is an HR Advisor whose career ambition is to move into Organisational Development. Adam completes a Capability Self-Profile and reviews OD jobs on the Jobs and Skills Exchange, identifying that while he has some relevant capabilities such as Stakeholder Engagement and Communicating with Impact he needs to develop his technical OD capability further.

Adam shares his ambition with his Manager who introduces him to the OD Manager, who agrees to meet with Adam informally to give him an insight about the role of OD within the organisation and the day to day tasks her team performs.

Adam works with his manager to develop a Career Development plan which involves shadowing someone in the OD team and working on an OD project. Adam also undertakes a short course with the Australian Human Resources Institute on transitioning from HR into Organisational Development.

A short term backfill opportunity becomes available on the Jobs and Skills Exchange and Adam submits an application. He provides relevant examples of his capabilities at interview and his interest in moving into OD with the hiring manager. Adam is successful in the role. He and his new manager develop a Capability Development plan so that Adam can continue to build on his technical capabilities.

Resources

- VPS Common Capabilities
- VPS Common Capabilities Self-Profiling Tool
- Innovation Network
- Career Development Planning Template
- Department Performance Development Plan
- Individual Department Learning & Development Programs

Victorian Public Sector Commission

VICTORIA State Government

Job design, recruitment and onboarding

Capability framework manager user guide

This quick reference guide provides guidance around using the Capability Framework to support Job Design, Recruitment and Onboarding. For further information, please contact: capability@vpsc.vic.gov.au

1. Job design

- Determine team accountabilities linked to operational plans
- Use the capability framework to identify capabilities required by the team to deliver on objectives
- Consider the accountabilities and capabilities required for each role in the team

2. Classification

- Determine position grade/level using the VPS Enterprise Agreement Value Range Descriptors
- Determine capability proficiency levels for roles using the capability framework

The Capability Framework reflects the progression of employee capabilities.
Enterprise Agreement Value Range Descriptors reflect the differences in job size at different value ranges.

3. Recruitment

- Draft a position description using capabilities to develop key selection criteria (KSC)
- Use the Recruitment and Selection Guide to develop behavioural interview questions from Capabilities

Principles of good job design

Good job design leads to greater employee engagement, productivity and commitment

Business purpose	Task identity	Variety	Responsibility and autonomy	Team connection	Work envrionment
Jobs should be designed with clear links to the purpose and outcomes of the business.	Jobs should provide individuals with ownership or control over a specific task or piece of work enabling people to see the results of their work	Jobs should comprise a variety of functions and avoid highly repetitive functions	Jobs should be designed to enable success to be attributed to an individual and to ensure individuals have some autonomy and control over their work	Jobs should be designed in a way that creates opportunities for collaboration and teamwork and enables team cohesion	Jobs should be designed to ensure a physically and psychologically safe work environment

Manager user guide

Victorian Public Sector Commission

VICTORIA State Government

Job design, recruitment and onboarding

Capability framework manager user guide

Creating your key selection criteria

Select up to 10 capabilities (both common and technical) required for the role to create the key selection criteria for the position.

Consider the following when designing your KSC:
- Which capabilities require the highest level of proficiency?
- Which capabilities are essential?
- Does this role require a mix of Technical and Common Capabilities?

Onboarding

Onboarding is the process of integrating a new employee into an organisation

Role clarity

Use the Capability Framework in discussions with the new employee to detail the capabilities expected for success in their role

Feedback

Explain the reasons you selected the new employee for the role. The capabilities you felt they were strong in and how these relate to the wider team

Learn

Set the scene for growth and learning early on to prevent your employee from experiencing 'imposter syndrome'

Develop

Identify areas of strength and areas for development using the capability framework

Effective onboarding creates engagement and enables your employee to start contributing quickly

Victorian
Public Sector
Commission

VICTORIA
State
Government

Job design, recruitment and onboarding

Capability framework manager user guide

Example

Yasmin is designing two new positions in her team. One has responsibility for Learning and Development and the other is an HR Business Partner. Yasmin uses the Value Range Descriptors in the Enterprise Agreement to inform the job size and responsibilities (position accountabilities) for each role and the capability framework to determine the capabilities the incumbent will require (selection criteria). Yasmin determines that both positions will require capabilities in Stakeholder Engagement, Develop Capability and Strategic planning but at different levels of proficiency.

Capability	VPS 6 Learning and devlopment manager	VPS 6 HR Business partner
Stakeholder management	Level 3 - Accomplished	Level 4 - Leading
Develop capability	Level 4 - Leading	Level 2 - Applied
Strategic Planning	Level 2 - Applied	Level 3 - Accomplished

Yasmin works with her People and Culture Manager to classify the roles using the Enterprise Agreement. Both positions are classified at VPS 6 level, but have different capability proficiency levels

Resources

- [VPS Common Capabilities](#)
- [VPS Common Capabilities Self-Profiling tool](#)
- [VPS Enterprise Agreement 2016](#)
- Department Induction materials
- [Capability Development Plan](#)
- Individual Department Learning & Development Programs

Manager user guide

Victorian Public Sector Commission

VICTORIA State Government