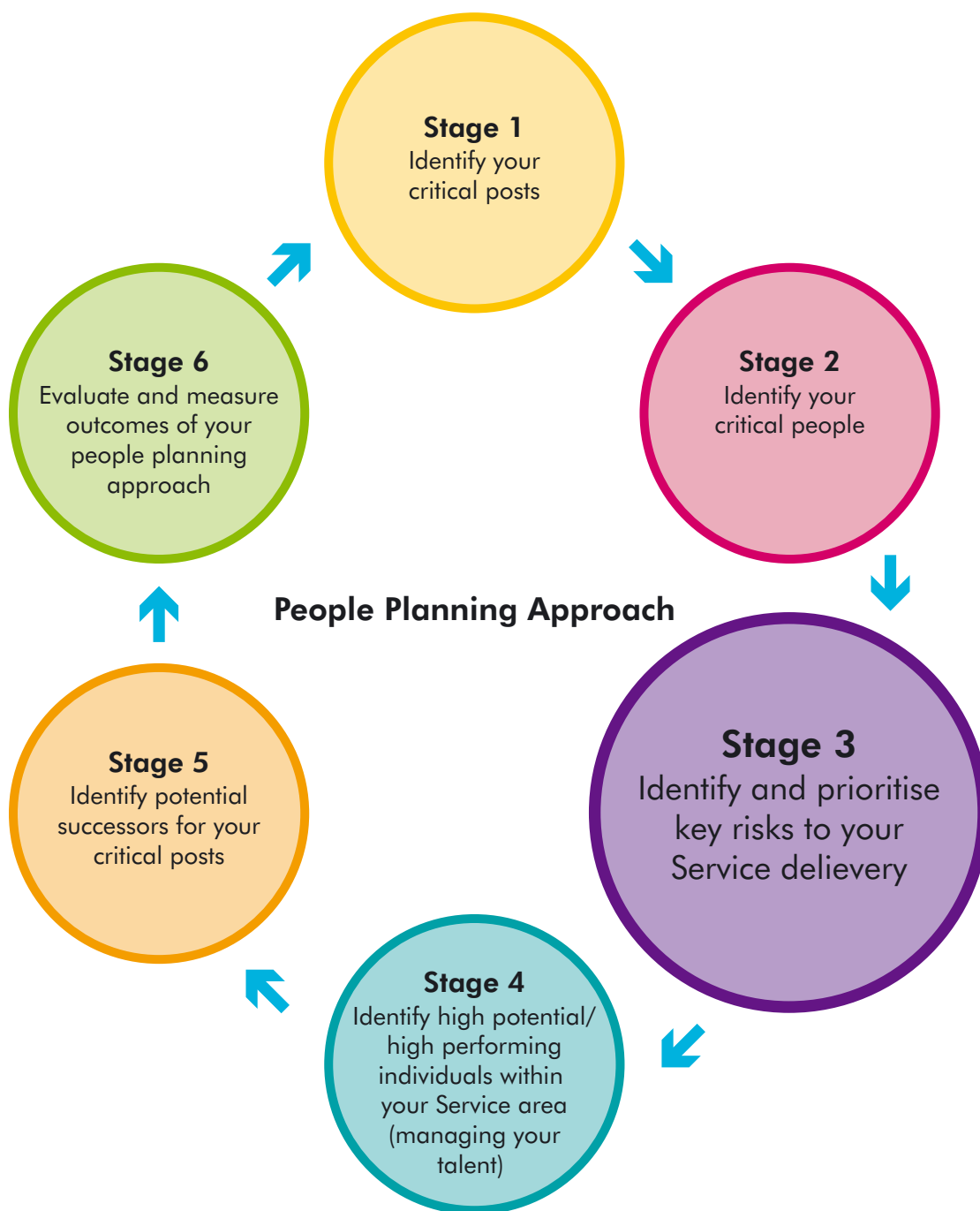


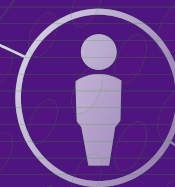


PEOPLE PLANNING TOOLKIT

Stage 3: Identifying your key risks to Service delivery







Identifying your key risks to Service delivery

Hints and tips:

This stage of the People Planning approach builds on analysis undertaken in Stage 1: Identifying your Critical Posts and Stage 2: Identifying your Critical People. You should refer to these guides before attempting to complete the following Risk/Criticality matrix.

Once you have identified your Critical Posts and Critical People, you will need to identify the potential risks to continuing to deliver your services should your Critical Posts become vacant, or your Critical People leave your service.

By identifying these risks early on, you can focus your efforts on taking action to minimise these risks wherever possible.

Hints and tips:

This stage of the People Planning approach really concentrates on identifying your key risks. Stage 4: Managing your talent and Stage 5: Managing succession within your Service concentrates on specific action that you can take to minimise these risks and further develops some of the ideas raised in this guide.

How do you assess the risk of key employees/employees in Critical Posts leaving your service?

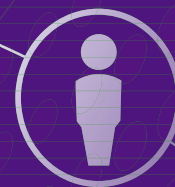
You will never know for sure whether an employee intends to leave your service unless they tell you outright. However, there are a number of factors that can help you assess the potential risk of an employee leaving.

As with all planning tools, by assessing this risk and taking early action or putting in place contingency plans, this allows you to have much more control over any changes that arise in due course.

Factors that may help you in assessing this risk include:

Risk Factor	Issues to consider
Age	<ul style="list-style-type: none"> Is the individual likely to be considering retirement? Is the individual just starting their career or approaching the end of their career?
Length of service	<ul style="list-style-type: none"> The longer an employee stays with your Service the less likely they are to leave The length of service with previous employers gives a good indication as to how long an employee is likely to stay with your Service
Mobility	<ul style="list-style-type: none"> How important is it to the individual that their work is close to home e.g. due to personal commitments? How receptive is the individual to travelling to find jobs that provide them with the career opportunities they desire? How easy is it to find alternative employment within the local area? How much competition is there in the labour market for the skills of your employees?
Learning & Development undertaken	<ul style="list-style-type: none"> The more receptive your employee is to learning and development opportunities the more likely they are to look for opportunities to develop their career. The more learning and development your employees undertake the more attractive they are to your competitors. Lack of appropriate learning and development opportunities may cause dissatisfaction amongst highly motivated employees.

STAGE 3: IDENTIFYING YOUR KEY RISKS TO SERVICE DELIVERY



Factors that may help you in assessing this risk include:

Risk Factor	Issues to consider
Individual's career aspirations	<ul style="list-style-type: none"> • Is your employee highly ambitious and looking for promotion? • What opportunities are there within your Service area for such employees? • Has your employee been in the same role for a long period of time with no indication that they want to move to the next level?
Other organisational or environmental factors	<ul style="list-style-type: none"> • Have there been recent changes to working conditions? • What are relationships like between the employee and their colleagues/line managers? • Has the external labour market changed recently? How will this impact on the employee's motivation to find alternative employment?
Signs of dissatisfaction within current role	<ul style="list-style-type: none"> • Has the employee expressed any feelings of dissatisfaction to you or to members of your team? • Does the employee's expectation of their role meet with the actual demands of the role? • Does the employee feel valued?
Exhibited behaviour which indicates an intention to leave the post	<ul style="list-style-type: none"> • Has the employee's behaviour changed dramatically at work in recent times? • Does the employee lack motivation recently which is unusual for them? • Has the employee's performance dipped recently? • Is the employee behaving out of character?

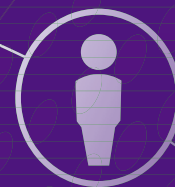
Hints and tips:

The above risk factors are only broad indicators of the types of issues that tend to influence an employee's decision to leave their current employment. The list is not exhaustive and should not be used as a definitive guide to predicting with any certainty the likelihood of your employees leaving your Service area.

The most effective way of gauging an individual's interest and intentions about staying with your service, however, is to have regular 1-2-1s with your employees and to discuss openly and honestly where they see their future within your Service area. The Council's Performance Management Framework encourages such conversations as part of the development plan and it would be very easy for you to incorporate the following discussions during review meetings:

- The individual's career aspirations or career plan and work preferences
- Personal circumstances that may impact on the employee's career in the short to medium term
- How to maximise the use of their specialist skill sets or capabilities within their current role
- Development opportunities that may help them perform effectively in a higher level role or a broader role at the same level

It should be noted that such conversations are not promises of career development but are a realistic discussion about the wants and needs of the individual and the needs of the Service area.



Using the Risk/Criticality matrix

The following matrix allows you to map your Critical Posts and Critical People against the possible risk of them leaving your Service area within the next 12-18 months.

Using the matrix, you should slot the individuals/posts identified as critical to your Service into the relevant quadrant based on the information/knowledge you have about these individuals and any discussions you may have had recently during performance reviews or regular 1-2-1's about where they see their future.

This analysis can then help you prioritise where you will need to focus your efforts in terms of minimising the potential risk to your Service area of key individuals or individuals in key posts leaving the Service. For example, your initial efforts would be targeted in the highest risk, highest impact quadrants of this matrix and prioritised from there.

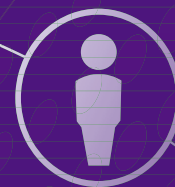
Based on your analysis, where you have identified significant potential risks to service delivery you may need to consider the following:

- Could the work be organised differently so that critical elements of key roles could be picked up by others within your team?
- Do you know whether you have team members who have the potential motivation and the skills base to assume these roles should the present post holder leave?
- Are you facing capability gaps in critical areas? If so, what can you do to address these?

Hints and tips:

Stage 4: Managing your talent and Stage 5: Managing succession within your Service will help you think about how you address the above questions in much more detail.

For further information or practical support in identifying your key risks to your Service area, contact the People Development Team on 01443 424159 or 01443 424082.



Criticality of post / individual

Criticality of post / individual	Risk of post holder leaving Service		
Acute <ul style="list-style-type: none"> Severe impact on business continuity with risk of service failure Severe impact on achieving Council's objectives/priorities Difficult post to cover due to demands, strategic element of role, professional/technical expertise, essential qualifications etc Very difficult role to recruit into due to nature of post, qualifications required, job itself (e.g. unsociable hours, location, remuneration, competition from other sectors) 	5* Low vacancy risk/acute critical post or individual	3* Medium vacancy risk/acute critical post or individual	1* High vacancy risk/acute critical post or individual. Posts/individuals in this category should be primary focus. Address succession issues related to this quadrant in initial phase
High <ul style="list-style-type: none"> Impacts greatly on continuity of service delivery Difficult to cover due to nature of post/impact on other roles Impacts greatly on achieving Council's objectives/priorities Difficult role to recruit into due to nature of post and/or qualifications required 		4* Medium vacancy risk/highly critical post or individual	2* High vacancy risk/highly critical post or individual
Average <ul style="list-style-type: none"> Some impact on continuity of service delivery and/or achieving Council's objectives but can be covered relatively easily by another post Fairly easy role to recruit into, sufficient applicants from which to select 			
Low <ul style="list-style-type: none"> Little or no impact on continuity of service and/or can be easily covered by another post with no adverse effect Little or not impact on achieving the Council's objectives/priorities Easy role to recruit into. No shortage of appropriately skilled applicants both internally and externally 			
	Low Little/no intention of departure, although could occur	Medium Some probability of departure	High Almost certain departure within next 12 months



Manager checklist

Action	Completed
1. Identify your Critical Posts and Critical People	
2. Assess potential risk of your employees in Critical Posts and your Critical People leaving your Service area	
3. Complete Risk/Criticality matrix using information above	
4. Prioritise your high risk areas	
5. Identify and develop strategies to minimise the level of risk to Service delivery	