

Workforce Planning Matrix – Guidance

1. How to complete “ Gaps Identified”

Current gaps

The matrix guides you on the issues to consider. To complete this section of the matrix, you will need to analyse current data in relation to the workforce for your Service:

- Outcomes from PDRs: review of issues revealed for all skill groups within the skills framework below (from Group and Learning & Development Plans)
- Outcomes from basic skills audits
- Outcomes from Development Centres for managers
- Workforce profile data on your workforce – Women, BME and disabled, both generally and at management level (Corporate Health BVPIs)
- Employee Opinion survey data relating to perceptions of work-life balance
- Sickness absence statistics for the Service and teams
- Turnover statistics and analysis of exit interviews (identifying any trends/consistent reasons for leaving)
- Analysis of recruitment activity for the last year (i.e. response analysis). Were there any problem areas for recruitment or particularly high recruitment costs?
- Analysis of grievances/consultation, employee opinion survey feed back to highlight any areas of concern re. pay, stress, work-life balance

Skill groups	Target Group	Lead role	Skill level
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Community Leadership	Partners Elected Members Senior Managers	Chief Executive’s Chief Executive’s Strategic HR	
Leadership	Elected Members Senior Managers Middle Managers (M3) Future Leaders	Chief Executive’s Strategic HR Strategic HR Strategic HR	Level 5
Management	Managers	Strategic HR	Levels 2-5
Job specific/technical skills	Managers All employees	Service Service	Levels 2-5
Employee competencies (Creativity, Communication, learning, timescales, diversity, feed back, bureaucracy, ambassador, ownership, personal development) Generic Skills IT, health & safety, recruitment & selection	All employees	* Service	Levels 1-3
Skills for Life: Literacy, numeracy, IT		ECALs, Strategic HR, unions	Levels 1-2

Future Needs

To complete this section of the matrix, you will need to consider key objectives both corporately and within the Service Plan. You should consider how the Corporate Plan, Year Ahead Statement and Service Plan impact on your workforce. You will also need to consider your current workforce profile to identify any future gaps in skills/knowledge

Do plans/workforce data reveal:

- An age profile which indicates needing to succession plan? e.g. future leaders, managers
- Changes to service delivery which will impact on the workforce, e.g. service centre creation, I.T. skills, new methods of working?
- That your Service be required to respond to new legislation requiring changes to Service delivery?
- Changes to delivery of the Service impacting on the workforce in terms of the structure of the workforce or the skills/knowledge they require?
- Anticipated changes in demand for the Service, which may indicate more or less employees required?
- Any legislative changes anticipated which indicate a need to restructure the Service or provide a specified level of training to employees?
- The need to develop skills of the workforce through career progression schemes? This may be in response to a shortage of technical/professional skills or gaps in your workforce profile e.g. to encourage young people into the Service
- Service changes are anticipated. If so, have ALL sections of the community been consulted? Do Service changes, therefore, reflect the diversity of the community?
- Potential pay issues relating to either difficulties in recruiting or changes in job roles?

2. How to complete “Action Required” and Programme Area/Corporate Impact

In considering “Action Required”, you need to consider

- whether there is corporate activity relating to this area of need. i.e Is it an area where either Chief Executive’s Office or Strategic HR lead in terms of the skills framework? Is it an area, therefore, where reference is needed to the Corporate Workforce Development Panel?

Possible Actions could include:

- Leadership/Management Development
 - current corporate initiatives which you can use to provide a solution e.g. management development programme
 - current national initiatives which you can use to provide a solution, e.g. National Advanced Leadership Programme, Accelerated

- Development Programme, Future Leaders Programme
 - giving priority access to the development centre for certain teams
 - opportunities for mentoring, coaching, cross-team working within the Service or with another service
 - secondment opportunities
- Employee Development
 - current corporate initiatives which you can use to provide a solution, e.g. skills for life, E-learning, recruitment & selection
 - check that managers are considering the whole range of learning interventions to address need identified in PDRs
 - coaching, mentoring by peers, other authorities, other sectors
 - fast-tracking skills development
 - qualification courses
- Diversity
 - other methods of recruiting to ensure all sectors of the community are covered
 - job re-design to ensure accessibility to all sectors of the community
 - positive action training schemes/mentoring – corporate or service
 - develop manager awareness of diversity
- Work-life balance
 - initiatives to raise the profile and commitment to work-life balance
 - setting targets for managers to champion work-life balance
 - certain services could be re-modelled to support work-life balance
- Sickness
 - set targets for managers and teams
 - investigate any team/section stress issues identified
- Skill shortages/retention issues
 - career grade jobs to encourage young people into the organisation, job rotation, apprenticeships
 - job re-design to produce requirement for different skill mix
 - fast-track development of particular skills for certain occupational groups
 - partnering with other organisations to agree regional/sector development plans
 - work placements
 - support from Job Centre Plus in selection and participation in government initiatives
 - cross-service recruitment initiatives, e.g. jobs fairs, job rotation
 - participation in graduate recruitment schemes
 - recruiting from overseas
- Recruitment
 - other media for recruitment, other methods of recruiting, e.g. internet, jobs fairs
 - portraying a different image for the Service