



Workforce Planning The Core Minimum Dataset (CMDS)

Two briefing papers for the social services sector in
Scotland

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These papers present brief introductions to workforce planning and the core minimum dataset (CMDS) relevant to Scotland's Social Services Sector.

They examine their meaning, application and sources of support.

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WORKFORCE PLANNING

Introduction

Workforce planning relates to having plans that ensure that the workforce comprises the right people, with the right skills, in the right place at the right time. It is an on-going process that encompasses recruitment, retention, and learning and development, and may also involve re-designing job roles so that they more adequately fulfil aims and objectives. The process requires organisations to gain comprehensive information about their current workforce, to have a vision about the workforce needed in the future, to develop plans that bridge the gap between the two and to put in place systems for monitoring and evaluating the effectiveness of these plans.

Workforce planning takes place at different levels:

- At a day-to-day level to ensure services are delivered safely and effectively through having the right staff with the right skills in the right place at the right time
- At a training plan level in terms of developing skills to provide a better workforce
- At a strategic level, incorporating workforce planning into overall strategic plans for an organisation or sector.

Tools for Workforce Planning

Many useful tools and toolkits have been developed to help organisations with workforce planning. These usually include a staged process. The SSSC Workforce Planning Tool is explained as an example. This tool is available on CD-Rom and takes you through the process of creating a workforce plan for your organisation and/or service. The aim of the tool is to help you think and work through key stages in the development and subsequent implementation of a workforce development plan. It is based on an 8 stage process:

- 1. Pre-planning** – scoping the intended activity
- 2. Data collection** – gathering workforce information
- 3. Assessment of current position** – looking at external factors which may have an impact on what the organisation wants or how it might achieve it
- 4. Future needs and scenario planning** – looking in more detail at what your goal is
- 5. Gap analysis**- examining current position of workforce and the gaps between that and how you want the workforce to look in the future
- 6. Strategies and action plans** – strategies needed to cross the gap(s) of Stage 5
- 7. Evaluation against initial plans** – undertaken after you have begun to implement the plan
- 8. Process evaluation** – evaluating the process used to devise the plan

By working through all the steps on the CD you create a workforce plan that can be implemented and evaluated. This is a very useful tool available from SSSC. Although only available on CD-Rom there is a print-off facility for the sections once they are completed. To obtain a copy contact:

enquiries@sssc.uk.com

The VSSSWU (Voluntary Sector Social Services Workforce Unit) has also produced a useful Workforce Planning Toolkit. This has the advantage of being available in hard copy as well as being on the VSSSWU website. It places emphasis on context, stages and learning culture, and contains suggestions for structuring and evaluating a workforce plan:

www.ccpscotland.org/workforceunit

Other useful tools and information

- **ECTNA** – EVOC Care Training Needs Analyser

ECTNA is an on-line tool designed to enable organisations to gather, collate and analyse information about staff learning and qualifications. The tool can be accessed at:

<http://www.evoc.org.uk/learning/caretna.asp>

- **CMDS** (Core Minimum Dataset) explained in a subsequent briefing document
- ***Towards a Competent and Confident Residential Child Care Workforce***

SIRCC has prepared this guide for residential managers to plan for the registration and continual professional development of their residential care staff. It provides a step by step approach to producing:

- An audit of current qualifications for individual staff
- An audit of current qualifications for teams
- Personal development plans
- Team action plans

The resource can be accessed at:

http://www.learningnetworks.org.uk/workforceplanning/SIRCC_workforceplanningtoolkit.pdf

- ***Planning your Workforce: An Introduction***, produced by the Workforce Initiative.

The Workforce Initiative is managed by Scottish Care in partnership with Scottish Care at Home. A very useful introduction to workforce planning is provided on its website, examining the different levels at which workforce plans can be prepared and providing a direct link to many workforce planning tools. The web-site can be accessed at:

www.workforceinitiative.co.uk

- ***Tayforth Workforce Planning Project 2008-2009***. This report documents the findings of the Scottish Social Services Learning Network Tayforth's research into the workforce, workforce planning and learning provision in Social Services organisations in Tayforth. The report together with a literature review can be accessed at: www.learningnetworks.org.uk

CORE MINIMUM DATASET

Introduction

The Core Minimum Dataset (CMDS) is designed to help to improve the quality of data available on the Scottish Social Services Workforce in Scotland. It provides a way of collecting and categorising information about the workforce so that it can be used easily, not only by organisations for their own workforce planning but also in providing a national database with comparable data. The CMDS is being embedded in the Scottish Government's annual census of local authority social work services and the Care Commission's annual reports from registered providers. Organisations using CMDS for their own database will not only have a valuable source of data for their own workforce planning but will be able to complete returns easily without a search for data from many different sources.

Categories of Data

The CMDS is divided into sections for the collection of data about each individual employee. These are:

- Employer dataset
- Unit dataset
- Person dataset
- Post dataset

The employer, unit and possibly some post information may apply to several individuals and with good data systems can be transferred from one record to another. The person dataset is unique to one individual.

The tables below indicate the categories in which information should be collected.

Employer Dataset		
Unique employer identifier (e.g. Care Commission Service Provider Number)	Employing organisation name	Organisation type (e.g. local authority, voluntary etc.)

Unit Dataset			
Unique unit Identifier	Unit name	Unit postcode	Induction training offered?

Person Dataset				
Unique employee identifier	Start date with employing organisation	Employee status e.g. normal complement; secondment cover	Gender	Ethnic Group
Qualifications held (Higher and vocational education only)	Year qualifications awarded	Qualifications in progress	Target completion date (year)	

Post Dataset				
Start date in post	Entry source e.g. same authority/organisation (social services)	(Main) Focus of service provision e.g. residential; home care	(Main) Employee service user group	Job title
(Main) Job function	SSSC Registration category	Pay/salary	Contract type	Contracted hours
(Main nature of) Working hours pattern	End date in post	Leaving destination	Main reason for leaving	

Categories above are set out in horizontal order. Full explanations of the categories are provided in version 2 of the CMDS launched by the Scottish Government in 2007: www.scotland.gov.uk

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