

Workforce plan – feedback to date for 27 April Executive

Background

A workforce plan discussion paper was circulated to the ECC staff team on 27 March for comment. Several team members have had conversations with me individually, and all but two (Sandra being one, and Laura being the other as she is off sick) participated in two group teleconference calls.

Timescales are laid out in the paper itself.

Themes

The main themes emerging from feedback are noted below. I will talk through these in more detail at the meeting; obviously some contradict each other.

Due process

- Start with the business objectives / needs, then create the roles to enable people to deliver that
- Ensure the workforce plan contains development and support needs as well as defining roles
- Need to follow the correct process of role design, role analysis, matching existing people into roles and so on
- Although we need to do this properly, let's not draw it out forever
- Suggestion that we sit as a team and design the roles once the business needs are clear; the opposing view was also expressed that the design is very much a management decision for me, for the Board to endorse

Requirements

- The role of Associate Consultants needs to be part of the plan; people currently unclear on how and when to use them. Some of this can be improved without waiting for the workforce plan in full.
- We don't always have cover every day of the week esp. Fridays
- There are benefits to fewer Consultants at higher FTE per person, but can easily argue that gives less flexibility

Structure options

- We don't need extra layers of line management
- Don't necessarily need all Consultants to have identical JDs
- More matrix style approach with hybrid or portfolio Consultants who look after varying numbers of members and may also lead an area of the business or project(s)

- Key functions are 'Business' (HR, marketing, branding, finance), 'Systems Development' (ECC Online, website, help desk, internal ICT), and 'Services' (service development, BAU consultancy and training, guidance documentation etc)
- The Service lead should line management the other consultants
- Need to strengthen our capacity and capability in business development and communications
- Rename Consultants as Business Partners

How we work

- Can't solve everything through structure, the plan needs to deal with ways of working and culture as well eg. Collaboration, information sharing, communication
- Could consider (and reject) a model where some staff are core to the team and others are employed but largely work independently without being involved in everything

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