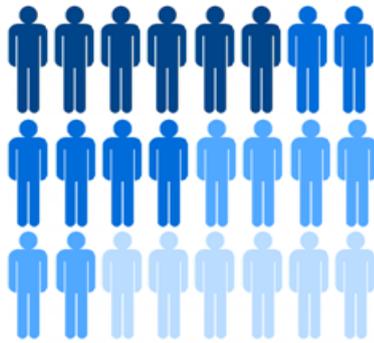


# HR & OD

human resources and organisational development



# Our Future Workforce



## Workforce Planning Toolkit

## What is Workforce Planning?

The success or improvement of an organisation comes when the right people with the right skills are deployed in the right place at the right time.

Workforce planning is about helping you achieve that match.

At its very simplest form workforce planning is about identifying the number of employees and the skill sets required to meet our strategic and service objectives and then developing a plan to ensure we have a skilled workforce available to deliver those objectives.

Your workforce planning will be:

- Future focussed and based on a wide range of scenarios,
- Integrated with our key priorities, strategies and financial planning,
- Supportive of the need to link service outcomes and the workforce required to deliver them,
- Integrated with equality and diversity;
- Understanding of the current workforce and how it could look in the future; and
- Dynamic and subject to 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. Above all, we need a workforce that is ready to face the future.

### Strategic Workforce Planning in Context

[Our Future Workforce Strategy](#) works together with our Council Plan, Priorities, Financial Strategies and One Aberdeenshire Principles to set out our vision for the future, thus influencing the shape of our workforce and the skill requirements across our Council.

Our vision aims to have a high performing, digitally confident workforce, composed of diverse, skilled, adaptable, engaged, empowered and creative teams. Our structures will bring us closer to our customers where a solution focused co-designing approach is supported by a modern and progressive organisational structure.

### The Benefits of Workforce Planning

The aim of this toolkit is to help you shape and ensure your workforce is able to meet the many challenges faced in delivering a service. 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 which will deliver the

required development so that our people are flexible, future ready and equipped to deliver now and for the future as it unfolds.

Workforce planning will help your services to:

- Link your financial and business strategies with people management plans;
- Consider a wider range of delivery options;
- Help you manage change proactively and effectively;
- Identify the existing skills and abilities held in-house and understand future skills requirements;
- Identify and prepare for your future workforce needs;
- Allow a more effective and efficient use of staff;
- Facilitate an increase in the agility and flexibility of your workforce;
- Work bottom up as well as top down;
- Provide individuals with an opportunity for a clearer understanding of future development, requirements and opportunities; and
- Ensure that our community benefits from better planned and more efficient services.

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

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

Once this is established it 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 training and development requirements for future skills needs. Strategies and development plans can then be devised to meet these needs.

**This Workforce Planning Toolkit has been developed for your use.**

**It is designed to be flexible in use and will be adapted to meet the needs of Managers as workforce planning develops across the organisation.**

# How is Workforce Planning Carried Out?

## A Four Stage Process



This stage is about assessing your 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 to be provided by your service?

What are the workforce implications arising from those future needs?

What skills and competencies will be required to deliver those services?

Will new roles and working practices be required?

How will financial implications impact on future services?



This stage poses key questions that should help in determining the current workforce within your service and identify difficulties.

**Key Questions to be Answered**

What is your current workforce profile?

What are the evident risks and opportunities available from this profile?

What are the current skills and competencies of your existing workforce?

How will your workforce change without any intervention?



This stage pulls together the information gained from Stages 1 and 2 and enables a cohesive plan to be created to address the actions required.

**Key Questions to be Answered**

Based on your supply and demand analysis what are your future workforce priorities?

What are the learning and development needs of your workforce to address future service delivery?

What are the specific actions required to deliver each priority?

Who is responsible for delivering each action?

What are the time-frames for delivery?



This stage enables the planned actions to be implemented and reviewed for effectiveness and whether the desired outcomes are being met.

**Key Questions to be Answered**

Are all stakeholders aligned to delivery of the action plan?

Are the desired deadlines being met?

Are the desired outcomes being met and in line with organisational priorities?

Are budget implications being monitored and reported?

# The Workforce Planning Tool Kit

To assist working through the 4 Stages of Workforce Planning a variety of tools are included.



## **Workforce Planning Timeline**

A timetable to summarise the key actions to take ensuring workforce planning underpins business and budget planning processes



## **Assessment Tool**

To assist in identifying the supply and demand issues within your service and the wider organisation. This asks a series of questions to stimulate discussion and debate. Further questions can be added to ensure relevance for your service.



## **Workforce Action Plan Template**

Used to collate the priorities determined by your application of the Assessment Tool and to consider what actions will be required to achieve the desired outcomes.



## **Learning and Development Planning Template**

Used to collate the learning and development needs highlighted from your assessment and to inform the training budget planning process for future service delivery.



## **Succession Planning Tool**

Can be used to help you identify employees you may see as having high potential, or with individuals where there are performance issues that need addressing.

This tool should not be used in isolation, it is to assist in planning. These themes can be addressed by successfully performance managing your staff via PPP's, Professional Updates, 1-2-1's and team Meetings.



## **Workforce Plan Report Template**

A suggested format for your finalised Workforce Plan. This can be amended as necessary to suit your own Service reporting requirements.



## Workforce Planning Timeline

The table below gives an indication of the 4 stages of workforce planning and the key activities and outcomes expected. Services can amend the key activities and schedule in the timescales of the tasks required.

Stage	Key Activities	Key Outputs	Timeframe
<b>Assess Demand &amp; Assess Supply (Stage 1 &amp; Stage 2)</b>	Key staff meet to consider: The current workforce action plan. Key drivers. The Assessment Tool A PESTLE / SWOT analysis The current workforce profile. Existing skills and competencies	A detailed understanding exists of future drivers and impact upon workforce and service delivery. Risks of the current workforce profile is understood, including equality and diversity Skills, competence needs and current supply is understood. Succession issues are identified. Gaps are identified.	
<b>Plan Actions (Stage 3)</b>	Assess the priority issues and document actions to be taken.	Action plan developed and key responsibilities assigned. Realistic timescales identified and agreed for action. Performance and budget monitoring measures are identified. Arrangements for monitoring and review are determined. Learning & Development are priorities identified and considered. Impact assessments undertaken as necessary and outcomes built into actions.	
<b>Implement and Review (Stage 4)</b>	Monitor the impacts on service outcomes Measure benefits Review action plan and revise as necessary.	Detailed strategies are documented and in place to meet the actions and priorities identified. Evaluation and monitoring arrangements are undertaken Strategies are detailed /incorporated within the Business Plan.	



## Assessment Tool – Stages 1 & 2

This tool poses a series of questions to stimulate discussion and debate. Questions can be added or deleted to ensure relevance for your own service.

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

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.
4. Issues that need addressing immediately; e.g. unexpected budget issues, loss of skills/knowledge through unexpected staffing issues.

Where an issue scores either a 3 or 4, this will indicate that action needs to be taken. Please record these issues on the action planning template.

It is also important when workforce planning to consider all relevant data and information which could guide your assessment of future service delivery.

The diagram on the right gives an insight into some of the data you may already have or would consider. It is not intended to be an exhaustive list.



## The Assessment Tool

Stage 1 - Assess Demand - What are your future workforce requirements?			
Questions to be considered:	SOURCES OF EVIDENCE	SCORE 1,2, 3, 4	REASONS FOR SCORE
<p><b>What future changes will impact upon your workforce requirements?</b></p> <ul style="list-style-type: none"> <li>• What budget changes are you anticipating and how will this impact on your staffing requirements?</li> <li>• More? Less? New Roles?</li> <li>• What new roles need to be developed to meet changing needs?</li> <li>• What are the implications of your Service Review?</li> <li>• What changes in customer expectations? What skills and competencies are required as a result of this?</li> <li>• Based on organisational objectives and priorities will there be a need to re-structure your service/teams?</li> <li>• Is your service best organised to deliver your key responsibilities?</li> <li>• How are leadership capabilities affected by future service requirements?</li> <li>• What are the implications of partnership working for your service? What working practices will be required to support this?</li> <li>• Will you have more or less customer demand?</li> <li>• Will opportunities exist for the younger workforce and for succession planning?</li> </ul>	<p>e.g.</p> <p>Medium &amp; Long Term Budget Information</p> <p>Business Plans</p> <p>Council Priorities</p> <p>Internal Service Review Programme.</p>		

<ul style="list-style-type: none"><li>• What future products/services will be provided by your organisation and what are the workforce implications? More staff? Less Staff? New roles?</li><li>• What future skills and competences are required?</li><li>• Are there community / demographic changes that may impact on future services?</li><li>• What impact will national drivers have on delivery and the workforce e.g Teacher Workforce determined by national standards and pupil roll projections?</li><li>• What new operating models, roles and skills will be needed to support sustainability and climate change requirements (e.g. reduced emissions, less resource waste, supporting nature)?</li><li>• What changes in working practices will impact on delivery e.g increased home working.</li></ul>	National Drivers		
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**Stage 2 - Assess Supply and the Current Workforce.**

Questions to be considered	Suggested Source of Evidence	SCORE 1,2, 3, 4	REASONS FOR SCORE
<p><b>What actions are required to address the current workforce profile of your service?</b></p> <ul style="list-style-type: none"> <li>• What does the current workforce profile look like?</li> <li>• What is the age profile?</li> <li>• What is the gender profile within management posts?</li> <li>• What is the equality profile across the Service?</li> <li>• How reflective is your workforce of the community it serves?</li> <li>• What are the evident risks from the profile? i.e. ageing workforce, long tenure, under-represented groups etc?</li> <li>• What opportunities are there for the young workforce?</li> <li>• How will workforce patterns change without any new interventions?</li> </ul>	<p>e.g</p> <p>Workforce profile data.</p> <p>Community &amp; Demographic data</p>		

**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 Ad Hoc 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.
- Are you using an external workforce e.g agency workers, consultants, volunteers?
- What are the opportunities to create interesting and attractive roles related addressing our sustainability and climate change requirements (e.g. reduced emissions, less resource waste, supporting nature)?

**What service areas / roles are difficult to attract 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?
- What problems do you have with retaining the right employees? Why do people leave your service area? Are specific skills being lost?

Business Strategy  
Identified Business Capabilities  
Business Plan  
Service Objectives

Recruitment data.  
Vacancy monitoring

TOIL or Flex records.  
Turnover figures  
Exit Interviews if undertaken

<p><b>How engaged are the staff in your service/team?</b></p> <ul style="list-style-type: none"> <li>• What level of involvement do colleagues have in in planning and decision making of future service provision?</li> <li>• How is success and achievement recognised and celebrated within your Service?</li> <li>• What is being done to address staff motivation?</li> <li>• What action is being taken to address issues of staff engagement that has been identified within the staff survey?</li> <li>• What are the key issues to be addressed from the Staff Survey?</li> <li>• How are Trade Unions involved?</li> </ul>	<p>Compliment and complaints register.</p> <p>Staff survey results Questions – Absence levels – short term</p>		
<p><b>What are the learning and development needs to deliver your services strategy?</b></p> <ul style="list-style-type: none"> <li>• What are the current skills, competencies and strengths of the workforce?</li> <li>• What are the key development needs for the different staff groups in your service?</li> <li>• What are the skill and development needs arising from the need for increased flexibility and mobility?</li> <li>• What strengths and development needs are made obvious by the profile? What action needs to be taken to address these?</li> <li>• What changes to your group/teams Learning and Development priorities?</li> <li>• What are the skills gaps within your group/team?</li> <li>• How is personal development and growth being managed?</li> <li>• How is talent being identified and managed?</li> <li>• What career paths exist for staff?</li> <li>• What team development needs exist?</li> <li>• What opportunities exist for re-skilling and career changes?</li> </ul>	<p>Appraisal completion</p> <p>Staff survey results Appraisal records</p> <p>1-2-1's</p> <p>Training records</p>		

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

- What is the level of appraisal completion rate within your service/team?  
What action will be taken to address this?
- What is the process for monitoring quality of objective setting and practice etc.?
- What is the level of satisfaction with the staff survey in your team? What action will be taken to address this?
- Are there any performance issues within your team(s) and what impact is this having on service delivery?
- Are managers appropriately skilled to manage performance issues?
- What plans are in place to address performance issues?
- How do you measure performance/what measures are in place?
- Do they reflect customer needs?
- What is the current performance like?

Staff survey results.

Compliments and complaints.

Service performance records.

Customer surveys.

Appraisal records.

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

- What does good leadership look like in your service?
- Do managers in your service have appropriate leadership and management skills?
- Have you identified any specific qualifications requirements which you would require staff to undertake? Which qualifications? Which job roles? How many staff? How will these be funded?
- Are there any management skill requirements arising from multi-agency working?
- How is the scope of management responsibility being addressed with a leaner management structure.
- 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?
- How robust are succession plans?

Managers information regarding sickness levels.

Training records for regarding skills training.

**Which service areas/teams having issues with sickness absence?**

- How do your sickness absence levels compare with the corporate absence figures? Do you know the cost of sickness?
- What is the biggest cause of absence in your service/team and how is it being addressed?
- Which Managers in your service have undertaken skills training for sickness absence management?
- How does your team(s) cope with unexpected absences of key/critical staff covering critical roles?
- What measures are in place to support and reduce sickness levels?

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## Workforce Action Plan Template – Stages 3 & 4

Used to collate the priorities determined by your application of the Assessment Tool and to consider what actions will be required to achieve the desired outcomes. The action plan will be a 'live' document and will require regular monitoring and updating to assess the actions are effective in delivering the required outcomes. The monitoring must include an assessment of budgetary impact and whether the additions or savings are being achieved. If specific actions are considered to impact on wider organisational strategies e.g. increased home working may impact on Office Space Strategy, it is important to forward details to the relevant strategy lead.

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





## Succession Planning Tool – Stage 3

### Talent Management & Succession Planning Tool

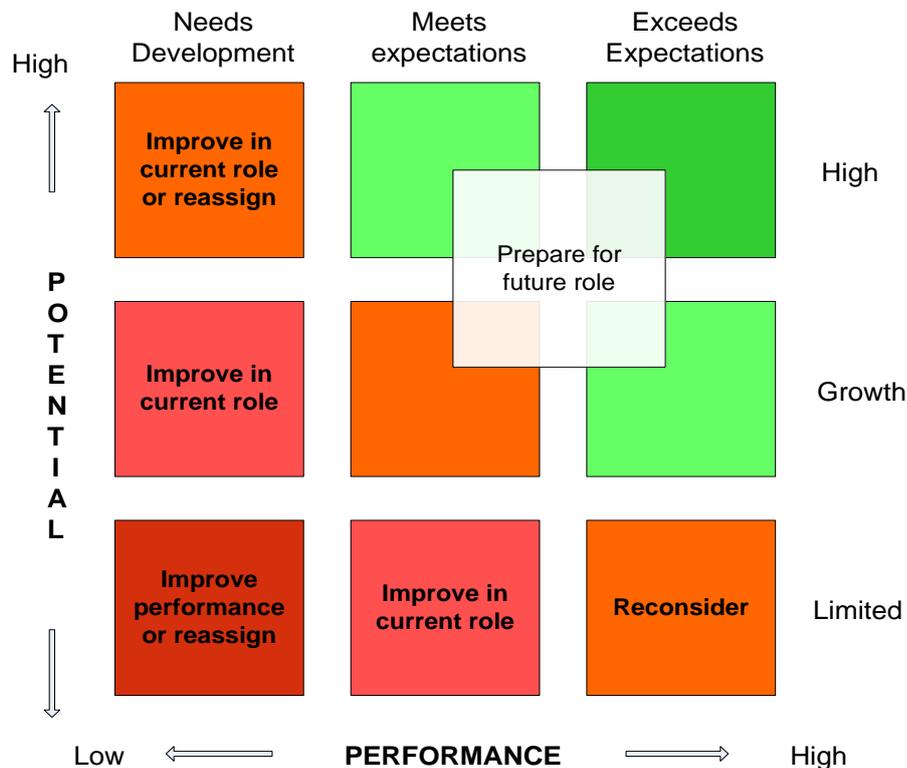
One of the greatest risks is not having the right people to do the jobs that need doing or having people in business-critical posts that are underperforming.

This matrix can be used in partnership with our PPP and Professional Update discussions to evaluate our '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 area of greatest risk and where managers need to focus on 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 using our PPP and PDRS.
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.





## Workforce Plan Report Template – Stages 3 & 4

### ***Sample reporting template.***

#### **1.0 Introduction**

##### **1.1 A view from the director**

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

##### **1.2 Purpose & scope**

*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.*

#### **2.0 Strategic context**

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

##### **2.1 Our vision for the future workforce**

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

##### **2.2 Priorities**

*Add any relevant information gathered from Stage 1 of the process where demand was assessed.*

#### **3.0 Current workforce issues**

*Describe your key current workforce Issues*

#### **4.0. 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.*

#### **5.0 Workforce development action plan**

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

## **6.0 Monitoring & updating of the plan**

*Provide a brief explanation as to who will be responsible for the plan's development, implementation, and review. Also include details of the reporting and monitoring arrangement including budgetary monitoring.*

## **7.0 Appendices**

*E.g. Structure charts*

*Workforce data summaries*

*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 – Full Equality and Diversity analysis*
- *Chart 5 – Staff turnover rates*
- *Chart 6 - Recruitment profiles*