



Local Government:

Building and 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

- **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.
- **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.

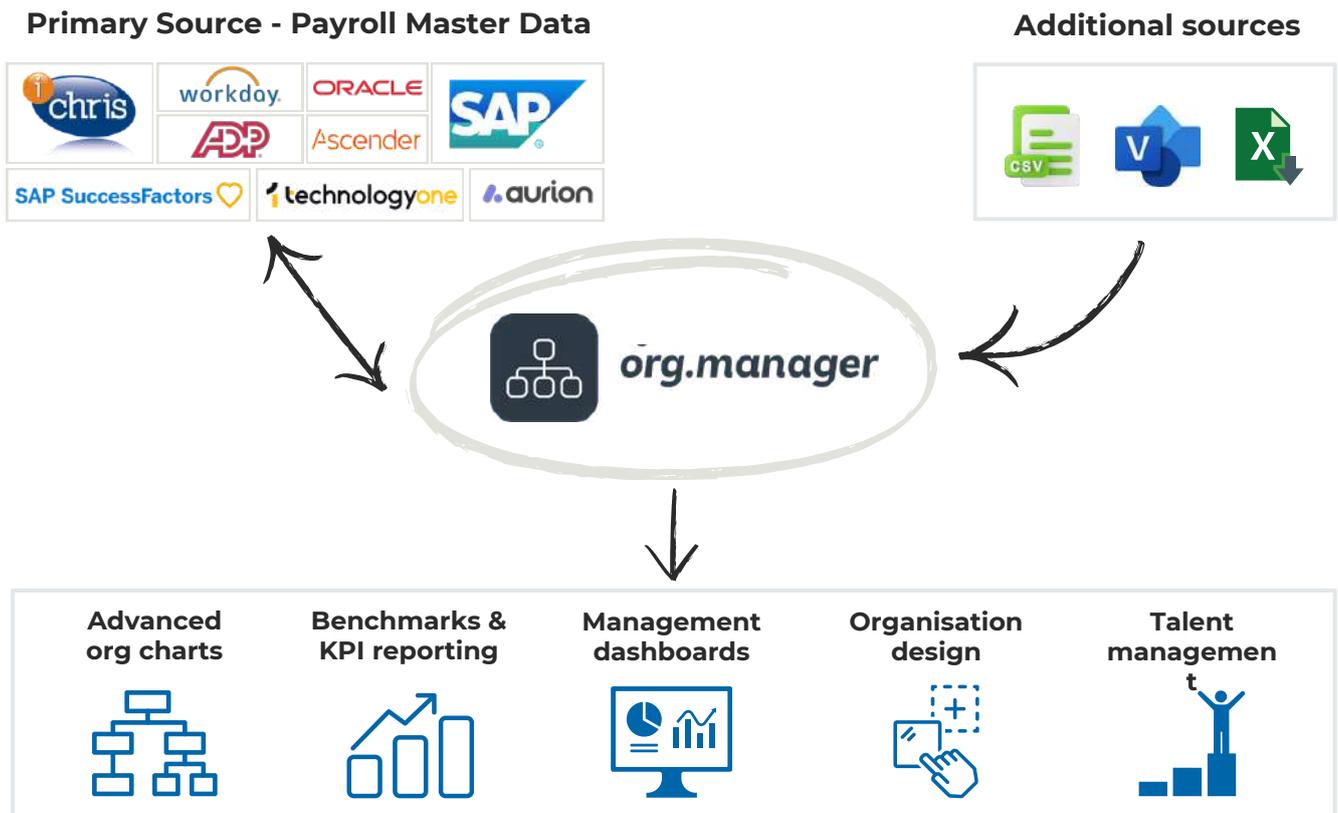
It involves a three stage process:

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 [org.manager](#) org charting tool:



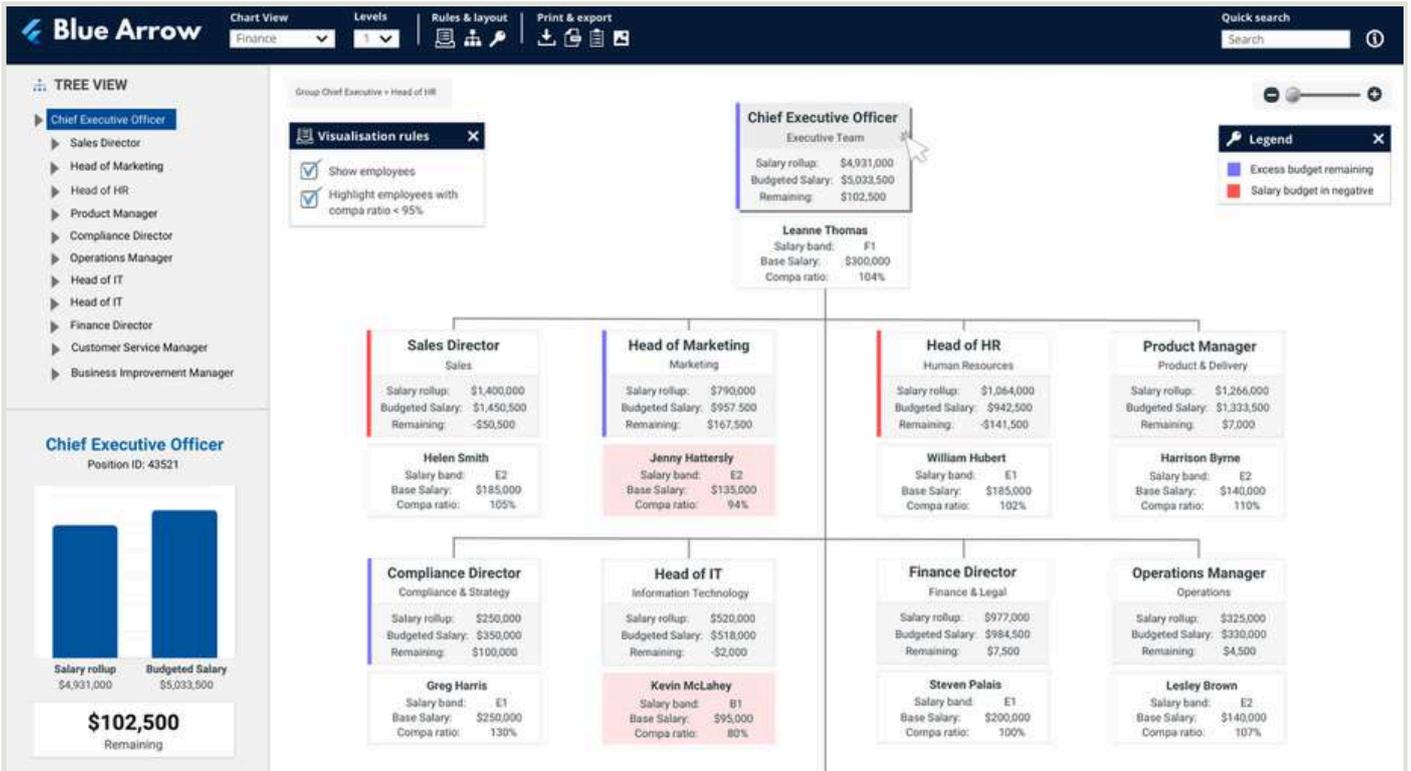
2. Setup your chart views

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:

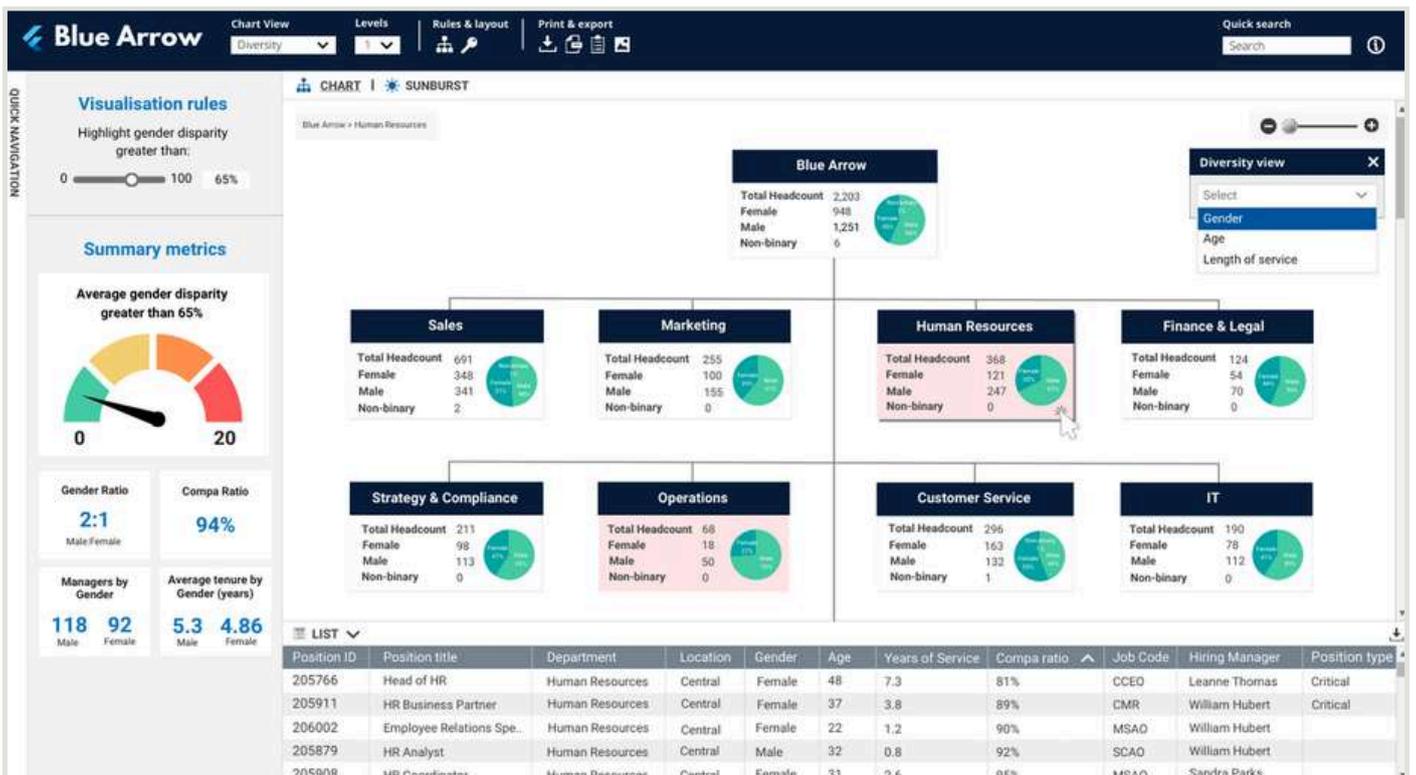
a) Easily see secondments and view Substantive and Acting employees by position

The screenshot shows the org.manager interface. On the left is a sidebar with 'QUICK NAVIGATION' and details for two employees: Greg Harris (Acting) and Sally Archer (Substantive). The main area displays an organizational chart for 'Group Chief Executive - Compliance Director' with Leanne Thomas as the Chief Executive Officer. The chart shows a hierarchy: Sales Director (Helen Smith), Head of Marketing (Jenny Hattersly), Head of HR (William Hubert), and Brand Manager (Vacant). Under the Compliance Director, Greg Harris is listed as Acting. Other roles include Business Development Manager (Hayley Smith, Kelvin McLahay), Project Manager (Steven Palais, Robin Hudson, Caitlin Davis), and Operations Manager (Lesley Brown). A legend on the right defines employee types: Full-time (yellow), Part-time (green), Casual (blue), and Vacant (red). It also lists roles like First Aider, Fire Warden, and Parental Leave. A 'Visualisation rules' panel at the bottom right allows users to toggle 'Show photos', 'Show vacancies', and 'Show contact links'.

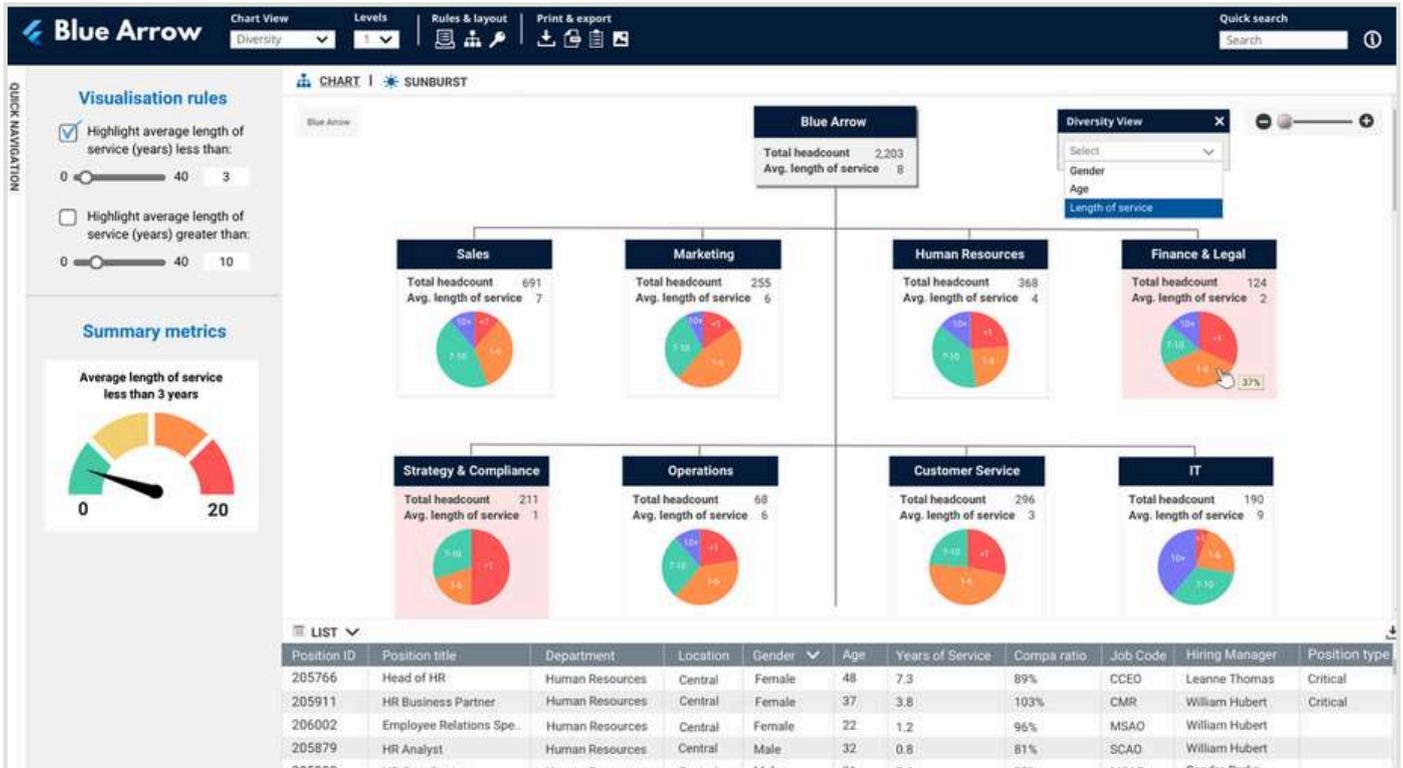
b) See department budgets and highlight those above or below.



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



d) Track employee length of service.



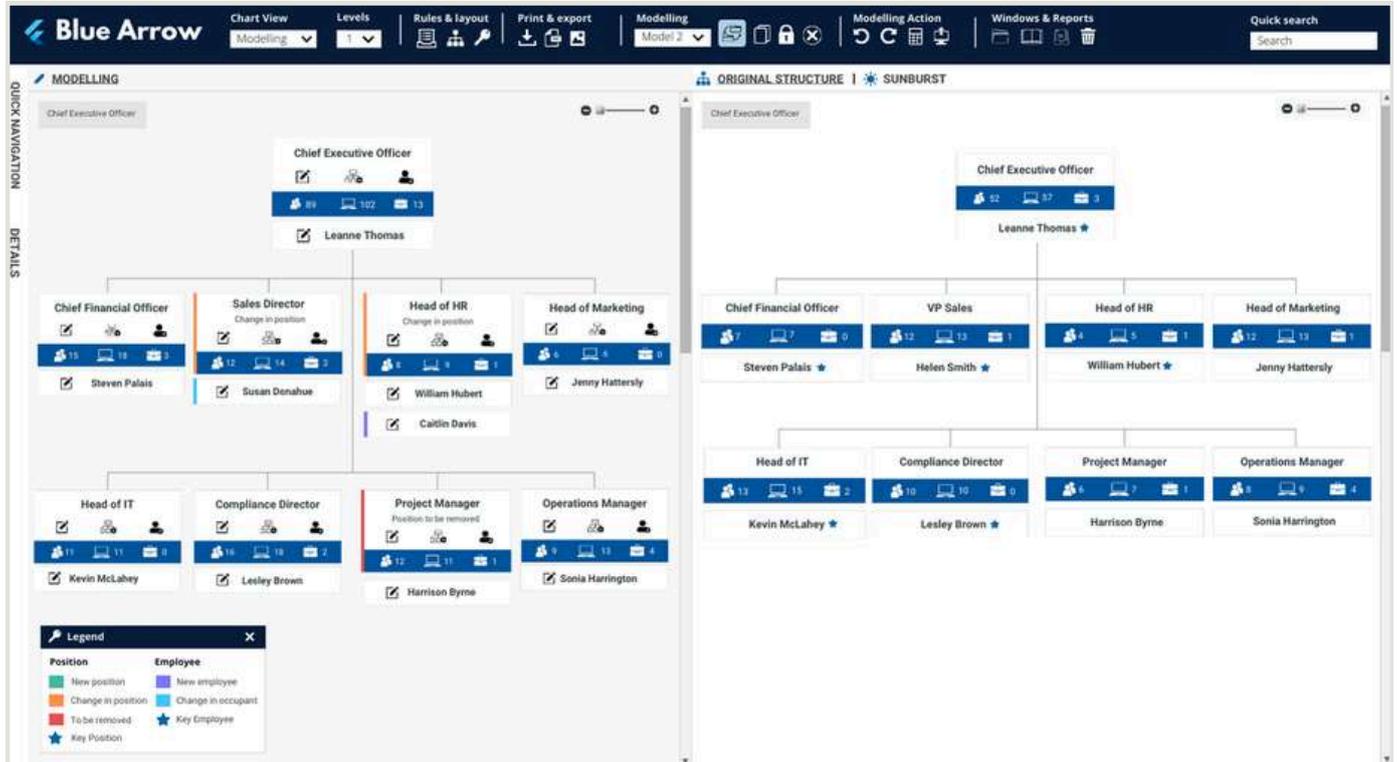
Org charts provide real-time, accurate HR reports and dashboards that you can securely share across your entire organisation, allowing leaders to easily identify problem areas and action fixes.

3. Use it for workforce planning

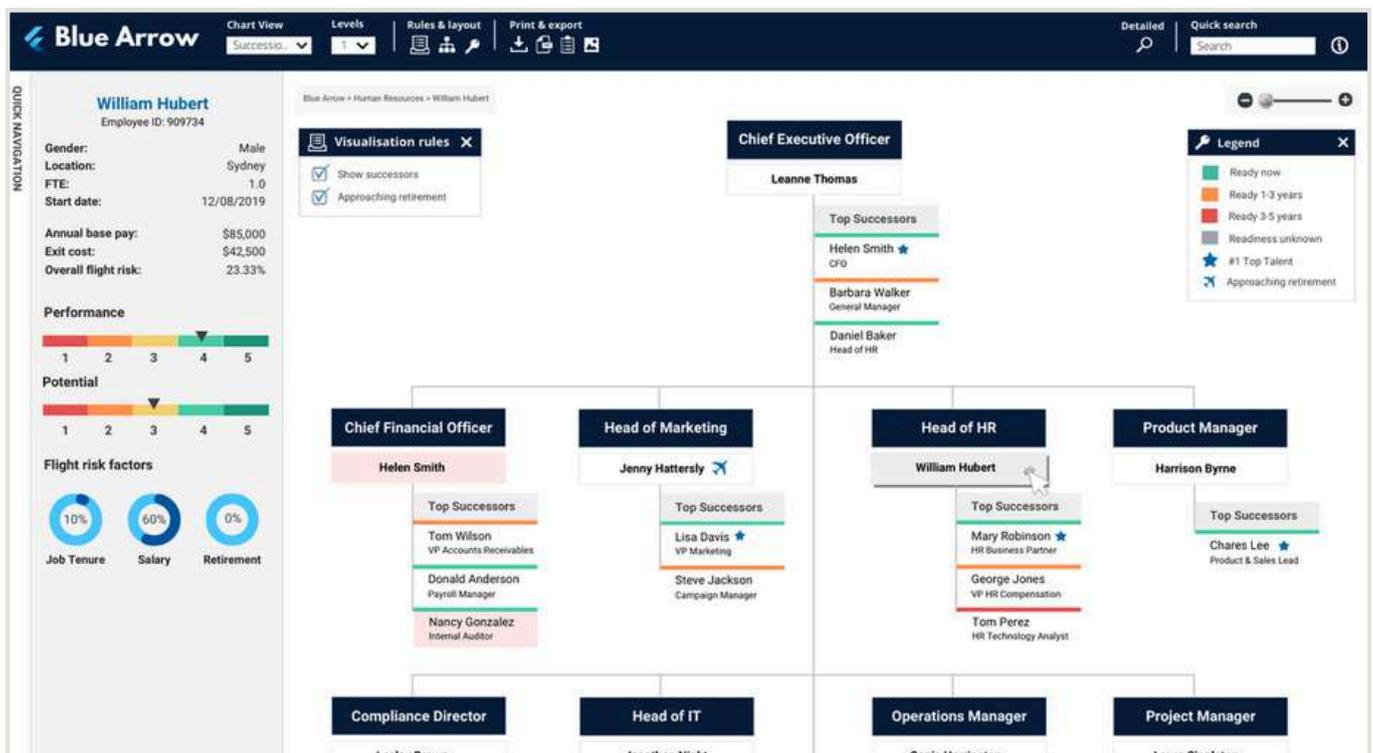
Once set up, charts can be set up with Single Sign On matching existing data access rights so sensitive information can be securely accessed by anyone in your organisation. For instance, the Corporate Directory would be available to all employees, but your workforce analytics or leave liability chart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

org.manager 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.

The screenshot shows the 'Archive' and 'Differences' sections of the org.manager interface. The 'Archive' section contains a table with the following data:

Description	Records	Creation date
Base Stock		29/09/2022
Current Simulation		07/11/2022

The 'Differences' section has tabs for 'STRUCTURE', 'OBJECTS', and 'LINKS'. A 'HIGHLIGHT CHANGES' button is visible. Below the tabs is a table showing changes:

Name	ID	Type	Change Type	Changed Attribute	Old Value	New Value
HR Germany	31001001	OrgUnit	Changed	OrgDescription	HR Germany	HR New Zealand
Germany	31000004	OrgUnit	Changed	OrgUnitCostCenter	2200	3200
France	34520000	OrgUnit	Changed	OrgDescription	France	Australia
HR France	35900021	OrgUnit	Changed	OrgDescription	HR France	HR Australia
HR Secretary	23011262	Position	Changed	Note		Salary Raise

Keen to learn more about org.manager? [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.