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<b>Report To:</b>	<b>Policy &amp; Resources Committee</b>	<b>Date:</b>	<b>26 May 2009</b>
<b>Report By:</b>	<b>Head of Organisational Development and Human Resources</b>	<b>Report No:</b>	<b>HR/13/09/AW</b>
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<b>Subject:</b>	<b>Corporate Workforce and Development Strategy 2009-2012</b>		

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## 1.0 PURPOSE

1.1 The purpose of this report is to recommend the introduction of a Workforce Development Strategy and action plan for the Council. The strategy document is attached.

## 2.0 SUMMARY

2.1 If we are to realise the objectives for the further development of the Council as expressed in the Corporate Plan, Community Plan and Single Outcome Agreement we need to ensure that the Council is fit for purpose which includes the further development of our workforce.

2.2 Over the next few years the Council will face a number of challenges, not least of which is operating in the current financial climate. While it is true that people are our most important asset, it is also true that employees' costs are our most expensive asset. This justifies a concentrated effort to ensure the development of our people management practices are in harmony with goals and objectives for the future.

2.3 There is no one set model of workforce development, nor is it a stand alone process or system. Essentially, it is about analysing our current workforce, and then extending that analysis to identify the future skills and competencies needed to deliver new and improved services. It must include ongoing monitoring of the environment, workplace issues and organisational strategies.

2.4 An ideal workforce planning system needs to be:

- holistic in it's approach
- built around customer and service needs and the skills required to deliver them
- integrated with service and financial planning
- responsive to service changes and developments
- supportive of multi-disciplinary learning, development and working
- properly supported by management information systems
- be central to the drive for modernisation and efficiency (eg Future Operating Model)

2.5 Members will be aware that Workforce Development is included in Workstream 3 (Workforce Development) of the Organisational Improvement Plan sponsored by the Corporate Director Environment and Protection and working with the group will give support to the process of implementation.

2.6 Workforce Development is a practical activity. It involves finding things out, talking to people, understanding and manipulating data, presenting workforce analyses clearly, and translating findings into action plans. It exists in the real world, and as a consequence is subject to development as we go along. National and local priorities

may change and this carefully worked out strategy recognises that revision will be ongoing.

### **3.0 RECOMMENDATIONS**

- 3.1 It is recommended that the Workforce Planning and Development Strategy and action plan 2009-2012 is agreed by the Committee and introduced as per the timetable.
- 3.2 It is recommended the OIP reference group continues to raise the profile of the subject ensuring it is embraced and practiced.
- 3.3 It is recommended that the Committee note that Performance Appraisal will be introduced for all managers to team leader level and that training needs of managers will be assessed.
- 3.4 It is recommended that the Committee agree to the adoption of the Strategy Statement Contained in para 5.4.
- 3.5. It is recommended that a further report be brought to committee highlighting specific details of how the budget will be used.

Head of Organisational Development  
and Human Resources

## 4.0 BACKGROUND

- 4.1 Significant workforce challenges face local Council's across the country. The Council conducted a corporate assessment using the Public Sector Improvement Framework (PSIF) which identified Workforce Planning as one of five key organisational improvement initiatives which should be developed.
- 4.2. CoSLA , the Society of Local Authority Chief Executives, the Improvement Service, the Society of Personnel Directors, and Accounts Commission under the Best Value Regime, are assisting and encouraging Councils to adopt Workforce Development. To bring all views and our own together in a way that suits Inverclyde Council's specific local needs, a Workforce Development Strategy statement is being proposed.
- 4.3. In order to achieve our objectives our workforce strategy has key elements within three themes.

### **Planning for future**

- Modernisation
- Customer Care
- Business Management Tools
- Stakeholders

### **Employees – our most valuable resource**

- Recruitment and Selection and Retention
- Performance Appraisal
- Succession Planning
- Talent Development
- Attendance Management
- Employee development - developing workforce skills and leadership capacity
- Pay and Remuneration
- Terms and Conditions of Employment – including benefits
- Equality

### **Continuous Improvement**

- Healthy Working Lives
- Worklife Balance
- Partnership Working

- 4.4 A workforce development strategy is the natural next step following the introduction of Single Status in August of 2008. Single Status modernised pay and grading and terms and conditions of employment creating a platform for further modernisation.
- 4.5. The workforce development strategy involves a holistic approach incorporating many key elements which come together to establish general best practice in relation to how we manage our employees and improve service delivery to our customers.
- 4.6 The workforce strategy and action plan is dynamic not static. The strategy is a template for improvement subject to change and further development as the environment in which it operates also changes.
- 4.7 One of the first tasks that will be carried out as a priority will be the introduction of a management development programme. This will be done in conjunction with the introduction of a performance appraisal scheme initially for all managers to team leader level, with a further roll out to all employees.
- 4.8 The budget set aside for workforce development will allow leadership development training to be introduced following assessment of needs and providers.
- 4.9 Following the surveys carried out among all levels of managers regarding workforce development, it was clear that many see this as a local priority to enhance their service delivery.

## 5.0 PROPOSALS

- 5.1 It is proposed that the Workforce Development Strategy 2009-2012 be adopted using the timetable shown in the strategy document.
- 5.2. It is proposed that the OIP reference group continues to raise the profile of the subject.
- 5.3. It is proposed to introduce performance appraisal scheme for all management to team leader level aligned to a management development programme. The work will commence immediately with the first phase of training needs being identified and put in place by September 2009.
- 5.4 It is proposed to set out the view of what a Workforce Development Strategy means, the following statement has been prepared:

*“Working with COSLA and other partners the Council will develop a Workforce Development Strategy which is aligned to its business needs, this will include a corporate integrated approach that understands its future workforce needs. The strategy will ensure our most important assets, our employees are involved, empowered and valued with their development being appropriately resourced”.*

This will contribute to the original vision outlined in the Organisational Improvement Plan:

*“An ambitious, confident Council, providing strong community leadership, that listens and responds to the needs of local communities, delivers excellent services and creates a better quality of life for the people of Inverclyde.”*

- 5.5. A further report will be brought back to committee concerning the utilisation of the set aside budget for workforce development.

## 6.0 IMPLICATIONS

### 6.1 Finance:

#### Financial Implications – One off Costs

The Council has set aside a budget of £150k for 2009/10 and £200k for 2010/11 to assist in the development of our employees. The allocation of funds from this budget is agreed by the Corporate Management Team. Specific details of spend will follow in a further report.

Cost Centre	Budget Heading	Budget Year	Proposed Spend this Report	Virement From	Other Comments

#### Financial Implications – Annually Recurring Costs/ (Savings)

Cost Centre	Budget Heading	With Effect from	Annual Net Impact	Virement From (if Applicable)	Other Comments

6.2 Human Resources : Have been included in report.

6.3 Legal: None

6.4 Equalities : Enhance approach to workforce inclusion.

## **7.0 CONSULTATION**

7.1 Full consultation will commence with our trade union colleagues immediately following agreement of the strategy by the Committee.

Inverclyde Council

**Corporate Workforce & Development Strategy  
Organisational Improvement Plan  
(Workstream 3)**

2009 to 2012

**1.0 Purpose**

The purpose of this document is to set out how a robust Workforce Development Strategy can be put in place to encourage employees to give their best, to make Inverclyde Council their employer of choice, and to ensure that excellent service delivery is consistent, efficient, effective and able to react to events.

- 1.2 This strategy will contribute to the Council's corporate objectives and play a part in realising the vision for the continued development of the Council:

*"An ambitious, confident Council, providing strong community leadership, that listens and responds to the needs of local communities, delivers excellent services and creates a better quality of life for the people of Inverclyde."*

**2.0 Workforce Development Strategy Statement**

- 2.1 Working with COSLA and other partners the Council will develop a Workforce Development Strategy which is aligned to its business needs, this will include a corporate integrated approach that understands its future workforce needs. The strategy will ensure our most important assets, our employees are involved, empowered and valued with their development being appropriately resourced.

**3.0 Introduction**

- 3.1 Inverclyde Council recently introduced the Single Status agreement [18<sup>th</sup> of August 2008], which provides the perfect platform on which to develop workforce planning, as the majority of the workforce now have modern, harmonised terms and conditions of employment which will enable change and development initiatives to happen more smoothly than in previous years.
- 3.2 This plan not only satisfies the Improvement Service's objectives of "Supporting COSLA and Councils in implementing strategic workforce planning and making local government in Scotland an Employer of Choice", but it also satisfies local needs as identified through the Public Service Improvement Performance Framework (PSIF).
- 3.3 Workforce Development is the process of ensuring that Inverclyde Council has the right number of employees, with the right knowledge, skills and behaviours in the right place, at the right time. It will allow managers to anticipate change and provide methodologies for addressing current and future workforce issues.
- 3.4. Achieving this equilibrium is no accident, and requires careful long and short term workforce planning, considering: - analysis of the current work force, recruitment activities, retention initiatives, skills profiling, staff development and training needs,

and ensuring that they are all connected and aligned to Inverclyde Council's overall aims and objectives.

3.5 Workforce plans have to be living, organic documents that are widely understood and observed. As they only provide a snap-shot of the current workforce, they have to be reviewed regularly based on activity within the workforce. They predict shortages or surpluses in employees based on age, length of service, skills and development needs, and monitor the external environment so as to provide protection against competitors, legislation and other external influences and; of course to improve service delivery.

3.6 In adopting a holistic approach for workforce development, Inverclyde Council will also aim to introduce performance appraisals during the strategy period to ensure core competencies are in place for all levels of employees. Not only will this provide employees with an opportunity to consider their own performance at work, but it will also act as a platform to promote high performers, reward contribution and benchmark future workforce needs to ensure consistent and excellent service delivery.

3.7 Our workforce strategy will develop shared services and partnership working, enhance the strategic OD function, and deliver modern and efficient services through a planned and skilled workforce.

#### **4.0 Main Drivers for Workforce Development**

4.1 The main drivers for workforce planning are

- Political and Policy change: Local Authorities must ensure that services reflect best practice and meet the needs of all customers, whether internal or external.
- Labour Market: Trends have implications for recruitment and retention of local government staff – Inverclyde has faced, and will continue to face, recruitment difficulties in some occupations. It remains to be seen how the much publicised "credit crunch" will affect the recruitment process.
- Demographic and social change: An ageing population in the UK is already affecting demand for services and workforce supply. Locally, a historically reducing population will continue to affect workforce supply.
- Technological change: Technological change is leading to changes in service delivery, and changes in ways of working and the skills needed in the workforce.

#### **5.0 Benefits of Workforce Development**

5.1 Workforce development is important for helping to tackle problems such as staff shortages and staffing costs.

5.2 It can help to ensure the delivery of quality and efficient services, and can influence costs associated with high vacancies and turnover. Costly redundancies can be minimised if redeployment processes are taken into account during workforce planning.

5.3 Careful consideration of the age profile throughout our services can highlight future skills gaps leading to arrangements which can minimise loss of knowledge and costly interim arrangements such as overtime payments.

5.4 Demographic analysis of the workforce is a vital part of ensuring that workforce diversity policies are effectively implemented.

5.5 Longer term workforce development provides the opportunity to connect training and development with future needs and devise strategies to meet these needs.

5.6 Workforce development will help Inverclyde Council to:

- Improve Customer Service
- Decide how many employees are and will be needed in future;
- Manage employment expenditure by anticipating changes;
- Cope with peaks and troughs in supply and demand for different skills;
- Deliver improved services by linking business strategy to people plans;
- Retain employees and identify longer term workplace accommodation requirements;
- Implement diversity policies effectively;
- Manage staff performance and sickness absence ;
- Influence culture and values and improve image.

5.7 The key elements of the workforce development process are:

Workforce Demographics and Data Analysis and Skills Gap Analysis.

These in turn will ultimately lead to solutions/initiatives to include:

#### **Planning for future**

- Modernisation
- Customer Care
- Business Management Tools
- Stakeholders
- Succession Planning

#### **Employees – our most valuable resource**

- Recruitment , Selection and Retention
- Performance Appraisal
- Succession Planning
- Attendance Management
- Pay and Remuneration
- Terms and Conditions of Employment – including benefits
- Leadership

#### **Continuous Improvement**

- Employee development
- Healthy Working Lives
- Worklife Balance

### **6.0 Workforce Development Process – Overview of the Process**

6.1 The full process of work force planning is outlined in (Appendix 1) , the first step is to undertake the “Health Check” (Appendix 2). This provides valuable information about each service’s approach to a variety of workforce matters and where improvements can be made and where consistency of approach is required. The recent online



Surveys of Heads of Service, Service Managers and Team leaders was the first step in gathering this information, and further steps will include gathering information from non-management employees about their role (Appendix 2b) and returning to Heads of Service to develop a variety of workforce planning initiatives.

- 6.2 Secondly, is an analysis of the current workforce. Appendix 3a provides an example template to be used in doing so, but in summary this seeks to develop a clear idea of "where are we now" in terms of current workforce, demographic make up.
- 6.3 Thirdly, is the consideration of the current skills available in our workforce, Appendix 3b highlights the areas to be reviewed .
- 6.4 Fourthly, is a review of supply v demand influences on the workforce, in turn highlighting any skills gaps and identifying action points (Appendix 4)
- 6.5 Finally, having understood the gaps, solutions will be designed to prepare for any anticipated transition periods. Examples of solutions may be internal development schemes, training/educational offerings, and new ways of delivering services. (Appendix 5)
- 6.6 Succession Planning will also come into effect following the analysis stage. The emphasis of developing succession plans should be on adaptability and in finding the balance between the aspirations of employees and the needs of the Council. It will ensure that services are prepared for un-expected vacancies as well as ensuring that staff coming through are doing so with adequate skills and knowledge.
- 6.7 Succession Planning also allows for high performing employees to be noted and developed to accommodate future service needs, however, it will also provide service with an insight into development areas among their employees and develop solutions to address these.
- 6.8 One final consideration for succession planning is striking the right balance between planning internally, and ensuring equality of opportunities; This will need to be an ongoing concern however will also go some way in ensuring the best people in post, especially if followed through with competency based recruitment methods. Refer to Appendix 6 for a more detailed overview of the concept of Succession Planning.

#### **7.0 Workforce Development Process – Employee Skills (incl. Leadership) & Performance**

- 7.1 The workforce development process will identify skills needs within services and provided the Council with a starting point for benchmarking skills of existing and future employees. All skills should be considered when completing this process.
- 7.2 To ensure excellent service delivery over time, it is important that this skills analysis is not seen only as a review exercise, but also as a tool to allow the Council to measure and develop its workforce as a whole. It is proposed that the skills assessment used in the workforce planning process therefore be used as the basis of developing core competencies across the council and thus performance appraisals for all employees;
- 7.3 The introduction of performance appraisals will serve many purposes;

- They will provide managers with a method of reviewing how/what employees contribute to their service;
- They will provide managers and employees with the opportunity to discuss employees strength and weaknesses;
- They will provide opportunities for employees to consider their own development needs;
- They provide opportunities for employees to be recognised for their contribution;
- They provide opportunities for tackling underperformance and encouraging improvement where necessary.
- They encourage efficiencies as employees will have minimum standards to which they must delivery.

7.4 The use of performance appraisal will enable Services to continually consider their work force plans as they will ultimately be a key tool for considering high performers and thus succession plans. It is vital that they are seen as a formal performance review tool both for management and the employees, and not as an alternative to regular communication.

7.5 Appendix 6a provides an example of a competency based performance appraisal. Please note that this is a basic model based shown on manual form, more sophisticated approaches will be developed following consultation with Heads of Service.

7.6 To ensure value is derived from performance appraisals, they should also incorporate personal development plans as standard (or if appropriate performance improvement plan). Appendices 6b and 6c provide basic examples of these.

7.7 It is recommended that a full performance appraisal takes place every 12 months to give complete overview of the employees performance, and that an interim review takes place at the 6 month mid-point as a "status check" to consider what appraisal grade the employee is on track to be awarded and what steps could be implemented to improve.

7.8 In addition to performance appraisals and skills analysis, it is also vital that the Council considers as a whole its leadership capabilities along with other key skills. There are many ways in which this can be achieved, and the performance review process will act as a stepping stone for this as it will highlight the strengths and weaknesses for all level of employees, which will give potential leaders an opportunity to demonstrate their capabilities in a measured way as well as discuss their development needs/aspirations.

7.9 Developing skills and leaders need not be a hugely expensive exercise. It can be achieved not only via prescriptive training courses/programs either in-house or via educational establishments, but also via the establishment of internal development programs such as cross service secondments, mentoring schemes and specific

leadership development programs which can be designed in conjunction with existing senior managers to directly link in with long term council objectives.

- 7.10 Over time performance appraisal will look to explore the advantages of 360degree appraisal and how appraisal may be linked to pay for staff holding senior management positions
- 7.11 It should be noted however, that reviewing employee performance should not be entirely dependent on formal performance appraisals. It is recommended that review of high and under performers becomes part of normal operations, and that those not delivering are encouraged to do so either through management support or formal development proceedings, and that those performing over and above the requirements of their role and given encouragement, feedback and are allocated duties that reflect their abilities.
- 7.12 Finally it is vital that the training offered within the Council is directly linked to service plans, skills gaps and tie in with any planned change. As such, a review of the current training provisions will be required following the profiling stage, including induction.

## **8.0 Workforce Development Process - Employee Attraction, Reward & Retention**

- 8.1 There is a clear link between pay modernisation and service modernisation that is key to making Inverclyde Council an employer of choice. The revised grading and pay model will go some way to achieving this however, will require refresh from time to time, this is recommended as being three yearly intervals the first refresh being August 2011.
- 8.2 Because of the fixed nature of the new pay & grading model, Inverclyde Council has to articulate the range of non pecuniary benefits offered to employees with a view to improving external perceptions and attracting a capable and diverse candidate pool. It is important to our development that benefits are promoted as key elements in retaining and attracting high quality staff, (generous pension, holidays, flexible working arrangements, culture of work-life balance, progression opportunities etc). Appendix 7 summarizes some of the benefits that could be more greatly marketed.
- 8.3 Local Government on the whole suffers from a poor image and a lack of understanding amongst the general public about what councils do and what career opportunities they can offer. This along with market forces competing for the same candidate pools can make attraction and retention of the best staff difficult. In the absence of workforce planning these converging external factors will not be addressed, rather they will be left to chance. For example, further development of work-life balance and the well known "credit crunch" concerns provides us with a clear advantage against other employment sectors with regards to recruitment and selection and retention of staff.
- 8.4 To ensure the right caliber of employees are recruited (to improve performance and reduce turnover), it is vital to introduce competency based interview questions into the selection process. It is proposed therefore that standard questions be incorporated into all interviews regardless of post to develop a culture of recruiting at a high level. Examples of standard competency based questions for interview are shown in Appendix 8 however these will be aligned in with overall agreed Council competencies. Ideally candidates should be encouraged to give specific examples to demonstrate competency, thus using the STAR approach (Situation, Task, Action,

Result) as oppose to being able to delivery basic responses with minimum/no evidence.

- 8.5 In order to attract and retain the best employees, it is vital that employees are recognised and rewarded for their contribution via performance appraisal and other methods (outlined below), and have an opportunity to feedback on their views on working for the Council. As such, certain operational changes will be required to gather employee feedback at regular intervals, for example in their first few months of employment (Appendix 8 shows a basic example) via structured surveys, and by gathering the views of those leaving the organisation (compulsory and detailed exit interviews). These already exist however they are not enforced across services and the process as to how they should be completed must be refreshed.
- 8.6 Collating such data will allow services to consider ways in which to ensure the right balance between employee satisfaction and service delivery.
- 8.7 Returning to the fixed nature of the pay and grading model, financial reward becomes difficult. It may be possible over time to develop an appraisal system linked to pay for senior employees however, the nature of local government employment and the sheer numbers of employees engaged, conspire against an across the job population spectrum appraisal system linked to pay at this stage.
- 8.8 In the absence of being able to use salary increments as a method of reward for excellent performance, there are other methods of retaining and rewarding staff which should be considered, such as structured development opportunities, informal and formal reward schemes directly linked to core competencies and council objectives.
- 8.9 As part of the Councils ongoing commitment to improve service delivery to it's customers business tools such as Investors in People have been adopted by a few services. In recognition of the number of nationally recognised and accredited business tools available each service will choose the accredited body which best reflect their business.

## **9. Workforce Development Process - Occupational Health & Healthy Working Lives**

- 9.1 Developing the workforce also incorporates ensuring the welfare and health of employees is considered to ensure a fit and well looked after workforce. Inverclyde Council is committed to employees' health and general well being. This has been recognised nationally by the recent award of the prestigious Healthy Working Lives - gold standard.
- 9.2 It is our intention to build on this award – for example this month (May 2009) is our assessment for the equally prestigious Mental Health Accreditation award. We will be the first Scottish Council to gain this award. A number of our own staff, spread throughout the Council, are now designated Mental Health awareness officers having been through appropriate training.
- 9.3 In addition an improved Occupational Health Service nurse /physiotherapist/counsellor /general practitioner - is being created – via a tendering process – for employees' benefit.

9.4 The knock on effect of ensuring employees' health at work is looked after is that attendance levels and work remain high, thus the benefits of increased productivity can be realised.

9.5 An attendance management information booklet was recently [December 2008] distributed and corporate training is carried out by HR for all employees with a responsibility for managing attendance. Continuing with this focus will contribute towards culture change in terms of minimizing sickness absence and ensure all health risks related to employment are duly considered and ensuring systems put in place to tackle them.

9.6 Environmental factors should also be considered not only when considering employee health and welfare, but also linking in with the Councils environmental commitments. As such certain concepts should be considered to raise awareness, encourage change amongst employees, and improve the Councils performance in terms of environmental efficiencies:

- Walk to work
- Car share
- Bike/Cycle Scheme
- Public transport options
- Paperless office
- Energy efficiency at work.

## **10. Organisational Development**

10.1 From an internal perspective, Organisational Development in Inverclyde Council is concerned with managing planned change in a way which facilitates continued service delivery whilst implementing modernisation programs. It seeks to ensure that adaptability to change is in place. Cultural change is required through-out the council to embrace change and allow transitional programs to go ahead with minimal resistance and smooth implementation. Single Status is the first key example of this. Culture and values will form a core competency to be referred to during recruitment and selection and recognised as an inherent part to our people management approach.

10.2 In order to facilitate change, Organisational Development needs to be concerned with ensuring the Council has the correct skills and knowledge in place to work through change programs. This means working closely with services to understand their business needs, and developing employee based solutions to close these gaps. It must be ensured that the Councils problem solving abilities and ability to adapt to macro and micro economic changes are improved and sustained.

10.3 Organisational Development will assist in improving business modernisation by ensuring employees gain the skills and knowledge necessary to drive change programs forward. This will include operational changes too which will help improve Service delivery and employee commitment, for example different working hours, condensed working, annualised hours and so on. The facilities management review and the street scene review are current examples of modernisation of services.

10.4 Aligning with the future operating model, this approach to business modernisation can be supported by Organisational Development by supporting services to review their

delivery models in the most efficient way whilst still remaining compliant with terms and conditions and to ensure minimal disruption to service delivery.

- 10.5 The corporate objectives of Inverclyde Council will not be realised without understanding the strategic plan to ensure that employees embrace the concepts and aspire to achieve success., thus the role of managers is crucial in motivating and communicating with employees.

### **11.0 Framework for Introduction**

- 11.1 Workforce Development will be introduced in stages starting from the 1<sup>st</sup> of June 2009. This staged approach is designed in recognition that there are opportunities to promote certain elements of the workforce planning and development strategy quickly while there are other elements which require more time to introduce: Refer to appendix 10 for specific proposals and timelines.
- 11.2 Service input is vital during this process, specifically at the profiling stage, and in working with Organisational Development and Human Resources to develop methodologies to support anticipated change.

### **12.0 Conclusions**

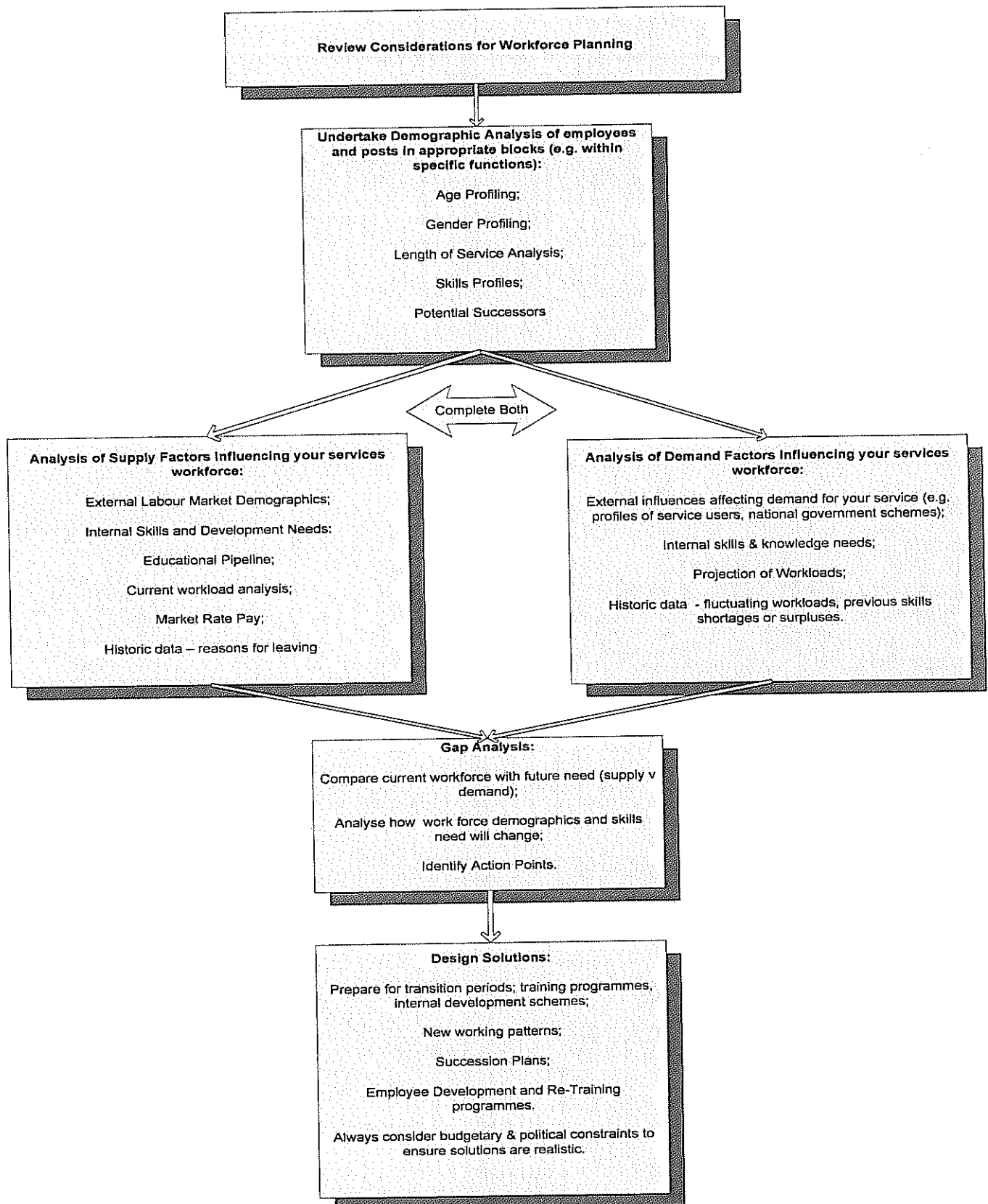
- 12.1 The key challenge to Inverclyde Council is to plan today to develop the people capabilities to meet tomorrow's perceived requirements.
- 12.2 The various elements which together establish a Workforce Development Strategy combine to fundamentally change the culture of the Council in a way which encourages and rewards success and improves the image of the Council for our own employees and to the wider world.
- 12.3 The holistic approach to workforce development is advantageous in that it considers all aspects of people management in line with Council objectives and thus no single aspect is left in isolation.
- 12.4 The solutions that will be put in place will be designed based on specific service needs and concrete evidence as oppose to opinion.

### **13.0 List of Appendices**

- 1 – Workforce Planning Process Flowchart
- 1b – Framework for Workforce Analysis & Development of Workforce Plans
- 2 a - Considerations for Workforce Planning
- 2b Summary of Non-Management Employee Survey in Relation to Workforce Planning & Development
- 3a – Example Template of Demographic Analysis for Workforce Planning
- 3b – An Overview of Succession Planning & Example of Pilot Exercise
- 4 – Example Template for reviewing supply and demand factors in relation to Workforce Planning
- 5 – Example of potential strategic actions as a result of work force analysis
- 6a – Example template of Competency Based Performance Appraisal
- 6b – Example template of Personal Development Plan
- 6c – Example template of Individual Performance Improvement Plan
- 6 - Summary of Non-Monetary Benefits

- 7 - Example Template of Survey of New Employees
- 8 - Example of Competency based Interview Questions and Scorecard
- 9 - Proposed Framework for Introduction.

## Appendix 1a – The Workforce Planning Process





## Appendix 1b – Basic Framework for Workforce Analysis & Development of Workforce Plans

### Introduction

Organisational Development will work with services (managers) to see them through the process outlined in Appendix 1a. They will meet with and provide guidance to managers to ensure that the process remains factual and accurate. The approach used will be service based and ultimately each service will be required to complete a workforce plan (together with OD) following the analysis/data gathering stage. Services will have access to support from OD to complete the different stages in the process.

### Stage 1 – Data Gathering

- 1a: A **demographic analysis** of the work force will be completed by Human Resources. This information will be collated in a fashion similar to that outlined in appendix 3a. Capturing this information will allow a clear picture to be created of retention rates, turnover rates, planned retirements, current skills, future demand for skill, and to allow services to develop workforce plans.
- 1b Each service will be required then to complete a **skills and knowledge analysis**, outlined in appendix 3b of their current workforce. This analysis will be split into 3 sections:
- Generic Skills and Knowledge: These are the standard requirements for all employees. They should be consistent across the Council and should be connected with Council Core Competencies.
  - Service Specific Skills and Knowledge: This section will be tailor made to capture the specific skills and knowledge required within in each service.
  - Post Specific Skills and Knowledge. This section will be tailor made to capture the specific skills required for the specific duties of the post.

Additionally, the following will be considered for relevant parties:

- Leadership Skills and Knowledge: This section will cover the standard requirements for all leadership posts within the Council and employees in leadership posts should be considered here. The skills and knowledge should be generic and linked with or matched with the Councils core leadership competencies. This section will also be used to highlight *potential leaders* and so any employee who demonstrates skills/knowledge in these areas should also be considered here regardless of current post.

The analysis of skills and knowledge within the current workforce will serve as a tool to highlight specific skills gaps, and as a starting point for highlighting succession needs.

- 1c Each service will be required to consider the **supply and demand factors** influencing their workforces. This can be done using a template similar to the example outlined in appendix 4. The information gathered in this section will ensure that all internal and external factors are considered when reviewing how the service will be delivered in future years.

### **Important Information**

*It is important to highlight that the new HR/Payroll system will go some way in providing a lot of the demographic data required in Stage 1.*

### **Stage 2 - Gap Analysis**

Following on from stage 1, once the data has been gathered it will be possible to map out where gaps exist or may arise in future. As the data gathering stage will have given 360° consideration to all possible influencers on Services' workforce, it will be possible to;

- Highlight what the gaps are in terms of skill and knowledge in the current workforce;
- Forecast turnover rates;
- Highlight any gender/post inequalities;
- Highlight any trends in retention by post/service;
- Highlight any trends in absence by post/service;
- Forecast any potential increases in demand and supply on the workforce

It is only once this data gathering and analysis has taken place that a true workforce plan can be developed, as it will therefore be tailor made to close the gaps highlighted, and is therefore more scientific in approach than implementing actions for non-proven reasons.

### **Stage 3 – Developing the Workforce Plan**

Referred to in the diagram as "Designing Solutions" it is at this stage the OD will work with Services to develop their specific, tailor made workforce plans (and succession plans).

Each plan will be different because it will be reflective of the Gaps highlighted. Plans will vary in duration depending on the Gaps highlighted, but normally should be between 3-5 years, however should be reviewed annually especially if un-predicted changes occur.

Plans may include some of the strategic actions highlighted in Appendix 5.

### **Important Information**

*Whilst the skills/knowledge matrix is not a tool for employee feedback, it is anticipated that as this may be the first time one has been used within services. As such, if an employee is ranked low in many areas, it would be expected that they be managed accordingly in terms of performance improvement.*

*Whilst the plans will be Service based, once potential successors and/or contributors have been highlighted, this will provide the opportunity to develop a central project management talent pool (Council Wide).*

## Appendix 2a – Example: Considerations for Workforce Planning

		Yes/No
1.	Do you have a precise knowledge of the age demographic of your current workforce?	
2.	Do you have a precise knowledge of the gender mix of your current workforce by post?	
3.	Do you have a precise knowledge of why employees leave your service?	
4.	Do you have a precise knowledge of the retention levels within your service?	
5.	Do you have systems in place to reduce skilled employees leaving your service?	
6.	Do you evaluate the turnover rates within your service in terms of direct and indirect costs?	
7.	Do you have a precise knowledge of the exact skills available within your service?	
8.	Are you fully aware of the external market forces which affect the supply of skilled labour into your service?	
9.	Have you considered how you will ensure you have the relevant skills within your service to meet future demands on services and in accordance with longer term service objectives?	
10.	Do you have a precise understanding of absence levels within your service and their exact implications in terms of direct and indirect costs and implications on service delivery?	
11.	Are all of your employees delivering to minimum acceptable core competencies?	
12.	Do you carry out formal performance appraisals with all of your employees?	
13.	Do you have any systems in place to ensure all employees within your service are adding value to service delivery?	
14.	Have your service plans been developed with consideration to workforce skills availability and market forces?	
15.	Do you have comprehensive, up to date and accessible personal records for employees including training & development needs (Systems based)?	
16.	Do you have specific knowledge of the typical career paths within your service?	
17.	Do you have auditable systems in place to ensure knowledge is managed within your service, i.e. to ensure service delivery will not be interrupted in the absence of certain employees (either via absence or leaving the organisation)	

## **Appendix 2b Summary of Non-Management Employee Survey in Relation to Workforce Planning & Development.**

It is important to engage with employees in order to demonstrate that their views are valued, and in recognition that employees know their job inside out. To strive towards efficiency and effectiveness without the involvement of employees would be foolhardy.

The survey would be designed to engage with employees and provide them with an opportunity to shape operational systems and processes. It is not about employee satisfaction or morale, it is about gathering their views on organisational development.

The survey will be divided into three sections. The first will seek basic information, such as name (if the respondent wishes to supply it ), their role and the type of employment contract.

The survey will then explore how staff spend their time during the week and the volume of service activity during that time;

Respondents will also be given the opportunity to provide feedback on ways in which they consider that the service and their role could improve or change;

Specifically, respondents will be asked to think about tasks they perform and consider if there were any that :-

- should cease;
- should be done in less time;
- should be done by someone else;
- should be allocated more time;
- are not done now but could be done in the future; and
- those they felt they should do that are currently done by someone else.
- comment on need for training and development

### **Workshop**

Following completion of the survey a workshop would be held with relevant parties to discuss the findings and design solutions.

### Appendix 3a – Example Template: Demographic Analysis of Workforce

Age Profiling Current Workforce					
Total Workforce Number →					
	Age Split				Retirement consideration
Job Group↓	< 20 - 30	31 – 40	41 – 50	51 – 55	56 > 65
Senior Management					
3 <sup>rd</sup> Tier Management					
Professional					
Support Staff					
% of total service workforce →					

Gender Profiling Current Workforce		
Total Workforce Number →		
	Gender Split	
Job Group↓	Male	Female
Senior Management		
3 <sup>rd</sup> Tier Management		
Professional		
Support Staff		
% of total service workforce →		

Turnover Rates – Past 2 Years				
<b>Total Workforce Numbers →</b>				
<b>Job Group ↓</b>	<b>Unplanned Leavers</b>	<b>Reasons for Leaving</b>	<b>Planned Leavers</b>	<b>Reasons for Leaving</b>
Senior Management				
3 <sup>rd</sup> Tier Management				
Professional				
Support Staff				
% of total service workforce →				

Retention Rates	
<b>Total Workforce Number →</b>	
<b>Job Group ↓</b>	<b>Average Length of Service ↓</b>
Senior Management	
3 <sup>rd</sup> Tier Management	
Professional	
Support Staff	

<b>Absence Analysis – Past 2 Years</b>				
<b>Total Workforce Number →</b>				
<b>Job Group↓</b>	<b>Average Absence Level (%)</b>	<b>Direct Cost of absence (sick pay + any cover costs - £)</b>	<b>Indirect Costs of Absence (productivity time lost)</b>	<b>Additional Info (i.e. reasons for particularly high absences, management info)</b>
Senior Management				
3 <sup>rd</sup> Tier Management				
Professional				
Support Staff				

<b>Predicted Post Requirement – Next 3-5 Years</b>				
<b>Changes in Service Demand to Consider →</b>				
<b>Job Group↓</b>	<b>Anticipated Demand (Number of posts next 3-5 Years)</b>	<b>Factors Influencing Demand (resulting in either increased or decreased need)</b>	<b>Supply Issues (positive or negative, i.e. surplus/shortage of relevant skilled workers)</b>	<b>Action to tackle supply issues.</b>
Senior Management				
3 <sup>rd</sup> Tier Management				
Professional				
Support Staff				

## **Appendix 3b – An Overview of Succession Planning & Example of Pilot Exercise**

### **1. Introduction**

- 1.1. The traditional approach to succession planning was the introduction of a process of identifying successors for key posts and planning their career paths accordingly.
- 1.2. In recognition of the rather narrow focus of this approach and its conflict for example with the need for proactive diversity policies and open recruitment policies today's succession planning is far more complex and comprehensive.
- 1.3. Succession planning remains concerned with having enough people with the right skills and potential to step into critical posts however, must also have a wider scope and focus on people rather than specific posts.
- 1.4. To emphasise this, it is important to appreciate that Inverclyde Council, like all other large employers, experience most recruitment headaches in management and professional vacancies. In recognition of this, our approach will be to start considering succession plans for professional and managerial posts, moving onto other post as and when issues are identified.
- 1.5. Succession planning must be transparent and not undermine equality issues which are an important part of recruitment and selection.
- 1.6. In summary succession planning in Inverclyde Council is essentially made up of 2 key elements, risk management and workforce development. Posts that are crucial to the running of a service must be able to be covered either in an emergency, a short term, or a long term situation, and developing the workforce will allow this to happen.

### **2. Succession Planning**

- 2.1. The emphasis for succession planning is on adaptability. In an organisation as diverse as Inverclyde Council effective succession planning finds a balance between the aspirations of employees and those of the council. It involves an acknowledgment that talent development cannot be operated in isolation.
- 2.2. As outlined below, the succession plan for Inverclyde Council is designed to meet immediate needs, linked to Directorate plans, and those of the near future. The plan is based on information collected through personal development plans:-

#### **Input**

Service structure with post descriptions;  
Service needs analysis;  
Personal development plans;  
Employee career paths;  
What posts do we need less of.

#### **Definition of key positions**

Determine positions to be covered by plan;  
What posts require immediate cover in absence situations;  
Continually amend listed positions;



All managers have responsibility to present a succession plan;  
Engage all staff to reach potential.

### **Identify Talent Pool**

Gather information from personal development plans;  
Apply gap analysis;  
Competencies;  
Aim for two successors for each post ;  
Posts which overlap.

### **Successor Coordination**

Share information across services;  
If no local successor widen net to capture

### **Output**

Pool of employees capable of operating at a higher level;  
All employees striving continually to develop;  
A dedicated learning and development budget.

### **Key Connections**

Resourcing strategy;  
Filling posts;  
Skill development;  
Assessment Process;  
Individual development plan.

### **Key Considerations**

Equality and Diversity Issues;  
Ensuring development opportunities are open to all;  
Embracing cross-service working;  
External Market forces.

2.3. The flipside of such a transparent process is managing expectations - an employee should never be led to believe that progression is a certainty. Internal promotion, attractive as it is, must be balanced by introducing fresh faces to the Council.

## **3. Approach**

3.1. There are risks in not being able to access the right people, with the required skills at the right time; both in the short and long term. Different converging approaches are required to take account of this.

3.2. Emergency replacements - worst case scenario succession planning. How would Inverclyde Council be affected should a key post holder be suddenly and unexpectedly

not available ? The existing post holder is responsible for the identification of the most likely and ready, in terms of skills and competencies, successor.

- 3.3. A critical post is one where :- success depends on an intimate knowledge of the organisation and its people; a time gap in continuity would have serious effects; the skills base and experience are hard to find.
- 3.4. High potential development - is designed to address future needs. Management competencies are established and; employees who are considered "high potential" are provided with individual development plans.
- 3.5. Initially, senior management identify the range of critical posts to be covered by the succession plan and clearly communicate these and what level of skills and knowledge are required for the specific posts.
- 3.6. For critical posts, senior management will identify the candidates whose capability is assessed as ready for emergency replacement. If there are no ready replacements, there are a range of options:-
  - Target the development of near ready employees;
  - Change the role to match availability;
  - Recruit from elsewhere – advertise in normal way.
- 3.7. To address future requirements, senior management select "high potential" employees selected against existing skills and abilities matched to those of the critical post and associated competencies.
- 3.8. Employees not "selected" for succession planning are also provided with individual development plans designed to assist them fulfilling potential as appropriate (i.e the performance appraisal/monitoring process should identify the same issues which can be fed back to the employees.) With this feedback, access to the succession planning model is therefore possible for these employees longer term. It should be recognised that not all employees wish to be considered for succession planning.

### **Implementing a Pilot Succession Planning Exercise.**

#### ***Convene a local steering group***

This should contain a representative from Organisational Development & Senior Managers.

#### ***Ensure Ready***

Identify critical posts;  
Identify core skills, knowledge requirements and competencies;  
Assess employees competencies etc.;  
Consultation and communication process developed  
Plans aligned to existing policies and procedures

#### ***Interview Senior Management***

Explain succession planning;  
What are there critical posts and logical feeder posts;  
What kind of education should employees have now and in the future;

What skills and competencies are needed now and in the future;  
How will success be measured.

**Communicate the process**

Conduct a senior management workshop to clarify and discuss: the process, the objective; how the plan will be implemented and; how the "talent pool" created will assist filling vacancies.

Conduct sessions for all employees that: introduce the concept; provide opportunity for questions; explain benefits; use email, intranet, publications, briefings etc. to roll out

Example of Succession Plan

Post Being Considered	Current Post Holder (s)	Key Considerations (Tasks/Knowledge/Contacts/Qualifications)	Emergency Cover - Employees Able to Support (if applicable)	Why Suitable In Emergencies	Short Term Successor (s)	Why
HR Advisor	B Brown	Project Management, TUPE knowledge, T.U relationships, report writing.	K Smith	Has worked with B Brown before, aware of current projects.	A White	Has covered TUPE in the past, good TU knowledge, can distribute other work.

**Appendix 3c - Skills Analysis of Current Workforce & Succession Planning.**

Example Skills & Knowledge Matrix - HR Advisor - Core Competencies								
Employee	Job Title	Grade	Team	Qualification	Communication	Professionalism	Customer Focused	Adaptable to Change
Basic:	B							
Intermediate:	I							
Advanced:	A							
Improvement Required	R							

Postholder demonstrates an awareness of the subject and/or basic level of competence

Postholder demonstrates a greater level of competence in terms of responsibility for people/resources/use of equipment

Postholder demonstrates level of competence to lead in these areas/or duties dictate advanced skill level needed

Postholder requires to improve their skills/knowledge of

**Example Skills & Knowledge Matrix - HR Advisor - Service Specific Skills**

Employee	Job Title	Grade	Team	Qualification	Ability to work with all levels of staff	Ability to Multi-Task	diversity and equality	IT Skills on Required Systems	Legislative Knowledge	Conditions of Service Knowledge
Basic:	B									
Intermediate:	I									
Advanced:	A									
Improvement Required	R									

Postholder demonstrates an awareness of the subject and/or basic level of competence

Postholder demonstrates a greater level of competence in terms of responsibility for people/resources/use of equipment

Postholder demonstrates level of competence to lead in these areas/or duties dictate advanced skill level needed

Postholder requires to improve their skills/knowledge of

## Appendix 4 – Example: Potential Supply & Demand Analysis of Workforce

<b>Internal Supply Considerations:</b>	
Is there a high turnover rate within your service in particular posts?	
Do you have an entirely skilled workforce to allow you to develop succession plans for the next 3-5 years?	
Key issues/information regarding the age profile of your current workforce:	
Are there immediate skills shortages that you are aware of within your service?	
Is your current workforce entirely adequately skilled to deliver your service and add value? If not what are the issues?	
<b>Internal Demand Considerations:</b>	
What are the planned internal changes in your service over the next 3-5 years that will have a direct impact on workforce demand i.e. number of staff of the skills of staff? (e.g. new technologies, reduced headcount etc)	
Are there any unplanned internal changes that you can anticipate which may impact the demand on your workforce for the next 3-5 years? i.e. number of staff or the skills of staff (e.g. Political/budgetary)	
<b>External Supply Considerations:</b>	
Key issues/information highlighted from local & national labour market analysis:	
Key issues/information highlighted from surrounding educational institutions & professional bodies offering qualifications relating to your service:	
Who are your competitors in terms of candidate pool?	
Key issues/information relating to Market Rate Pays/Competitor benefits packages:	
Key issues/information connected to how services will be delivered or demanded in next 3-5 years which may affect number and skill sets of employees required:	
What are the planned/anticipated changes within your service over the next 3-5 years that will have a direct impact on workforce demand? (e.g. expected increase/decrease in service users, how service will be delivered)	
<b>External Demand Considerations:</b>	
How will your service requirements change over the next 3-5 years and how they will impact your workforce in terms of number of staff required and skills of staff? (e.g. expected increase/decrease in service users, how service will be delivered)	
Are there any unplanned changes that you can consider which may impact the demand on your workforce for the next 3-5 years? (e.g. Political/Economic factors)	
Are there any other organisations which you do not compete against already for candidates which may begin to pose a threat (e.g. privatisation, growth of other industries/sectors)	

## Appendix 5 – Example of Potential Strategic Actions following Workforce Planning Process

- Internal career development programmes for potential leaders and excellent performers;
- Apprenticeship programmes to encourage certain trades/skills from grass routes level;
- Diversity initiatives to ensure no future equal pay claims and fulfil public duty to ensure a diverse workforce;
- Central Talent Pool for Council projects to reduce use of consultants and create development opportunities;
- Programmes targeting community/partnership groups to link in with Economic Development Initiatives (consideration given to legislative obligations);
- Retraining programmes where certain posts will become obsolete or where post holders have no further development opportunities;
- Attraction programmes (internal and external) for posts where turnover is anticipated;
- Planned and targeting retention initiatives for problematic posts;
- Improved and targeting recruitment initiatives for problematic posts.
- Ensuring gender equality over all posts and taking necessary action to ensure no further equal pay issues (e.g attraction methods to get females into traditionally male held posts and vice versa)
- Learning & Development opportunities and investment for current and future employees to ensure workforce is fully prepared for demands.



## Appendix 6a – Example: Competency Based Performance Appraisal

### **Objectives of Performance Appraisal**

To enable 2-way feedback on employee performance over the past 12 months in relation to the core competencies and to allocate an overall grade based on the definitions of the competency scorings. The performance appraisal should act as guidance to the employee as to how they are performing in their role and as a tool to help them manager their own performance and development. Employees should complete the same form below and an overall grade allocated based on the 2 way discussion.

To consider individual achievements and development needs. Individual training and development needs should also be discussed at the appraisal and employees will be responsible for driving their own development.

**Core Competencies:**<sup>1</sup>Each Competency will be reviewed appropriately to your post;

**Adaptable to Change**

**Effective Communicator**

**Customer & Stakeholder Focused**

**Public Sector Awareness**

**Self Awareness**

**Innovative**

**Motivated**

**Leadership & Management\***

**\* Where relevant**

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<sup>1</sup> Please not that these are Basic Core Competencies for the purpose of example, in future these can be reviewed and designed to be post specific, or generic etc.

**Grades**

**Grade 1**

Demonstrates performance far in excess of expectations of the post.

Delivers outstanding standards in both quality of work and adding value to the team/service.

Performs consistently to the highest standard to no development needs to be fully competent in post.

**Grade 2**

High quality performance, exceeding the basic requirements of the post.

A very good overall standard of delivery.

Frequently performs to the highest standard with minimum development needs to be full competent in post.

**Grade 3**

Performance meets the acceptable standards required for the post.

A good overall standard of delivery.

Generally a good performance with some development needs to be fully competent in post.

**Grade 4**

Performance falls below the requirements for the post.

Delivery is below acceptable standards.

Has several areas of improvement/development needs to be fully competent in post.

**Grade Allocation – To be Completed by Manager (One Competency Example)**

<b>Definition</b>	Employee understands and responds well to the need for change, either operational, organisational or task related. Employee is forthcoming with how changes can be made to improve the organisation/operation/task	<b><u>Tick Where Relevant.</u></b>
<b>Indicators Of Good/Excellent Performance:</b>  (for Grades 1-2)	Encourages and welcomes new ways of working;	
	Is forthcoming with ideas to support changes;	
	Requires minimum coaching and support to undertake changes;	
	Raises any concerns about changes professionally and presents well thought out concerns and suggestions;	
	Demonstrates a positive and flexible approach to handling changes that are implemented;	
	Encourages others to adapt to and embrace change;	
<b>Indicators of Performance Requiring Development:</b>  (for Grades 3-4)	Is resistant to change and does not present well thought out reasons or suggestions as to why;	
	Does not communicate their worries or concerns about change;	
	Has a negative approach to working towards or with changes that are implemented;	
	Presents challenges for colleagues or managers by being inflexible to new ways of working;	
	Does not come forward with new ideas of working/improving working practices;	
	Requires considerable coaching and support from colleagues and managers to undertake changes	
<b>Grade Allocation:</b>		
<b>Comments:</b>		
<b>Improvements Required:</b>		

### **Appraisal Questions for Manager**

1. What do you consider to be the main purpose of the employees job?
2. What do you consider to be the key responsibilities of the employees job?
3. What do you consider to be the employees main achievements during this review period?
4. What do you consider that the employee could have done better during this review period?
5. Where there any issues with prevented the from performing well during this review period?
6. What could the employee/management done to have overcome these issues?
7. What additional support could management have had to help the employee to perform better during this review period?
8. Which of the core competencies do you consider to be the strongest in terms of the employees performance?
9. Which of the core competencies do you consider the employee requires to develop, how can they develop them and how can you assist?\_

## **Appraisal Questions for Employees**

*(Employee to prepare responses ahead of meeting)*

1. What do you consider to be the main purpose of your job?
2. What do you consider to be the key responsibilities of your job?
3. What do you consider to be your main achievements during this review period?
4. What do you consider that you could have done better during this review period?
5. Where there any issues with prevented you from performing well during this review period?
6. What could you have done to have overcome these issues?
7. What additional support could you have had to help you perform better during this review period?
8. Which of the core competencies do you consider to be the strongest in terms of the employees performance?
9. Which of the core competencies do you consider the employee requires to develop, how can they develop them and how can you assist?

<b>Overall Grade Allocated:</b>	
<b>Employee Signature:</b>	
<b>Line Manager Signature:</b>	
<b>Date:</b>	

***N.B – If Grade 4 is allocated - Individual Performance Improvement Plan must be implemented.***

***Following All Performance Appraisals a Personal Development Plan should be completed by the employee and their manager.***

**Appendix 6b – Example of Personal Development Plan**

**Personal Development Plan**

To be completed by the employee as part of their preparation for their Performance Appraisal and finalised together with their manager during the meeting:

Focus Area/Skill to Develop	Why this Focus Area/Skill (i.e. Personal/organisational benefits)	How will this skill/focus area be developed? (i.e. courses/coaching/exposure to specific tasks)	What support is required to ensure this is developed? (i.e. Line manager support, time to study, extra responsibility etc)	Target Date:

### Appendix 6c- Examples Performance Improvement Plan

The performance improvement plan should be used when poor performance is highlighted either as a result of a formal Performance Appraisal or other activities which highlight poor performance.

The performance improvement plan should be task orientated and focussed on the performance areas which have been highlighted as below minimum acceptable standards by the employees' line manager.

The plan should be reviewed on a weekly basis and should normally last between 4-6 weeks.

The plan is designed to be a positive tool to provide employees with the opportunity to improve their delivery to avoid formal disciplinary action on the basis of capability, however, if employees fail the deliver on the improvement areas this route will be considered.

Employee Name:		Plan Implementation Date:		
Target Completion Date:	Skill Level Required/Target↓	Support Required↓	Improvements Shown/Comments (update during review meetings)↓	Next Review Date if Targets still not met:↓
Employee Signature:			Date	
Line Manager Signature			Date	
Outcome:				

## **Appendix 7 – Summary of Non-Monetary Benefits to Attract Best Candidates**

- Final Salary Pension Scheme open to eligible employees;
- Family Friendly Environment (part time working, child care vouchers);
- Flexible weekly working hours with Flexi-Scheme;
- Focused on Employee Welfare (Healthy Working Lives; Cycle Schemes; Health Awareness Days);
- Close links with Leisure Providers, discounts and access;
- Modern Approaches to work being introduced (Home working, Condensed Hours);
- Generous Holiday Entitlement;
- Onsite Canteen facilities (depending on location);
- Car parking facilities (at most locations)
- Fairly assessed salaries;
- Structured performance appraisal programs;
- Structured personal development programs;
- Access to wide variety of training courses;
- Employee reward/recognition scheme;
- Improved technologies – modernization program underway;
- Structured salary progression transparency from the outset;
- Discounts with local shops;
- Opportunity to join an organisation embarking on change initiatives in all services.



## **Appendix 8 – Example: Interim Survey of New Employees**

To be conducted with new incumbents to the organisation after 6 months, and results returned to O.D and Head of Service for consideration:

1. Has the post/organisation met your expectations. Please provide details;
2. Are you clear as to what your responsibilities are?
3. Do you have job satisfaction? Please provide details;
4. How do you rate your resources/accommodation? Please provide details;
5. Do you have regular contact with your manager?
6. Are you encouraged to bring forward new ideas?
7. Are your colleagues supportive? Please provide details;
8. Are you clear on who can support you in trying to understand your role and service objectives?
9. Are you aware of the required competencies within the Council?

## Appendix 9 – Example Standard Competency Base Interview Questions:

### Competency: Work Commitment

Tell us about a time when you worked particularly hard to complete a task:

- S – What was the situation?
- T – What tasks/actions were required to complete the task?
- A – What action was involved on your part?
- R – What was the result/outcome?

### Competency – Responding to Feedback

Tell us about a time where you have had positive feedback on your performance:

- S – Why were you give the feedback (i.e. at an appraisal, as a result of a task)?
- T – What task/behaviours of yours were considered in the feedback?
- A – What action did you take towards improvement as a result of the feedback?
- R – What was the overall outcome, did you make any changes/improvement, what where they?

### Competency – Drive & Enthusiasm

Tell us about a time when you have had to motivate yourself more than normal at work?

- S – What was the situation and why were you not particularly motivated?
- T – What tasks/actions were required to complete the task/project?
- A – What action was involved on your part to ensure you were motivated to carry out the task/project?
- R – What was the result/outcome?

### Competency – Working with Others & Professionalism

Tell us about a time where you have had to deal with a difficult person (colleague, client, customer, manager):

- S – Describe how you came to be in the situation of dealing with this person?
- T - Describe what challenges/behaviours they demonstrated to you that made them difficult to deal with?
- A – Describe what actions/behaviours you adopted to ensure you could overcome the difficulties in a professional manner?
- R – Describe the outcome and what you learned from this experience.

**Competency - Adaptability to Change**

Tell us about a time things did not go according to plan?

- S – What was the initial plan/task/project?
- T – What was your role in the plan/task/project and what happened to take it off track?
- A – What action did you take and how did you react when this unexpected change happened?
- R – What was the outcome of the overall plan/task/project in light on the unplanned change?

**Competency – Handling Change**

Describe to us an example of a workplace change that you have been involved in or affected by:

- S – Describe the change to us, was it planned, unplanned?
- T - What was your role in the change, where you involved/affected?
- A – What action was required or demonstrated on your part to adapt to the change and how did you put this in place?
- R – What was the overall result of the change on you and how did it cause you any concerns over the prospect of future change?

**Competency – Ability to Work Towards Indicators/Targets?**

Tell us about any experience you have had working within a measured environment?

- S – What was the scenario/environment (i.e. performance monitoring, productivity targets)
- T – What tasks did you have to undertake to ensure the indicators/targets were met?
- A – What actions were in place to review your performance against the indicators/targets and what difficulties did you experience?
- R – What was your general overall result in relation to these indicators/targets (i.e met/failed), and if failed what actions did you put in place to ensure improved future performance?

**Competency Scorecard**

Competency	Excellent	Very Good	Good	Fair	Poor
Work Commitment					
Drive & Enthusiasm					
Responding to Feedback					
Working with Others & Professionalism					
Adaptability					
Handling Change					
Ability to work towards indicators/targets?					

**Appendix 10 - Workforce Planning & Development Strategy 2009 -2011 Framework for Introduction**

**Short Term Changes 0-9 months from June 09**

Initiative	Opportunities	Threats	Action	Comments
<b>External Image &amp; Recruitment Practices</b>				
<p>How we advertise jobs (why come to IC?), Use lineage in advertising to sell organisation/location as well as the job;</p>	<p>Explains more about organisation to potential applicant;                      Attract wider pool of candidates;                      Selling whole package as well as post.                      Explains more about organisation to potential applicants and general public;                      Encouraging potential candidates to look back/register for updates.</p>	<p>Portal, loose some control                      Backing it up, meeting expectations, if don't deliver = attrition risks – can be tackled with interim new employee feedback sessions.</p>	<p>Standardise all advertising to ensure most lineage is used to sell organisation and attract right caliber of candidates as post information can be obtained separately.                      Implement new employee feedback sessions to measure success.</p>	<p>Recruitment Portal captured elements of this.</p>
<p>Allow for soft-copy transit of emailed application from HR to Departments.</p>	<p>Actual efficiencies in terms of time and manual handling.                      Better image of being efficient organisation as could allow for quicker advert-appoint timescale.</p>		<p>HR begins emailing applications to services following closing date rather than collection/internal post.</p>	<p>Need to build trust in email system as some groups still concerned about security.</p>

Initiative	Opportunities	Threats	Action	Comments
<b>External Image &amp; Recruitment Practices</b>				
<p>Agree an internal turnaround time on setting up interviews (standardised);</p>	<p>Good image of efficiency from the outset; Less likely to lose candidates.</p>		<p>Agree with Services a reasonable and timely standard turnaround application – shortlisting-interview.</p>	<p>Need hiring managers buy in and support.</p>
<p>Include questions on change adaptability (and other agreed competencies) into interview format (standardised) and overview of Change Agenda for all candidates.</p>	<p>Establishes expectations from outset in relation to dealing with change; Ties in with overall strategic plans; Gives image that forward thinking, not set in ways.</p>		<p>Agree competencies to be used in selection process (which should like in with performance appraisal process) and begin incorporating into selection process.  Training for managers of use of competency based interviews.</p>	
<p>Survey of Recruitment Process Experience to New Starts or Unsuccessful short-leeted candidates.</p>	<p>Gathers data of employees initial experience and gives us info to work with moving forward; Captures views on experience whilst fresh. Give us information on which to ensure organisation is represented well from the outset to all potential employees.</p>		<p>Design Recruitment experience survey to gauge feedback from all applicants on how the rate their experience (successful and unsuccessful candidates).  Implement any necessary changes as a result of feedback.</p>	<p>Need regular review of responses, perhaps annually, and if applicable update processes.</p>

Initiative	Opportunities	Threats	Action	Comments
<b>Employee Performance &amp; Competencies</b>				
Introduction of Complete Competency Based Appraisal Scheme with Personal Development Plans.	<p>Doesn't allow underperformance to be accepted;</p> <p>Encourages a high performance workforce;</p> <p>Ensures employee performance is regularly reviewed.</p>			
<b>Workforce Analytics – Workforce Planning</b>				
Conduct workforce analysis using agreed templates to ensure all demographic and supply and demand factors are considered, as well as skills profiling.	<p>Predict turnover rates in specific posts;</p> <p>Prevent Skills Gaps;</p> <p>Ensure consistent Service Delivery;</p> <p>Develop L&amp;D actions;</p> <p>Encourage employee development;</p> <p>Improve retention;</p>		<p>Agree standard templates for collating data</p> <p>Agree order in which to conduct analysis</p> <p>OD begin working with services to conduct workforce planning and develop (longer term will lead into implementing strategic actions to address any gaps highlighted as result of analysis stage)</p>	
Compulsory & Detailed Exit interviews, to be introduced as soon as an employee resigns.	Ongoing insight into reasons for leaving and opportunity to fix anything negative.		<p>OD to develop a new process and filter out to services on how to gather as much information as possible from an exit interview and ensure data is tracked and reviewed.</p> <p>Exit interview can be developed online also which will give employees more opportunity to be honest.</p>	

**Medium Term (9-18 months)**

Initiative	Opportunities	Threats	Action	Comments
<b>Efficiencies &amp; CSR</b>				
<p>Environmental Considerations                      Awareness: Paperless                      Practices within department –                      Best Practice from other orgs.</p>	<p>Good CSR image in terms of internal practice;                      Long term space saving and less manual work;                      Image of modern organisation                      Ties in with corporate plans strategic outcomes</p>	<p>Huge reliance on IT for network capacity – cost?</p>		
<p>Lean Management Training – Roll out this, either develop internal course or get trainers in. Would need to be followed up and incorporated into Leadership Competencies</p>	<p>Modern decision making approaches, streamlined business processes in the long term (see above point), save consultancy costs.</p>	<p>As above, fear of job losses via automation/streamlining;                      Needs follow up to ensure ROI achieved, Senior Managers to question/appraise on Kaizen/Lean activities.</p>		<p>Who to deliver, OD or external provider. If cost an issue OD?</p>
<p>Ideas Portal – Introduction of an ideas portal on ICON to encourage employees to submit suggestions as to how things can be done more efficiently or more for the benefit of employees and service users.</p>	<p>Encourages employees to think about improvements;                      Can link in with Employee Recognition scheme;                      Acts as a tool for sharing best practice (if each entry is followed up)</p>		<p>if agreed set up with Comms/IT.</p>	<p>Who would manage?</p>



Initiative	Opportunities	Threats	Action	Comments
<b>Workforce Surveys – Cultural Analysis and Skills Analysis</b>				
<p>Engagement/Satisfaction Survey/Analysis– To establish how people feel about working for the Council . Could be survey or focus groups etc. Not generic employee opinion survey.</p>	<p>Design specifically to Gather current views and opinions on positives and negatives on working for the council (not tick box), allow staff to express specific opinions to give more data to work with. This will allow us to create long term action plan targeted based on responses.</p> <p>Encourages employee engagement.</p>		<p>Can be done regularly by OD online and can be specific to issues highlighted either in exit interviews, new employee feedback session, or any other matters.</p>	<p>Each one would have to be followed up with action points.</p>
<b>Healthy Working Lives &amp; Employee Welfare</b>				
<p>Promote Walk to Work Scheme on ICON and other communication methods to encourage groups.</p>	<p>Encourage physical activity in relation to getting to work;</p> <p>Longer term benefits of healthier workforce;</p> <p>Links in with healthy working lives award.</p>			
<p>Promote Car share scheme on ICON and other communication methods to encourage use.</p>	<p>Encourages employees to consider environmental and financial matters in relation to work</p> <p>Links in with healthily working lives award;</p>			

Initiative	Opportunities	Threats	Action	Comments
<b>Healthy Working Lives &amp; Employee Welfare</b>				
Implement Cycle Ownership Salary Sacrifice Scheme	<p>Encourages employees to consider environmental and financial matters in relation to work</p> <p>Links in with healthily working lives award;</p>			
Implement Childcare Voucher salary sacrifice scheme.	<p>Promotes family friendly environment;</p> <p>Attractive to potential and current employees.</p>	Cost		
Introduce Occupational Health Program (Tender)	<p>Ensures employee health considered at work;</p> <p>Provides all round support service freeing up HR time;</p> <p>More efficient solution to current situation.</p> <p>Will promote health at work and longer term increase attendance.</p>			

Long Term 18-24 months

Initiative	Opportunities	Threats	Action	Comments
<b>Attraction, Retention &amp; Management of Skills</b>				
<p>Create Strategic Actions in terms of retention/attraction and skills development initiative plans based on results of workforce analysis/exit interviews and management views on skills gaps.</p>	<p>Ensures consistent and capable workforce adaptable to planned change.</p>			<p>May involved review of current training offerings to ensure they are in line with predicted skills requirements.</p>
<p>Introduction of People Planning/Succession Planning (Service Specific - based on analysis on retention/labour markets/education etc)</p>	<p>Avoid skills gaps/build relationships with 3<sup>rd</sup> Parties, consistent service delivery</p>			
<p>Introduction of Long Term Management Development scheme for existing &amp; potential Managers ( to be identified as result of People Planning) To include knowledge management (service based).</p>	<p>Longevity and performance levels of managers; Retention of mid-level staff. Good attraction tool if we can sell success stories.</p>			<p>Can be developed internally.</p>

Initiative	Opportunities	Threats	Action	Comments
<b>Attraction, Retention &amp; Management of Skills</b>				
Delivery feedback on Employee Engagement Surveys and devise action plans;	Shows transparency in publishing results and making commitments to change relevant areas, and solidarity if standing by un popular issues.			Needs follow up to action plan and agreement that will be regular occurrence to review progress and get new views (every 2 years? – will depend on retention/attrition)
Equality – Reviewing roles traditionally held by men/women, innovative ideas to attract and maintain more balance.	Reduces likelihood of further Equal Pay Claims, contributes towards Modern, Innovative Organisation.			
Investors In People Award (IIP) roll out.	National Accreditation for People Management standard, attraction tool as well as ensuring employees are engaged and rewarded as is reviewed regularly.			Would need to consider if this was implemented by service as and when appraisals are implemented or in another fashion.

(End of Document)