

**June 2014**

**Guidance Pack 2013–15**

**Part 2: Toolkit**

# Stage 4: Corporate Planning

# Process: Establishment and

# Workforce Planning

**4f. Ideas to Address Immediate**

**Workforce Gaps and Shortages**

# 4f Ideas to Address Immediate Workforce Gaps and Shortages

Many ministries, departments and agencies (MDAs) have uneven age profiles in their workforces. There are serious shortages of middle managers which in turn are leading to difficulties in finding adequate personnel to promote to the most senior positions. Some ideas or strategies which may address this problem are:

* Create some entry-level development schemes linked to career graded job roles to increase the number of new/young people in government
* Develop fast-track skill development programmes for certain occupational groups
* Introduce bursaries for professional studies
* Undertake job rotation schemes
* Create more career pathways, with skill development and qualification release, which allow staff in front line posts to move up step-by-step into more highly skilled posts
* Set up graduate entry schemes
* Analyse and address the issues causing high turnover in key occupational areas, e.g. doing exit interviews to identify reasons for leaving over the past five years (e.g. numbers leaving through compulsory retirement, voluntary retirement, ill health retirement, death in service, resignation, dismissal, contract expired, transferred out)
* Speed up and improve recruitment processes to attract better candidates
* Set up schemes to attract mature candidates who bring experience from other sectors
* Offer those approaching retirement opportunities to work more flexibly, reduce their hours or move to less responsible posts in order to keep them at work
* Attract back retirees or others who have left skilled jobs
* Ensure good employment and staff care practices so that employees want to continue to work for you
* Improve induction practices so new recruits get a better start.