

OPERATIONAL WORKFORCE PLANNING GUIDELINES

INTRODUCTION

This document outlines workforce planning principles and elaborates on HR-related processes which need to take place alongside the preparation of Operational Work Plans for strategic objectives in 2014-15 (OWP), particularly those described in *Step 4, High level Skills mix assessment*, and *Step 5, Resource planning and risk assessment*, of the OWP general guidance.

Workforce planning is undertaken in order to ensure that an organization has the right people, with the right skills and competencies and at the right time. The process is based on priorities expressed through the operational work plans and provides FAO managers and HR professionals with a tool for making human resource decisions now and also into the future.

In summary, workforce planning aims to predict the future demand for different types of skills and seeking to match it with supply of staff.

The results of the workforce planning exercise will be used throughout the 2014-15 implementation cycle defining the human resources strategies in the areas of recruitment, mobility, learning and development, in order to ultimately generate the capacities and skills required by SOC Teams.

The purpose of these operational workforce planning guidelines is to describe the steps required to analyse the current workforce capacity and capability needed to deliver established outputs, products and services:

Workforce capacity – How much?	Workforce capability – What?
Refers to the 'availability' of the workforce to do work, for instance the absolute numbers of staff and employees (including NSHR) available within a given skill set. The dimension of workforce capacity can be used to describe the present and future requirements and any gap between the two.	Refers to the skills and knowledge base of the workforce. Workforce capability can be used to describe current skills, including latent capabilities (that is, capability not currently being fully utilized), vs what may be required in the future and any gap between the two.

PRINCIPLES

- Workforce planning is an integral part of operational work planning
- Staffing levels and profiles should be aligned with financial and programmatic requirements
- Accountabilities which have been established in the Guidelines on the Implementation of the Strategic framework also apply to the workforce planning exercise.

Step A – Demand Analysis – SO Teams identify levels and profiles requirements for outputs in general terms

To be undertaken in concurrence with Step 4 of OWP – high level analysis

Note: Step 4 of the OWP, High level Skills mix assessment (September), is performed in parallel to Step 3 of the OWP, Formulation of products and services (Output/Outcome Team leaders and SO Coordinators, ADGs/ROs (September – Beginning October).

The Demand Analysis consists in identifying what SO Teams need in terms of capacity and capability to deliver its outputs now and in the future. SO Teams are invited to capture, in general terms, the job levels, functions and skills that are required to carry out outputs and products and services.

The purpose of this step is to summarize and capture the general requirements of SO Teams, and to prepare an inventory of functions, skills and knowledge areas which SO Teams consider as priority. This “inventory” will inform the next Step of the process to assist SO Teams and the Heads of technical units and Regional Offices ADGs (ie Contributing Units) in quantifying the demand and then carry out a gap analysis. The information and analysis will inform HR Division on the actions it needs to put in place to assist with some of the identified gaps to include in recruitment, mobility and/or learning strategies and plans.

Who to consult

This is an iterative process between SO teams and Contributing units (led by SO Teams). HR division assists in the consultation process and provides guidance in establishing the inventory of capabilities identified both in terms of functions, knowledge areas and skills.

Deliverable (by end September)

SO Teams prepare the questionnaire in Annex 1, sign off by SOC and sent onto contributing divisions for review, with copy to HR.

Step B - Supply analysis – Contributing divisions in collaboration with HR and SOCs

Contributing divisions review the demand analysis submitted by SO teams together with the requirements for corporate technical activities and initiate the supply analysis. As with demand, workforce supply is analysed in terms of both its internal and external components. Internal supply refers to the workforce you actually have both in terms of capacity and capability. External supply refers to both the potential sources and availability of staff to join your team. Both components should be analysed using a current and future focus.

- Identify the gap between current supply and future demand over the forecast period
- Identify the key time points that skills and capabilities are required and in what numbers
- Review vacant positions and determine whether abolitions or changes to profiles/levels are required

Step C - Gap analysis – Contributing divisions in collaboration with SO Teams and consultation with HR Division

The purpose of this step is for contributing divisions to identify gaps especially in terms of shortages (insufficient amount of skills) and surpluses so HR division, in consultation with SO Teams could recommend measures how to fill the gaps through internal capacity review and/or development, external recruitment and partnerships. Contributing divisions should record any potential gaps in Annex 2 “Gap Analysis.

The questions to ask during this stage are:

- What job function, level and role, skill and capability shortages and surpluses currently exist in your unit?
- What vacant positions need to be revised (in terms of job functions and/or levels) or abolished?
- What is the gap between your current workforce demand and your future workforce demand?

- Which are the most critical gaps now and over your forecast period (in terms of staff and non staff)
- When are your most critical gaps?
- Which are likely to be the most critical gaps in the future?
- What are the risks?

HR division, through its focal points*, will consolidate these analyses (quantified both in terms of staff /non staff) which will form the basis for decisions to be made for the next Step D.

* See attached table for list of HR focal points.

Who to consult

This is an iterative process led by contributing divisions with SO Teams and HR division.

Deliverable

Annex 2 to be prepared and communicated to HR who will compile and share it with all SO teams.

Step D - Allocation of time by Divisions/Offices in consultation with SO Teams (end-September)

This step refers to Step 5 of OWP: Resources planning and risks assessment (by all units in PIREs)

Contributing divisions plan posts in PIREs as described in Step 5 of OWP, guided by the results of demand and supply analysis.

As a general rule, contributing divisions need to ensure that staff are not allocated to more than three Outputs i.e. should not have more than 3 main appraisers of their work (supervisor in technical unit, as well as output team leaders). This is required to ensure that a number of managerial functions can be carried out in the areas of Performance planning and evaluation and day-to-day administrative supervision.

Step E – Staffing proposals by contributing divisions

Contributing divisions enter the staffing proposals in PIREs.

In keeping with the instructions issued by the Director-General, requests for upgrades to the P-5 level, as a result of the gradual assumption of higher-level duties and responsibilities by the incumbent of the post, will not be processed. Instead, all requests for reclassification of a post to the P-5 level will be dealt with as a management action, and the filing of the post will be subject to a competitive selection process.

Other upgrading can be requested (within budget allocations) and will be processed as per current procedures until such time a promotion policy is in place. Upgradings should be handled as follows:

- Collect upgrading proposals from Divisional/Office Supervisors, with a summary justification which should include confirmation that the **staff members being considered for upgrading have been on the post for at least two years and have been performing at the higher level for at least one year;**
- Set up a transparent mechanism (for example, management team with adequate representation of both Professional and General Service staff) to review the proposals and agree which cases should be submitted for review;

- A summary note on the process followed to identify the cases of upgrade on job growth should also be prepared.

The justifications will be required at the end of the process (after Contributing units have signed off on their staffing proposals so HR can review the proposed upgrading)

Review of grade levels

Departments/Offices are invited to critically review the grade levels of vacant professional positions and examine means for creating entry level positions (P-1 and P-2) and reviewing the number of P-5 and D-1 positions, considered too many in some Departments, in comparison with lower-grade professional positions.

Administrative support

Administrative support is provided by the department or office to which the Output Team leader belongs.

In those cases where the support is insufficient or not at the right level in the unit where the Output team leader works, the SO team identifies resource in another contributing division, or requests a respective post action in the division/office (e.g. a change of grade or the creation of a new position or conversion of an existing position), in full consultation with the division/office.

Transfer of positions between divisions and independent offices

Should be justified based on the requirements flagged at the time of the high level gap analysis.

New positions

Should be justified based on the requirements flagged at the time of the high level gap analysis.

Abolitions

Should be justified based on the requirements flagged at the time of the high level gap analysis.

Step F – Sign off on proposals

HR focal points will retrieve Departmental/Office reports on post actions from PIREs and review them, in coordination with the contributing divisions. The reviewed reports will be provided to the SO Teams concerned. These reports will be used by SO Teams and OSP during OWP *Step 7 Final review and issues resolution*.

- Contributing units will be required thereafter to start preparing justifications for upgradings (a full justification in ADM160, job growth Questionnaire and job description ADM213e).
- For new positions, a post description (Admin 213) will be required

Step G - HR review of staffing proposals following OWP closure - first quarter of 2014

In January 2014, CSP will undertake the review of the post actions submitted within the OWP exercise. Upon completion of the review in April 2014, actions will be implemented with an effective date of 1/1/2014.

Separate reviews will be conducted to:

- establish required recruitment activities and strategies
- collect competency and skills development requirements

The implementation of the mobility policy will start in 2014.

Annex 1: Demand Analysis

The following questions aim at guiding you in the process.:

- What do you need from the workforce—capacity and capability—to deliver your outputs now and into the future?
- Where do you need the workforce to be located?
- At what time points do you need the workforce?
- Do you lack specific capabilities? What are these capabilities? What is the funded full-time equivalent? Is it sufficient?

Note: Any demand for additional resources should be well justified. Below are some questions you could ask to justify additional demand:

- Are there functions you consider should be discontinued and are there new functions you should be creating?
- Are your current jobs correctly designed? What new skill sets and/or job roles are important to achieve business success? What skills deficits are evident today?
- What new skills or job roles will become important to achieve outputs?
- What job functions or skills will no longer be required?
- Will the way the work is currently done change?

CAPABILITY

Outline the job capability requirements you have identified. This template is to be used to communicate your high level requirements to Contributing units and to HR.

SO/output	Job Title/function	Job level/role	Job capability requirements		
			Outputs to be delivered	Essential skills, competencies and knowledge	Desirable skills, competencies and knowledge

CAPACITY

The table below allows you to summarise your current and future workforce demand and as such will also show the gap between these two. Bear in mind that your demand will need to be reconciled to the supply and budget.

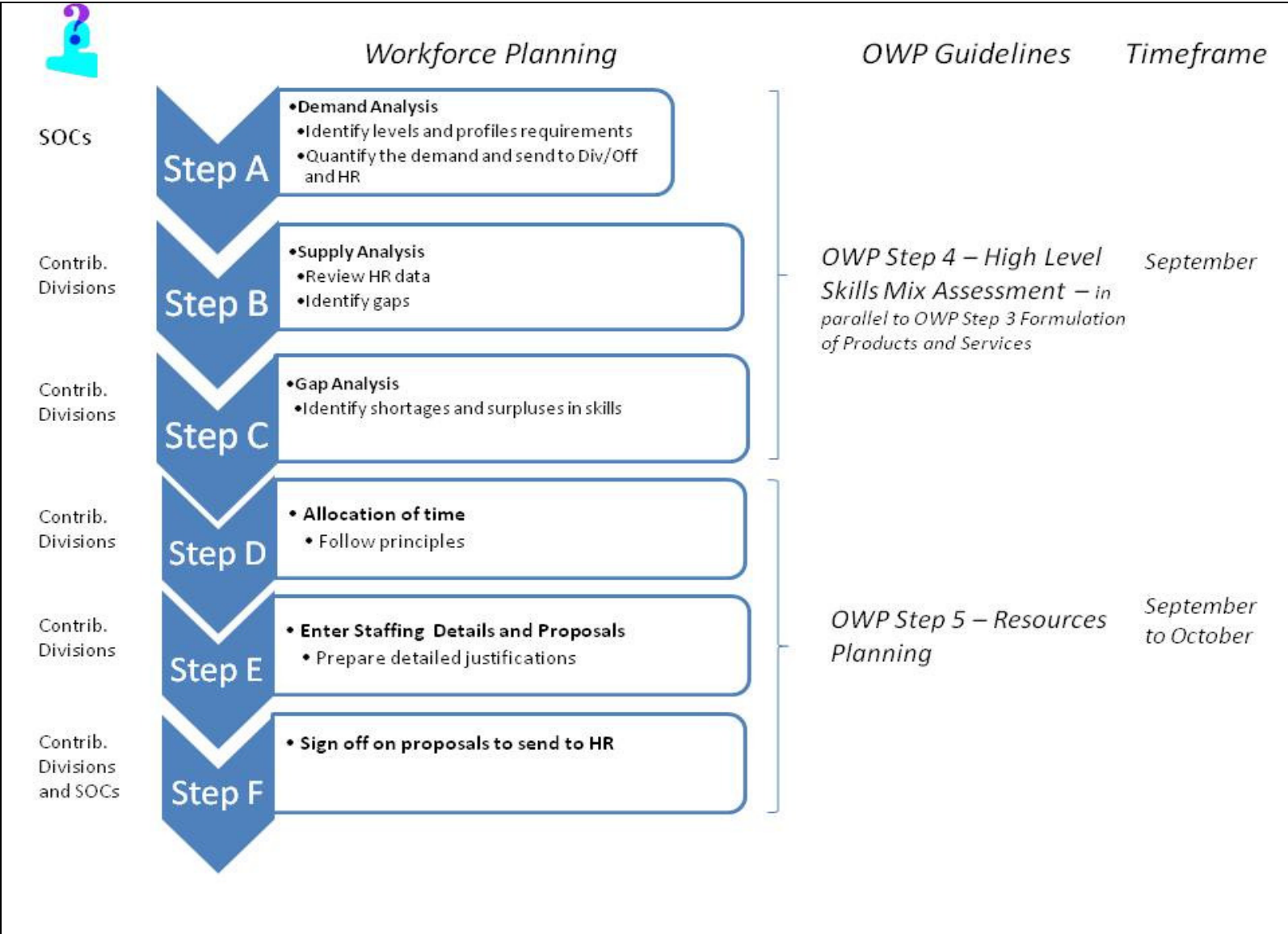
SO/OUTPUT	Job title/function	Job level/role	Future demand (+ 1 year)			Future demand (+ 2 years)		
			FTE	Level	Location	FTE	Level	Location

Annex 2: Gap Analysis

The purpose of the table below is to establish an inventory of those skills that are not required for specific SO teams/outcomes or Division, but which may be considered by other units/SOCs.

SO	Job Title/function	Job level/role	Skills no longer required	In relation to SO/outcome In relation to Division: _____

WORKFORCE PLANNING – SUMMARY OF STEPS AND PRINCIPLES



Principles

- Accountabilities are those defined in the Guidelines for Implementation of the Strategic Framework
- Each step is an iterative process between SOCs and Divisions/Offices
- HR is available for consultations, and provides advice throughout the various steps
- Managers are assigned time to manage their teams
- Staff are assigned a maximum of 3 Outputs (in exceptional cases 3 reporting lines (including main supervisor))

HR Review

- Detailed justifications to be provided only for upgradings
- Only post descriptions required for new positions
- Review of all requests and implementation through to April 2014 (with 1/1/14 as effective date)
- Implementation of mobility starts January (once mobility policy endorsed and in place)