**Workforce Profiling**

Workforce profiling brings together a range of data about the make-up of the workforce. This can be used along with data about how the workforce will change, to develop actions and change solutions for the workforce plan.

Workforce profiles will vary and different factors can be considered to highlight staffing implications and potential or current ‘hot spots’. For example:

1. A diversity profile that is not reflective of local population.  Is there an untapped source of employees from a particular section of the local population which if accessed could solve a skills shortage? If so, what are the barriers in their way?
2. Sickness rates that indicate wellbeing issues.
3. A gender profile that indicates potential inequality of opportunity.
4. An age profile that shows an impending bulge in retirements leaving staff and skills shortages.
5. A length of service profile that shows areas with high numbers of leavers within first 4 months or after two years which may be indicative of poor induction or an inability to retain employees.

Workforce data can be used to research operational issues which require workforce solutions e.g. reasons why staff are leaving, or low applications for critical posts, service changes requiring different contractual hours or changes in location

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| **Workforce profiling** | | |
| **Area** | **Questions** | **Supporting Information - examples** |
| *General workforce profile – for monitoring trends and understanding the potential impact of change.* | How many staff?  Gender?  Hours of work?  Diversity?  FT or PT?  Roles/jobs?  Areas of business?  Length of service?  Costs including overtime?  Sickness rates? | Payroll and HR systems |
| *Recruitment and selection*  *– number, pool and quality of staff* | Are there/will there be sufficient quality of staff?  Number of staff required  Age profiles – are enough staff going to be in place, or retire?  Advertising and recruitment methods, Selection methods, Image and promotion of the post/role  External supply of staff  Pool of staff from local colleges etc  Competition from external bodies | No of applications, Location of applicants, time to fill vacancies  Qualifications and numbers being supplied.  Age profiles  Population profiles – what is the make-up of the potential staff available? |
| *Retention* | Exit interviews – why are people leaving?  Redundancy, Redeployment, Early retirements | Turnover, time in work  Exit reasons |
| *Contractual and workplace arrangements* | Contractual issues: Terms and conditions, working hours, flexible working  Workload activity: ratios, health and wellbeing | Grades, contracts |
| *Skills mix, function, roles, responsibilities, organisation* | Skills required v existing skills  Organisational structures and management responsibilities  Functional staff groups correct? | Current Job profiles, structures, job specifications and essential qualifications. |
| *Development and Training; Managing talent* | Skills required/need developing  Qualifications required/existing  Development Opportunities  Succession from one post to another; promotion and career prospects | Staff qualifications  Staff survey |
| *Engagement and involvement* | Ongoing information/briefing  Are the correct level of staff making decisions  Staff involvement  Staff representatives | Staff surveys  Comms plans  Pulse surveys |