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STRATEGIC DIRECTION & DELIVERY

(Context)

- Based on our strategic direction how will we be focusing our service delivery over the next four years? What will we be delivering?
- What does this mean for how we think about our workforce needs - priority capabilities, numbers and mix of skills, costs?
- How resilient are we around our workforce? What risks do we need to address over the next 4 years?
- Are we making any significant changes in our business direction or delivery in the next four years?

Does our 4yP show:

- How our workforce approach will support both delivery and our overall strategic direction?
- How we will organise our workforce to ensure we can deliver the results we want?
- Alignment between our business strategy overall workforce approach and ER strategy?
- How we intend to meet the needs of diverse NZ communities?
- How we will manage key risk around our workforce?

CAPACITY

(Numbers & mix)

- What impact does our business strategy have on our people numbers and mix over the next four years?
- What is happening to demand for our services? How are we managing this?
- What challenges and opportunities are there to achieving/sustaining the future capacity we need?
- Are we clear about the capacity needed around priority workforces/segments?
- How can working with others assist us to achieve the capacity we need?
- Do our capacity projections take into account flexible workplace practices (demand and supply side)?
- How are we preparing for the impact of demographic changes, including diversity, on our organisation and our customer needs?

Does our 4yP provide:

- A clear narrative explaining how and why our capacity will change in the future?
- Modelled scenarios if the scope of FTE change is dependent on business changes that are still being developed?
- An aligned picture with FTE Cap projections?

CAPABILITY

- What is our overall capability picture now? What does it need to look like in 4 years?
- Given our business strategy and delivery what are the priority workforce segments we need to focus on over the next 4 years?
- How will we grow key capability sets – build, buy or borrow?
- Within the ICT segment, what is the capability shift required in four years' time?
- What are we doing to build leadership talent at all levels of the organisation?
- How do we work across the system to build & share key capabilities?
- What are the general capabilities the agency needs to build? – For example, cultural competencies.

Does our 4yP provide:

- A clear picture of our priority workforces/segments aligned to business direction?
- Narrative around our capability building focus, including cross-agency work system stewardship?
- Prioritisation of our capability building and associated investment?

POSITIVE, HIGH PERFORMING WORKPLACES

(Culture, change & diversity)

- What are we doing to build the positive, high performing workplace and engaged workforce required for delivery of results?
- How does our workplace maintain a culture of inclusion and respect? What are the key initiatives here?
- How well are we doing at bringing a greater diversity of perspectives, experiences and backgrounds into our agency?
- Are proposed business changes likely to impact on our workplace culture? How are we managing this?
- What cross-cultural capabilities are needed to deliver our business?
- How is our agency contributing to a positive public service employee value proposition?

Does our 4yP show:

- Our approach to high performance and a positive workplace?
- Our strategy and initiatives to develop a workforce that reflects, values and understands the communities they serve?
- A focus on the innovation and agility including working across agencies to contribute to whole of system change?

COSTS

- What are the key factors that drive our workforce costs?
- How do our workforce costs track against baselines over the planning period?
- What impact will any business change have on workforce costs? Have we modelled this?
- How do we intend to manage service demand to ensure our capacity is sustainable?
- How do our ER and remuneration strategies impact on costs?

Does our 4yP provide:

- A clear narrative explaining how and why our costs will change in the future?
- Modelled scenarios if the scope of change is dependent on business changes that are still being developed?
- An aligned picture with financial projections including cost pressures?

Workforce Strategies in Four-year Plans

Key elements Checklist