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Pacific Workforce Planning Community of Practice

Terms of Reference

Background

Creation of the Pacific Workforce Planning Community of Practice (CoP) responds to the complex, evolving workforce environment Pacific public services are currently navigating. Its establishment also emerged as an outcome and priority from the inaugural 2026 Pacific Workforce Planning Conference. This CoP provides an opportunity to collectively share and develop practical solutions that may be adapted to different national contexts.

Purpose and Objectives

The CoP is established in the spirit of learning from, and sharing with each other. It provides a platform to strengthen regional workforce planning capability, support implementation of the Pacific Public Service Workforce Planning Guidelines, and sustain peer-to-peer learning and professional collaboration across the Pacific.

The CoP aims to:

1. Support use of the Pacific Public Service Workforce Planning Guidelines.
2. Build workforce planning skills and confidence, equipping members with tools and information to apply within their organisations.
3. Promote Pacific-led sharing of workforce planning challenges, successes, and lessons learned.
4. Support ongoing learning and knowledge exchange by providing a platform for members to share and access resources and communicate with other members.
5. Strengthen regional partnerships and professional networks across Pacific public services.
6. Encourage common workforce planning language, concepts, and approaches across participating administrations.

Membership

Membership is voluntary and established through open nominations. There is no limit on the number of representatives - the CoP aims to be as inclusive and accessible as possible. Members may include:

- Pacific public service commissions
- Ministries of public service or public administration

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- HR and workforce planning practitioners
- Capability and leadership development representatives
- Regional and other non-government partners, including NGOs, universities and the private sector

Membership will seek balanced representation from across the Pacific. Subject matter experts and guest presenters may be invited to contribute to specific activities or events as needed.

Role of members

Members of the CoP are encouraged to:

- Actively participate in and contribute to discussions, learning sessions, and collaborative activities.
- Share workforce planning knowledge, tools, resources, case studies, and experiences.
- Give and seek feedback on relevant guides, tools, and resources.
- Support other members to develop their workforce planning capability, including through mentoring, coaching, and peer learning.
- Promote the CoP and its activities within their respective organisations and more broadly.

Governance

The CoP will be supported by a steering group comprising:

- a Pacific member Chair, rotating on an annual or biennial basis
- administrative and operational support from the APSC
- nominated members representing diversity across the Pacific region

The steering group will meet quarterly and be responsible for:

- Setting the work plan and priorities
- Identifying topics or themes for capability sessions and knowledge sharing activities
- Advising on scheduling and resourcing of activities
- Monitoring engagement and relevance
- Promoting participation
- Championing peer learning and collaboration
- Supporting planning for the Pacific Workforce Planning Conference

Decision-making will operate on a consensus basis where possible.

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Topic-specific groups may be established for interested members to collaborate on priority workforce planning issues. These groups would share their progress and learnings with the broader CoP.

Governance arrangements may be adjusted over time as agreed by the steering group.

Communication and Engagement

Key engagement activities include:

- Virtual capability sessions, webinars, workshops and/or knowledge sharing held biannually.
- Resource and information sharing via Fale Online, which members will be responsible for maintaining through a shared repository of templates, workforce planning tools, case studies and implementation guides.
- A Pacific Workforce Planning Conference as the flagship engagement opportunity, bringing together practitioners, public service leaders, and regional partners to share progress, showcase Pacific case studies, and identify emerging priorities

The steering group, with administrative support from the APSC, will coordinate scheduling and communication of activities.

Communication channels will remain open between scheduled activities to support ongoing connection and collaboration. Informal sub-groups of the CoP may emerge on an ad hoc basis to focus discussion on specific workforce planning themes or case studies. Members may also consider participating in voluntary peer mentoring arrangements to support implementation of workforce planning practices.

Evaluation

The steering group will evaluate CoP activities through a short member survey administered alongside the Pacific Workforce Planning Conference. The survey will include questions about the value, relevance, and impact of CoP activities. Results will inform the steering group's planning for the year ahead.

Success may also be assessed through:

- participation and engagement levels
- uptake and application of workforce planning tools and approaches
- case studies demonstrating collaboration and implementation progress



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Review

These Terms of Reference will be reviewed periodically by the steering group to ensure the CoP remains fit for purpose and aligned with the Pacific Public Service Workforce Planning Guidelines. Reviews may also consider membership, governance arrangements, and the CoP's program of activities.

Contact

Communication and feedback relating to CoP administration can be directed to the Pacific team at the APSC via pacific@apsc.gov.au.

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