



Workforce Planning Tools

Report Completed by

Lynsey Turner – Development Officer

October 2008

Contents

1. Introduction

- 1.1. What is workforce planning?
- 1.2. Aim
- 1.3. Approach

2. Workforce Planning Tools

- 2.1. Scottish Social Services Council (SSSC)
- 2.2. Edinburgh Voluntary Organisations Council (EVOOC)
- 2.3. Scottish Institute for Residential Child Care (SIRCC)
- 2.4. Voluntary Sector Social Services Workforce Unit (VSSSWU)

3. North of Scotland

4. Conclusion

5. Useful Information

1. Introduction

To begin, this document does not claim to have all the answers and is by no way an exhaustive analysis of the work being done; instead the aim is to provide a user-friendly summary of a selection of work carried out within the Social Services Sector on Workforce Planning.

1.1 Aim

The aim of this report is to provide an insight into certain work carried out within the sector on Workforce Planning. Specifically four Workforce Planning tools that are tailored for different areas in the Social Services Sector.

- **Scottish Social Services Council (SSSC) – Workforce Planning Tool.**
- **Edinburgh Voluntary Organisations Council (EVOC) – EVOC Care Training Needs Analyser (ECTNA).**
- **Scottish Institute for Residential Child Care (SIRCC) – Towards a Competent and Confident Residential Child Care Workforce. A Guide for Residential Managers to the Registration and Continual Professional Development of Residential Child Care Staff.**
- **Voluntary Sector Social Services Workforce Unit (VSSSWU): Workforce Planning – A Toolkit for Voluntary Sector Social Services in Scotland.**

A further purpose was to evaluate the active use of these tools in the North of Scotland within the Social Service Sector, in order to determine the effectiveness of the tools and the accessibility for individual and organisations.

1.2 What is Workforce Planning?

This question has stimulated research and development within the Social Care Sector for the last few years.

The most common regularly cited explanation of Workforce Planning is;

“...ensuring we have the right people, with the right skills, in the right place, at the right time”.¹

This sums up the intent of workforce planning, however, the concerns for most within the sector are, is it effective, time consuming, valuable or worthwhile? The answer is yes to all of the above. But despite some difficulties a clear message has to be taken from this, which is the value in workforce planning and the benefits it has for the future of the workforce.

¹ ‘National Strategy for the Development of the Social Services Workforce’, Scottish Executive, 2005.

Essentially, it is about analysing your current workforce, and then extending that analysis to identify the future skills and competencies needed to deliver new and improved services.²

The Social Service workforce aspire to provide high quality services, thus consideration of the following quote would lead you to believe that workforce planning has an essential place in the sector.

“Improving workforce planning to ensure that there are adequate staff across the sector to provide high quality services”³

The intention is not to predict the future but instead be a flexible ongoing plan which is sensitive to different needs of individuals and services. And as quoted in Workforce Planning the Wider Context

“Workforce Planning should be seen as a ‘living document’.”⁴

1.3 Approach

The methods used to achieve this aim consisted of a number of techniques. For example

- extensive research into current trends in workforce planning and development.
- exploration of each of the four tools.
- one to one interviews with the developers of the tools, each being asked identical questions.
- identify the number of people actively using the tools in the North of Scotland and their views and opinions.

Therefore a much more qualitative approach is taken in this report.

² ‘Guide to Workforce Planning in Local Authorities’, Employers Organisation, July 2003
<http://www.idea.gov.uk/idk/aio/4465844>

³ People and Society, Scottish Government.
<http://www.scotland.gov.uk/Topics/People/Young-People/Early-Education-Child-Care/EarlyYearsReview/WorkforcePlanning/Q/editmode/on/forceupdate/on>

⁴ ‘Human Resource Planning: An Introduction’, Reilly P, 1996. Cited in ‘Employers Organisation, Workforce Planning The Wider Context – A Literature Review’, July 2003.

2. Workforce Planning Tools

2.1 Scottish Social Services Council (SSSC) – Workforce Planning Tool.

Due to the rising interest and importance of Workforce Planning, SSSC acknowledged their responsibility in providing clarity of the meaning of Workforce Planning. In order to develop workforce planning in the sector, there was a need for guidance, support and knowledge. As a result a software tool was developed. Work began on the development of the SSSC Workforce Planning Tool in autumn 2006. Despite the obvious limitations with software tools, i.e. access, administration rights, ability etc, this Workforce Planning tool allows all planning and information to be gathered, stored and printed through an 8 stage process. This staged approach is based on a document published by the Employers' Organisation in England in 2003.⁵ The process is straightforward and structured.

Planning is the key feature of the SSSC tool and for the developers; it was crucial that it be more than information gathering mechanism and more toward active planning and supported planning. Due to the contemporary matter of workforce planning there were a number of tools that already existed and some that were in the process of being developed. A great deal of deliberation went into the creation of the SSSC tool to prevent duplication. As a consequence, the tool is generic to meet the needs of the whole of the social service sector, no matter of their size.

SSSC have an on demand support and guidance system for the tool and are happy for any feedback. Evaluation of the tool has not commenced, it is envisaged that this will happen at the end of this financial year, with the expectation of producing evidence of whether a new edition is needed.

Target Audience: Social Service Sector, large or small, is transferable to other sectors.

2.2 Edinburgh Voluntary Organisations Council (EVOC) – EVOC Care Training Needs Analyser (ECTNA).

ECTNA is an online tool available to voluntary/private and public sector care providers in Scotland.⁶ Registration⁷ was the clear motivation for the development of ECTNA. In 2005 EVOC identified a clear need for managers in the voluntary sector to identify staff learning requirements and was aware that many organisations did not have a clear picture what staff had completed

⁵ Extract from the covering letter from SSSC.

⁶ Extract from EVOC guidance document for ECTNA.

⁷ More details on Registration can be found on <http://www.sssc.uk.com/NR/ronlyres/B1BBA777-9C1B-4B38-8707-C3606A591E76/0/gettingreadyforregistration101006.pdf>

or had yet to start in terms of accredited and soft skills learning. This development was funded through European Social Fund (ESF).

The tool provides various options and aspects that can be analysed; predominantly as an information gathering tool, collating information regarding SSSC registration requirements, soft skills and mandatory skills. From this a learning profile for each post grade can be created that contributes to planning emerging training needs both formal and informal. In addition ECTNA information contributes to the recruitment of appropriate staff and can provide information for funding applications/tendering etc. The tool does have some limitations, similar to the SSSC tool as there must be access to a computer, and the process can be time-consuming at the beginning. The tool's positives definitely out-weigh the negatives, this tool's information gathering mechanism is invaluable when needing to retrieve data for staff development, funding applications, registration requirements etc.

Originally the tool was created using excel this was later adapted to an online service, as it was considered more accessible and easier to use and did not require additional software. The developers believe that the ECTNA is a 'tool in development' and as a result of suggestions from users during the first year a number of changes have been made. A step by step guide plus support to use the tool is provided.

As evident EVOC's primary target audience is the voluntary sector, initially to support smaller organisations with little human resources and staff capacity. In 2007 EVOC offered the tool to public and private sector and voluntary organisations registered with the Care Commission across Scotland.

Target Audience: Voluntary Sector, varying sizes of organisations with multiple services. Private & Public Sector Care Providers

2.3 Scottish Institute for Residential Child Care (SIRCC) – Towards a Competent and Confident Residential Child Care Workforce. A Guide for Residential Managers to the Registration and Continual Professional Development of Residential Child Care Staff.

Residential Child Care managers are faced, like many managers, with many demands. SIRCC recognised a clear need to assist and support with developing staff and providing a tool to obtain background knowledge of staff within the workplace as an aim to recognise prior learning and quality of staff. Therefore the aim of this tool is to provide a starting point for the managers to explore the history of staff qualifications.

“...to help Residential Child Care Managers support staff throughout the process of Registration with the Social Services Council (SSSC).....helps managers to develop plans for Continuous Professional Development (CPD),

or Post Registration Training and Learning (PRTL) whilst considering the needs of the individuals and of the team”⁸.

Staff engagement is a noticeable key purpose of the tool. SIRCC developed the tool to address staff resistance and to produce individual and team development plans. The different stages of the tool allow staff to take some ownership and direct involvement in workforce planning. The methodology of the tool allows organisations and managers to adapt and use relevant sections. For example, if the organisation already has some systems in place the SIRCC tool emphasises the importance in not duplicating this, to prevent giving already demanding roles more work.

Due to the success of the section on Staff Engagement, SIRCC has subsequently produced a stand alone user-friendly leaflet to emphasis its commitment to further support staff engagement.

Target Audience: Residential Child Care Managers (unit managers not training managers).

2.4 Voluntary Sector Social Services Workforce Unit (VSSSWU): Workforce Planning – A Toolkit for Voluntary Sector Social Services in Scotland.

In the course of a number of VSSSWU network meetings the key theme that was emerging was workforce planning. With an evolving policy environment, growing expectations from service users and society, demographic challenges, new technologies, limited funding, and an emphasis on regulation, registration and up skilling the workforce, it is clear that all organisations, whatever their size or service, will have to maximise the use of their current and future resources in order to provide quality services.⁹

The Workforce Unit responded to this by forming a working group to establish a mutual way of thinking about workforce planning for the sector. This in turn led to the publication and the development of their Workforce Planning Tool.

The Workforce Unit’s objective was to help answer the question ‘What is workforce planning?’ They achieved this by providing knowledge on the subject and on information gathering. In addition it was to elevate some concerns over capacity for gathering information for the Core Minimum Dataset¹⁰. Unsurprisingly a priority was to give starter tools i.e. to get people thinking about workforce planning and how to go about it. For this reason the

⁸ Extract from SIRCC: Toward a Competent and Confident Residential Child Care Workforce.

⁹ Extract from Workforce Unit: Workforce Planning – A Toolkit for Voluntary Sector Social Services in Scotland.

¹⁰ For more information : Workforce Unit Briefing 1: The Core Minimum Dataset:

<http://www.ccpScotland.org/workforceunit/info/documents/WorkforceUnitBriefing1-CMDS.pdf>

tool was created adaptable in order to allow people to develop workforce planning, and to allow flexibility for organisations.

It was always viewed that the Workforce Unit tool would not be used in isolation of the variety of other tools available; this reflects the flexibility and adaptability in the tool. Thus, allowing the tool to be a great introduction to workforce planning.

Target Audience: Voluntary Sector Social Services employers and organisations, smaller organisations, large organisations departments.(Can be used in any sector).

3. North of Scotland

Despite numerous attempts in a variety of methods, engagement with active users of the four Workforce Planning tools was limited. A scarce response meant analysis of users could not be fully conducted for the purpose of this report. Further works maybe follow as part of provider's evaluation and review process likewise in areas of good practice.

4. Conclusion

Workforce Planning sets out the future that the sector will have to explore. With the ageing population that exists within our society, services especially the Social Service sector will experience a growing demand for both provision of services and staff. Similarly with registration of staff being a key priority of the SSSC, staff are required to evidence their path to registration and re-registration.

'To be registered workers need to have the right qualifications and be able to provide evidence that they do their job well and are of good character.'¹¹

The Workforce Planning tools discussed in this report demonstrate some of the support, guidance and information essential and to the workforce planning process.

Each tool has unique attributes to workforce planning and has the key fundamental elements toward a successful 'living document'.

In the North of Scotland awareness of the tools and their purposes is not so apparent. An explanation for this could be that people may not recognise or perceive these tools to be specific Workforce Planning tools. Therefore more awareness raising is required to effectively inform on the Workforce Planning tools that are available to assist the sector.

"People are a key driver for improvement, which means investment in training and development."¹²

Workforce planning is used successfully worldwide, in many professions and is shifting from the role of HR to the whole workforce inclusively. The tools revealed in this report gave example to the flexibility, adaptability and uniqueness of workforce planning. Evidently workforce planning can be overwhelming but more importantly workforce planning should be viewed as a positive driver for the future of the Social Services.

¹¹ SSSC Website

<http://www.sssc.uk.com/Information+for+service+users+and+carers/What+do+you+have+to+do.htm>

¹² Nick Raynsford, Local Government Minister, July 2000. Cited in 'Workforce Development Planning – Guidance Document', Employers Organisation, May 2004.

5. Useful Information

For further information on any of the tools discussed and other social services matters:

www.learningnetworks.org.uk

www.sssc.uk.com

www.sircc.org.uk

www.evoc.org.uk

www.ccpsscotland.org/workforceunit/

Also

www.scotland.gov.uk

www.idea.gov.uk

Further Reading:

1. 'National Strategy for the Development of the Social Services Workforce in Scotland 2005 -2010', Scottish Executive, 2005.
2. 'Guide to Workforce Planning in Local Authorities', Employers Organisation, July 2003
3. People and Society, Scottish Government Website.
4. 'Workforce Planning The Wider Context – A Literature Review', Employers Organisation, July 2003.
5. 'Workforce Development Planning – Guidance Document', Employers Organisation, May 2004.
6. 'Fit for the Future-Maximising the potential of the social services workforce'. Scottish Social Services Council, 2004.
7. 'Better Health, Better Care: Planning Tomorrow's Workforce Today'. NHS Scotland, The Scottish Government, 2007.
8. All Our Futures: Planning for a Scotland with an Ageing Population: 2, Scottish Executive, 2007.
9. Evaluating the Workforce Planning Challenges for Social care in Rural and Remote Areas, Gillian Morrison, March 2007.