

# Workforce Planning

## Toolkit for Managers

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## What is Strategic Workforce Planning?

Organisational success or improvement comes when the right people with the right skills are deployed in the right place.

Strategic Workforce planning is about helping achieve that match.

It is about analysing the current workforce, and then extending that analysis to identify future workforce requirements, skills and competencies which will be needed to deliver new, different or improved services.

Key Features of effective strategic workforce planning:

- are future focussed and based on a range of scenarios;
- are integrated with the organisation's business strategy, its business and financial planning;
- supports the understanding of the need to link service outcomes and the workforce required to deliver them;
- develops an on-going understanding of the current workforce and how it could look in the future;
- understands that it is dynamic and requires on-going review and update as requirements change.

Particularly during periods of change it is important to identify what people, knowledge, skills and behaviours we have, as well as what will be required and where.

Without this, even the most comprehensive finance and business plans will not deliver the changes being demanded of local government.

## Strategic Workforce Planning in Context

The [Corporate Strategy](#) (2018 -2023) and the People Strategy define the Council's drive for a flexible organisational structure that will invariably affect the shape of the workforce and alter the skill requirements across the Council.

Effective leadership needs to demonstrate the 6 key leadership behaviours in order to engage our workforce to deliver high standards of service<sup>1</sup>.

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<sup>1</sup> Senior Managers - Competency Framework

Our People Strategy describes our intentions as we progress towards a period of increasing change, including Local Government re-organisation, and sets out the vision for our staff:

*“A workforce that is innovative, skilled, motivated, well informed, high performing, proud to work for Carmarthenshire County Council and committed to delivering high quality services to the public”.*<sup>2</sup>

The current financial pressures are likely to increase, driving the need to plan and use our resources to maximise impact.

We will be focused<sup>3</sup> on the key corporate wellbeing objectives under the themes Start Well, Live Well, Age Well in a Healthy, Safe & Prosperous Environment by:

- Help to give every child the best start in life and improve their early life experiences
- Help children live healthy lifestyle;
- Support and improve progress and achievement for all learners;
- Ensure all young people are in Education, Employment or Training (EET) and are following productive learning and career pathways;
- Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty;
- Create more jobs and growth throughout the county;
- Increase the availability of rented and affordable homes;
- Help people live healthy lives (tackling risky behaviour and obesity);
- Support good connections with friends, family and safer communities;
- Support the growing numbers of older people to maintain dignity and independence in their later years;
- A Council wide approach to support Ageing Well in Carmarthenshire;
- Look after the environment now and for the future;
- Improve the highway and transport infrastructure and connectivity;
- Promote Welsh Language and Culture;
- Building a Better Council and Making Better Use of Resources

The key priorities for our people, as outlined in our People Strategy, are to:

- Ensure people are effectively led and managed;
- Provide a safe, healthy and engaging work environment, which encourages innovation and ideas for improvement so that everyone can make a difference;
- Successfully recruit, retain and develop our employees to realise their full potential;
- Recognise appropriate behaviours and performance;

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<sup>2</sup> CCC People Strategy 2014 - 2019

<sup>3</sup> KIOPS

- Appreciate and respect the contribution of all employees at every level and location throughout the organization;
- Celebrate success at an individual, departmental and organisational level

Above all, we need an empowered workforce that is fit for purpose, ready to face the future, embracing new ways of working and proud to work for Carmarthenshire County Council.

## **The Benefits of Strategic Workforce Planning**

The aim of this document is to help managers shape and change the workforce to meet the challenges as we progress towards the reorganisation of Local Government. In doing so it is important to take stock of where we are now, where we need to get to and set out the actions that will deliver the required development and transformation so that our people are flexible, future ready and equipped to deliver now and for the future as it unfolds.

Strategic workforce planning can help services to:

- Consider a wider range of service delivery models;
- Identify and prepare for future workforce needs;
- Ensure more effective and efficient use of staff;
- Facilitate an increase in the agility and flexibility of the workforce;
- Work bottom up as well as top down;
- Provide individuals with a clearer understanding of future development requirements and opportunities; and
- Ensure that customers receive better planned and more effective, efficient services.

As part of business planning you need to have a vision of what your services will look like in the short, medium and long term. This needs to be built around customers' requirements and the key issues affecting service delivery.

This vision needs to reflect how the service will be provided and structured and therefore what staff will be needed, where they will be deployed and what skills and knowledge they will need.

Once established this then needs to be compared to your current workforce. A link can then be made between where the workforce is now and where it needs to be. This will help identify surpluses or shortages and identify recruitment and retention and learning and development requirements for future skills needs. Strategies and development plans can then be devised to meet these needs.

This work will also help inform the corporate workforce requirements, corporate learning and development programmes and funding streams as well as shaping future people management policies and procedures.

*To assist with this process an Assessment Tool has been developed for your use (see Appendix 1).*

## **How to Conduct Strategic Workforce Planning**

### **Strategic Workforce Planning – The 5 Step Process**

Workforce plans can be drawn up by using the 5 key steps outlined below.

Your People Management Business Partner will work with you and your management teams providing the relevant expertise, support and guidance to ensure that workforce plans are developed, strategically aligned and integrated with business/service, financial and corporate workforce strategies.

#### **Step 1 - Define the Scope of the Plan**

This step requires clarity to be given to the scope and context of the plan, the planning period to be used, roles and responsibilities, how to categorise the workforce and to determine any evidence that will be needed to support the planning process.

##### **Key questions to be answered:**

- At what level are plans to be produced?
- Which services are included?
- How do you want to assess your workforce?
- Which staff groups are you including?
- Who are your stakeholders?
- How will the plan be aligned to the business planning and financial planning process?
- Who is responsible for leading the production of the plan?

#### **Step 2 - Assess Demand**

This step is about assessing the future workforce requirements and should consider any future changes that will impact upon the staffing within your service.

##### **Key questions to be answered:**

- What are the future services or products that will be provided by the service?
- What are the workforce implications and issues?
- What skills and competencies will be required?
- What new roles or working practices are needed?

### **Step 3 – Assess Supply**

This step poses key questions that should help determine the current workforce issues within your service/division and identifies problem areas or potential issues.

#### **Key questions to be answered:**

- What is the current workforce profile?
- What are the evident risks from the profile?
- What are the current skills and competencies?
- How will workforce patterns change without any intervention?

### **Step 4 - Plan Actions**

#### **Strategic Workforce Action Planning Tool**

Use this tool to capture the workforce planning and learning activities that emerge from the assessment process. As a minimum include:

- A narrative to explain the key changes to your service and what this will mean for the workforce over the business planning period.
- The actions that are to be taken to respond to these and an identification of the learning and development needs to inform the corporate learning and development framework.

#### **Key questions to be answered:**

- What future workforce priorities are based on your supply and demand analysis?
- What are the service's learning and development needs?
- What are the specific actions required to deliver each priority?
- Who is responsible for delivering each action?
- Who else needs to be involved?
- What are the time frames for delivery?

*A suggested reporting framework is provided within this documentation for those Groups who require a more detailed plan (see Appendix 6)*

### Step 5 - Implement and Review

Monitor the impact and review action plans and revise as frequently as necessary.

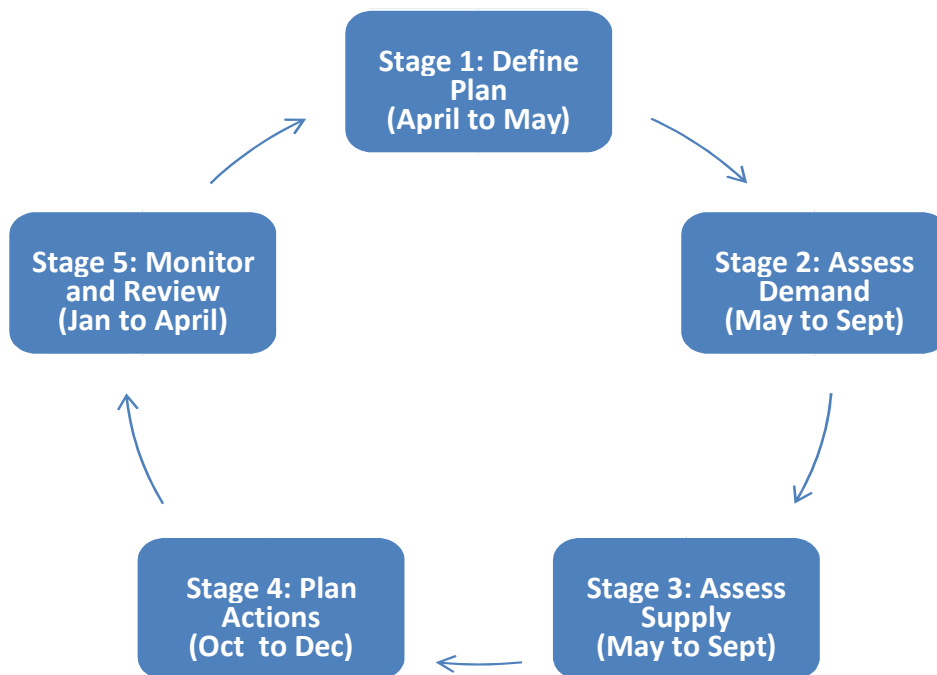
## When to Conduct Strategic Workforce Planning?

### The Strategic Workforce Planning Cycle - Overview

Strategic Workforce Planning should be aligned and integrated with other key planning activities i.e. business and financial planning. Services will be expected to detail what the changes to services will mean for the workforce over that planning period and the actions that are being taken to respond to these.

These key planning activities would normally start around April to June and be completed in readiness for the beginning of the financial year.

Strategic Workforce Planning is a continuous, dynamic activity and it is imperative to ensure that within service areas appropriate mechanisms are in place to monitor the action plan and revise as frequently as necessary.





## The Workforce Planning Toolkit

This toolkit comprises different tools to assist with the different stages of workforce planning. It has been developed by the People Strategy Steering Group for Heads of Service and their management teams to help them identify priorities and key actions that their service will need to address to respond to future workforce issues.

The Toolkit includes:

- **The Assessment Tool** (Appendix 1)
- **The Strategic Workforce Action Planning Tool** (Appendix 2)
- **The Learning and Development Planning Tool** (Appendix 3)
- **The Succession Planning Tool** (Appendix 4)
- **The Strategic Workforce Planning Cycle** (Appendix 5)
- **The Strategic Workforce Development Reporting Tool** (Appendix 6)

Advice, support and guidance regarding the toolkit and completing the workforce plan tool will be available from your People Management Business Partner.

Other information that will be of assistance when undertaking this process includes:

- Workforce profile data – supplied via your People Management Business Partner;
- Existing learning and development plans – supplied via the Corporate Organisational Development team and Departmental Learning and Development representatives;
- Budget information or savings plans (PBB's) for your Business Unit – supplied by your Group Accountant;
- Your current business plan including key delivery priorities; and
- Demographic information / trends – supplied by the Customer Focus and Policy division

### The Assessment Tool

The assessment tool has been developed to assist service areas identify the supply and demand issues within their areas by using a series of questions, which can be used to stimulate discussion and debate.

It should help you respond to Step 2 and Step 3 of the 5-step process. *Please feel free to add your own questions to make the analysis more relevant to your service areas.*

To assist in the prioritisation of action planning a simple 4-point score system has been developed, as follows:

<b>Score</b>	<b>Description</b>
1	There are no current or expected issues and no action is needed within the next 3-5 years.
2	Issue is not problematic at the moment but needs to be monitored over the next 1-3 years as it has the potential to become a problem e.g. medium-term financial pressures.
3	Issue could cause problems now or within the next 12 months and may have an adverse effect on service delivery e.g. budget pressures, staffing issues, planned retirements/redundancies.
4	Issues that need addressing immediately e.g. unexpected budget issues, loss of skills or knowledge, unexpected tough staffing decisions.

Where an issue scores either a 3 or 4, this will indicate that action needs to be taken.

Please provide a copy of your analysis to your People Management Business Partner so we can discuss how you can be supported to identify solutions to these high and medium priority issues.

### **The Strategic Workforce Action Planning Tool**

This tool collates the priorities determined by the Assessment Tool and considers what actions will be required to address the issue with anticipated outcomes.

### **The Learning and Development Planning Tool**

This tool asks Business Units to consider the learning and development needs required during the planning period. Some of these may be generic needs which are relevant to the whole organisation e.g. Leadership and Management. These needs can be fed back to the Corporate Organisational Development Team and will help inform the Corporate Learning and Development Plan.

Some learning and development needs will be specific to your team/department and will need to be met locally.

### **The Succession Planning Tool**

Use this tool to help you identify employees that you may see as having high potential, or instead with individuals where there are performance issues that need addressing.

*(This matrix should not be used in isolation, it is a tool to assist with planning, and these themes can also be addressed by successfully performance managing your staff via the Council's Appraisal and Supervision Frameworks. Speak to your People Management Business Partner about further policies and guidance for managing people effectively.)*

### **The Strategic Workforce Planning Cycle Tool**

A timetable that summarises the key actions required so that workforce planning underpins the business planning process.

### **A Strategic Workforce Development Plan - A Framework Reporting Document**

This is a suggested format only for your formal Workforce Development Plan to be agreed with your management team and monitored and reviewed.

## THE APPENDICES

- Appendix 1 - The Assessment Tool
- Appendix 2 - The Strategic Workforce Action Planning Tool
- Appendix 3 - The Learning and Development Planning Tool
- Appendix 4 - The Succession Planning Tool
- Appendix 5 - The Strategic Workforce Planning Cycle
- Appendix 6 - The Strategic Workforce Development Reporting Tool

## Assessment Tool (Supply and Demand)

Questions to be considered:	Score 1, 2, 3, 4	Reason for Score
<p><b>What future changes will impact upon your workforce requirements?</b></p> <ul style="list-style-type: none"> <li>• <i>What future services will be provided by your Dept/Division? How will they be provided? What are the workforce implications? More staff? Less Staff?</i></li> <li>• <i>Is your service best organised to deliver your key responsibilities?</i></li> <li>• <i>What budget changes are you anticipating? How will this impact on your staffing requirements? More? Less? New Roles?</i></li> <li>• <i>What new roles need to be developed to meet changing needs e.g. legislative changes?</i></li> <li>• <i>What changes are there in customer expectations? Will you have more or less customer demand? What skills and competencies are required as a result of this?</i></li> <li>• <i>Based on organisational objectives and priorities will there be a need to re-structure your service/teams?</i></li> <li>• <i>How are leadership capabilities affected by future service requirements?</i></li> <li>• <i>What future skills and competences are required?</i></li> </ul> <p><b>What actions are required to address the current workforce profile of your service?</b></p> <ul style="list-style-type: none"> <li>• <i>What does the current workforce profile look like?</i></li> <li>• <i>What is the diversity profile of the service? What is the diversity profile within management posts?</i></li> </ul>		

- |  |  |  |
|--|--|--|
| <ul style="list-style-type: none"><li>• <i>How reflective is your workforce of the community it serves?</i></li><li>• <i>What are the Welsh language and other language requirements?</i></li><li>• <i>What are the evident risks from the profile? i.e. turnover, older, younger, gender profile etc?</i></li><li>• <i>How many apprenticeships/trainees do you have in your service?</i></li><li>• <i>What roles within your service would be appropriate for an apprenticeship/trainee programme?</i></li><li>• <i>What opportunities are there for rotation, secondment or work experience programmes?</i></li></ul> |  |  |
|--|--|--|

**What roles does your service require now and in the future? How do you source and select them?**

- *Consider which roles are critical to your service?*
- *Are they operationally critical or strategically critical?*
- *Are they unique?*
- *Is there reliance upon expert workers, operational or casual workers?*
- *Are these posts difficult to fill?*
- *Is there a need to make your workforce more flexible e.g. multi-skilling or different models of service delivery?*

**In what service areas / roles is it difficult to attract or retain good quality employees?**

- *For example: consider how many unfilled vacancies you have or are you happy with the quality of your applicants'?*
- *Do recruitment difficulties create issues for the provision of essential services e.g. cost of overtime, employing agency staff? Are these costs being monitored?*

**How engaged are the staff in your service/team?**

- *What level of involvement do colleagues have in planning and decision making of future service provision?*
- *How is success and achievement recognised and celebrated within your service?*
- *What is being done to improve staff motivation?*
- *What action is being taken to address issues of staff engagement?*
- *What are the key issues to be addressed from a staff survey?*

**What are the learning and development needs to deliver your services strategy?**

- *What are the current skills, competencies and strengths of the workforce?*
- *What are the key development needs for the different staff groups in your service?*
- *What are the skills and development needs arising from the need for increased flexibility and mobility?*
- *What action needs to be taken to address these?*
- *What changes are there to your workforce's learning and development priorities?*
- *What are the skills gaps within your workforce?*
- *How is personal development and growth being managed?*
- *How is talent being identified and managed at all levels?*
- *What career paths exist for staff at all levels?*
- *What team development needs exist at all levels?*

**What practice exists for the performance management of staff?**

- *What is the appraisal completion rate within your service/team? If it needs improving, what action can be taken?*
- *What is the level of satisfaction with the staff survey in your team? What action will be taken to address this?*
- *Are there any underperformance issues within your team(s)? What impact is this having on service delivery?*
- *Are managers appropriately skilled to manage underperformance issues?*
- *What plans are in place to address underperformance issues?*



- *How do you measure performance? What measures are in place?*
- *Do they reflect customer needs?*

**What Leadership and Management development opportunities are currently provided for staff and does this address needs?**

- *How does the organisation's view of effective leadership translate in your service? Do managers in your service have appropriate leadership and management skills to meet the needs of the changing environment?*
- *What development areas have been identified? How will these be met? i.e. On-the-job activities, short courses, e-learning or longer development programmes?*
- *Are there any management skill requirements arising from partnership or multi-agency working?*
- *How would mentoring, coaching, shadowing and project working enhance leadership development?*
- *Would you have a ready supply of staff that would be willing and able to take on management positions within your service?*
- *Do you have a succession plan? How robust is it?*

**Which service areas/teams having issues with sickness absence/employee relations (ER)?**

- *How do your sickness absence/ER indicators compare with the corporate figures? Do you know the cost of sickness/ER issues?*
- *What is the biggest cause of absence/ER issues in your service/team and how is it being addressed?*

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| <ul style="list-style-type: none"><li>• <i>Which Managers in your service have undertaken skills training for sickness absence/ER management?</i></li><li>• <i>How does your team cope with unexpected absences/ER issues of key/critical staff covering critical roles?</i></li><li>• <i>Is there a target for sickness absence/improving ER?</i></li></ul> |  |  |
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**Strategic Workforce Action Planning Tool**

Priority / Identified Needs	Actions	Outcomes	Lead Officer	Support	Timescale
<i>What are the future workforce priorities based upon your supply and demand analysis?</i>	<i>What specific actions are needed to deliver each priority?</i>	<i>What are we hoping to achieve?</i>	<i>Who is responsible for delivery?</i>	<i>What support do we need? Who else needs to be involved?</i>	<i>What are the timeframes for delivery?</i>

## Learning and Development (L&D) Planning Tool

<b>Division / Service Area:</b>						
<b>L&amp;D Need</b> <i>What have you identified?</i>	<b>L&amp;D Solution</b> <i>How will you address the need?</i>	<b>Target Group</b> <i>Who is affected?</i>	<b>Estimated nos.</b> <i>(if known)</i>	<b>Method</b> <i>How will it be addressed?</i>	<b>Timeframe</b> <i>How long will it take?</i>	<b>Success Criteria</b> <i>How will it be evaluated?</i>

## Succession Planning Tool

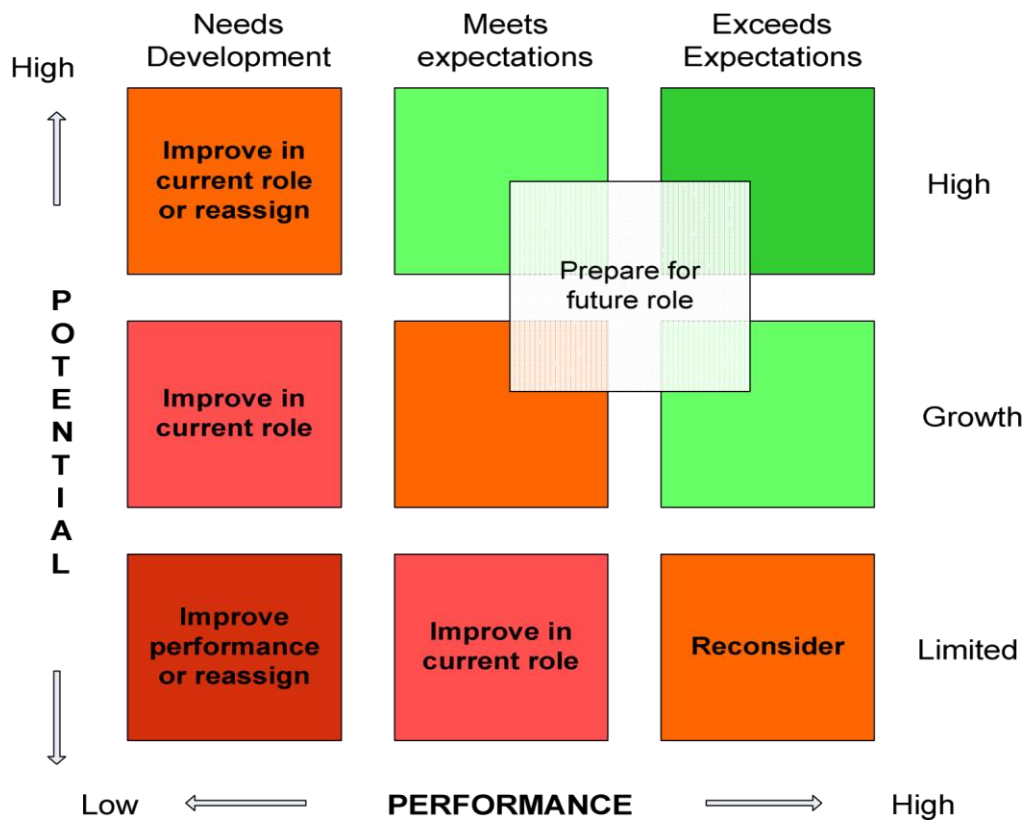
One of the greatest risks is not having the right people to do the jobs that need doing or having people in business-critical posts that are underperforming.

This matrix can be used to evaluate an organisation's 'talent pool' by helping to identify staff with potential, development needs, or alternatively where you may have performance issues which need addressing.

The areas highlighted in red are the areas of greatest risk and where managers need to focus improvement. The green areas show your high performers who could be developed for future roles.

### How to use it?

1. Consider the current performance and potential of your team and individuals within it.
2. Plot the names or initials of your direct reports one at a time within the relevant box based on the outcomes of point 1.
3. On the reverse of the diagram write an explanation of your rationale for the assessment, you may want to include the retention risk for that member of staff.
4. Once this exercise has been undertaken you can use it to monitor progress against development plans.
5. Consider actions



## Strategic Workforce Planning Cycle

Outlined below is the annual workforce planning cycle. This explains the different stages of the process and timeframes for the key activities to be undertaken.

Stage	Key Activities	Key Outputs	Annual Timeframe
<b>Define Plan ( Step 1)</b>	<ul style="list-style-type: none"> <li>• Determine at what level/s the workforce plan will operate</li> <li>• Determine services to be included</li> <li>• Determine planning period</li> <li>• Determine workforce categories</li> <li>• Gather data regarding business priorities, financial drivers etc</li> <li>• Determine roles</li> <li>• Gather local knowledge and key workforce data to inform discussion. i.e. age, gender, ethnicity, turnover, sickness absence, ER etc. including training data/plans</li> </ul>	<ul style="list-style-type: none"> <li>• Scope and context for plan.</li> <li>• Planning period determined</li> <li>• Current workforce data and evidence to inform planning.</li> <li>• Roles and responsibilities for completion of plan.</li> </ul>	April - May



<b>Assess Demand and Assess Supply (Step 2 and Step 3)</b>	<p>Management team to consider:</p> <ul style="list-style-type: none"> <li>• The current workforce action plan key drivers</li> <li>• The Assessment Tool</li> <li>• A PESTLE analysis</li> <li>• The current workforce profile</li> <li>• Skills and competencies</li> </ul>	<ul style="list-style-type: none"> <li>• A detailed understanding exists of future drivers and impact upon workforce.</li> <li>• Risks of the current workforce profile is understood</li> <li>• Skills, competence needs and current supply is understood.</li> <li>• Succession issues are identified</li> </ul>	<p>May - Sept</p>
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		<ul style="list-style-type: none"> <li>• Gaps are identified.</li> </ul>	
<b>Plan Actions (Step 4)</b>	<ul style="list-style-type: none"> <li>• Management Teams assess the priority issues and document actions to be taken.</li> <li>• Actions incorporated into Business Plan and strategic workforce plan</li> </ul>	<ul style="list-style-type: none"> <li>• Action plan developed and responsibilities assigned</li> <li>• Performance measures are identified</li> <li>• Arrangements for monitoring and review are determined</li> <li>• LandD priorities identified and considered against provision from Corporate Learning and Development Programme</li> </ul>	<p>October - December</p>

<p><b>Implement and Review</b></p>	<ul style="list-style-type: none"> <li>• Begin to plan implementation</li> <li>• Upon implementation monitor the impacts on service outcomes</li> <li>• Measure benefits</li> <li>• Review action plan and revise as necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Detailed strategies are documented and in place to meet actions/ priorities identified.</li> <li>• Evaluation and monitoring arrangements are undertaken</li> <li>• Strategies are detailed / incorporated within the Business Plan.</li> <li>• Final plans confirmed with People Management business partners to assess what corporate support is required for learning, development and other strategies.</li> <li>• Corporate support is planned to meet generic needs that arise from Workforce Planning.</li> </ul>	<p>January - April</p>
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## **Strategic Workforce Plan - *Sample reporting framework.***

### **1. Introduction**

#### **1.1. A view from the Director**

*Please insert commentary from your Director on the current position of the workforce and their future vision for the organisation and workforce.*

#### **1.1. Purpose and scope**

*Please add a brief explanation of what this document is trying to achieve including the focus of the plan and what elements of the workforce the plan will cover.*

### **2. Strategic context**

*Provide a brief description of how the business you are responsible for is going to travel from the present day to 20XX.*

### **3. Our vision for the future workforce**

*Add a brief overview of the vision for your Business Unit including a specific focus on the vision for your workforce as a consequence.*

### **4. National, corporate and local Priorities**

*Add any relevant information gathered from Stage 2 of the process where demand was assessed. Include a national, corporate or group drivers/priorities which may impact on the workforce.*

### **5. Current workforce issues**

*Describe your key current workforce Issues against the key themes of the People Strategy (Our People):*

## **6. Future workforce priorities**

*Describe the key emerging themes and the impact this may have on your workforce for the short, medium and long term, also in terms of numbers and skills.*

## **7. Strategic workforce development action plan**

*Detail the actions that are to be taken to meet the current and future workforce needs and address the gaps.*

## **8. Monitoring and updating of the plan**

*Provide a brief explanation as to who will be responsible for the plan's development, review and implementation.*

## **9. Appendices**

*E.g.    Structure charts  
        Workforce data summaries  
        PESTLE analysis  
        Learning & Development plan*

### **Key workforce data**

*Provide brief explanations of what the charts show, highlighting areas of particular concern or interest. E.g.*

*Chart 1 – Employee numbers*

*Chart 2 – Gender analysis*

*Chart 3 – Age analysis*

*Chart 4 - Ethnicity analysis*

*Chart 5 – Staff turnover rates*