



EARLY  
LEARNING  
ASSOCIATION  
AUSTRALIA

# WORKFORCE PLANNING GUIDE



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## Introduction

The purpose of this guide is to assist Committees of Management (CoM) of standalone kindergartens in understanding and implementing effective workforce planning. Workforce planning is a crucial process that ensures your kindergarten has the right people with the right skills at the right time to deliver quality early childhood education.

## Setting the scene

Four-Year-Old Kindergarten will transition to Pre-Prep in stages from 2025. As Pre-Prep gradually rolls out over the next decade, children will receive up to 30 hours per week of high-quality, play-based learning in the year before school. By 2036, children across the state will have access to 30 hours of Pre-Prep.

Pre-Prep will be rolled out across Victoria in stages, ensuring our most vulnerable and disadvantaged children are prioritised for earlier access, no matter where they live, as well as Aboriginal children.

**Roll-out schedule:** [hwww.vic.gov.au](https://www.vic.gov.au)

## Understanding workforce planning

Workforce planning, in its simplest form, is the process of analysing, forecasting, and planning for workforce supply and demand. It ensures that your kindergarten has enough qualified staff to meet both your current and future needs. Key components include:

- Analysing current workforce
- Predicting future workforce needs
- Identifying gaps between current and future needs
- Developing strategies to address these gaps

For standalone kindergartens, effective workforce planning can:

- Ensure compliance with staff-to-child ratios
- Maintain high-quality education standards
- Manage budgets effectively
- Prepare for staff absences, turnover, or growth
- Assist in responding to environmental or sector changes



## Roles and responsibilities of the Committee of Management

The CoM is responsible for the overall governance of the kindergarten. Regarding workforce planning, your responsibilities include:

- Overseeing the workforce planning process
- Approving staffing decisions
- Ensuring compliance with relevant regulations
- Budgeting for staffing costs
- Supporting professional development initiatives

Decision-making should involve:

- Regular reviews of workforce data
- Consultation with the kindergarten director
- Consideration of long-term strategic goals

## Workforce planning tools

The Early Learning Association Australia (ELAA) has recognised the critical importance of effective workforce planning in kindergarten services. To address this need, ELAA has developed a set of tools specifically designed for CoM in the early childhood education and care sector.

These tools aim to simplify the complex process of workforce planning, making it more accessible and manageable for CoM members who may have limited experience in this area. By creating user-friendly resources, ELAA seeks to empower kindergarten service management committees to implement strategies proactively and make informed decisions about their long-term staffing requirements.

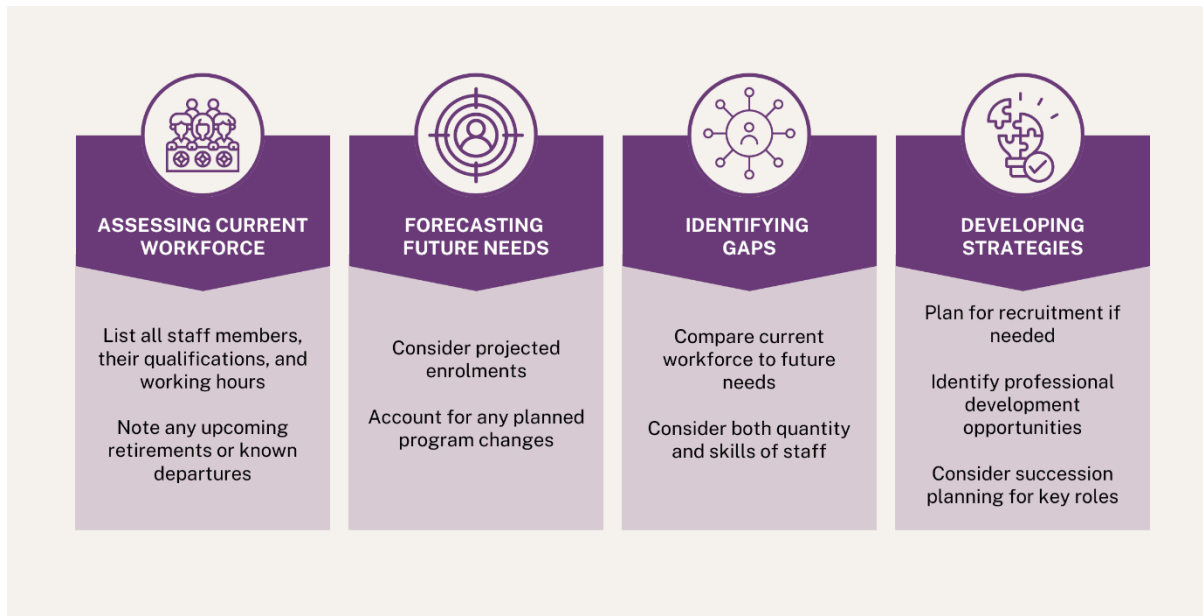
The newly developed toolkit provides support across various aspects of workforce planning, including:

- **Resource 1:** Standalone Service Core Workforce Planning Data Collection
- **Resource 2:** Workforce Profile & Priority Roles
- **Resource 3:** Standalone Service Alternative Futures Analysis

The tools provided with this guide are not compulsory but are encouraged.



## Step-by-step workforce planning process



## Common challenges and solutions

- Staff turnover:
  - Develop retention strategies, such as mentoring programs, succession planning pathways, reward & recognition
- Skill gaps:
  - Invest in professional development
- Budget constraints:
  - Explore flexible staffing options
  - Investigate funding opportunities via partnerships

## Support contact:

Early Learning Association Australia (ELAA): [membersolutions@elaa.org.au](mailto:membersolutions@elaa.org.au)