WORKFORCE PLANNING

DIALOGUE BRAZIL- EU ON PUBLIC ADMISSION IN THE FEDERAL CIVIL SERVICE

What is workforce planning?

Workforce Planning is a continual process used to align its workforce to the needs and priorities of an organisation to ensure it can meet its legislative, regulatory, service and production requirements and organizational objectives.

Workforce planning

attempts to

- strengthen ministries' capacities for strategic workforce management and make managers accountable for the strategic management of their workforce;

- ensure that there is an adequate workforce to meet organisational missions;

- promote whole-of-government goals in terms of workforce planning, especially in terms of numbers and costs;

- promote whole-of-government goals in terms of diversity, competences and levels of education.

Examples

A brief look at four examples from

- United Kingdom

- France

- USA

United Kingdom

- Based upon service delivery and what are termed 'Capability Reviews'
- Departmentally based

United Kingdom

Purpose

- drive continuous improvement in the capability of departments for future delivery;

- improve the capability of the civil service to be ready for the challenges of tomorrow, as well as to meet today's delivery challenges;

- assure ministers that departments' leadership is suitably equipped to develop and execute ministerial strategies.

France

Based upon whole of government approach

- Attempts to gain an overall picture of what the workforce should look like and attempts to tie it into the budget process

France

Tools

Gestion Prévisionnelle des Effectifs, des Emplois et des Compétences

- Introduced in the early 1990's, the GPEEC is a government-wide strategy that analyses the current staffing picture by function and category (corps and job families). It aims to forecast needed adjustments to staffing needs in order to improve the efficiency of the public service, adapt recruitment to the demographic context, increase government accountability to citizens concerning changes in public workforce numbers, and, finally, to promote social dialogue by opening discussions with labour unions.

- The GPEEC is a cross-departmental methodology which has established a common framework across government, although each ministerial department is responsible for its own GPEEC plans, under the supervision of the central human resource management body.

France

Tools

- RIME (Répertoire Interministériel des Métiers de l'État), launched in November 2006 provides a catalogue of competencies to be used by all departments. The RIME reviews the different job types and functions within the state administration in order to reinforce linkages with the competency needs analysis and to increase cross-departmental staff mobility.

- The RIME creates a picture of the public sector labour market and is an important added value in the context of increasing competition for skills with the private sector.

France

Tools

• The Public Service Observatory

created in 2000 to collect, analyse and disseminate information about France's public service for the national government, but also for hospitals, regions and local governments.
http://www.observatoire.cnfpt.fr

USA

The US method of workforce planning is similar to the UK.

It is coordinated by the Office of Personnel Management (OPM) www.opm.gov

USA

Principles

Workforce needs must derive from organisational goals.

Determining the most effective and appropriate mix of skills and amount of labour for the workforce begins with strategic human capital planning based on a clear understanding of an organisation's mission and performance goals. This understanding enables the agency to identify the functions that organisations need and, equally important, those that are redundant or are no longer required and may be eliminated.

With an understanding of the organisation's mission, functions, workload and desired performance standards, the agency should determine the mix of skills and total amount of labour that is required for the organisation to perform efficiently and effectively. This analysis should consider all the functions for which the organisation is responsible.

Issues for Brazil

As Brazil is embarking upon workforce planning there are some 'big picture' issues.

1. What type of workforce planning is trying to be achieved?

2. All workforce planning derives from ministerial and agency strategic plans. Do all ministries and agencies have them. Do they use the same methods?

3. What is the role of the Ministry of Planning in the process?

A starting point

That all ministries and agencies have a clear mission and have strategic objectives

Temptation

In the Brazilian context it will be tempting to go for the large whole of government approach.

But:

This may lead to

- More bureaucracy and less results

Because

- Not all ministries are at the same level of strategic development
- Job competencies are yet to be defined
- Clarity of roles between ministry of planning and others is unclear
- Political backing is uncertain

The UK system may work better

- Allows a step by step approach ministry by ministry

And

- Draws in other other factors such as:
  - Leadership
  - Strategy
  - Delivery

Leadership

- **L1 Set Direction**
  - Do you have and communicate a clear, compelling and coherent vision for the future of the organisation?
  - Does the Board/senior management work effectively in a corporate culture of teamwork, including working across internal boundaries and making effective use of non-executive directors?
  - Does the Board/senior management take tough decisions, see them through and show commitment to continuous improvement of delivery outcomes?
  - Does the Board/senior management lead and manage change effectively, addressing and overcoming resistance when it occurs?

Leadership

- L2 Ignite passion, pace and drive
  - Do you create and sustain a unifying culture and set of values and behaviours which promote energy, enthusiasm and pride in the organisation and its vision?
  - Are the leadership visible, outward looking role models communicating effectively and inspiring the respect, trust, loyalty and confidence of staff and stakeholders?
  - Do you display integrity, confidence and self-awareness in your engagement with staff and stakeholders, actively encouraging, listening to and acting on feedback?
  - Do you display passion about achieving ambitious results for customers, focussing on impact and outcomes, celebrating achievement and challenging the organisation to improve?

Leadership

- L3 Develop people
  - Do you have people with the right skills and leadership across the organisation to deliver your vision and strategy? Do you demonstrate commitment to diversity and equality?
  - Do you manage individuals' performance transparently and consistently, rewarding good performance and tackling poor performance? Are individuals' performance objectives aligned with those of the organisation?
  - Do you identify and nurture leadership and management talent in individuals and teams to get the best from everyone? How do you plan effectively for succession in key posts?
  - Do you plan to fill key capability gaps in the organisation and in the delivery system?

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Strategy

- S1 Set strategy and focus on outcomes
  - Do you have a clear, coherent and achievable strategy with a single, overarching set of challenging outcomes, aims, objectives and success measures?
  - Is your strategy clear what success looks like and focused on improving the overall quality of life for customers and benefiting the nation?
  - Do you keep the strategy up to date, seizing opportunities when circumstances change?
  - How do you work with your political leadership to develop strategy and ensure appropriate trade offs between priority outcomes?

Strategy

- S2 Base choices on evidence and customer insight
  - Are your policies and programmes customer focused and developed with customer involvement and insight from the earliest stage? Do you understand and respond to your customers' needs and opinions?
  - Do you ensure that your vision and strategy are informed by sound use of timely evidence and analysis?
  - Do you identify future trends, plan for them and choose among the range of options available?
  - Do you evaluate and measure outcomes and ensure that lessons learned are fed back through the strategy process?

Strategy

- S3 Collaborate and build common purpose
  - Do you work with others in government and beyond to develop strategy and policy collectively to address cross-cutting issues?
  - Do you involve partners and stakeholders from the earliest stages of policy development and learn from their experience?
  - Do you ensure your ministry's strategies and policies are consistent with those of other ministries?
  - Do you develop and generate common ownership of the strategy with your political leadership, the board/senior management, the organisation, delivery partners and customers?

Delivery

- D1 Innovate and improve delivery
  - Do you have the structures, people capacity and enabling systems required to support appropriate innovation and manage it effectively?
  - Do leaders empower the organisation and its partners to innovate and learn from each other, and the front line, to improve delivery?
  - Is innovation explicitly linked to core business, underpinned by a coherent innovation strategy and an effective approach towards risk management?
  - Do you evaluate the success and added value of innovation, using the results to make resource prioritisation decisions and inform future innovation?

Delivery

- D2 Plan, resource and prioritise
  - Do your business planning processes effectively prioritise and sequence deliverables to focus on delivery of your strategic outcomes, and do you make tough decisions on trade-offs between priority outcomes when appropriate?
  - Are your delivery plans robust, consistent and aligned with the strategy? Taken together will they effectively deliver all of your strategic outcomes?
  - Do you maintain effective control of the organisation's resources? Do your delivery plans include key drivers of cost, with financial implications clearly considered and suitable levels of financial flexibility within the organisation?
  - Are your delivery plans and programmes effectively managed and regularly reviewed?

Delivery

- D3 Develop clear roles, responsibilities and delivery models
  - Do you have clear and well understood delivery models which will deliver your strategic outcomes across boundaries?
  - Do you identify and agree roles, responsibilities and accountabilities for delivery within those models including arm's length bodies? Are these well understood and supported by appropriate rewards, incentives and governance arrangements?
  - Do you engage, align and enthuse partners in other departments and across the delivery model to work together to deliver? Is there shared commitment among them to remove obstacles to effective joint working?
  - Do you ensure the effectiveness and efficiency of your delivery agents?

Delivery

- D4 Manage performance and value for money
  – Are you delivering on the priorities set out in your strategy and business plan?
  – Does the need to ensure efficiency and value for money underpin everything that you do?
  – Do you drive performance and strive for excellence across the organisation and delivery system in pursuit of your strategic outcomes?
  – Do you have high-quality, timely and well understood performance information, supported by analytical capability, which allows you to track and manage performance and risk across the delivery system? Do you take action when you are not meeting (or are not on track to meet) all of your key delivery objectives?

Lots of tough questions

- But
  - Enables a deeper and more transformational outcome
  - Enables a step by step approach
  - Breeds an inclusive culture
  - Forces ownership and political leadership