

Project Plan for Workforce Development Plan

Key tasks	How/who	Outcome	By When
Engage senior managers	Talk to CMG/Ops Board and DMTs about this plan Done	High level commitment to developing the plan and embedding it as part of 'the day job' along side SDP	End April 09
Step 1 Develop competency framework	We already have these for managers. We could very easily complete for Admin job family. We then need to consider whether these are relevant to technical/specialist staff – probably are. Need to work with managers. Complete – Staff competency framework agreed, new appraisal doc agreed – final amendments with Communications – will be on intranet within a few days	Manager's and staff behavioural competency framework in place	End 2009
Step 2 Prepare managers' guidance and the Workforce Planning Matrix for skills and knowledge	POD to draft guidance and matrix for managers to complete and return A number of workshops were held in 08/09 and 09/09 to help managers understand the process. Managers have found it difficult to meet the original deadline of end September 09 for completion. There are still 10 service matrices outstanding.	Service specific skills and knowledge identified by post	End March 2010

<p>Step 4</p> <p>Identify current levels of skill and knowledge for each postholder</p>	<p>This can be done as part of the appraisal round, rather than make it a separate piece of work. The individual matrices will be prepared by POD for managers to complete and use to identify skill and knowledge gaps for the service</p>	<p>Completed matrices for each postholder</p>	<p>End June 2010</p>
<p>Step 5</p> <p>Translate gaps onto Service Learning and Development Plan</p> <p>Complete service workforce plan (3-5 year)</p> <p>Complete corporate workforce plan</p> <p>Put forward proposals for talent management and succession planning</p>	<p>POD to produce template and HR Seniors to work with service managers to do this.</p> <p>HR Seniors will work with DMTs to do this – linked to service delivery planning</p> <p>POD</p> <p>POD – based on the information in the corporate workforce plan</p>	<p>Service learning and development plans for all services</p> <p>Service workforce plans in place</p> <p>Plan and report to CMG (et al)</p> <p>Report to CMG (et al)</p>	<p>End August 2010</p> <p>End Dec 2010</p> <p>Q4 2010-11</p> <p>Q4 2010-11</p>

<p>Step 6</p> <p>Introduce individual learning and development plans</p>	<p>POD to produce template in time for mid term appraisals</p> <p>Plans produced following mid term appraisals</p>	<p>Individual learning and development plans</p>	<p>End August 2010 End Oct 2010</p>
<p>Steps 7/8</p> <p>Incorporate all learning and development needs into corporate training plan</p>	<p>To be agreed with service managers and Heads of Service at quarterly L & D workshops</p>	<p>Corporate training plan for 2011-12</p>	<p>End Dec 2010</p>
<p>Step 9</p> <p>Review learning and development needs/service L & D plans/service workforce plans as part of service delivery planning</p>	<p>HR Seniors to work with managers during the service delivery planning process</p>	<p>Updated individual/service and corporate L & D Plans</p>	<p>Q4 2010-11</p>