

Why is Workforce Planning important?

- Workforce planning is a clear analysis of current situations; future requirements.
- It should be an integrated approach and a key part of an organisation's overall strategies and plans.
- It allows you to consider future pressures and put in place effective solutions: for people development; financial and change management.
- Workforce planning is increasingly associated with financial savings. This is important but, if not undertaken effectively, can distort the thorough process and prevent some benefits of clear plans for talent and structures.



In particular, we can help you to...

- Tackle the drivers of change: political and policy; demographic and social; labour markets; and technological;
- Improve performance: at organisation and individual level, with talented, effective workforce (if necessary, reduced or managed staff costs);
- Establish future-facing staff plans, with planned and manageable contingencies;
- Identify and retain talent at all levels, addressing career paths and progressing, where appropriate, talent from professional to manager;
- Change overly short term perspectives (short term savings lead to long term costs); and
- Meet the challenges of an aging workforce, increased competition for talent, and the need for more efficient and effective public services.

Overcoming the barriers

- The benefits are commonly accepted. But there are usually barriers to overcome. Here are some ways to achieve the desired goals of workforce planning:
- **Enabling effective leadership (co-ordination, proactivity, strategy)**
Create, communicate a vision with associated clarity on activities. Build workforce planning into existing change initiatives. The overall plan is likely to be a "mosaic".
- **Analysing and defining work (accountability, job capability requirements)**
Leverage the results of mass job analysis beyond pay and grading. Consider job families: generics clarify structures; builds equal value compliance into new structures.
- **Leveraging existing data (pay databases, capability)**
Use existing benchmarking pay data with new qualitative commentaries; appraisal, training needs and recruitment info to build talent analysis.
- **Detailed component activities**
Devolved detail: planned and co-ordinated in an overall framework. Specifics: understood and recommended in directorates, service areas. Qualitative understanding, usable data, participation and ownership.
- **Project management (strands)**
Plan, organise and manage resources to complete specific project goals and objectives; in partnership with overall leadership.

Your Reward, Development & Performance Partner

- Assessment & Development
- Career Management
- Coaching
- Competency Based Interviewing
- Competency Frameworks
- Customer Satisfaction
- Employee Engagement
- Equal Value Compliant Pay
- Independent Job Evaluation
- Job Family Modelling
- Leadership Development
- Outplacement
- Performance Management
- Recruitment Management
- Reward Strategy
- Salary Benchmarking
- Workforce Planning



Training and development interventions

Our expertise enables you to...

- Combat resistance when workforce planning is seen solely as “cutting”;
- Ensure workforce reductions do not have disproportionate impact on capability (e.g. an over-emphasis on “pragmatism”);
- Integrate political and executive leadership, and handle multiple external and internal stakeholders;
- Improve availability and management of data: jobs; costs; talent and capability; and
- Manage the organisation’s scale and complexity: clarifying tasks (definitions, assumptions and expectations) and improving HR systems which may be inadequate or fragmented.

“It was definitely worth the time and effort we put in!”

**Line Manager, Community Services dept.
Nova Scotia government**

*From a Team Skills Review Process,
delivered by Valerie Hearn*

Our support and guidance

- **Facilitating integrated strategy**
Enhance leaders’ WP capability: training and development workshops; coaching, mentoring; action learning sets. Strategy: visioning; “scans” and workforce intelligence.
- **Data management and modelling**
Use and extend existing pay and jobs data, with our proven pay modelling utility. Undertake data modelling and cost analysis.
- **Enabling the detail of devolved planning**
Build managerial capability for effective WP: methodology, skill requirements, qualitative data; managing change: headcount reductions (people’s needs); redeployments; HR compliance issues in contract changes.
Engage employees: workshops and tools.
“Joining all the pieces”: discuss data; priority challenges; action plans, integration with specific service and people plans.
- **Bespoke seminars and workshops for HR, managers and employees**
Can include: overview of methodology; future scenarios with management teams; external and internal factors, environmental scans; HR programmes and processes; and workforce development strategies.
- **Assessing talent and capability**
Consistent, fair and policy-compliant approach to assessing employee capability; enhance existing assessment tools or develop new; workshops, coaching and mentoring; bespoke development centres.

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For more information on Workforce Planning:

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