

The LGA workforce planning maturity matrix

This table provides guidance for organisations in local government and education in terms of their current capability and maturity in relation to different aspects of workforce planning. It can also provide a framework for organisations to improve their workforce planning capabilities.

	Level 0 No planning	Level 1 Ad-hoc planning	Level 2 Service planning	Level 3 Organisation wide planning	Level 4 Strategic workforce planning	Level 5 Integrated system wide planning
	Reacting to Workforce shortages or problems as they occur or not at all	One time or intermittent effort to develop a workforce plan to address immediate requirements	Having workforce models/plans for some services within an organisation but not others	Having workforce models/plans for most/all services within an organisation, but no overarching models/plans for the whole organisation	Having in place predictive short term and multi-year workforce models/plans at service and organisational level	Having in place predictive short term and multi-year workforce strategies and models for different scenarios at service, organisational and system level.
Data To what extent can you use data to influence your workforce planning?	No data available.	Little or no data reporting capability, data in disparate systems and /or hard to access. If available, reporting is ad-hoc and is a lengthy process. Little insight into organisational structure.	One single data source for HR data. Reporting still may be difficult. Report users may still be sceptical of reporting results. Standardisation of roles and available organisational charts.	HR data available, standardised across the organisation. Users can access reports quickly and easily. Reports do a good job with HR processes and general workforce measures.	Analytics are rolled out beyond just HR. Cross HR integration is possible (eg looking at turnover by performance). Delivery modelling across the organisation.	Full integration between operations data, financial data and HR/talent. Service managers use analytics provided by HR to make business decisions. Workforce planning drives talent management process.
Processes						
Demand What will be the need for future services?	Instance by instance.	Demand is determined by shortage of staff.	One time model of demand constructed for single initiative, service or department.	Demand planning based on approved forecasts. Requirements known for most/all key services.	Demand planning based on approved forecasts. Requirements known for the whole organisation.	Scenario forecasting with dynamic models across an integrated system. Integrated with business plan. Outside influences included. Requirements available for multiple scenarios.
Supply Who will be available to deliver future services?	None.	Basic characterisation of existing workforce. Local market feels for availability of common skills requested.	Basic gathering of internal workforce variables. Short term (annual) projections. General trends of labour availability and costs tracked.	Internal programmes modelled and output projected (3 yrs) for some services. Local and regional projections for availability of key skills based on enrolments and graduations. Local supply of new graduates for key areas tracked and projected.	Internal 'feeder streams' are identified for critical areas. Monitoring and recruiting in place for critical areas. Workforce model in place with supply modelling and projections.	Partnerships and systems are active with training institutions to influence/ provide predictable flows of skills over long term in anticipation of business strategy across multiple organisations.

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Gap assessment What is the difference between your current and required workforce?	None.	Recognition of immediate needs.	Event driven determination of shortfall/surpluses. Key skill need prediction. Some extrapolation of turnover.	Service level determination of existing and projected imbalances using model with internal supply/demand forecasts integrated. Breakdown to skill/position level.	Organisation level modelling of requirements by skill set. Determination of local and broader imbalances. Multi-year projections with impacts of business plans.	Imbalance identification for planning scenarios. Cost/benefit impacts included in projections.
Strategy development What is your plan for addressing the gaps?	Base recruiting.	Short term recruiting drives. Overtime or temporary redeployment plans. One-time compensation/benefit incentives.	Local based plans for recruiting/retention. Quick acting approaches (ie agency staff).	Joint HR/business unit strategy development. Service level approach to turnover/ retirements/ terminations. Position specific training and development approaches.	Organisation-wide approaches to development in face of external changes. Partnerships for base talent development. Focused retention approaches.	Part of formal business strategy. Active interventions to affect government and educational policy. Cross sector initiatives.
Implementation and execution How are you going to execute your strategy?	None.	Executed by 'routine' operational resources and budgets.	May be funded as part of an initiative or project. Short term, shared, resource assignments. Project manager identified. Action plan in place for identified activities.	Budgeted and resourced at HR/business service level for some services. Accountability at manager level. Change management plan identified and resourced. Specific tools available and supported.	Budgeted at organisational level. Dedicated resources available for organisation-wide deployment. Comprehensive processes deployed and supported.	Budgeted and resourced as part of organisational strategy and capability. Effectiveness monitored at executive level.
Governance Who is going to be responsible for defining and executing your strategy?	None.	Not defined as separate activity/function.	Service champions in some service areas who develop ad hoc processes and responsibilities. Possibly single HR champion.	Service manager and/or HR professional responsible for support of individual service units. Processes are consistent across affected services.	Workforce planning is a mainstream priority. Accountability exists at the senior level. Consistent processes are applied across the organisation. Dedicated resources exist. Jointly owned by Business/HR.	Workforce planning seen as necessary to achieve organisational objectives. Owned by CEX, senior accountability. Roles and processes well defined across whole organisation.
Metrics and Feedback How are you going to measure the effectiveness of your workforce planning?	None.	Base level vacancy reporting. Simple activity monitoring.	Base level vacancy reporting. Simple activity monitoring.	Process metrics in place. Process benchmarks done with external peers.	Impact on organisational KPIs identified and tracked.	Formal review of effectiveness of workforce planning to overall corporate success.

This matrix is adapted from various workforce maturity models, including those created/developed by:
Gerry Beitel, George Coppus and Tom Whitehead
www.dynawise.com/documents/Workforce%20Planning%20Maturity%20and%20Capability%20Model.pdf

Nakisa Inc, via 'Workforce planning strategies for turbulent times in Oil and Gas'
www.slideshare.net/NakisaInc/workforce-planning-og2015wipjune-25-slideshare



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