

Workforce Planning
Toolkit for Heads of Service
04-10-2010

Wiltshire Council Workforce Planning Guidance Notes

1. Background

The [Local Government Workforce Strategy 2010](#), developed by the LGA group, has highlighted 5 key areas that Wiltshire Council needs to be considering within the changing context of public sector working, particularly in light of resource pressures and the need to make savings.

The Vision

Workforce planning aims to support services in achieving the skilled, motivated, flexible and diverse workforces they need to deliver value for money services that make a difference to the communities they serve.

The five strategic priorities, as set out in the Local Government Workforce Strategy 2010, are:

1. Organisational Development

Addressing the workforce dimensions of organisational transformation to deliver citizen-focused and value for money services, in partnership.

2. Leadership Development

Building visionary, ambitious and effective leadership to make the best use of political and managerial roles, in a partnership context.

3. Skills Development

With partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context.

4. Recruitment and Retention

With partners, taking action to: recruit and retain the right workforce; address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent and address diversity issues.

5. Pay and Rewards

Implementing effective approaches to reward the workforce while controlling employment costs to reflect budget and efficiency requirements, as well as new ways of working and innovative working patterns. Encouraging a total reward approach to promote high performance.

Each of these priority areas are examined within the workforce planning process.

Workforce planning has been identified as a high priority by Andrew Kerr, Chief Executive, and the Corporate Leadership Team as a process that is needed to ensure Wiltshire Council continues to achieve its corporate objectives particularly high quality, low cost, customer focused services. Workforce planning will also ensure Jane Scott's, Leader of the Council, statement (As outlined in the Corporate Business Plan 2010-1014) that "we can no longer accept that an average performance is good enough" relates both to the services we deliver and the people who deliver them.

2. Workforce Planning

A. The “What is” and “What it is not” of workforce planning:

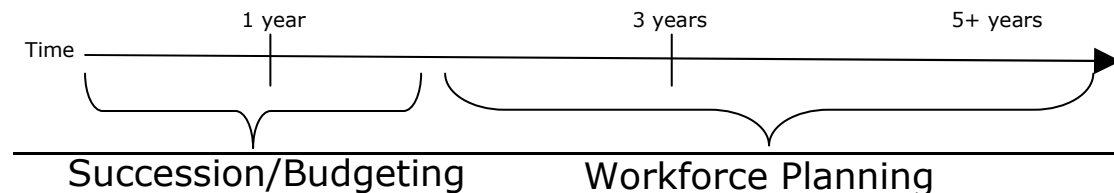
Workforce planning is taking the steps today to ensure we:

- Have the right **people**
- In the right **place**
- With the right **skills**
- At the right **time**
- For the right **cost**

To maximise strengths and opportunities and counteract weaknesses and threats.

What workforce planning is not:

- A commitment to future decisions
- Something that is done once and forgotten about
- A report to go on a shelf
- Something done by HR
- Analysis of every role and workforce issue across the organisation
- A perfect prediction of future workforce needs (especially numbers)
- The way to fill vacancies today – succession or budget planning



B. Key questions that workforce planning will help to answer:

- What are your people challenges going forward?
- Are you managing your current people challenges successfully?
- Do you understand the capability and productivity of your people and what they can deliver?
- How do your people challenges influence your ability to achieve your service objectives?
- Do you need to consider a fundamental review of the ways you deliver your services?
- Do you organise work to attract the workforce that is required?
- How different will your service look in the medium to longer-term?
- Will you require different skill sets to deliver a new agenda?

C. Whats in it for me?

The main benefits of workforce planning are:

- Reduced labour costs
 - Correct skill mix
 - Not having surplus staff with inappropriate skills
- A reduction in skills shortages which can impact productivity
- The ability to focus on more cost effective learning and development
 - Structure on the job experience
 - Obtaining future skills as a by product of doing real work
- More effective career management options
 - Retention of high performers
 - Internal development versus external recruitment
- Ensuring the workforce required to meet future service delivery needs are being recruited or developed
- A stronger focus on development and redeployment rather than just external recruitment to meet changing capability requirements

D. Action required

Each service is required to produce a workforce plan, covering the next 2-5 years, which:

- Identifies the impact of external and internal forces/strategies on the service
- Identifies the demographic information known about your employees against that of the local population
- Identifies the current and future skill needs
- Compares your present workforce against the desired future workforce to highlight shortages, surpluses and competency gaps
- Identifies posts that are difficult to fill and/or business critical
- Creates strategies to ensure workforce priorities are resolved

3. The Process

Step 1:

Each Service (Via their senior management team) should identify its service commitments and identify internal and external changes that may effect these commitments. The following frameworks, explained in the next two paragraphs, should be used to help you in completing **Step 1**.

The “**Steep Framework**” ([Appendix 1](#)), can be used as guidance whilst completing the “**Environmental Scanning framework**” ([Appendix 2](#)). The “**Steep Framework**” is there to highlight generic, external, areas that, amongst others, should be considered. The “**Environmental Scanning framework**” will help you identify the external changes that may impact on service delivery and start to question what effect this will have on your workforce.

The “**Effect of Internal Strategies and Changes framework**” ([Appendix 3](#)) can be used to identify how internal business plans will impact on service delivery and the workforce needed to counteract/maximise the potential of these changes. You will need to analyse and understand organisational, departmental and service specific plans when completing this framework. You may wish to seek help from your HR Business Partner and/or other specialist’s during the completion of this framework.

This analysis should be considered when completing **Step 2** below.

Step 2:

Each service should work through and complete the “**Workforce Planning Matrix**” ([Appendix 4](#)). The matrix includes questions to prompt each service to identify workforce issues that require action within the five priority areas, highlighted earlier, and will be used to complete the “**Workforce priorities – Achievements, recent progress and action plan Matrix**” during **Step 3**.

As part of this process you will need to examine aspects of your workforce. The workforce data required is (Please contact [Paul Rouemaine](#) for assistance):

- Sickness absence rates and reasons
- Workforce demographics (Gender, disability, ethnicity & age)
- Local population demographics (Please see [Appendix 5](#))
- Turnover rates and reasons

Questions 16 & 18 of the “**Workforce Planning Matrix**” ask questions about the skill level of your current workforce. The “**Generic Skills and Knowledge Matrix**” ([Appendix 6](#)) identifies the generic skills and knowledge required for each post at Wiltshire Council. This matrix should be used to identify the skills and competency level needed within each of your individual service positions (These generic skills should be matched against the post requirements and not based on the skills/knowledge held by the current people in posts).

You will also need to complete the “**Service Specific Skills and Knowledge Matrix**” ([Appendix 7](#)) which is provided for you to identify the service specific skills required by your employees. You will need to think about the generic service specific skills and knowledge that posts within your service require, and then match these needs to each individual post, as with above. These are service specific skills and knowledge that is not included in the “**Generic Skills and Knowledge Matrix**”.

You will need to rate each post within your service against the level of skill needed in each area (**No** skill/knowledge needed, **Some**, **Basic**, **Intermediate**, **Advanced**).

As well as providing information to be used in the “**Workforce Planning Matrix**”, the two skills and knowledge matrices will also be needed to complete the “**Employee Skill and Knowledge Matrices**” during **Step 4**.

Step 3:

Based on the information collected in completing the “**Workforce Planning Matrix**”, create a plan of actions (paying particular attention to what has already been identified as solutions) using the “**Workforce Priorities – Achievements, recent progress and action plan matrix**” ([Appendix 8](#)).

You will need to outline the workforce priority, explain what action you are going to take, explain any action you have already taken (whilst commenting on the effectiveness of doing so) and explain further/amended action/s that have now been identified. Action points should be agreed with all stakeholders, such as your Departmental Senior Management Team, to ensure that sufficient resources are in place to meet the plans.

The dates and timelines, outlined on the matrix, should be adapted to reflect what deadline/review dates you decide upon as a service.

Step 4:

Based on the results from the two skill and knowledge matrices, completed during **Step 2**, match the skill and knowledge of each employee against the skills their job requires. An “**Employee Skill and knowledge Matrix**” ([Appendix 9](#)) should be completed for each individual employee (You may wish to break this down to team level where there are large or disperse teams involved).

Based on the “**Employee Skill and knowledge Matrices**” Complete a “**Learning and Development Plan**” ([Appendix 10](#)) for your service (As with above, you may wish to break this down to team level where there are large or disperse teams involved – If this is decided upon, the plans should be collated and merged into one once all have been completed).

Each development need should link to either the service commitments/goals, corporate goals, or one of the 5 local government priority areas identified above.

Step 5:

The resulting “**Workforce planning Matrix**”, “**Workforce Priorities – Achievements, recent progress and action plan matrix**” and “**Learning and Development plan**” should be sent to [Paul Rouemaine, HR Business Analyst](#), who will use the information to inform the corporate workforce plan, the priorities in the council’s people strategy and corporate learning and development plans.

Step 6 - Review:

The plans should be reviewed on a quarterly basis to check how they are progressing. The entire process should be revisited annually, as a minimum, but services are encouraged to revisit the process on a more regular basis particularly when either internal or external changes are expected/happening.

Completing the Matrices:

Services are encouraged to ensure that all stakeholders, senior managers and relevant specialists are involved in completing the matrices. It is highly likely that more information may need to be added to the initial matrices as the process continues. Further help can also be sought from your HR Business Partner or by Paul Rouemaine, HR Business Analyst, in the HR Strategy and Policy Team.

Appendix (1)

Steep Framework

STEEP Model for Workforce Planning	
Social Issues	Technological Issues
<ul style="list-style-type: none"> • Changing customer expectations and needs • More sophisticated market • Changing demographics • Changing employee expectations and needs e.g. greater work-life balance • Inequalities and deprivation • Qualifications, skills and competencies 	<ul style="list-style-type: none"> • Innovation – New equipment, new technologies, new methodologies • Information technology • Communications • Improved transport/increased mobility • New ways of working
Economic Issues	Environmental
<ul style="list-style-type: none"> • Pay rates • Skills shortages • Economic development plans • Cost of living • Housing costs • Corporate risks 	<ul style="list-style-type: none"> • Increased awareness and expectations • Local markets • Stricter controls • Pressure groups
Political/Legal Issues	
<ul style="list-style-type: none"> • Accountability • Transparency • Equal Opportunities • Diversity • Best Value • Partnership Working • E-Government • Public/Private funding/budgets • Service obligations • Employment legislation • Human Rights Act • Environmental Legislation • European Directives 	

Appendix (3) – Please refer to other Business Plans when completing this framework

EFFECT OF INTERNAL STRATEGIES AND CHANGES

Factor to take into account	Effect on service delivery	Effect on Workforce	Timescale of effect
Add in generic Strategies as a starter			

Appendix (4) -

WORKFORCE PLANNING MATRIX

Organisational Development		
Question	Answer	Solution (if applicable)
1. Will there be any new models of service delivery, e.g. partnerships, voluntary and community working?		
2. What new/changed services will your section be offering in the next 3-5 years and what impact will this have on the workforce?		
3. Will your service experience changes in level of workload, demand or customer requirements?		
4. Are your staff working at full capacity and do they feel they are working in a culture of innovation?		
5. Will the structure of your service change? Where will the largest change in staffing numbers be required?		
6. What are the current levels of sickness absence? What are the problem areas and what are the reasons?		
7. How closely does your service management profile represent the community profile in respect of: <ul style="list-style-type: none"> ▪ Gender ▪ Diversity ▪ Disability 		

Organisational Development

Question	Answer	Solution (if applicable)
8. How closely does your service workforce profile represent the community profile in respect of: <ul style="list-style-type: none">▪ Gender▪ Diversity▪ Disability		
9. What plans are in place to work in partnership with other areas/organisations to help deliver your services?		

Leadership/Employee Development

Question	Answer	Solution (if applicable)
10. Are employees able to progress within the service? Are there any blockage areas?		
11. Do you know what levels of experience/qualifications and competence each post requires? Have you identified if your employees have these?		
12. Do your managers have the leadership skills necessary to tackle new challenges?		
13. Have you thought about how you are going to develop your leaders of tomorrow and identified who these may be?		

Skills Development

Question	Answer	Solution (if applicable)
14. What gaps have you identified in your managers' leadership skills?		
15. What gaps have you identified in your managers' management skills?		
16. Do you have any employees who would benefit from generic skill development? <i>(You will need to have completed the Learning and Development Plan, appendix 10, before completing this question)</i>		
17. Will any changes in legislation or working practices require any employees to have different skills/knowledge?		
18. Do you have any employees who would benefit from service specific skill development? What skill shortages have been identified as a result of external/internal changes? <i>(You will need to have completed the Learning and Development Plan, appendix 10, before completing this question)</i>		
19. Which of the critical skills, outlined at the end of the matrix, do you believe you have a shortage of?		
20. Which of these critical skills, do you believe will have the biggest impact on your ability to deliver as a service?		

Recruitment and Retention

Question	Answer	Solution (if applicable)
21. Do you have any posts/skills that are difficult to fill?		
22. Why are these difficult?		
23. Where these posts/skills cannot be filled, can the work be covered in a different way?		
24. What posts are seeing the highest turnover?		
25. What specific skills/knowledge are being lost?		
26. Why do people leave your service?		
27. What is the impact of these recruitment/retention problems on the service deliveries?		
28. Does your age profile indicate any future areas with high retirement rates? If so, what action do you need to take to address future staffing needs?		

Pay and Rewards

Question	Answer	Solution (if applicable)
29. Does budget availability match your need for staffing resources? If not, how does this affect your ability to deliver your services?		
30. Are there any other methods of pay, reward and recognition (not currently used), which are or are not currently available, that you believe would benefit both your employees and your service?		
31. Are there any current pay issues in your service? If so, where?		
32. Is a suitable work-life balance embedded in your service?		
33. Do your employees work on flexi time? Do you have problems with office cover resulting from this?		

Critical skills that councils need for success:

Skills for senior and middle managers:

- Achieving value for money, outcome focused services (including maximising productivity)
- Organisational transformation (including employee engagement and cultural change)
- Partnership working
- Community engagement
- Programme and project management
- Business process improvement
- Two way communication
- Fostering innovation

Skills for all managers:

- managing in a partnership context
- change management
- People management, including employee engagement
- Performance management (including maximising productivity and managing rewards)
- Managing and promoting diversity
- Financial management (including achieving value for money)
- maximising the use of technology
- Two way communication
- Resilience/stress management
- Risk management
- Commercial acumen

Skills for key specialists:

- Organisational development
- Strategic commissioning
- Procurement
- Client side management
- Customer relations analysis and management

Skills for all staff:

- Customer care skills (including dealing with internal customers)
- ICT skills
- Skills for life/basic skills (e.g. literacy, numeracy).

Appendix (5)

LOCAL POPULATION DEMOGRAPHICS (Projected by the Office of National statistics)

Age				
Age	2010	%	2015	%
18-24	32,800	12.0%	32,200	11.8%
25-34	46,300	17.0%	50,300	18.4%
35-44	67,200	24.6%	58,700	21.5%
45-54	67,200	24.6%	72,500	26.5%
55-64	59,300	21.7%	59,600	21.8%
Total	272,800	100.0%	273,300	100.0%

Gender				
Gender	2010	%	2015	%
Female	135,700	49.7%	136,000	49.8%
Male	137,100	50.3%	137,300	50.2%
Total	272,800	100.0%	273,300	100.0%

Ethnicity		
White	261,955	96.2%
BME	10,293	3.8%
All people	272,248	100.0%

Disabled allowance		
Disabled allowance	8,740	3.2%
All People	272,248	

Appendix (6)

GENERIC SKILLS AND KNOWLEDGE MATRIX

Job Title	Grade	Team	Management post?	Community Leadership	Leadership	Health and Safety	Equality and Diversity	Risk Management	Communication	IT	Human Resources	Developing self and Others	Procurement	Culture	Managing Performance	Customer Service	Finance	Project Management	Data Protection & FOI

- None:** **N** Postholder does not need any awareness of the subject and/or basic level of competence to meet legislative and/or Wiltshire Council requirements
- Some:** **S** Requires some knowledge/skill in this area
- Basic:** **B** Postholder requires an awareness of the subject and/or basic level of competence to meet legislative and/or Wiltshire Council requirements
- Intermediate:** **I** Postholder requires a greater level of competence in terms of responsibility for people/resources/use of equipment/ or duties of post that are such that an intermediate level is required within general skill area
- Advanced:** **A** Postholder requires level of competence to lead their service in these areas / or duties of post are as such that an advanced level is required within generic skill area

Job Title	Grade	Team	Job Specific – Minimum Qualification or equivalent experience needed																

- None:** **N** Postholder does not need any awareness of the subject and/or basic level of competence to meet legislative and/or Wiltshire Council requirements
- Some:** **S** Requires some knowledge/skill in this area
- Basic:** **B** Postholder requires an awareness of the subject and/or basic level of competence to meet legislative and/or Wiltshire Council requirements
- Intermediate:** **I** Postholder requires a greater level of competence in terms of responsibility for people/resources/use of equipment/ or duties of post that are such that an intermediate level is required within general skill area
- Advanced:** **A** Postholder requires level of competence to lead their service in these areas / or duties of post are as such that an advanced level is required within generic skill area

WORKFORCE PLAN – Achievements, recent progress and action plan:

Workforce Plan – (Enter Service Name)			
Workforce Priorities:	Current actions and Why:	Progress at 31 March 2010:	Agreed actions for 2010/11:

