**Workforce Planning Self-Assessment Checklist**

The checklist outlines some key principles that a council, directorate or service area should consider as part of their workforce planning process.  It is designed to help assess the strengths and weaknesses of the current workforce planning activities within your council or service area.

This checklist allows you to assess the current position in your council in relation to planning for the workforce. It asks you to consider a number of issues and allows you to self-assess on a scale from “not addressed” to “fully effective”. As you consider the questions some gaps may become evident which will allow actions to be identified.

The checklist also establishes a baseline that can then provide evidence of work undertaken in relation to carrying out workforce planning.

**Ranking Description**

**4** Fully deployed  **3** Progressing well **2** Beginning to address this **1** Not started

Using the ranking scale, please tick the appropriate box then provide comments where these would be helpful.

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| **Identify your future service direction and workforce needs/demand**  | **4** | **3** | **2** | **1** | **Comments** |
| Have the possible future directions of the directorate/ service been explored?  |  |  |  |  |  |
| Were key internal and external stakeholders involved in the process?  |  |  |  |  |  |
| Was the assessment of future directorate/service direction used to identify future workforce needs?  |  |  |  |  |  |
| Has your directorate/service identified a set of skills that are considered to be essential to delivering service objectives in the future?  |  |  |  |  |  |

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| **Know your current workforce – internal supply**  | **4** | **3** | **2** | **1** | **Comments** |
| Has key demographic data been captured to develop a profile of the current workforce?  |  |  |  |  |  |
| b) Is the current workforce profile used to provide a demographic baseline against which future changes can be analysed?  |  |  |  |  |  |
| c) Has consideration been given to what the workforce will look like in the future?  |  |  |  |  |  |
| d) Has a means of identifying the skills and capabilities of existing staff members been developed?   |  |  |  |  |  |
| e) Has a range of key quantitative and qualitative performance indicators been developed to collect workforce data?  |  |  |  |  |  |
| f) Is workforce data collected on an ongoing basis? |  |  |  |  |  |
| g) Is workforce data incorporated into existing service reporting structure and integrated with other management information to keep senior management up to date on workforce issues and to assist with service planning and day-to-day decision-making?  |  |  |  |  |  |

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| **Consider the broader context – external supply**  | **4** | **3** | **2** | **1** | **Comments** |
| Have factors in the external environment that may impact on workforce planning been considered – for example: external labour market data and local demographic profiles?  |  |  |  |  |  |
| Has workforce planning been integrated into the corporate governance framework?  |  |  |  |  |  |
| Is workforce planning considered as part of the broader service planning processes?  |  |  |  |  |  |

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| **Bridge the gap – identify and address your workforce issues**  | **4** | **3** | **2** | **1** | **Comments** |
| Have workforce issues that may impact on service delivery been identified?  |  |  |  |  |  |
| Have HR policies and practices been developed/refined to address the identified workforce issues?  |  |  |  |  |  |
| Are HR policies and strategies aligned with other service activities and directly linked to the overall Council plan?  |  |  |  |  |  |
| Have both short and long term initiatives for addressing workforce issues been identified?  |  |  |  |  |  |
| Have the strategies/initiatives been ranked according to service priorities?  |  |  |  |  |  |
| Have broader management issues been examined as a way of improving organisational performance?  Such issues could include more effective uses of technology, more appropriate organisational structures and work organisation and/or better management techniques.  |  |  |  |  |  |
| **Provide a sound basis for effective implementation and maintenance**  | **4** | **3** | **2** | **1** | **Comments** |
| Is it recognised that workforce planning is a continuous process?  |  |  |  |  |  |
| Are all relevant planning documents integrated and aligned?  |  |  |  |  |  |
| Is prime responsibility for workforce planning shared by the senior managers, line managers and HR/OD?  |  |  |  |  |  |
| Is the service director committed and seen to be driving the process?  |  |  |  |  |  |
| Have each manager’s HR role and responsibilities been clearly defined?  |  |  |  |  |  |
| Are HR/OD involved in significant service planning decisions to ensure that workforce issues are considered and to support the achievement of service objectives?  |  |  |  |  |  |
| Are strategic partnerships between strategic planning, finance and HR/OD promoted?    |  |  |  |  |  |

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| **Monitor and evaluate**  | **4** | **3** | **2** | **1** | **Comments** |
| Have mechanisms been developed to monitor and report on the implementation of workforce planning initiatives?  |  |  |  |  |  |
| Does your directorate periodically evaluate whether the desired outcomes for workforce planning have been achieved?  |  |  |  |  |  |
| Have clear objectives for workforce planning been developed that reflect overall service priorities?  |  |  |  |  |  |
| Are systems in place to determine whether the strategies designed to address workforce issues have been effective?  |  |  |  |  |  |
| Have mechanisms been established to measure and/or assess the contribution of workforce planning initiatives to the achievement of service objectives?  |  |  |  |  |  |