

## M&LD4 Plan the workforce

### Overview

#### What this Unit is about

This Unit is about taking a lead in identifying the workforce requirements of your organisation and how these will be satisfied. It involves considering the strategic objectives and plans of the organisation to decide whether the workforce should be expanded, maintained or contracted.

It also involves considering whether there is an appropriate mix of people to achieve the organisation's objectives, and whether any problems with this can be sorted out by recruiting staff, moving staff to other positions or making staff redundant.

'Workforce' covers any person who works for the organisation. Colleagues do not have to be directly employed as there is a wide range of contractual arrangements which could be used to provide the people the organisation needs, and part of the planning process is to decide how this is managed.

For the purposes of this Unit, an 'organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating Unit, with a relative degree of autonomy, within a larger organisation.

#### Who is the Unit for?

The Unit is recommended for senior managers.

#### Links to other Units

This Unit is closely linked to Units **B3. Develop a strategic business plan for your organisation**, **B4. Put the strategic business plan into action** and **D3. Recruit, select and keep colleagues** in the overall suite of National Occupational Standards for Management and Leadership.

If your organisation is a small firm, you should look at Unit *J1 Review your staffing*, which has been developed by the Small Firms Enterprise and Development Initiative (SFEDI) specifically for small firms and which **may** be more suitable to your needs. You can obtain information on the Unit from SFEDI on tel. 0114 241 2155 or at the SFEDI website ([www.sfedi.co.uk](http://www.sfedi.co.uk)).

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### **Skills**

Listed below are the main generic 'skills' that need to be applied in planning the workforce. These skills are explicit/implicit in the detailed content of the Unit and are listed here as additional information.

- ◆ Analysing
- ◆ Balancing competing needs and interests
- ◆ Communicating
- ◆ Contingency-planning
- ◆ Decision-making
- ◆ Evaluating
- ◆ Information management
- ◆ Monitoring
- ◆ Planning
- ◆ Prioritising
- ◆ Thinking creatively
- ◆ Thinking strategically

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### **Performance Criteria**

*You must be able to:*

- 1 Evaluate the organisation's strategic objectives and associated plans to obtain information needed for workforce planning purposes and identify any key issues for further consideration.
- 2 Identify the type of skills, knowledge, understanding and experience required to undertake current and planned organisational activities.
- 3 Review capacity and capability of the current workforce to meet identified skills, knowledge, understanding and experience requirements.
- 4 Seek and make use of specialist expertise to assist in workforce planning activities, as necessary.
- 5 Specify workforce requirements that are capable of achieving the organisation's objectives.
- 6 Make sure that the organisation has a diverse workforce which provides a suitable mix of people to achieve its objectives.
- 7 Make sure the cultural needs and requirements of your workforce are considered to maximise efficiency for the organisation.
- 8 Develop plans that meet the organisation's long, medium, and short-term requirements, making best use of people from inside and from outside the organisation.
- 9 Ensure a mix of full-time, part-time, temporary and contractual workers appropriate to the needs of the organisation.
- 10 Make sure that resources needed to recruit, keep and redeploy people are available.
- 11 Make sure that plans incorporate contingency arrangements to deal with unforeseen circumstances and maintain business continuity.
- 12 Communicate workforce plans to relevant people for information.

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### **Behaviours**

*You will exhibit the following behaviours:*

- 1 You recognise the opportunities presented by the diversity of people.
- 2 You are vigilant for potential risks.
- 3 You identify systemic issues and trends and recognise their effect on current and future work.
- 4 You anticipate likely future scenarios based on realistic analysis of trends and developments.
- 5 You take decisions in uncertain situations or based on incomplete information when necessary.
- 6 You take and implement difficult and/or unpopular decisions, if necessary.
- 7 You work towards a clearly defined vision of the future.
- 8 You use communication styles that are appropriate to different people and situations.

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### **Knowledge and Understanding**

*You need to know and understand:*

### **General knowledge and understanding**

- 1 What an effective workforce plan should cover.
- 2 The information required to undertake workforce planning.
- 3 Sources of specialist expertise in relation to workforce planning and how to make use of them.
- 4 Legislation and requirements relating to employment, workers' welfare and rights, equality and health and safety.
- 5 How to take account of equality, diversity and inclusion issues in workforce planning.
- 6 Strategies and/or services which need to be in place for when people leave, including redundancy counselling.
- 7 The importance of putting contingency arrangements in place and how to do so effectively.
- 8 How a multicultural and international workforce can benefit the organisation.
- 9 The different ways in which workforce requirements can be met, their advantages and disadvantages, costs and benefits.

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### **Knowledge and Understanding**

*You need to know and understand:*

### **Industry/sector specific knowledge and understanding**

- 1 Types of employment agreements typically used within the industry/sector.
- 2 Patterns for employing, recruiting, and keeping people in the industry/sector.
- 3 Trends and developments in the sector which are relevant to workforce planning.
- 4 Legislation, regulations and codes of practice that apply in the industry/sector.
- 5 Working culture and practices of the industry/sector.

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### **Knowledge and Understanding**

*You need to know and understand:*

### **Context specific knowledge and understanding**

- 1 The organisation's vision, strategic objectives and associated plans, structure, values and culture.
- 2 Employment agreements with people working in and for the organisation.
- 3 The capacity and capability of the current workforce.
- 4 The diversity of the organisation's workforce.
- 5 Factors affecting workforce planning in the organisation.
- 6 Local employment market conditions.
- 7 Employment policies and practices within the organisation — including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions.

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### Evidence Requirements

PC	Evidence of Performance Criteria: ◆ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
	<b>Workforce reviews that you have organised or prepared:</b>				
	◆ analyses of strategic, business and/or operational plans to forecast likely future employment requirements (numbers of people, skills levels, employment patterns, etc)	4, 7	2, 4, 5, 7, 8, 9	2, 3, 4, 5	1, 5, 7
	◆ analyses of recruitment and employment data and of the relevant population from which recruits are drawn to identify statistical disparities in the job applications, selection, employment, retention and promotion to identify any evidence of poor employment practice, possible discrimination or unintentional barriers to particular groups	1, 2, 3	2, 4, 5	1, 2, 3, 4, 5	2, 3, 4, 6, 7
PC1 PC2 PC3	◆ surveys of the current workforce to identify their experiences and perceptions of, and their attitudes to, their employment conditions	1, 2, 3	2, 4, 5	1, 2, 3, 5	2, 3, 4, 5, 6, 7
PC4 PC6	◆ surveys or records of debriefings of (successful and unsuccessful) applicants to identify their views of the employment prospects in the organisation	1, 3	2, 4, 5	1, 2, 3, 5	6, 7
PC7 PC9 PC10	◆ reports or other outcomes of reviews you have undertaken of the systems for recording and monitoring employment (eg collecting and analysing data on recruitment, retention, development, promotion, timekeeping, attendance, etc)	2, 3, 5, 6	2, 4, 5	2, 4	2, 3, 4, 7
	◆ notes, minutes or other records of meetings you have had with colleagues and consultants to review the organisation's workforce planning strategy	1, 2, 3, 4, 7	1, 2, 4, 5	1, 2, 3, 4, 5	2, 3, 4, 5, 6, 7
	◆ briefings, notes of meetings, letters and other documents you have produced to commission external consultants or specialist staff to review employment practices and future workforce needs	1, 2, 8	1, 3	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7
	◆ personal statements (reflecting on your role in analysing and reviewing current employment practices and future workforce needs)	1, 2, 3, 7	1, 2, 3, 4, 5	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7

PC	Evidence of Performance Criteria: ◆ possible examples of evidence	Behaviours	Knowledge and Understanding		
			General	Industry specific	Context specific
	<b>Workforce plans that you have organised or prepared:</b>				
	◆ proposals for future workforce reform or restructuring, recruitment or redundancy, employee development, and other changes to bring the workforce profile into line with strategic, business or operational plans	1, 2, 4, 5, 6, 7, 8	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7
PC4 PC5 PC6 PC7 PC8 PC9	◆ reports or proposals you have prepared to propose improvements to the organisation's recruitment, workforce development and succession planning strategy or employment conditions to bring them into line with future workforce requirements and with legal and social responsibilities	1, 2, 3, 4, 5, 7, 8	2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7
PC10 PC11 PC12	◆ notes, minutes or other records of meetings to discuss future workforce strategy and plans or proposals to align the workforce to future needs	1, 2, 3, 4, 5, 6, 7	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6, 7
	◆ briefings, notes of meetings, letters and other documents you have produced to commission external consultants or specialist staff to plan future employment practices and workforce needs	1, 4, 7, 8	1, 3	1, 2, 3, 4, 5	1, 2, 3, 4, 5, 6,
	◆ newsletters, records of presentations, notes or other records of meetings with workforce representatives and other communications you have prepared to communicate future workforce strategy to employees	6, 8	1, 4, 5, 6, 8, 9	1, 2, 3, 4, 5	1, 2, 7
	◆ personal statements (reflecting on your role in planning future employment practices and future workforce needs)	1, 2, 3, 4, 7	1, 2, 3, 4, 5, 6, 7, 8, 9	1, 2, 3, 4, 5	1, 2, 3, 4, , 6, 7