

Workforce Planning

John Sunderland

“Inspiring People Management”

June 2006



social care
institute for excellence



Workshop

- SCIE People Management website
- What is Workforce Planning?
- Workforce Planning and Development
- Forecasting Leavers
- Your Workforce Plans
- E-learning resources

People Management website

www.scie-peoplemanagement.org.uk

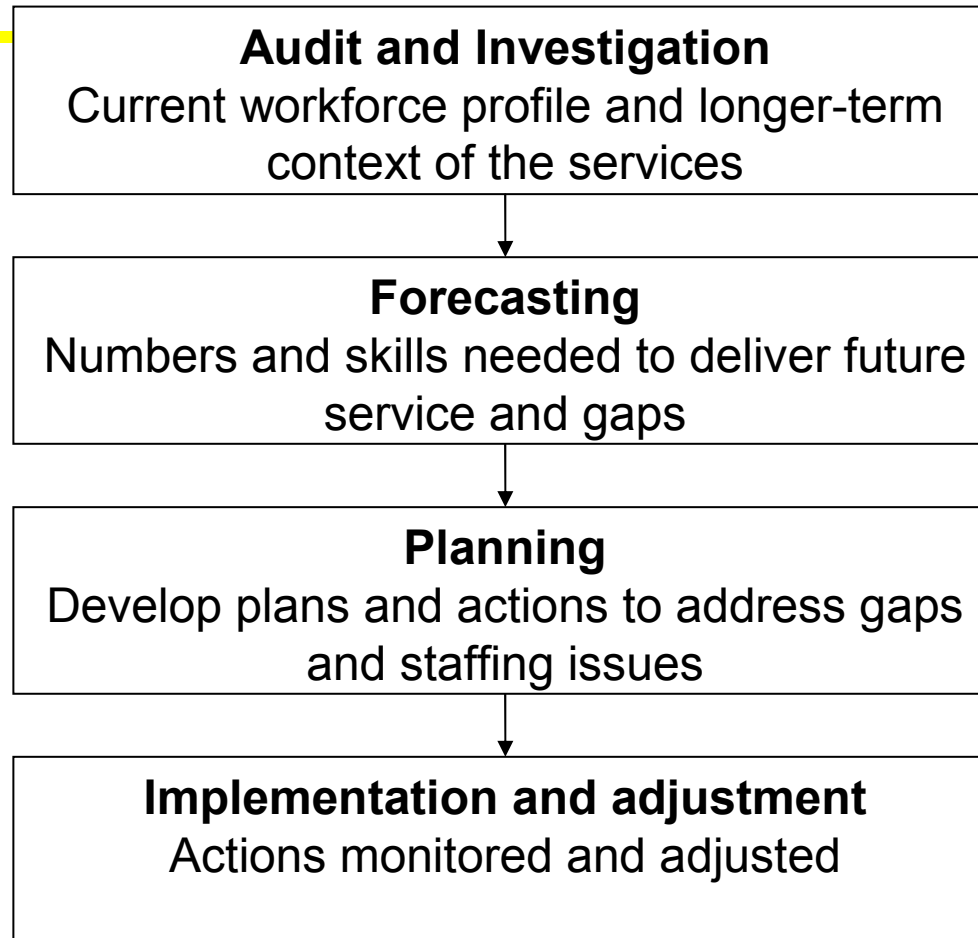
social care
institute for excellence



Why Workforce Planning?

- Difficulties attracting and retaining staff
- High vacancy level in key roles
- Ongoing skills shortages
- Ageing workforce
- Change in the way services are provided
- Statutory qualifications for various job roles
- National Minimum Standards
- Inspection requirement

WORKFORCE PLANNING MODEL



What is workforce planning?

Workforce planning answers four basic questions about the future:

- 1. How many people do we need?**
- 2. What sort of people / skills do we need?**
- 3. How do we attract and retain high quality people?**
- 4. How do we give people the ability to use and develop their skills?**

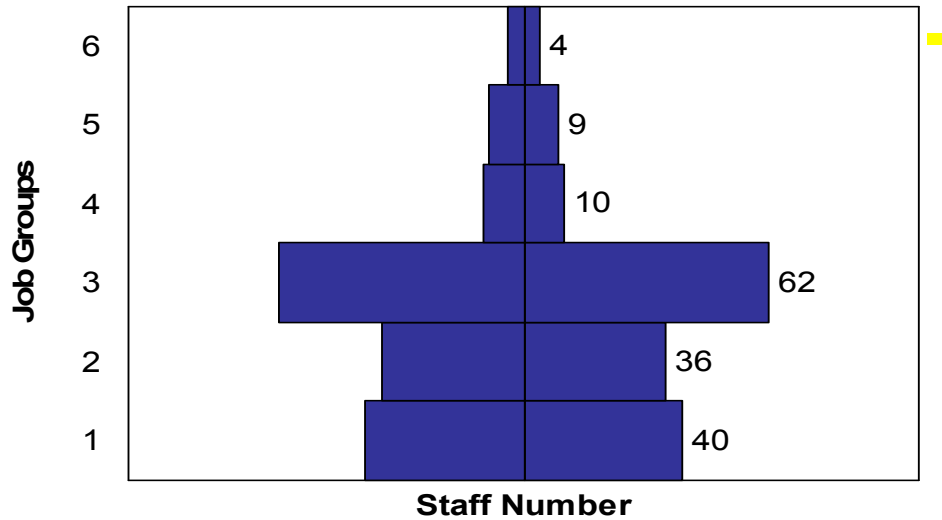
AUDIT AND INVESTIGATION

social care
institute for excellence

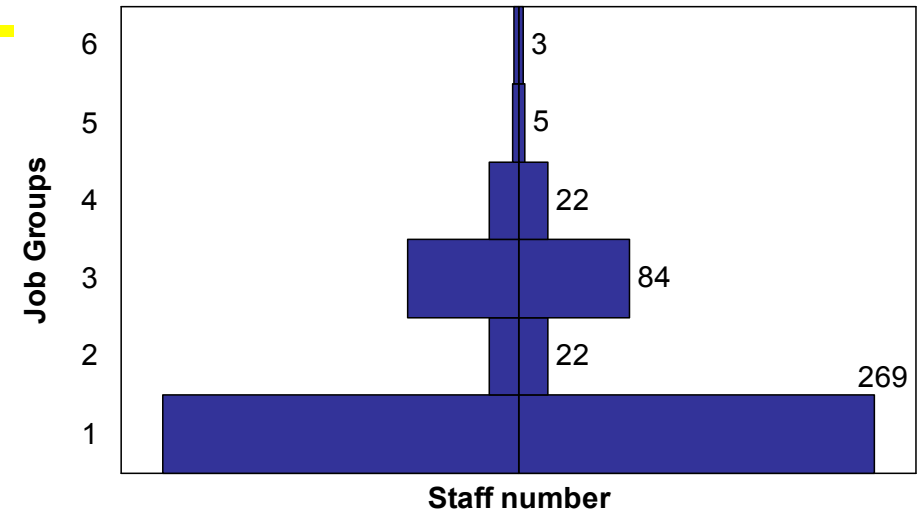


Workforce Structure

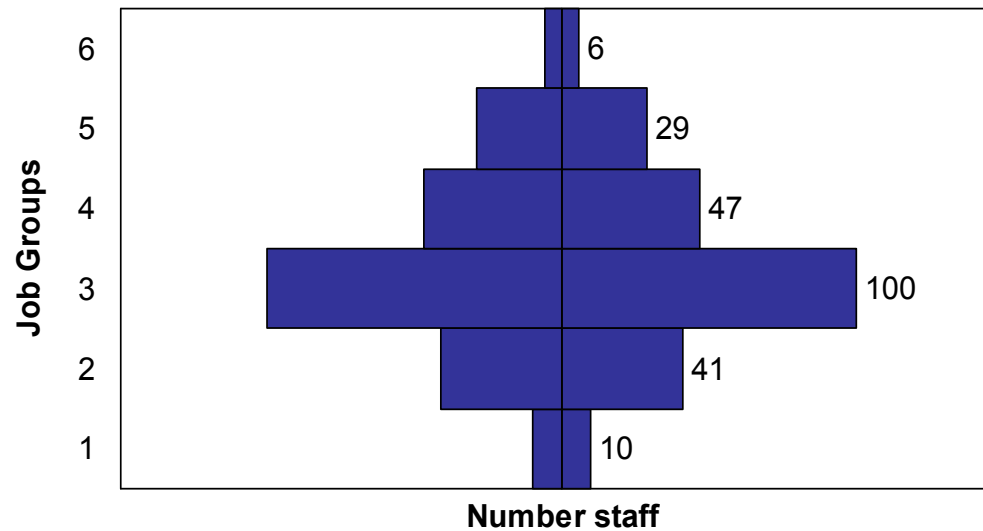
Staff Pyramid - Adults Services



Staff Pyramid - Older People Services



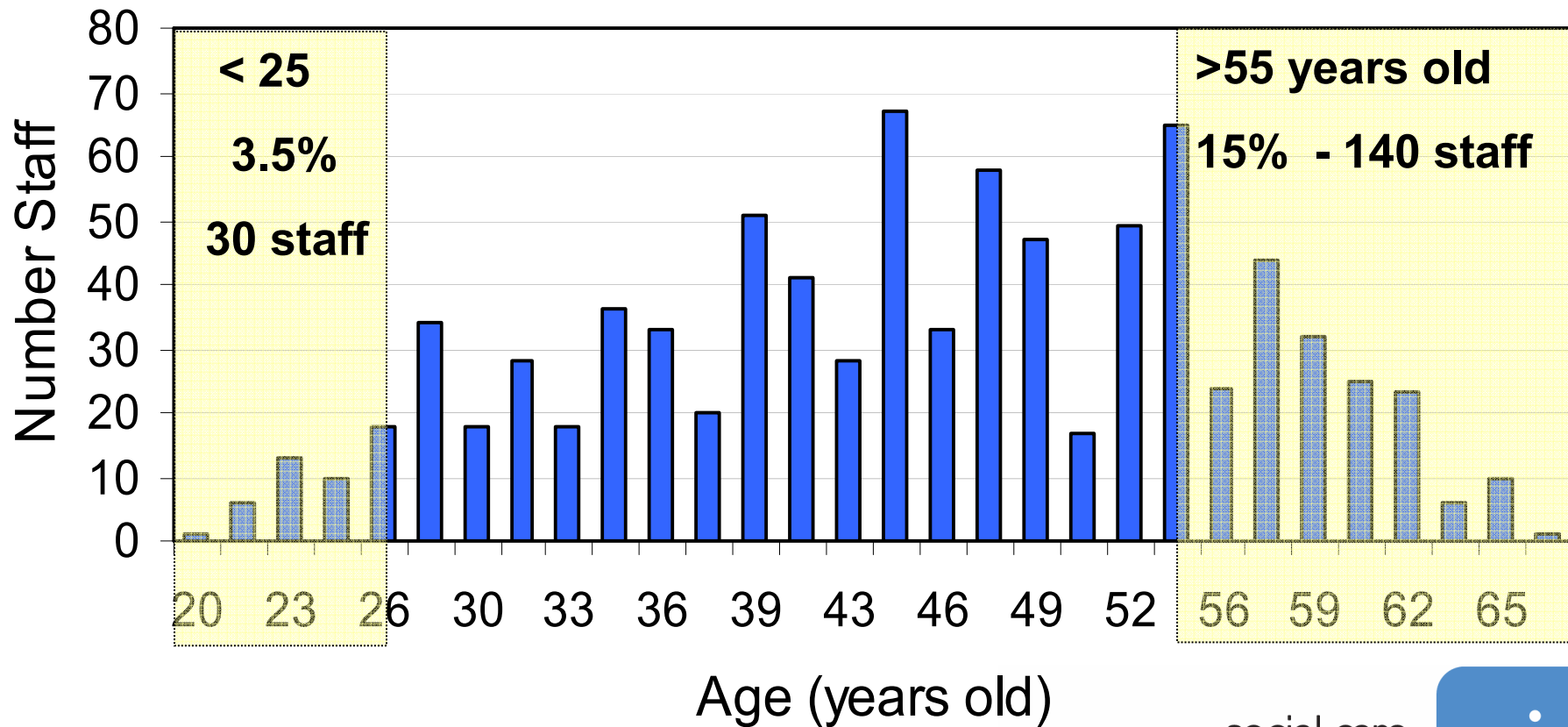
Staff Pyramid - Children and Families



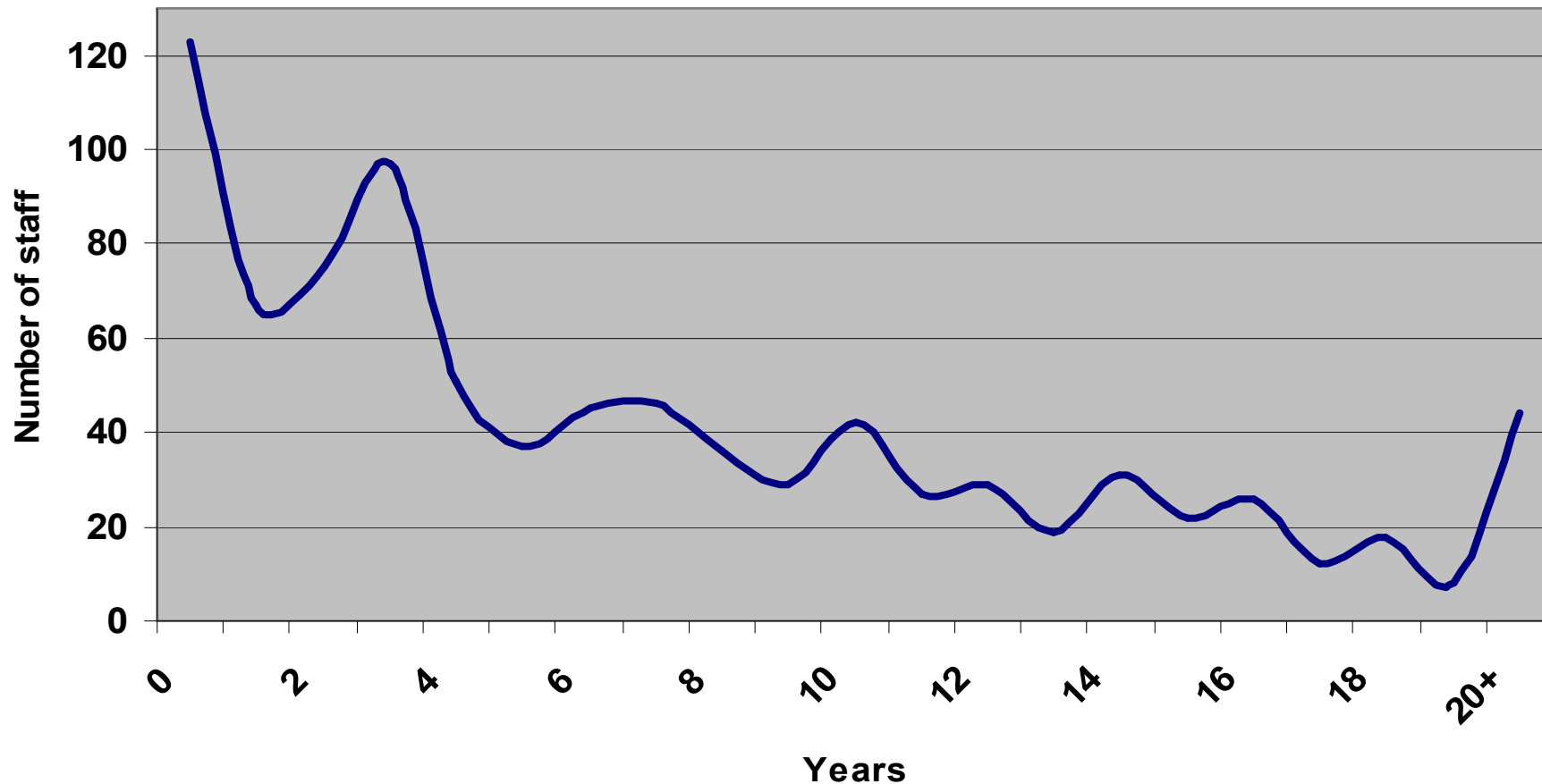
social care
excellence



Example – age profile



Length of service profile



Local Labour Market

- Working population
- Economically active / inactive
- Unemployed / seeking work
- Live / work in local area
- Skill / qualification levels
- Occupational structure
- Anticipated changes

FORECASTING

social care
institute for excellence



Forecasting

- WORKFORCE BEHAVIOUR
 - STATISTICS
 - QUALITATIVE ANALYSIS
- SHAPE OF FUTURE SERVICES
 - SKILLS MIX
 - CRITICAL ROLES
 - NUMBERS

Leavers

- Why are leavers so important?
- Why do people leave?
- Can turnover be predicted?

Why are leavers important?

- Cost of replacement
- Dislocation
- Loss of skills
- Loss of organisational memory
- Motivation falls
- Anxiety about the future

Why Do People Leave?

- Pay*
- Training & development*
- Career change*
- Promotion*
- Downsizing
- Relocation
- Personal
- Maternity*
- Caring*
- Ill – health*
- Retirement*

Can turnover be predicted?

- Retirement
- Early retirement / ill-health
- Involuntary leavers – dismissals
- Voluntary leavers – natural wastage
- Induction crisis
- Career plateau

Leaving - Triggers

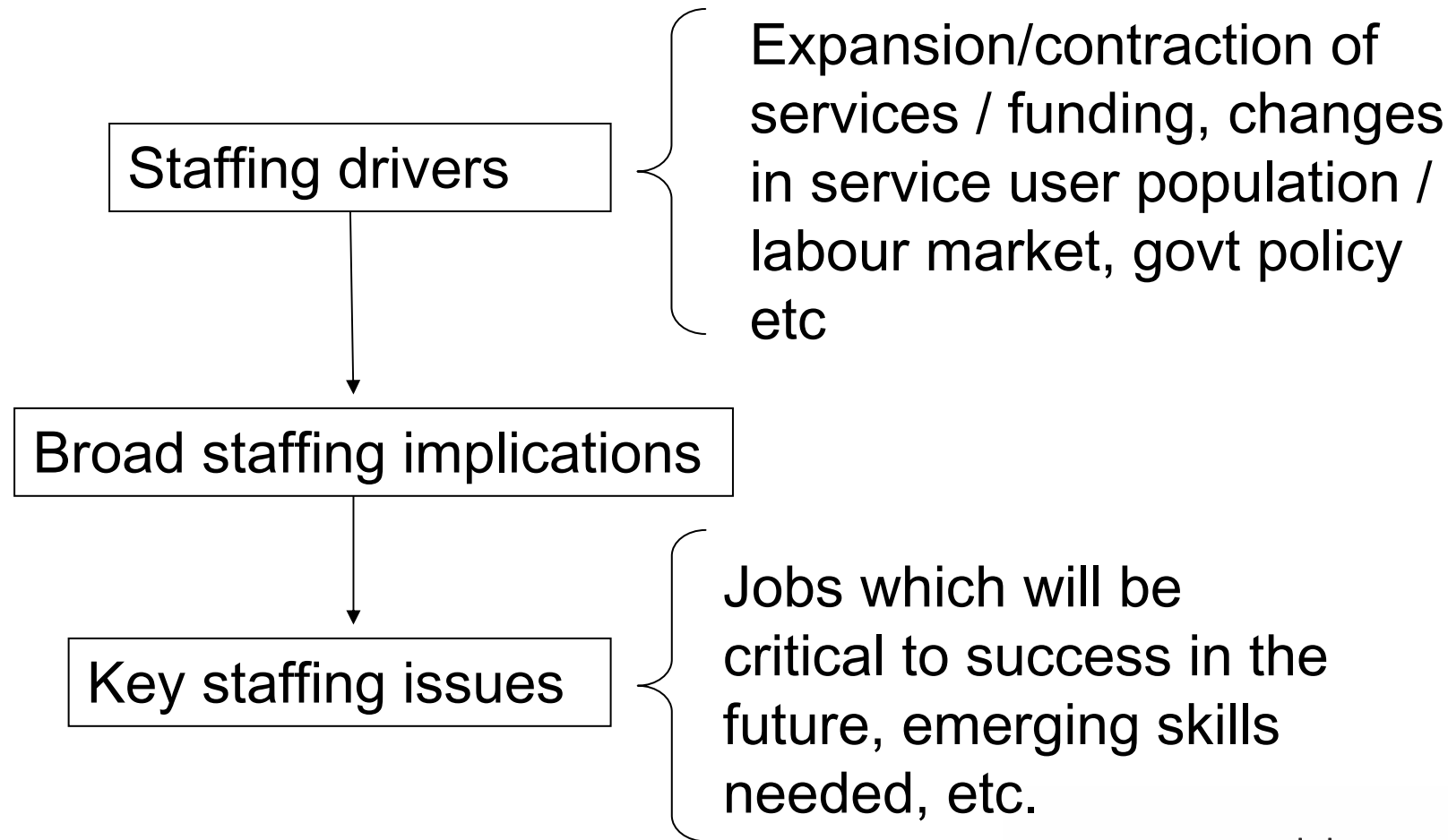
- More pay.
- Better prospects.
- More security.
- Better opportunity to develop skills/career.
- Better working conditions.
- Relationship with boss.
- Relationship with colleagues.
- Bullying or harassment.

Starters

- Recruitment success rates
- Difficult to fill roles
- Time lag to fill vacancies

- Poor appointments – failed probation
- Induction crisis – early leavers
- Survival index

SHAPE OF FUTURE SERVICES



Modelling

- Outflows – turnover at different levels
- Inflows – recruitment
- Churn – movement internally
- Gap analysis
- Scenario building
 - If nothing changes...
 - % changes in turnover / recruitment success

PLANNING

social care
institute for excellence



STRATEGIC QUESTIONS

- **Retention** – how do we hold onto existing staff?
- **Workforce development** – can we grow our own talent? Who should we train?
- **Recruitment** – how do we develop and source skills in the local population?

Actions

- Fast track those who have potential
- Partnership with agencies to provide work experience
- Identify diverse talent pools / target new migrant communities
- Employee survey
- Focus retention efforts on key roles

IMPLEMENTATION AND ADJUSTMENT

social care
institute for excellence



Measure and evaluate

- Incorporate workforce targets in planning and monitoring framework
- Agree key statistics / indicators
- Measure the effect of any initiative
- Evaluate to find causes and effects
- Revise targets systematically
- Give space for learning

Your workforce plans

- **What are your future workforce needs? What will future local labour markets look like?**
- **Why do people leave your organisation? Can you predict how many will leave?**
- **How can you work with partners to source, retain and develop staff?**