



HUMAN RESOURCES AND ORGANISATIONAL DEVELOPMENT

Workforce Planning Guidance Framework

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Workforce Planning Guidance Framework

1. INTRODUCTION

West Dunbartonshire Council is committed to managing resources effectively and efficiently. Through effective strategic resource management explicitly linked to the Corporate and Financial Planning processes, we aim to ensure that we have the right skills developed, managed and deployed to where we need them when we need them, thus improving our ability to meet our corporate and departmental objectives today and for the future.

Workforce planning is a strategic process which translates Corporate and Departmental objectives and goals into forecasted resource and skill requirements to support the acquisition and/ or development of resource and skills to be available where and when they are required by the Council.

This Workforce Planning Guidance and process have been designed to support all Senior Management Teams with the development of their Workforce Plans.

The process aims to provide a Workforce Planning framework for senior managers to enable them to undertake more effective, joined up development, management and deployment of resource by;

- Reinforcing links to the Corporate Planning Process so that changes required are both understood and justified by business requirements;
- Supporting an annualised structured approach to resource planning to ensure we have the right people in the right place at the right time with the right skills;
- Supporting managers to balance the requirement to meet current needs as well as identifying and addressing longer term requirements; and
- Supporting consistent and fair human resource practice across the council.

This document supports the Council's requirement to provide services in line with Best Value as determined by the Local Government Act.

This process links to a number of key Council documents and policies, including:

- Corporate and Departmental Service Plans
- Maximising Attendance Policy
- Organisational Change Policy
- Employee Development Policy
- Recruitment and Selection Policy
- Performance Management Policy
- Financial Plan

- Commissioning Strategies
- Any other relevant policies/procedures/documents

2. ROLES AND RESPONSIBILITIES

This section outlines the key responsibilities of Departmental Senior Management and HR when undertaking the Workforce Planning Process.

Departmental Senior Management responsibilities

- To own and champion the Workforce Planning Process and the subsequent strategies and action plans;
- To take a structured approach to the annual update, review and development of the Workforce Plan and assign clear responsibilities and time-bound milestones;
- To familiarise themselves with the process;
- To participate fully in the process and undertake actions as required;
- To work with HR to understand and analyse data;
- To ensure that relevant information required to support resource and skill analysis has been made available to HR, so that together, a full picture of the department can be discussed during the process.
- To discuss and/or consult on action plans with employees as appropriate.

HR responsibilities

Responsibility	HR Business Partner	Section Head/Lead HR Advisor
Work in partnership with Department Senior Management and Directors to undertake the Workforce Planning Process, supporting the decision making process.	√	
Provide data and support analysis of data.		√
Ensure that Senior Management and Directors are familiar with the process.	√	√
Work with Senior Management and Directors to develop appropriate and necessary strategies and action plans to meet service needs as highlighted by the Workforce Planning Process.	√	√
Take a corporate approach, supporting the identification of corporate strategies and synergies whilst also highlighting departmental actions.	√	√
Support any consultation or communication processes required	√	
Data and metrics collection for analysis for creation of Council Workforce Plan and manage the review and revision of the procedure		√
Develop annual departmental Workforce Plans	√	
Develop annual Council Workforce Plan		√

3. PLANNING TIMELINE



This Planning Timeline provides an indication of when the Corporate Planning activities must be completed by, including Corporate and Departmental Plan creation and submission, Workforce Plan submissions, Budget and Capital Bid submissions.

4. WORKFORCE PLANNING PROCESS

The Workforce Planning Procedure should commence shortly after the commencement of the annual Corporate and Departmental planning process.

There are two processes for Senior Management and HR to follow; one to complete the annual workforce plan for authorisation and the other is a constant process for monitoring and evaluation of workforce strategies and action plans.

A. Establishing the annual Workforce Plan

Action	Responsibility
<p>1. Preparation for the workforce planning discussions:</p> <ul style="list-style-type: none"> ● Gather current establishment information for each department (the following is not an exhaustive list); <ul style="list-style-type: none"> ○ Current post FTE, post titles, grades and contractual status – indicate end dates where necessary. ○ Current employee FTE and contractual status – indicate employee contract end dates where necessary. ○ Age profile ○ Gender profile ○ Training and development plan for previous year. ○ Productivity information – e.g. Absence statistics, Performance improvement plans. ○ Skills and competencies require for post and employee skill profiles (information can be captured during appraisal, PDP or skill audit). ● Research and collate any information which may impact on resource and skill requirements over the next financial year or the Corporate Planning period e.g. Legislative or regulatory changes, internal or National policy. This information will support PESTLE analysis and objective creation. ● Review current guidance document. <p>It may be necessary to discuss information requirements with Management to gather the full picture, but this management information will inform the workforce planning discussion.</p> <ul style="list-style-type: none"> ● Review the previous and current draft departmental plans to familiarise themselves with objectives for the department. 	<p>HR Business Partners and Lead HR Advisor.</p>

<p>2. Understand current and future objectives of the Department:</p> <p>Before identification of workforce needs can happen, the Department should have already started to create their draft Departmental Plan and identify key priorities for the department.</p> <p>The following analysis techniques can support this process:</p> <ul style="list-style-type: none"> • PESTLE Analysis - to understand and prioritise key drivers for change. • SWOT Analysis – to identify areas of strength, weakness (internal factors), opportunities and threats (future internal or external factors). • Scenario Planning – identify future potential scenarios for the service and how they may impact on resource and skill needs. <p>Each analysis tool is explained in Appendix A1, A2, A3.</p>	<p>Heads of Service, Directors and HR Business Partners.</p>
<p>3. Creation of the draft Departmental Workforce Plans using Template (Appendix B):</p> <p>3.1 Workforce needs over the next financial year:</p> <ul style="list-style-type: none"> • Review previous and current draft departmental plans and establishment data to determine; <ul style="list-style-type: none"> ○ If the objectives are changing and if so, how? ○ If there is any new work or anything that is coming to an end? ○ What impact external/ internal drivers have on objectives? ○ Any plans for process improvement or integration? ○ If there are any potential retirements over the next year? ○ What the critical roles and skills are within the department? ○ What are the current issues affecting the department? <p>Appendix C contains an explanation of critical roles and skills.</p> <ul style="list-style-type: none"> • Now indicate against current establishment, what the objectives and priorities for the next financial year mean for the resource profile; <ul style="list-style-type: none"> ○ indicate any new posts required and how many ○ Indicate any additions to current posts and how many ○ deletions and how many against specific posts. ○ or extensions/ requests for permanency for current fixed term posts. If a fixed term post is being extended, indicate the new end date. ○ Indicate any potential job re-evaluations required. • Identify and record any new skill requirements for current posts or new posts over the next year, directly linked to support how the departmental objectives and goals are changing in line with analysis in Action 2. 	<p>HR Business Partners and Heads of Service.</p>

<p>The combination of this information will help inform subsequent actions like restructuring of departments and specific training programmes.</p> <p>3.2 Over years 2, 3 and 4 of the Departmental Plan:</p> <ul style="list-style-type: none"> • Against each scenario or future priority, indicate and quantify critical resource requirements and critical skills needed to achieve it. <p>This will be reviewed on an annual basis.</p> <p>3.3 Actions or strategies to meet resource and capability needs:</p> <ul style="list-style-type: none"> • Suggest actions or strategies to meet resource and capability needs over the next financial year and longer-term priorities with costs. These may be either locally implemented or may require corporate level action. Examples of actions should be restructuring, job re-design, skill development programmes, recruitment campaigns for particular posts or concluding contracts. <p>This information is to be populated into the Draft Workforce Plan Template for each Department by October to inform growth bids.</p> <p>3.4 Attach to Departmental Plan</p>	
<p>4. Departmental Review of Workforce Plans:</p> <p>As part of the Corporate Planning process, Heads of Service should meet with their Directors to review Departmental Plans, Workforce Plans and budget submissions. This review may result in revisions to be undertaken prior to submission to the Departmental related committees for approval and feedback.</p>	<p>Heads of Service and Directors.</p> <p>Revisions can be supported by HR Business Partners/ WFP Team.</p>
<p>5. Council Workforce Plan creation and sign off:</p> <p>5.1 Council Workforce Plan creation:</p> <p>A Council Workforce Plan will be collated from the Departmental Workforce Plans and will detail the following information:</p> <ul style="list-style-type: none"> • Common objectives and priorities • Common issues impacting on resources • Key priorities for each department. • Overview of total establishment for the Council, and detailing total changes in FTE (tallying additions and deletions), extensions and contractual changes. Associated costs due to these changes will be provided. • Common actions that can be implemented from a Corporate perspective. • An overview of the age profile for the Council. • An overview of critical posts and skills 	<p>Workforce Planning Team and HR Business Partners.</p>

<p>5.2 Council Workforce Plan sign off:</p> <p>The Council Plan will be submitted to CMT for approval and then to the Corporate and Efficient Governance Committee for information and noting.</p>	<p>Head of HR & OD</p>
<p>6. Strategy and Action Plan creation and implementation:</p> <p>Identification of strategies and action plans will have started at the beginning of this process with the development of the Departmental Workforce Plans, and common actions will be collated into the Corporate Workforce Plan.</p> <p>A review of both the Corporate level strategies and local strategies and actions needs to be undertaken to translate this work into HR Strategy and to establish necessary project plans to meet the desired actions.</p>	<p>HR Specialist Teams, Shared Services, HR Business Partners and Heads of Service.</p> <p>Managers will be involved in local actions required.</p>
<p>7. Communicate and Consult on changes:</p> <p>Depending on the required actions from the Workforce Planning exercise, it may be important to communicate or consult on certain changes.</p> <p>An appropriate communication/ consultation plan should be created as part of the project plan for these actions and strategies and implemented in a timely and appropriate fashion.</p>	<p>Heads of Service, Manager and HR Business Partners</p>

Workforce Plans should be used to inform Performance Development discussions and subsequent training plan creation.

B. Monitoring and evaluating the workforce profile and action plans:

Action	Responsibility
<p>1. Evaluating the Workforce Planning Process:</p> <ul style="list-style-type: none"> Review the Workforce Planning Process to identify what worked well and what could still be improved. Make any necessary amendments to process and guidance and communicate this to both the HR team involved and to Heads of Service in time for distribution by the following September. 	<p>Workforce Planning team, Section Heads, Lead HR Adviser and HR Business Partners.</p>
<p>2. Review the Workforce Profile and implementation of actions:</p> <p>A bi-monthly meeting should be established between the Heads of Service and HR Business Partner to review the following information:</p> <ul style="list-style-type: none"> Their establishment profile including expected changes to monitor progress against them. Local actions – to manage the change in resource and skill needs. –are they being implemented as and when required? Corporate Project Action Plans – are corporate initiatives being implemented when expected and what impact are they having? Productivity information – statistics on absence, conduct and performance issues, and impact of solutions on these issues. <p>A set of Management Information and metrics containing establishment profile, age profile and productivity information, as well as project plans should be provided to support these meetings.</p>	<p>Heads of Service, HR Business Partners and Workforce Planning team.</p>
<p>3. Corporate review of the Workforce Plan and actions:</p> <p>Twice yearly planning report to CMT to review:</p> <ul style="list-style-type: none"> Overall establishment - indicating expected changes, timing of changes and progression against them. Productivity statistics. Costs – management against estimated costs. 	<p>Workforce Planning Team and HR Business Partners.</p>

5. WORKFORCE PLANNING PROCESS FLOW CHART

The flow chart below provides an overview of the key process steps in Workforce Planning. An indication of responsibility for each step is also provided. Please refer to the Workforce Planning Process for further detail on how to conduct each step.



An overview of PESTLE, SWOT and Scenario Planning Analysis Tools

PESTLE Analysis

Appendix A1

A PESTLE analysis is a tool which can help us to understand the external business environment in which we operate or may operate in the future. This tool is particularly useful during times of change and when looking at new innovations to improve areas of an organisation.

PESTLE stands for **P**olitical, **E**conomic, **S**ocio-Cultural, **T**echnological, **L**egal and **E**nvironmental. This analysis examines the impact of each of these factors on the Council. The results can then be used to take advantage of opportunities and make contingency plans for threats.

PESTLE Analysis Template

<p>Political What is happening politically in the environment in which you operate?</p> <ul style="list-style-type: none"> • Tax Policy • Employment Laws • Environmental regulations • Trade restrictions and reform • Political Stability • Government policy • Budgets 	<p>Economic What is happening within the economy?</p> <ul style="list-style-type: none"> • Economic growth/decline • Interest rates • Exchange rates and inflation rate • Wage rates • Minimum wage • Working hours • Unemployment (local and national rates) • Debt & savings
<p>Socio-cultural What is occurring socially in the markets in which you operate or expect to operate?</p> <ul style="list-style-type: none"> • Cultural norms and expectations • Health consciousness • Population growth rate • Age distribution • Career attitudes • Emphasis on safety • Global warming • Environmental issues • Press attitudes, public opinion and social attitudes. • Demographics 	<p>Technological What is happening technology-wise which can impact what you do?</p> <ul style="list-style-type: none"> • Rapid technological advances • Inventions and new discoveries • Global Communications
<p>Legal What legal factors may affect how you operate?</p> <ul style="list-style-type: none"> • Current legislation • Future legislation • Regulatory bodies • Employment Law 	<p>Environmental What is happening environmentally which can impact what you do?</p> <ul style="list-style-type: none"> • Environmental Legislation • Stakeholder values • Global factors

Before you can use the results of a PESTLE analysis effectively, you should also develop an understanding of the Council's capabilities by conducting a SWOT analysis. (See Appendix A2)

SWOT Analysis

A SWOT Analysis is a planning tool used to evaluate the **S**trengths, **W**eaknesses, **O**pportunities and **T**hreats involved in the Council, a department, a project or an initiative.

A SWOT analysis involves specifying the objective of the Council or project and identifying the internal and external factors that are either favourable or unfavourable to achieving that objective.

When doing a SWOT Analysis the S and W factors are Internal and O and T are external. Traditionally we begin with the Council's Strengths and Weaknesses and then move to the external Opportunities and Threats, however recent thinking prompts consideration first of the Opportunities and Threats existing in the external environment against which the Council can leverage its strengths and find conviction to correct its weaknesses. The reversal of this traditional order is good because it helps us place the Council in context.

In order to complete a SWOT Analysis on the Council, a department, a project or an initiative you should begin by asking the following questions in the template:

SWOT Analysis Template

<p>Opportunities: What good opportunities are open to you? What trends could you take advantage of? How can you turn your strengths into opportunities?</p>	<p>Threats: What trends could harm you? What is your competition doing? What threats do your weaknesses expose you to?</p>
<ul style="list-style-type: none"> • Changing customer tastes • Technological advances • Changes in government policies • Change in population age-structure • Changes in social patterns, population profiles, lifestyle changes 	<ul style="list-style-type: none"> • Economy • Lose of key staff/lack of succession planning • Budget cuts • Changing customer tastes • Technological advances • Changes in government policies • Change in population age-structure
<p>Strengths: What does the Council do well? What unique resources can you draw on? What do others see as the Council's strengths?</p>	<p>Weaknesses: What could you improve? Where do you have fewer resources than others? What are others likely to see as a weakness?</p>
<ul style="list-style-type: none"> • Technological skills • Management • Staff 	<ul style="list-style-type: none"> • Technological skills • Management • Staff • Financial Resources • What could be improved?

SWOT should always follow from PESTLE.

Scenario Planning

Scenario Planning is a tool that is used to identify and consider a range of plausible future situations and the resource and skill needs that they would require. Two or three scenarios may be created to allow for flexibility to be built into the planning process - it may be that the worst, best and most plausible scenarios are developed.

Potential areas to build scenarios on are:

- ✓ The impact of changing technology.
- ✓ Service changes – due to demographic changes in your client area, for example
- ✓ Increased partnership working.
- ✓ Funding changes and their impact.

Whilst they are built on assumptions, they should also use the data gathered on key drivers for the department or Council.

Scenario planning process involves the identification of potential scenario, its timeline in the future, its impact on the department or Council and finally the skills and roles required to make it achievable and the financial effect of such scenarios.



WORKFORCE PLAN

2010/14

(only providing detail over next financial year)

(Department Name)

Workforce Plan – (Department Name)

20010/14

Purpose

This is the first Workforce Plan for (Department Name). Its purpose is to highlight and action plan for the management of key workforce issues which are necessary to fully support the delivery of the Departmental Plan

These workforce issues **cover the full period of the Department Plan** and have significant Departmental implications in terms of organisational change, resource planning, resource profiling, skill mix, training and development and restructuring.

(Please provide any further information on the purpose of this plan and any relevant information on the background to its preparation)

Overview of the Department

1. Function and Remit

(Please provide an overview of the Department's function and remit)

2. Organisational Structure

(Please provide a structure of the Department here – you may wish to indicate the numbers of staff employed within the main functional areas)

3. Resource and Establishment Information

The key resource and establishment information for the Department is provided in Appendix B to this Workforce Plan.

4. Financial Overview

(Please provide an overview of the Department's financial position)

Key Service Priorities/Issues

Appendix A provides an annual time scaled summary of the key service priorities and issues which have significant resource implications for the Department. It also highlights the constraints in terms of resource and skill requirement. Further, it outlines the actions which are planned or have been put in place to meet the delivery of the key issues and priorities. It is assumed that all developments are either cost neutral or contribute to the Department's saving targets.

Financial Implications

(Please provide some detailed information on the financial implications of the outlined workforce planning activity and the projected costs/savings within each of the planning timescales)

Summary of the Key Service Priorities/Issues and Resource Implications

Part A: Details priorities or issues, which will happen and conclude during the next financial year and their implications.

Part B: Details priorities or issues, which will start in the next financial year but will conclude beyond this period.

(Only detail actions and impacts that will happen in the next financial year in this box, further longer term implications will be summarised in longer term planning table.)

Part A	Priority/ Issues	Resource or Skill implication	Action required	Cost
Part B				

Longer term Key Service Priorities/ Issues and Resource implications

Please detail in this table any key priorities that may have resource implications for the Department over the whole Departmental Planning Period (5 years), beyond the next financial year. (Where they impact on the next financial year, they should be detailed in Part B of the previous table).

The information in this table will be revisited during the annual workforce planning process to review the progression of these issues and their potential resource implications.

Period that priority will impact over	Priority/ Issues	Potential resource or skill implication	Potential actions required	Cost

(Department Name)**Establishment and Resource Information @ (date)**

Part A: Details current overview establishment information, summarising the current profile of the establishment and the combined changes to this profile due to the key priorities over the next financial year.

Part B: Further details resource changes, indicating changes in numbers/ FTE by roles and FTE of employees within roles against current numbers. (Establishment changes will require approval). Any changes to establishment, which may be increases or decreases to roles, or requests for roles to become permanent, will be with effect from 1st April of the next financial year.

Part C: Productivity and Profile information for the department: this information details any absence, performance or capacity information, which may affect productivity of the department. It also provides information on the profile of the department and any changes or trends.

PART A: Overview of changes to Department establishment**1. Current Establishment Breakdown**

Section	Staffing Numbers		
	Current Role FTE	Employee FTE	Required Role FTE
Directorate			
Service 1			
Service 2			
Service 3			
Service 4			
Service 5			
Totals			

2. Establishment by Contract Type

Section	Contract Type	
	Permanent (FTE)	Fixed Term (FTE)
Directorate		
Service 1		
Service 2		
Service 3		
Service 4		
Service 5		

PART B: Detailed Role change request information

3. Proposals

(The following tables are suggestions. Please redesign this section to suit the Department’s specific needs in regard to proposals)

Post Establishment Changes (additions and deletions)

e.g. any new posts identified or any posts no longer required

Post	Current Cost	Changes required to post eg deleted or enhanced	Additional Costs/Savings	Additional information eg ongoing pension costs re redundancy etc

Restructuring with post changes

(1) Current Structure

Posts	Grades	Costs	Comments

(2) Proposed Structure

Posts	Grades	Costs	Comments

PART C: Productivity and Profile information

4. Grade Profile by Contract Type and FT/PT

Grade	No of F/T staff	No of P/T staff	No of Permanent Contracts	No of Temporary Contracts
Chief Officers				
Grade 12				
Grade 11				
Grade 10				
Grade 9				
Grade 8				
Grade 7				
Grade 6				
Grade 5				
Grade 4				
Grade 3				
Grade 2				
Grade 1				
Totals				

5. Profile by Gender and Grade

Category	Male	Female
Chief Officers		
Grades 9 – 12		
Grades 6 – 8		
Grades 1 – 5		

6. Age Profile by Grade and number of staff in each

Category Age Group	Age 16-25	Age 25-40	Age 40-50	Age 50-55	Age 55-60	Age 60+
Chief Officers						
Grades 9 – 12						
Grades 6 – 8						
Grades 1 – 5						

7. Absence Information

I. Absence Rates by Service (FTE days)

Service	FTE Days Jan – March 09	FTE Days April – June 09	FTE Days July – Sept 09	FTE Days Oct – Dec 09
Directorate				
Service 1				
Service 2				
Service 3				
Service 4				
Service 5				

II. Absence Instances by Length of Absence

Service	Intermittent 1,2,3 days	Short term 4 -7 days	Medium term 2 – 4 weeks	Long Term 4 weeks+
Directorate				
Service 1				
Service 2				
Service 3				
Service 4				
Service 5				

III. Absence Instances by Type of Absence

Type Length	Intermittent 1,2,3 days	Short term 4 -7 days	Medium term 2 – 4 weeks	Long Term 4 weeks+
Most prevalent cause				
1. Minor Illnesses				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
11.				

8. Staff Turnover

Directorate/Service	Establishment @ 1 April 2007	Establishment @ 31 March 2008
Directorate		
Service 1		
Service 2		
Service 3		
Service 4		
Service 5		
	Establishment @ 1 April 2008	Establishment @ 31 March 2009
Directorate		
Service 1		
Service 2		
Service 3		
Service 4		
Service 5		
	Establishment @ 1 April 2009	Establishment @ 31 March 2010
Directorate		
Service 1		
Service 2		
Service 3		
Service 4		
Service 5		

Commentary on Productivity and Profile information (Please provide some analysis and commentary on the Departments productivity and profile information)

Critical Roles and Skills

Critical roles or skills may satisfy some of the following descriptions:

- ✓ They undertake the 'core' business of the department.
- ✓ They have the largest number of employees in them.
- ✓ They are difficult to fill.
- ✓ The skills are difficult to source.
- ✓ The skill set takes a long time to develop and may be costly to develop.

This is not an exhaustive list. A common understanding of what constitutes a critical role or skill should be agreed at the start of the Workforce Planning Process to allow for a consistent approach to be taken, at least within the departments.