



Corporate Planning: Stage 4

Establishment and Workforce planning



Ground rules



Turn off your mobile phones



Listen to each other



Keep to your time



Think about the questions



Do not speak over each other



Work cooperatively together



Have a go at your exercises, you'll learn more

Establishments and Workforce Planning

- The earlier CP stages may lead to reconfiguration of structure;
- Reconfiguration may lead to staffing review and modifications;
- These have implications for numbers, distribution, responsibilities and make up of staffing:

The two steps

- Defining a revised Establishment for the organisation:
 - Composition of the required work force (posts, jobs, and skills required to respond to the functions, structures, and processes adopted).

The organization must approve proposed reorganization or reconfiguration of the structure, organization or functions put forward at the initial CP stages before any development of the Establishment and Work Force plans is attempted

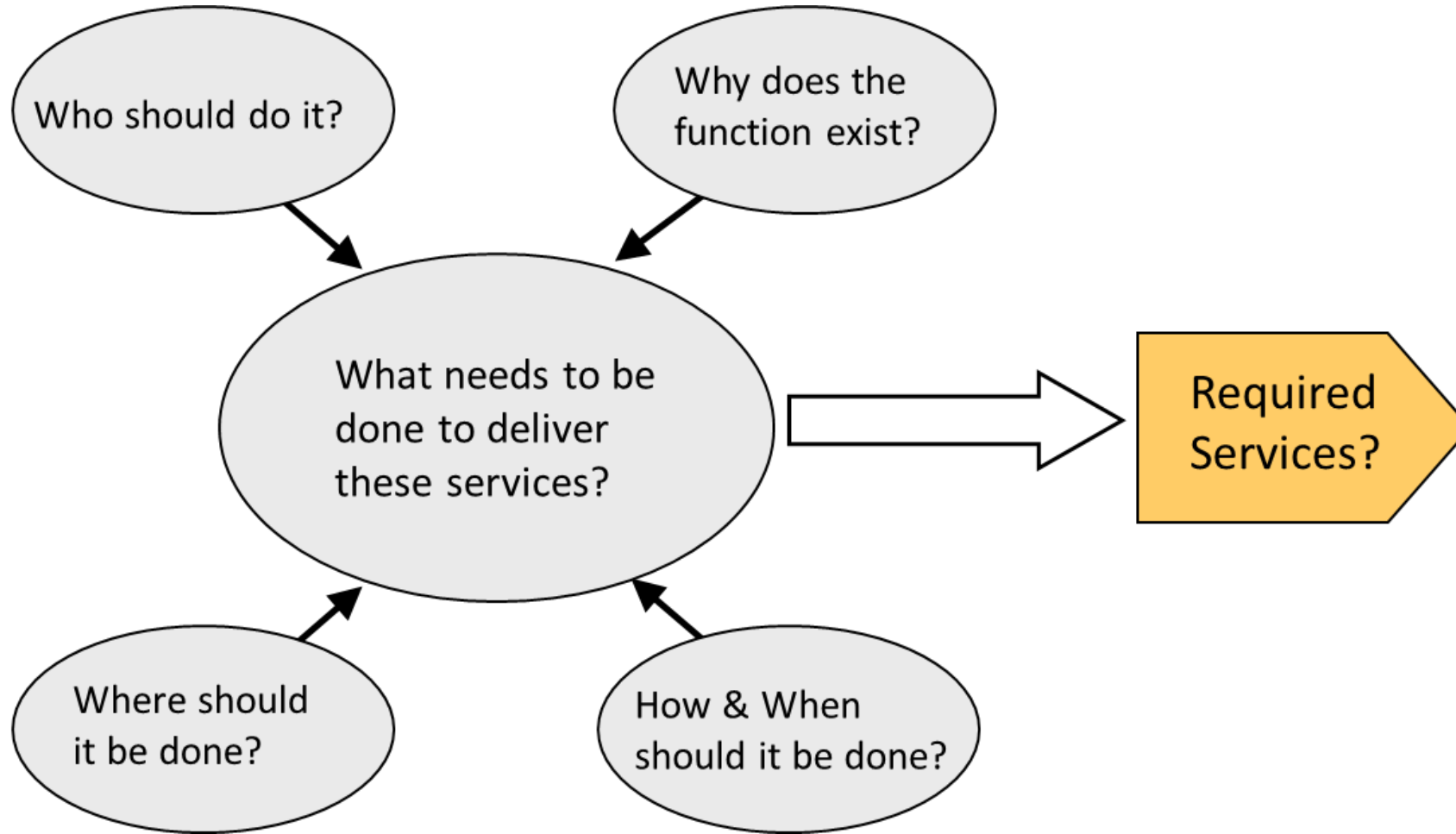
- Preparing a Work Force Plan:
 - The process of getting the right number of people, with the right skills, in the right place, at the right time, with the right attitude, doing the right work, at the right cost, and with the right work output.

Establishment planning

As a business grows, employee responsibilities detach from specific people, and are instead, assigned to specific positions or departments regardless of who holds that job.

What is Establishment Planning?

- Defining the establishment which an MDA requires to fulfill its mandate and achieve its objectives effectively and efficiently;
- Specifying the functions and jobs to be included in the establishment in enough detail to facilitate future decisions about deployment, and provide the foundations for managing the future performance of civil servants;
- Comparing the current and required establishment to identify necessary actions to implement the new establishment.



Establishment and Workforce Planning

Basic guidance on the process in 4a of Part 2 of the CP Toolkit

- **Define an Establishment Plan for the MDA:**
 - Posts, jobs, and skills required
 - Changes from the current establishment (posts to delete, new posts, redesigned posts)
- **Analyse the Existing Workforce and Identify Gaps:**
 - Match the current staff with the needs based on strategic objectives
 - Identify the gaps: numbers, grades, skills
- **Prepare a Workforce Plan:**
 - The right people, with the right skills, in the right jobs
 - Now and for the future.

Types of Establishment Plan

- We can only do this at MDA level and GL7 and above
- Should be an outcome of the CP functions, structure, and process reviews

Immediate	<ul style="list-style-type: none">• Organograms• Agreed posts in each department/unit• Basic job descriptions including job specifications
Better (Foreseeable change)	Reflecting expected changes in functions, processes, numbers (e.g. computerisation)
Best (Scenario planning)	Modelling a variety of possible establishments

Creating a simple Establishment Plan

- **Structured** interview with a senior officer (unit head, department head, director of finance and admin.)
 - Senior enough to make a judgement on what is needed
 - Junior enough to know the detail
- Key questions:
 - What is the function / process?
What type of **posts** are needed for this work?
 - How many **posts** are needed - based on current experience and expected workload?
 - **NOT** based on grades, or any notional ratio of grades
 - A suggested grade level for each of the types of posts can be proposed later
- Considerations:
 - This is a managerial judgement
 - Art not science

Implementing the Establishment Plan

Management approval to prepare an establishment plan



Review existing establishment by identifying:

1. Posts to be retained
2. Posts to modified and retained
3. Posts to be created and
4. Posts to be abolished



Prepare plan for effecting the changes:

1. ExCo or HoS approval
2. Budget changes/available for implementation
3. Time scale for implementation
4. Regular future reviews e.g. every 3 years to align with timeline for MTSS

What is Workforce Planning?

- WFP is a core process of HRM that is shaped by the organisational strategy, structure and functions and ensures that the right number of people with the right skills at the right time are in the right posts to deliver short- and medium- term objectives of the organisation.
- A gap analysis that compares current and future functions and responsibilities with workforce requirements and developing actions to bridge any gaps that may be identified.

Workforce Goal: is to get the right number of people, with the right skills, in the right place, at the right time, with the right attitude, doing the right work, at the right cost, and with the right work output.

Workforce planning



Contents of a Workforce Plan

- Identifying strategies for building the relevant skills and capacity needed for organisational success;
- Setting out how the organisation will recruit, support, develop and retain the employees it needs for the present and future;
- Showing how employees will move to new jobs to meet changing needs and priorities.

The Workforce Plan: Stage 1

Capture the necessary data about the people actually working in the MDA/department/unit:

1. Decide what data you need:

- Qualifications and training
- Career history /experience
- Performance history

2. Establish data sources and quality of data:

- Payroll (basic)
- Nominal roll (better)
- HR data (best)

3. Design necessary surveys (often direct with staff - careful management);

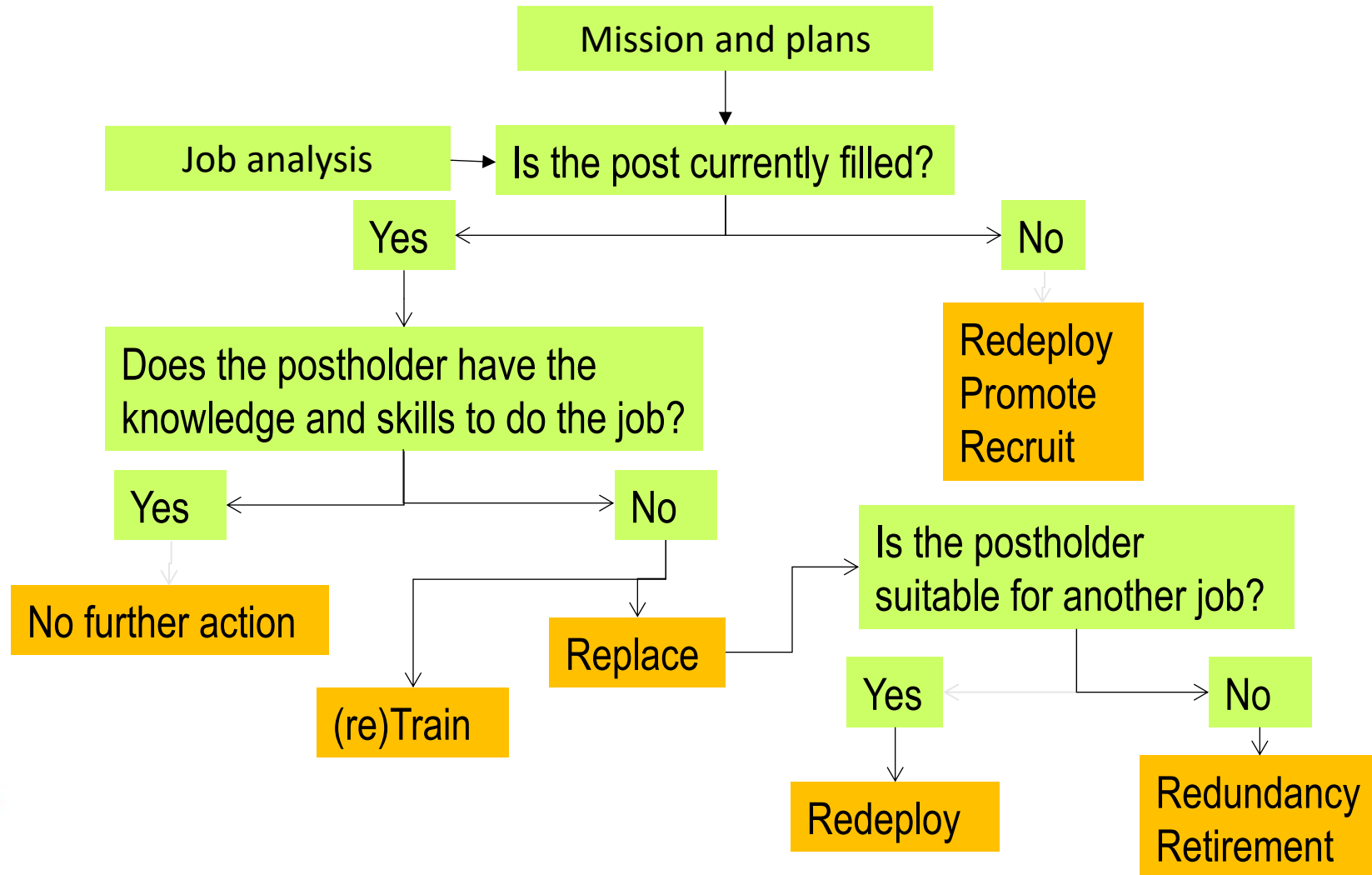
4. Decide how to validate the data

Main stages in preparing a workforce plan

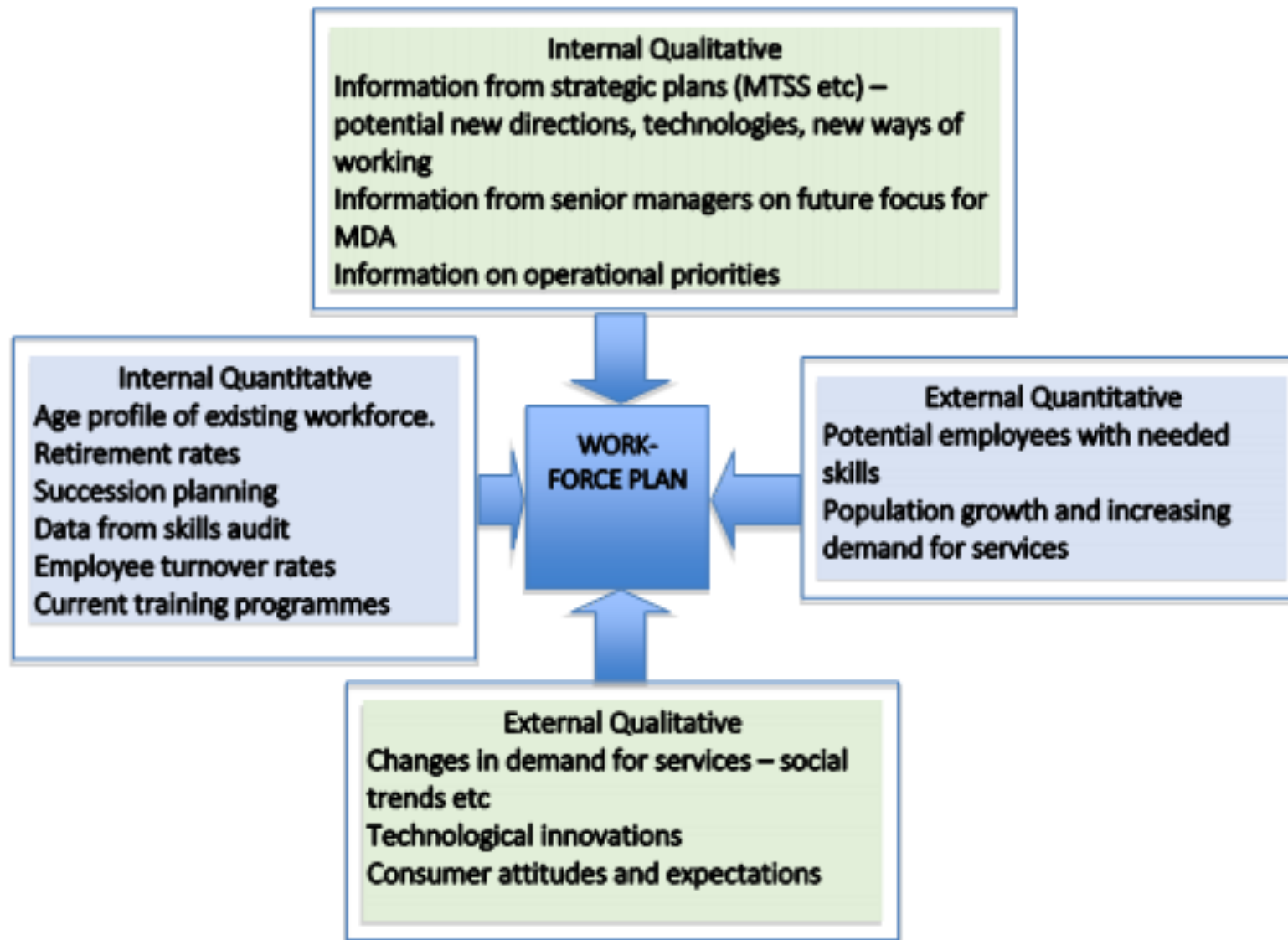
- Prepare a staff list using the nominal roll (current workforce): age, qualifications, gender, experience, grade and performance record if existing. (see Annex 2 for suggested format);
- Compare the current workforce with the establishment plan earlier developed to highlight vacancies, staff duplication, new staff requirements;
- Conduct a personnel and skills audit; determine current 'skills gap' to be filled by training, retraining, deploying existence, and/or employing;
- Draw up a workforce plan that addresses staffing needs for the immediate and medium-term objectives of the organisation.

The Workforce Plan: Stage 2

- Compare the workforce with the agreed establishment
- Post by Post, determine:



Information used in workforce planning



A forward looking Workforce Plan

Consider the future before finally deciding on Stage 2:

1. The post:

- Will this remain unaltered for the next, say 2 years?
- If not, how will it change?
- Will this affect the choice of person (e.g. skills)?

2. The postholder:

- Age - how close to retirement?
- How likely to be promoted?
- How likely to leave (the post or the service)?

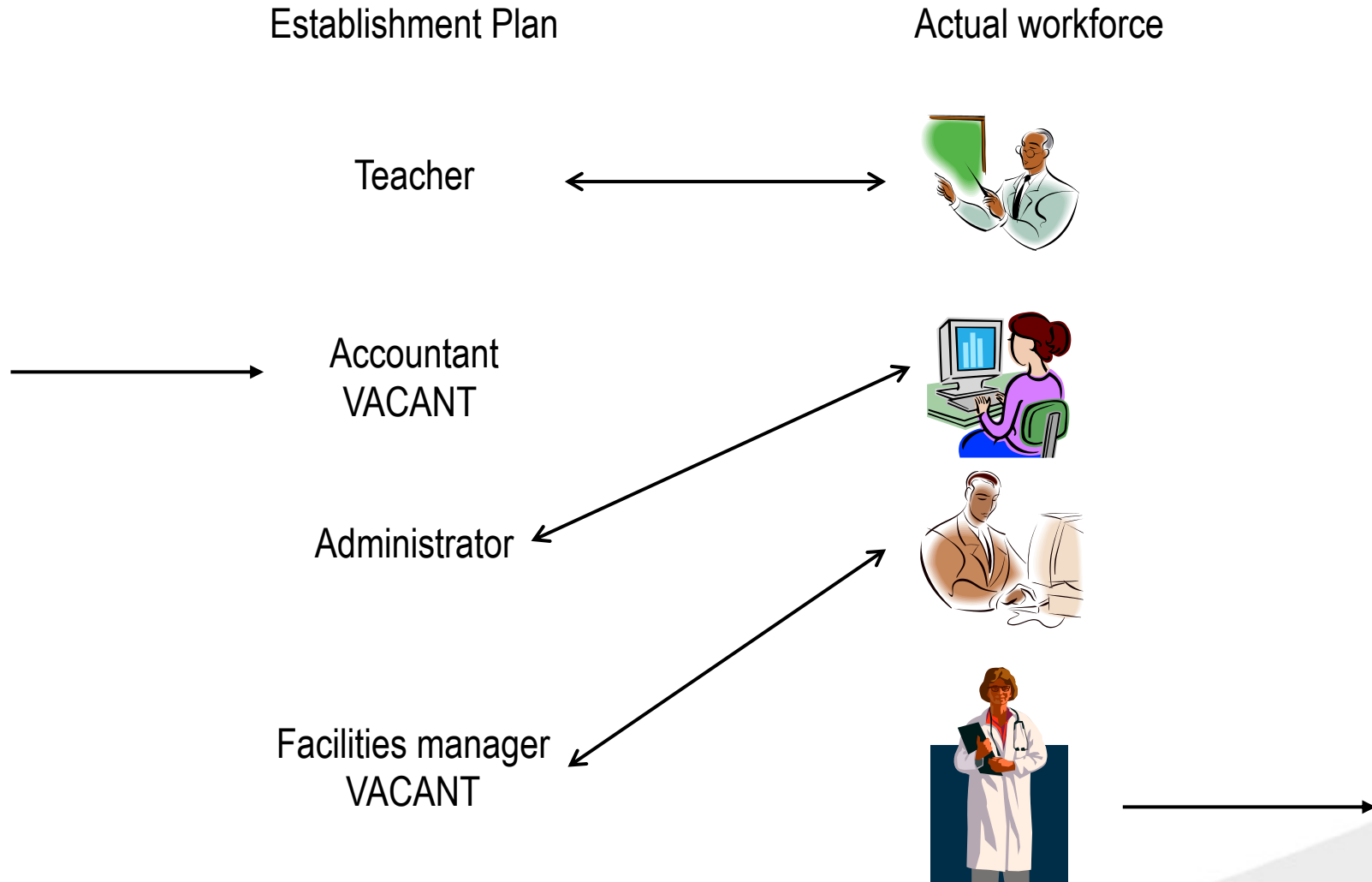
Foundation for **succession planning**

Recognise and plan for reviewing and updating the workforce plan every three years to reflect future changes.

Addressing HR Gaps



The Essence of Workforce Planning



Establishment and Workforce plans





Discussion

- Comments and Clarifications
- Next Steps



Questions, Comments, Observations

THANKS