Workforce Planning Model & Worksheets

Human Resource Solutions

Workforce Planning is the process whereby the management of an organisation try to ensure that they always have the right number of employees, with the right knowledge and skills in place at the right time. This document provides a Workforce Planning Model which can be applied in any organization; it also incorporates a series of worksheets to facilitate effective project planning.

2024

A. Brogan

Human Resource Solutions

2021

# Introduction

The purpose of these manpower planning guidelines is to assist managers to undertake systematic planning for major structural changes about to take place in their area of responsibility and which will therefore affect their staff. If worked through conscientiously, they should ensure appropriate numbers and skills are in place at each key project milestone.

The model takes managers through the process of clarifying the future situation and articulating the implications of the changes for the workforce. This will allow the estimate of future demand for staff in each staff group at each key date in the project. Profiling the current workforce allows the estimate of internal supply, and by comparing with the demand estimate, allows the quantification of areas of staffing surplus or deficit. Based on the outcome of this, action plans are then drawn up to look at how these difficulties can be addressed - allocating timescales and responsibilities.

The final process involves ensuring there is a process whereby any changes which affect the planning assumptions, are able to be fed into the demand / supply estimates and the action plans adjusted accordingly. This process should also allow monitoring of the action plans to ensure they remain on target.

The importance of embedding project based manpower planning in the context of a strategic framework cannot be overemphasised, and the monitoring and evaluation process should include a link with a high-level group considering overall manpower strategy.

The way in which managers use these guidelines will vary depending on the situation and the scale of the project. However, it is likely that the process will be facilitated by a Human Resources professional who will also help to supply much of the information; particularly in relation to profiling the current workforce. Others involved with the project group are likely to be operational managers whose staff are affected, managers from other agencies / organisations where staff may transfer to or from, professional advisers from the key functional groups and where appropriate a member of the staff-side.

**Workforce Planning Model**

# Worksheet 1

## Insufficient Staff

## Surplus staff

## Action Plans to address imbalances between demand and supply

## Estimate future supply of staff

## Monitor and continually evaluate

## Clarify the future situation

## Profile the current workforce

## Estimate future demand for staff

## Describe the Implications for the Workforce

# Clarify the Future Situation

***Objective: To clearly outline, in broad terms, the proposed service change, the resource assumptions and the manpower implications. To then break this down into manageable stages. This will set the parameters of the manpower planning project.***

The first task is to clearly articulate the exact shape and scope of the service change, this amounts to a "vision" of how the new service will look. Then we must identify all services that are affected, and how they will change. Broad timescales should be outlined at this stage.

The next stage is to identify non-staff resources which are affected by the change. This usually amounts to buildings, equipment etc or financial assets such as new contracts, transfer in or out of finances or budgetary reductions. The purpose of this section is to clearly understand these and determine to what extent they are limitations on the change project.

The next section outlines what the implications of the changes are for staff.

* Consideration should be given firstly to broad numbers - is there a need to increase or decrease numbers or will present numbers be maintained.
* Does the skill-mix require to change - will this become richer or diluted?
* Does this have implications for qualifications / skills required by staff - how will these need to change?
* Will there need to be changes to working patterns / practices - e.g. will staff be required to work more flexibly, change shift patterns, interface with other agencies etc.

The final part of this section involves breaking the change project down into discrete stages - usually around 3-4. This will identify each major task or event, and put appropriate target dates and timescales to each.



# Clarify the Future Situation

(Answer each section in very broad terms)

|  |  |
| --- | --- |
| **Identify the general shape and scope of the proposed business change** | Identify in this section:   * The proposed change * The current services which will be affected by the change * The proposed timescales |

|  |  |
| --- | --- |
| **Identify the resources which will be affected by the change (exclude staff)** | Identify in this section:   * Buildings and other physical resources * Financial resources - additional / reductions / transfers |

|  |  |
| --- | --- |
| **Identify the general staffing implications of the proposed change** | Identify in this section:   * Increase / decrease / transfer of staff * Changes to skill-mix * Changes in qualifications / skill required * Changes to working practices * Current staff shortages |

# Worksheet 1(continued)

Break the project down into a series of discrete stages (usually 3-4) and describe these

|  |  |
| --- | --- |
| **1ST STAGE OF THE PROJECT** | Identify in this section:   * The initial 3-4 major tasks or events * The appropriate targets and timescales |

|  |  |
| --- | --- |
| **2nd STAGE OF THE PROJECT** | Identify in this section:   * The next 3-4 major tasks or events * The appropriate targets and timescales |

|  |  |
| --- | --- |
| **3rd STAGE OF THE PROJECT** | Identify in this section:   * The next 3-4 major tasks or events * The appropriate targets and timescales |

# Worksheet 2

# Describe the Implications for the Workforce

***Objective: To identify in detail the specific workforce implications for each key task / event at each stage in the project***

For each stage identified in Worksheet 1, outline the specific staff related change that need to occur. For example:

* Will more or less of a particular staff group be necessary?
* Will there need to be a transfer between sites or agencies?
* Will the affected staff group need different skills and / or qualifications?
* Will a different skill mix be required - if so how will this be achieved?
* Will any services be rationalised, centralised or contracted out?
* Will management re-structuring be necessary?

The effects on the workforce should be quantified (even approximately) where at all possible

Allocate key dates for each of the major workforce changes identified.



# Implications for the Workforce

With reference to Worksheet 1, outline the staffing implications at each stage

|  |  |
| --- | --- |
| **1ST STAGE OF THE PROJECT** | Identify for each task / event of this stage:   * The key date for the task / event * The staff related change that will occur * The effect on the workforce (more / less staff, different skills, different mix of skills etc) * Quantify the effects where possible |

# Worksheet 2 (continued)

|  |  |
| --- | --- |
| **2nd STAGE OF THE PROJECT** | Identify in this section:  As for Stage 1 |

# Worksheet 2 (continued)

|  |  |
| --- | --- |
| **3rd STAGE OF THE PROJECT** | Identify in this section:  As for stage 1 |

# Worksheet 3

# Estimate of Future Demand for Staff

***Objective: To specify exact workforce numbers in each staff group required at each key date.***

For each stage in the project, identify the numbers in each staff group affected, both in headcount and Whole Time Equivalent (WTE) it is generally best to work in WTE's, however where there are large numbers of part-time staff, it can be useful to consider headcount also.

If an adjustment is required this may also be noted at this stage. This may be to ensure that current staffing figures fairly represent the present situation. For example to take account of under or over establishment, or results of a skill-mix exercise. The new figure should be entered in the “adjustment" column.

The new WTE / headcount figure should be entered under each key date (as identified in Worksheet 2). Obviously this may be different for the same staff group at different dates e.g. a staged recruitment process.



# Estimate of Future Demand for Staff

Based on the staff implications identified in Worksheet 2, quantify the staff changes

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  | | | **New WTE (Headcount)** | | | |
| Grade | Current WTE  (Headcount) | Adjustment | Key Date | Key Date | Key Date | Key Date |
|  |  |  |  |
|  |  |  |  |  |  |  |

# 

# Worksheet 4

# Profile the Current Workforce

***Objective: To allow managers to understand the current workforce profile and thereby allow them to estimate internal supply***

STEPS

1. Identify all staff who are affected by the proposed changes broken down by grade, headcount, WTE, part-time/ full time and sex
2. Profile the same staff group by grade and age & length of service; the same profile should be completed for leavers.
3. Analysis of numbers of leavers and joiners for the last year; calculate wastage rates and net flow for each staff group, and if appropriate for each significant grade.
4. Analysis of leavers and joiners including source of recruitment, reason for leaving and destination on leaving.
5. Identify all hard-to-fill posts / vacancies by staff group / grade and length of time vacant
6. Analysis of absences for each staff group
7. Analysis of travel to work pattern by staff group
8. Based on the above information, estimate for each key date in the project

* Staff lost through internal promotion
* Number of potential retirals
* Wastage rates



# Profile the Current Workforce

Table 1 (May be headcount or WTE or both, and may be expressed in numbers or %)

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
|  |  | Full-time | | Part-time | |  |
| **Staff Group (or grade)** | **Number** | **Male** | **Female** | **Male** | **Female** | **Total** |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

Table 2 - Staff Group: (complete for current staff and leavers)

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Length of Service**  **(Years)** | **Age (in bands)** | | | | | | | | | | | |
|  | **<18** | **18-25** | **26-30** | **31-35** | **36-40** | **41-45** | **46-50** | **51-55** | **56-60** | **60-65** | **>65** | **TOTAL**  **(%)** |
| **<1** |  |  |  |  |  |  |  |  |  |  |  |  |
| **1-2** |  |  |  |  |  |  |  |  |  |  |  |  |
| **2-3** |  |  |  |  |  |  |  |  |  |  |  |  |
| **3-4** |  |  |  |  |  |  |  |  |  |  |  |  |
| **4-5** |  |  |  |  |  |  |  |  |  |  |  |  |
| **5-10** |  |  |  |  |  |  |  |  |  |  |  |  |
| **11-15** |  |  |  |  |  |  |  |  |  |  |  |  |
| **16-20** |  |  |  |  |  |  |  |  |  |  |  |  |
| **>20** |  |  |  |  |  |  |  |  |  |  |  |  |
| **TOTAL (%)** |  |  |  |  |  |  |  |  |  |  |  |  |

Table 3 - Leavers, joiners and wastage rates for the last year

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Staff Group** | **Average Staff-in-post** | **No. Of Leavers** | **Wastage Rate** | **No. Of New Starts** | **Net Flow**  **(starts-leavers)** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

# Worksheet 4(continued)

# Profile the Current Workforce

Table 4a - Joiners analysis

|  |  |  |
| --- | --- | --- |
| Staff Group | Source of recruitment | Numbers |
|  |  |  |
|  |  |
|  |  |
|  |  |
| **TOTAL** | |  |

Table 4b - Leavers analysis - reasons for leaving

|  |  |  |
| --- | --- | --- |
| Staff Group | Reason for leaving | Numbers |
|  |  |  |
|  |  |
|  |  |
|  |  |
| **TOTAL** | |  |

Table 4c - Leavers analysis - Destination on leaving

|  |  |  |
| --- | --- | --- |
| Staff Group | Destination on leaving | Numbers |
|  |  |  |
|  |  |
|  |  |
|  |  |
|  |  |
| **TOTAL** | |  |

Table 5 - Vacancy analysis

|  |  |  |
| --- | --- | --- |
| Staff Group | Hard to fill post | Average time vacant |
|  |  |  |
|  |  |
|  |  |
|  |  |
| **TOTAL** | |  |

Table 6 - Absence analysis

|  |  |  |  |
| --- | --- | --- | --- |
| Staff Group | Sickness absence | Maternity leave | Other |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

Table 7 - Travel to Work pattern

|  |  |  |
| --- | --- | --- |
| Staff Group | Area | % |
|  |  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |
|  |  |

Table 8 - Summary of wastage, promotions and potential retirals

|  |  |  |  |
| --- | --- | --- | --- |
| Key Date: | | | |
| Staff Group | Wastage rate | No. of promotions in last year | No. of potential retirals likely up to key date |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |
|  |  |  |  |

**Worksheet 5a**

# Estimate future supply of staff

***Objective: To calculate of the difference between estimated demand and projected internal supply and thereby quantify areas of surplus and / or deficit.***



# Estimate future supply of staff

## Calculation of difference between estimated

## demand and projected internal supply

(**complete a table for each affected staff group**)

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Staff Group |  | | | |
|  | Key Date | Key Date | Key Date | Key Date |
|  |  |  |  |  |
| Current staff |  |  |  |  |
| Losses: promotions |  |  |  |  |
| wastage |  |  |  |  |
| potential retirals |  |  |  |  |
| other |  |  |  |  |
| **Difference** |  |  |  |  |
|  |  |  |  |  |
| Gains: internal promotions |  |  |  |  |
|  |  |  |  |  |
| **Total internal supply** |  |  |  |  |
|  |  |  |  |  |
| New WTE required |  |  |  |  |
| **Difference** (Numbers to divest, or recruit externally) |  |  |  |  |

# Worksheet 5b

# Summary of manpower implications for each staff group

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Staff Group | Staff surplus / deficit | | | | Action Plan Reference |
|  | Date | Date | Date | Date |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
|  |  |  |  |  |  |

# Worksheet 6a

# Action Plans to address imbalances between demand and supply

## Insufficient Staff

***Objective: To outline action points, timescales and responsibility to ensure that the necessary actions are taken to, as far as possible, recruit sufficient staff to meet workforce demand at each key stage of the project***.

Staff will need to be recruited from the external labour market. In formulating the action plan for this, consider the following points:

1. Do you anticipate any problems reaching the desired level of recruitment, based on past experience and current trends? If not, carefully consider whether anything has changed, or will change which may affect this over the lifespan of the project.
2. If you anticipate there may be some difficulties, then consider the following:

* Have you targeted all possible sources such as colleges/ universities, older people, women returners etc?
* Have you tried adjusting the hours / flexibility to suit for example working mothers?
* What about crèche / childcare facilities?
* Are pay and conditions an issue - if so could you vary?
* Could you sponsor students through an appropriate course?
* Are there staff internally who could be promoted (or quickly developed to this level)?
* Could you attract staff away from other parts of the service or the private sector?
* Are there any Government schemes which could assist?
* Could this part of the service be contracted out?
* Could the duties of this group be carried out by a less difficult to recruit to group?



# Action Plan

## Insufficient Staff

Staff Group: Reference Number:

|  |  |  |
| --- | --- | --- |
| Action Required | Responsibility | By when |

# Worksheet 6b

# Action Plans to address imbalances between demand and supply

## Surplus Staff

***Objective: To outline action points, timescales and responsibility to ensure that the necessary actions are taken to reduce the workforce to meet new demand levels at each key stage of the project***.

Staffing levels need to be reduced; in formulating the action plan for this, the following points should be borne in mind:

* How long would it take to shed the surplus staff through normal methods - wastage, potential retirals (early or not), promotion? Would this be acceptable or are more proactive methods required?
* Could the rest of the organisation assist by holding vacancies for the staff affected, perhaps by using temporary contracts?
* Could the excess staff be re-deployed within the organisation; if so would some degree of re-training be necessary?
* Could they be transferred to another agency, again perhaps with some re-training (does TUPE apply?)
* Have you taken into account the effect of sickness, leave, study leave, maternity leave and other absences? Also, have you looked at how many staff may be likely to retire in the near future?
* If redundancy is the chosen option, then ensure the organisation has a redundancy policy and that this is applied. Particularly in relation to statutory consultation periods, and selection for redundancy.



# Action Plan

## Surplus Staff

Staff Group: Reference Number:

|  |  |  |
| --- | --- | --- |
| Action Required | Responsibility | By when |

# Worksheet 7

# Monitor and continually evaluate

***Objective:*** ***To ensure that any changes which affect the planning assumptions are fed into the supply / demand estimates and the action plans adjusted accordingly. To further ensure that the agreed action plans remain on target.***

Ensure that when designing a monitoring and evaluation system you consider the following:

* Is there a group which is overseeing the project e.g. a steering group? If so how does this link to other similar groups in the organisation?
* How will changes to strategy be fed into the manpower assumptions regarding supply and demand?
* How will the workforce action plans be monitored?
* Do you have an early warning system to detect changes in manpower trends, or in the environment?



# Monitoring and Evaluation Process

Draw a schematic of how the manpower planning project will be monitored, and how the process of continual evaluation will take place. Be sure to clearly show the allocation of responsibility.