HUMBER, COAST AND VALE
WORKFORCE DEVELOPMENT TOOLKIT
Workforce Analysis, Planning and Development

The objective of this toolkit is to provide you with a step by step guide to workforce planning and provide you with a tool to help you to analyse and plan your current and future workforce.

Having a clear plan in place to support workforce development can help organisations gain an insight into how their organisational strategy fits with their current and future workforce requirements.

What is workforce planning?

Workforce planning is a process of analysing the current workforce, determining what your current and future workforce needs are and identifying the gap between the present and the future. Once you have completed an analysis you can implement solutions so that your organisation can achieve a sustainable workforce for now and the future.

Why is workforce planning important?

- Identifies skills gaps and areas of succession risk
- Support talent management and people development
- Understand your future talent demands
- Identify strategies required for people/workforce development
- Supports longer-term planning and planning for key groups, roles and skill gaps
- Supports recruitment and training
- Can help to improve employee retention
- Training and developing employees to meet local health and social care trends and workforce demands
Conducting a workforce analysis

Workforce analysis is a process in which an organisation reviews employment data and trends to determine their current and future hiring needs, allowing them to prepare a better succession plan. The analysis process allows you to take a proactive approach to training and up skilling current staff and the recruitment of new employees.

There are 3 mains steps to conducting a workforce analysis:

**Step 1. Supply Analysis:**

Profiling of your current workforce and projecting future structure needed.

**Current Supply:**
- What roles now exist?
- How many people are performing a role?
- How essential is the role?
- Number of employees
- Existing skills/competencies
- Number of employees reaching retirement age and what job role
- Employee competency levels

**Step 2. Demand Analysis:**

Determine your organisation's future workforce needs.

When thinking about your future workforce needs it is important to consider external factors that may impact on your organisation. HR professionals recommend you to take into account political, economic, sociological, technological, environmental and legal (PESTEL) factors when considering your future needs, examples of which can be found in the table below.

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Step 3. Gap Analysis:

Comparing the workforce supply to the workforce demand and identifying the difference

- **A Gap**: (projected supply is less than the forecasted demand) this indicates a future shortage of needed employees in specific roles.
- **A Surplus**: (projected supply greater than forecasted demand) this indicates a future excess that may require action.

To support you with your workforce analysis we have created some template documents which can be found at the end of this document. You may also wish to use the workforce plan template which can be found on our website in the apprenticeships section.
Addressing the gaps and developing a workforce plan

Now that you are ready to analyse the gaps and develop a plan to address future workforce needs, a good starting point is looking at your resourcing risk areas, these are the areas where you know there is a shortage, or will be a shortage in the future. Starting with these roles you need to consider if these areas could be addressed by recruitment, staff development, introducing new job roles or redeployment, from here you can start to develop a formal plan.

Example
From your analysis you have learnt that one of your practice nurses will retire in four years and one of your healthcare support workers is keen to train to be a nurse and has applied to attend university this year. Your strategic plan also shows that the number of patients in your area is rising 5% a year, from your research you also know that nationally there is a shortage of GPs and nurses.

The diagram below shows the new organisational chart, which demonstrates how you decide to address the findings in the example above over the next four years in comparison to your current workforce structure.

Taking into account what you have learnt from your analysis and what you know about the current workforce you decide to take advantage of new roles that have been developed along with the funding that is available to support the development and training of individuals who will undertake these roles.
Monitoring and Evaluation

The purpose of monitoring and evaluating workforce plans, is to ensure the plan is having the desired effect, is on track and that it is still current, in terms of changes to your workforce flow, salary cost, legal or policy changes, etc.

It is best practice to review the your workforce plan with your management team at least annually but more frequently if you have highlight major changes and areas for development. Other things you may wish to consider when reviewing your plan are:

- Changes to employee structure (if there have been any)
- Workforce flows (starters/leavers/retirements)
- Workforce risks not previously identified (such as an unexpected staff resignation)
WORKFORCE DEVELOPMENT TEMPLATES
## Gap Analysis

<table>
<thead>
<tr>
<th>Workforce Needs</th>
<th>Gaps between current and future workforce</th>
<th>Priority</th>
<th>Measures to take to address gaps</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Current</td>
<td>Future</td>
<td>1-2 years</td>
</tr>
<tr>
<td>Role types and quantities</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Levels of skills and qualifications</td>
<td></td>
<td></td>
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<tr>
<td>Employment types</td>
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</tbody>
</table>
# Training Development Plan

<table>
<thead>
<tr>
<th>Name</th>
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</thead>
<tbody>
<tr>
<td>Position title</td>
<td></td>
</tr>
<tr>
<td>Years in current position</td>
<td></td>
</tr>
<tr>
<td>Current supervisor</td>
<td></td>
</tr>
<tr>
<td>Target position</td>
<td></td>
</tr>
<tr>
<td>Key competencies of target position</td>
<td></td>
</tr>
<tr>
<td>Is the candidate ready:</td>
<td></td>
</tr>
<tr>
<td>Now</td>
<td></td>
</tr>
<tr>
<td>Within 1 year</td>
<td></td>
</tr>
<tr>
<td>Within 2 years</td>
<td></td>
</tr>
<tr>
<td>Within 3 – 5 years</td>
<td></td>
</tr>
</tbody>
</table>

**Action plan to meet key competencies of target position.**

*Include all skill and competencies that need to be developed stating what training activities will be complete and by when.*
References and Further Reading


