

**WORKFORCE PLANNING MATRIX**

**SERVICE:**

<b>What are your current recruitment and retention issues:</b>				<b>Action Required</b> To be complete by HR
<b>Do you have any posts which are difficult to recruit to?</b>				
<b>Why are these difficult?</b>				
<b>Where will the largest change in staffing numbers be required?</b>				
<b>What is the impact of recruitment problems on the service?</b>				
				<b>Action Required</b> To be complete by HR
<b>What specific skills are being lost?</b>				

	<b>What are your current recruitment and retention issues:</b>	<b>Action Required</b> To be complete by HR
<b>Why do people leave your service?</b>		
<b>What work is currently ongoing to address recruitment and retention issues?</b>	Leave for HR to complete	
<b>Where posts cannot be filled, can the work be covered in a different way?</b>		
<b>Are there any current pay issues in your service? If so, where?</b>		
<b>Is work-life balance embedded in your service to ensure staff retention? Where are the gaps?</b>		
<b>What is the current rate of sickness absence?</b>  <b>What are the problem areas?</b>  <b>What are the reasons?</b>		

<b>Future Workforce Requirements:</b>			
			<b>Action Required:</b> To be complete by HR
<b>Will your service experience changes in level of workload, demand or customer or funding requirements?</b>			
<b>Will there be any new models of service delivery, eg partnerships</b>			
<b>What is the short, medium and long term impact of any planned service changes?</b>	<i>Short term (1 year):</i>	<i>Medium term (2 years):</i>	<i>Long term (3-5 years):</i>
<b>Will the structure of your service need to change? Will this impact on number of staff required?</b>			
<b>Are employees able to progress within the service? Are there any blockage areas?</b>			

New skills/knowledge/competencies needed:			
			<b>Action required:</b> To be complete by HR
<b>What gaps have you identified in your managers' leadership skills</b>			
<b>What gaps have you identified in your managers' management skills</b>			
<b>Have you identified what minimum level of competence/qualification/experience is required for each post? Have you identified whether your employees have this?</b>			
<b>Do you have any groups of employees who would benefit from skills for life (basic skills) development</b>			
<b>Will changes in legislation/working practices require any employees to have different skills/knowledge?</b>			
<b>Does your age profile indicate any future areas with high retirement rates?</b>			

<b>Training and Development Implications:</b>		
		<b>Action required:</b> To be complete by HR
<b>Which groups of employees are affected by the above changes?</b>		
<b>What service specific skills shortages have been identified as a result of these changes:</b>		<ul style="list-style-type: none"> <li>• <b>Complete skills gap analysis</b></li> </ul>
<b>What generic skills are required?</b>		<ul style="list-style-type: none"> <li>• <b>Complete skills gap analysis</b></li> </ul>

