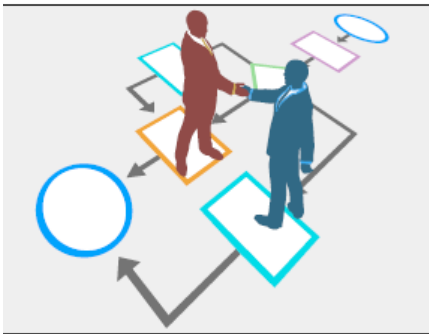


WORKFORCE PLANNING FRAMEWORK



Introduction

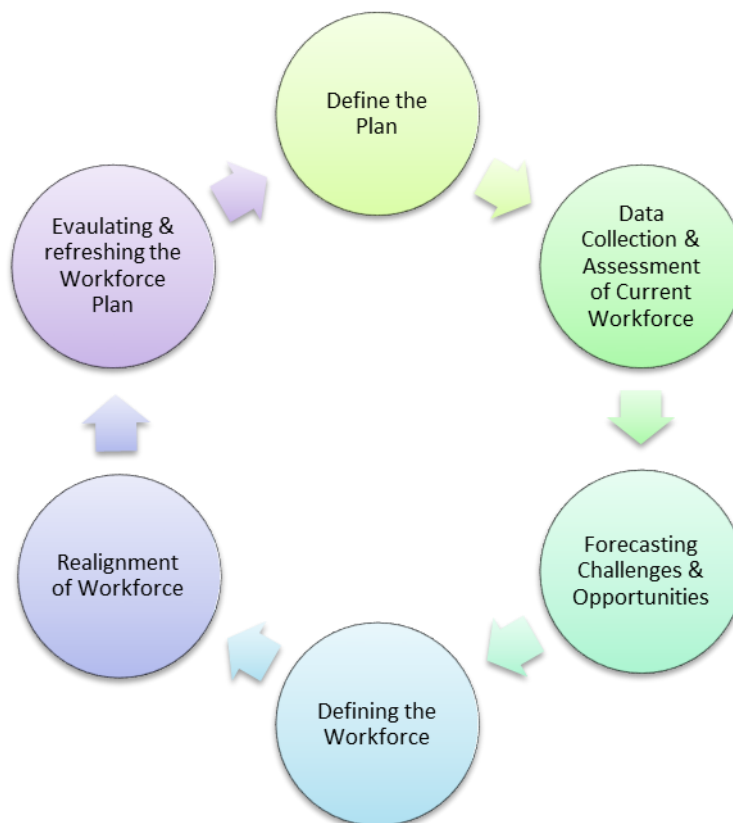
Workforce Planning is the process used to ensure that the right people with the right skills, knowledge and behaviours are deployed appropriately throughout the organisation. It provides links between business strategies and people plans for recruitment and retention, staff development and training and it is about how organisations get to where they want to be.

This framework has been designed to allow Departments to adopt a consistent approach and an opportunity for longer-term thinking about future service pressures and what needs to be undertaken to get workable strategies in place, not only for people development, but for financial and change management too.

The comparison between the current workforce and the desired future workforce will highlight shortages, surpluses and competency gaps, whether due to external pressure or internal factors.

These gaps become the focus of a succession plan which is a strand of workforce planning and helps prevent any significant delays in filling positions within the Council which are regarded as critical.

Our Workforce Planning Cycle is described in the six stage cyclical framework below: -



APPENDIX 4

The Council's Workforce Planning Framework has been developed to provide managers with guidance to enable them to implement the Workforce planning process within Directorates.

Workforce Plans should be developed in line with three year Business Plans should be treated as live documents and be reviewed in order to respond to changing circumstances.

TEMPLATE

WORKFORCE

PLAN

Department:-

Date:-

Version:-

Lead Officer:-

Stage 1 – Define the Plan

The purpose of this stage is to describe the context of your plan in terms of your Directorate. Identify who needs to be involved, the resources required and the process for approval.

Key questions to be considered include:-
 The level at which plans are to be produced?
 Which services and staff groups are to be included?
 Who is responsible for leading on and producing the plan?
 Who is responsible for approving the plan?

Stage 2 - Data collection and assessment of Current Workforce

Workforce information at 1 April from iTrent

Area 1: Workforce summary by position

Information required should include headcount, %staff, Full time, part time, and the total fte.

Area 2: Workforce summary by age:

Under 20, 20+, 30+, 40+, 50+ and over 60's

Area 3: Workforce turnover

The position, band (including range) and reason for leaving should be included.

Area 4: Vacant Positions

Position, Band (including range), and reason for vacancy.

Area 5: Workforce by gender and contract type

The numbers of male and female employees and including the full time or part time split information.

Area 6: Details of casual staff and agency workers

The information provided should include the post details, the reason for engagement and the salary/cost of the worker over the previous 12 months.

Area 7: Frequency of overtime

Overtime details for the previous 12 months providing position title, salary & cost, reason and frequency.

Area 8: Workforce training and development needs identified

All details, name, position, course identified, provider and cost.

Stage 3 - Forecasting Challenges and Opportunities

This stage of the process is about identifying the range of issues that face your Department over the next three years. You need to be clear how service delivery will change over this period and take into account changes in demand, policy and legislation. Where uncertainty exists, use scenario planning to develop a range of options. Tools such as PEST/LE and STEEP can be utilised to help identify internal and external factors. Reference should also be made to the Single Outcome Agreement and Council priorities.

Listed below are examples of external and internal factors:-

- Review of birth rates within D&G to anticipate future school rolls and the requirements for teachers, classroom assistants
- Review of life expectancy within D&G – as this increases we may need to develop services to help people remain independent in their homes
- Legislative changes
- New initiatives
- Predicted number of graduates from local and national universities that managers should be targeting for employment opportunities within the Council
- A reliance on staff in posts funded on a temporary basis to sustain service delivery
- Absence rates and concentration of absence

Stage 4 – Defining the Future Workforce

Once the workforce data has been collated, the current positions analysed (stage 2) and the forthcoming challenges and opportunities have been identified (stage 3) the next key stage is to consider the future workforce needs of the service

The table below provides a guide for managers to list the workforce needs and estimated costs. At this stage of the process managers should identify both additional resources required and reductions in future resource requirements. Should managers establish that the Department has a surplus of staff then actions and plans on how this will be managed in the future should be outlined within stage 5 of the Framework.

	Position Title	Headcount			Cost (£) (Increase or potential decrease)		
		Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
1							
2							
	TOTAL						

During this stage of the process the skills and capability requirements of the workforce should also be determined with estimated costs. This should be linked back to Table 8 at Stage 2 of the process and can help inform any required succession plan/s.

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Stage 5 – Realignment of Workforce

This stage should detail strategies and action plans to bridge the supply and demand gaps that have been identified. On occasions services may identify surplus, skilled staff than what is needed for the future, therefore actions and plans need to incorporate a proposal on how this will be taken forward by the Service.

Reference should be made to the Council’s DG Transform Policies to ensure services maximise the best solution available to both the Service and the Council’s resources e.g. redeployment, early retirement.

<http://connect.dgcouncil.net/index.aspx?articleid=2436> - Redeployment Policy

<http://connect.dgcouncil.net/index.aspx?articleid=2433> – Early Retirement Policy

When developing strategies some issues to consider are:-

- The cost associated with the strategies for addressing competency or skill gaps
- The use of retraining and redeployment options to fill competence gaps
- The development of appropriate retention strategies
- Implementing a career development programme
- Succession planning interventions
- Possibility of partnership working

Plans need to have clear approaches, be assigned to teams or individuals and have milestones for progress to be monitored.

Strategies and action plans identified at this stage of the Workforce Plan should be incorporated into Departmental Business Plans outlining how Services will realign their workforce.

	Action	Description	Planned outcome	Owner	Start date	End date
1						
2						

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Stage 6 - Evaluating and Refreshing the Workforce Plan

Workforce plans should be reviewed annually, and the overall plan should act as a guide for managers to ensure that the right people with the right skills are in the right jobs.

This section of the template should record who will be responsible for leading the review process and when this will take place.

During the evaluation and refresh stage Services should attach previous plans as appendices and demonstrate within the evaluation where improvements are being made and highlight areas of risk.

Key questions that should be asked at part of this stage include:-

- Is the plan meeting its objectives?
- To what extent are the Council priorities being achieved?
- What is the impact on workforce gaps? Are the gaps being closed quickly enough to ensure that the departmental/organisational objectives can be met?
- Are strategies being implemented effectively?
- Are the right people being involved in the process?
- What is working well?
- What areas of the plan need to be improved?
- Are outcomes thoroughly and regularly evaluated to assess progress against the overall plan?
- Are any additional resources required to complement future workforce planning?