The Six Steps Methodology to Integrated Workplace Planning

CHECKLIST

Contents

The Six Steps Methodology

1

Define the plan
Identify the purpose and scope of the plan and establish ownership and responsibilities.

2

Map the service change
Identify the benefits of change, drivers and barriers. Option potential working models.

Steps 2,3 and 4 are all inter-related, so will need to be approached in synergy.

3

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Map the new service activities, identify the skills needed and the types and numbers of staff required.

4

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Map out the current workforce in terms of existing skills, demographics and supply options.

Consider revising steps 2 and 3 based on availability or shortage of staff with required skills

5

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Develop a plan to deliver the right staff with the right skills in the right place, and manage any changes.

6

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Revisit the six steps periodically to reflect any unplanned changes.

Introduction

At its simplest, effective workforce planning ensures you will have a workforce of the right size, with the right skills, organised in the right way, within the budget you can afford, delivering the best possible services.

Workforce plans are prepared at many levels. At a departmental level, staff rotas are used to ensure shifts covered by staff, have the correct skills to ensure services are delivered safely and effectively. You may need to consider your future workforce needs to reconfigure services. On the other hand, you may want to rethink the delivery of services in the context of anticipated staff/skill shortages. The main aim of this six step guide is to set out in a practical framework elements that should be considered in a workforce plan. It is important to be very clear why and for whom the plan is needed.
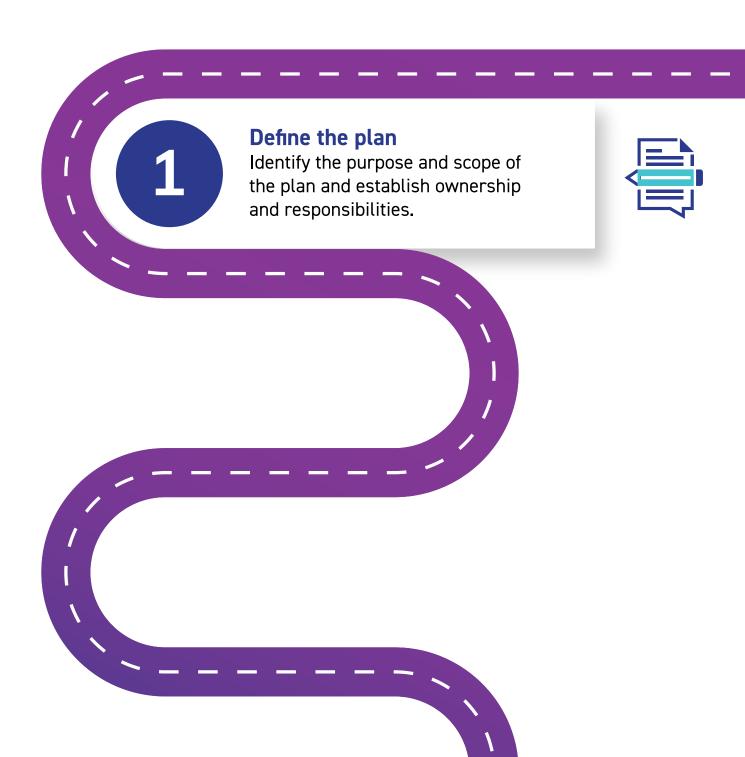
Six Steps Methodology to Integrated Workforce Planning

The table below summarises the six workforce planning steps.
The detailed sections that follow give more information on applying each of the steps.

Six Steps	Brief Narrative	Key Headings	Overview
Step 1 **Define the Plan**	Identify why a workforce plan is needed and for whom it is intended.	• Purpose • Scope • Ownership	This is the critical first step in any planning process. You must be clear why a workforce plan is required and what it will be used for. You must determine the scope of the plan, be clear who is responsible for ensuring the plan is delivered and who else will need to be involved in the planning process.
Step 2 **Map the Service Change**	Identify the purpose and shape of any proposed service change that will impact on future workforce requirements.	• Goals / benefits of change • Current baseline • Drivers / constraints • Option appraisal • Working models	This is the first of three interrelated steps. This is the process of service redesign in response to changes in modes of delivery or financial constraints. You must be very clear about current costs and outcomes and identify the intended benefits from service change. You should identify those forces that support the change or may hamper it. There must be a clear statement about whether the preferred model better delivers the desired benefits or is more likely to be achievable, given anticipated constraints.
Step 3 **Define the Required Workforce**	Identify the skills required and the type/number of staff to deliver the new service model (workforce demand).	• Activity analysis • Types/numbers • Productivity/ new ways of working	This step involves mapping the new service activities and identifying the skills needed to undertake them and the types and numbers of staff required. This will involve consideration of which types of staff should best carry out particular activities in order to reduce costs and improve the service experience even where this leads to new roles and new ways of working.

Six Steps	Brief Narrative	Key Headings	Overview
Step 4 Understand Workforce Availability	Identify current and future staff availability based on current profile and deployment (workforce supply).	• Understanding the current workforce • Workforce forecasting • Demographics • Supply options	This step involves describing the existing workforce in the areas under consideration, its existing skills and deployment, plus assessing any problem areas arising from its age profile or turnover. It may be the case that the ready availability of staff with particular skills, or, alternatively, the shortage of such staff itself contributes to service redesign and steps 2 and 3 will need to be revisited. Consideration should be given to the practicalities and cost of any retraining, redeployment and/or recruitment activities that could increase or change workforce supply.
Step 5 Develop an Action Plan	Plan to deliver the required workforce (new skills in new locations) and manage the change.	• Gap analysis • Priority planning • Action planning • Managing change	This step involves reflecting on the previous three steps and determining the most effective way of ensuring the availability of staff to deliver redesigned services, even if this means some further service redesign. A plan for delivering the right staff, with the right skills in the right place needs to be developed with milestones and timescales. You should also include in your plan an assessment of anticipated problems and how you will build a momentum for change.
Step 6 Implement, Monitor and Refine	Implement the plan, measure progress and refresh the plan as required.	• Implementation • Measuring progress • Revisiting Six Steps	After the plan begins to be delivered, it will need periodic review and adjustment. The plan will have been clear about how success will be measured, but unintended consequences of the changes also need to be identified so that corrective action can be taken.

1

Define the plan
Identify the purpose and scope of the plan and establish ownership and responsibilities.

Step 1: Checklist

Before moving to step 2, it is important to have the following information in place.

Purpose

☐ What is the problem you are trying to solve?

☐ What will a good plan enable you to do?

☐ Who initiated the plan and why?

☐ Who will the plan impact upon?

Scope

☐ What geographical area is covered by the plan?

☐ What services, departments or sites does it cover?

☐ What types of staff are covered?

☐ What user groups does the plan cover?

☐ Is this a short term or long term problem and solution?

Ownership

☐ Who owns the workforce plan?

☐ Who needs to be influenced if the plan is to be successful?

☐ Do stakeholders understand their part/contribution to the delivery of the plan?

☐ Is everyone involved signed up to achieving the plan? (If they are not, assess impact and influence, and put in place mitigation measures)

Skills for
Justice

Map the service change
Identify the benefits of change, drivers and barriers. Option potential working models.

2

Step 2: Checklist

Before moving to Step 3, it is important to have the following information in place.

Goals and benefits of change

☐ What are the drivers behind the service change?

☐ What are the costs and outcomes under current models?

☐ What are the intended benefits from the service change?

☐ How will the change be effectively monitored?

☐ Data - who has access and visibility?

☐ Is their a reporting schedule in place?

Drivers /constraints

☐ What are the forces that support the service change?

☐ What are the forces that hamper the change?

☐ What are the solutions to overcome/mitigate hampering factors?

Option appraisal

☐ What different scenarios for service change have been considered?

Working models

☐ Does the preferred model deliver the described benefits more effectively than other models?

☐ Or is the model simply more likely to be achievable given the anticipated constraints?

☐ Is there a clear and shared understanding of the future service configuration based on the service user experience, service user outcomes and financial realities?

☐ Can there be a staggered plan to reach the optimum model in stages?

3

Define the required workforce
Map the new service activities, identify the skills needed and the types and numbers of staff required.

Step 3 Checklist

Before moving to Step 4, it is important to have the following information in place.

Activity analysis

☐ What are the key tasks within the new service delivery model?

☐ Have activities been broken down into skills, time individual or team activities?

☐ Has the standard required been identified including links with other activities?

☐ How are roles constructed including duties and responsibilities?

☐ Have new roles been identified?

Types/numbers

☐ Have the units through which the service is delivered been identified - department, team?

☐ Have the case load and case mix been identified for individual service units?

☐ Has an assessment of the size and composition of the team needed to deliver the service been identified?

Productivity and new ways of working

☐ Have productivity implications been considered based on technology, patterns of working, service models and redistribution of tasks?

☐ Have different blends of skill mix been measured?

☐ If new ways of working have been identified, have the fundamental principles in section 3.3 been applied?

Next Step

Once you have outlined the workforce you need in future, you should look at the workforce that is likely to be outlined if changes are not made. That is described in the next section.

However, once you have looked at workforce availability/workforce supply, you may need to revisit the realism or achievability of your proposed new service model.

Understand workforce availability
Map out the current workforce in terms of existing skills, demographics and supply options.

4

Step 4 Checklist

Before moving to Step 5, it is important to have the following information in place.

Current workforce

☐ What are the characteristics of the current workforce?

☐ Has this been described in terms of numbers of certain types of staff, skills or service unit?

Workforce forecasting

☐ What turnover attrition is expected and what numbers are in the commissioning pipeline?

☐ What influences on supply are there even with no service change? (eg shorter working hours)

☐ What is the local labour market?

☐ What is the anticipated competition for skills?

Options

☐ What models for retention can be developed to increase supply and redeployment, retaining, and recruitment?

☐ Have options been analysed and costed to increase workforce availability?

☐ Have the options for working differently been analysed and costed?

Next Step

Now you have looked at workforce availability/workforce supply, you may need to revisit the feasibility of your proposed new service model.

5

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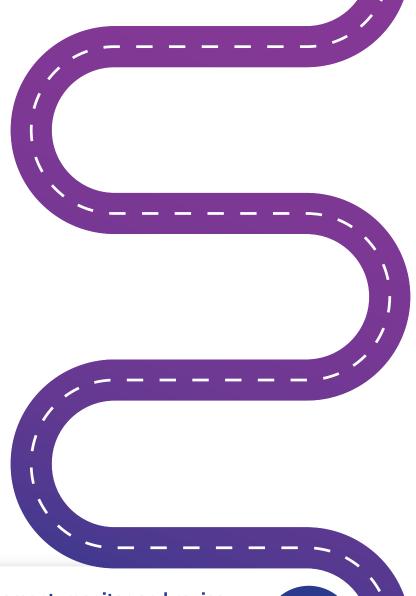
Step 5 Checklist

Before moving to Step 6, it is important to reflect on the previous three steps and determine the most effective way of ensuring the availability of staff to deliver redesigned services - even if this means some further service redesign. Therefore, the following will need to be in place:

Gap analysis

☐ Have you undertaken a gap analysis of each scenario?

☐ What changes are needed to the current workforce?

Priority planning

☐ What are the key hotspots that need the most significant change?

☐ What cold spots need the least change?

Action planning

☐ What is the plan based on your 'best' option?

☐ How do education and other strategies support the plan?

Managing change

☐ How do you build momentum for change?

☐ How do you sustain the momentum for change?

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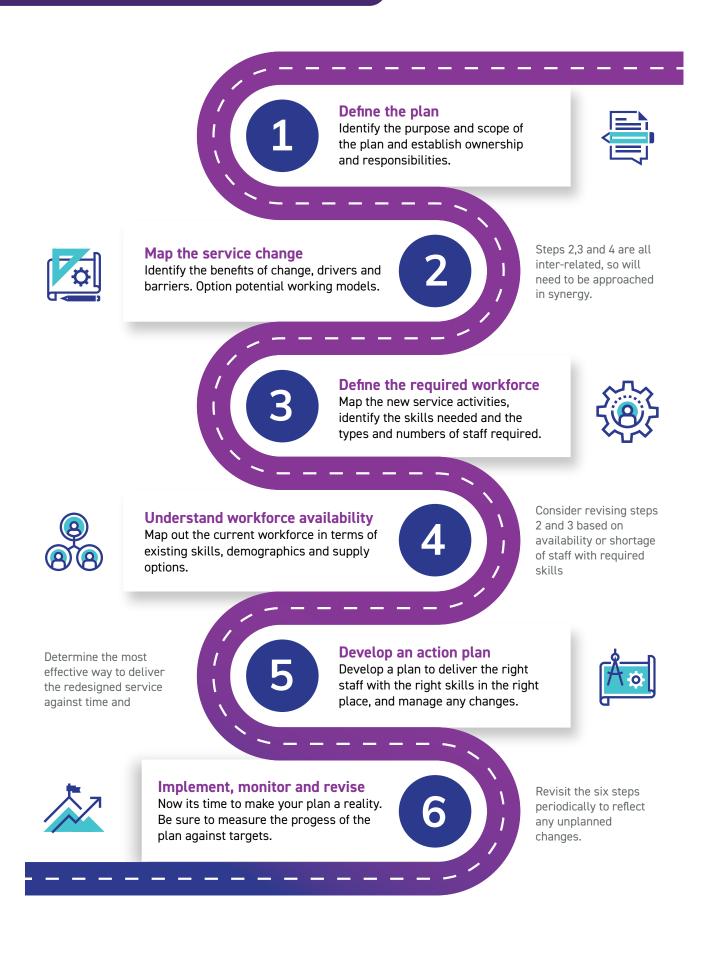Be sure to measure the progess of the
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6

Step 6 Checklist

How to ensure your plan is delivered

☐ What are the key milestones of your plan?

☐ How are the outcomes and unintended consequences going to be measured?

☐ What is the process for revisiting your plan and refreshing any requirements?

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CONTACT

**For more information,
please contact us today:**

**Head office,
Vertigo, Cheese Lane,
Bristol,
BS2 0JJ**

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t: 0117 910 2286

e: info@skillsforjustice.org.uk

w: skillsforjustice.org.uk

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