

Workforce Plan

Workforce Planning 2013/14

This document outlines the key workforce planning issues that the department will be focussing on during 2013/14

WORKFORCE PROFILE DATA

The key workforce profile data for the department is included in the appendices of the Business Plan. While it is important to analyse this data and understand what it is telling us, the focus of workforce planning this year is on what we know to be true of the department's workforce, and taking tangible action to move closer to the ideal workforce.

To that end, this workforce plan presents the key pragmatic challenges facing the department's workforce and planned actions to help resolve these.

Current position

The relatively new Department of the Built Environment is made up of professional and technical staff with managers ranging from grades D to SMT across a range of disciplines. It has 3 key issues that it has been working on in 2012/13 and plans to continue with in 2013/14. They are as follows:-

Key Issue 1: Management Capability and Development

The need to improve management capability and develop a development plan for both existing and aspiring managers was identified in 2012 and formed part of the workforce plan for that year. The department is now at a stage where it has begun to develop a generic development programme and plans to agree and implement this over the next 2 years. The aim is to improve existing management capability as well as ensure that the department has the management capability for the future.

The department plans to achieve this as follows:

- To complete, agree and embed a generic development programme for existing managers with a view to this informing individual learning plans.
- To offer the development programme to aspiring managers or those who have supervisory responsibilities currently with a view to enhancing their skills in specific areas.
- To use the development programme to ensure that person specifications are consistent in their requirements at varying management levels to ensure we recruit the best managers we can for the future.

Key Issue 2: Succession Planning

In a department where a significant proportion of senior managers are aged 50+ it is important to ensure that technical and professional knowledge is developed across all divisions for future resourcing. The department plans to achieve this as follows:-

- To identify a longer term plan to ensure that technical and professional knowledge and skills are transferred and learned to allow for succession. Work undertaken under key issue 1 should assist with this also.
- To focus on areas of professional expertise that may put the department at risk if lost, encouraging professional development where possible.
- Continue with secondments, where appropriate, as a development opportunity for existing staff.
- Where appropriate, to assess roles that may be developed into career graded posts to provide a career path for employees.

Key Issue 3: Improved provision of management information

The workforce plan in 2012/13 identified a need for improved sickness absence information to managers. Progress has been made on this, in particular in relation to MI provided to SMT, which has helped to ensure a consistent approach to the management of absence. However, it has been identified that further improvement could be made to the information readily available to middle managers in relation to sickness as well as other management information, for example, appraisal outcomes. The department plans to achieve this as follows:-

- Assess key information that would help improve the existing provision of information, particularly to middle managers.
- Identify how this information can be provided in an easily accessible and timely way.
- Provide improved information which enables managers to access appropriate and accurate information in a timely manner.
- Ensure all managers are fully familiar with the functions of iTrent People Manager and the information available by providing training sessions.