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| **Faculty/Department Name:** | **Date:** |
| **Stage 1 –** Consider internal and external opportunities and challenges.  What would you like to highlight as particular challenges/opportunities that inform the next stages of the process? |  |
| **Stage 2. Imagine the Future Workforce** |  |
| Questions to be considered:-   * What new roles will need to be in place to meet the changing needs of the Faculty/Unit? * What skills & contributions will be needed? Please consider   + Academic Framework (link)   + Professional Framework (link)   + DCU’s Research Priorities (link) * What working practices are needed? * Is the talent available within your Faculty/ Department to provide continuity of service/address teaching priorities? * Will roles need redesigning, if so, where? * Department structure – how will this need to change? * What would the workforce look like if it reflected the diversity of students/wider community? Are there diversity deficits or opportunities? * What does all this mean for management & leadership? * What elements of Internationalisation need to be prioritized (UG, PGT and Foundation Recruitment/Development of TNE opportunities for joint programmes and articulation agreements/Embedding outward mobility in programmes and developing a network of partners to facilitate that mobility for students and staff/Incoming mobility for short programmes, Summer Schools, bespoke programme and professional development opportunities/Support for incoming and outbound delegations * For Non-EU student recruitment what level of involvement can be committed to for lead management support / marketing and promotion of opportunities /Flexibility in development of programmes offered/Support for conversion activities   **Please add in any other questions /information that you would like to address** |  |
| **Step 3. Compare current with Future Workforce and identify the gaps** |  |
| Questions / Matters to be considered:-   * What are the critical roles and why are they needed? * Do you have a sufficient number of senior staff in place? * What is the senior/junior ratio of academic staff? * What are the leadership /management gaps? * No. of staff approaching retirement age at the same time and what is the impact? * What organizational knowledge do you need to hold onto? * Current staff and emerging talent across teaching, research, engagement, professional services etc * Gaps between staff skills/competencies already have & what you need * What are the challenges in your Faculty/Department around attracting & retaining talent? Impact on delivery? * Are there skills/roles that are no longer needed * Diversity of your staff profile / gender profile / ethnicity profile/international profile * Does your current organisational structure support the Faculty’s/Units objectives? * Are appropriate employment arrangements in place to sustain the department’s future?   **Please add in any other questions /information that you would like to address** |  |

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| **Step 3. Plan & Actions**  Considering everything, what are the critical workforce issues that need to be prioritised and actioned?  These may involve existing HR activities such as Recruitment, Performance Related Development, the introduction of succession plans for your department, talent management etc.  Please remember to use the 4 point score to help prioritise the identified actions. |

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| **HCP**  **Priority Score**  **1-4** | **Action needed** | **Success factors/**  **possible outcomes?** | **Support needed? /From what Department?** | **Which strategic goal does the initiative support?** | **Which Research Priority does the initiative map to?** | **Timeframe for completion of action** |
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