Workforce planning – meeting the challenges of the future

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Planning the masterclass

- Discussion: what are the future workforce planning challenges?
- What are the challenges from Recourse's perspective?
- Wheel of wellbeing tool demonstration
- Workforce planning tool trial and feedback
- Concluding discussion
- How to get the most out of Recourse

What are the challenges of the future, regarding workforce planning?

University Challenge

- On average, how many days do HE staff take off sick each year?
  - (a) 5 days
  - (b) 7 days
  - (c) 10 days

University Challenge (2)

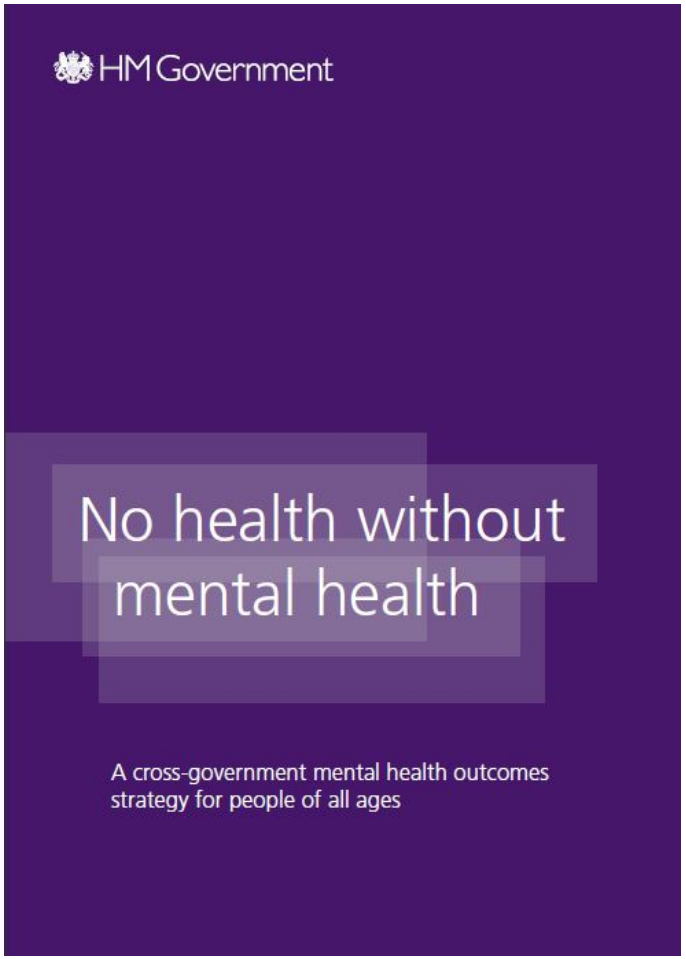
- What percentage of the HE workforce said in the UCU's 2008 survey that they find their work stressful?
  - (a) 25 per cent
  - (b) 50 per cent
  - (c) 75 per cent

University Challenge (3)

- Are educational outcomes (such as value-added and SAT results in schools) linked to average levels of staff wellbeing?
  - (a) Yes
  - (b) No

Why wellbeing matters

- ‘Our mental health is central to our quality of life, central to our economic success and interdependent with our success in improving education, training and employment outcomes’ (HM Government, 2011)



Your charity

- Recourse (formerly CUSN) is the charity established by Teacher Support Network, in partnership with UCU to improve the wellbeing and effectiveness of everyone working in the adult, further and higher education sectors.

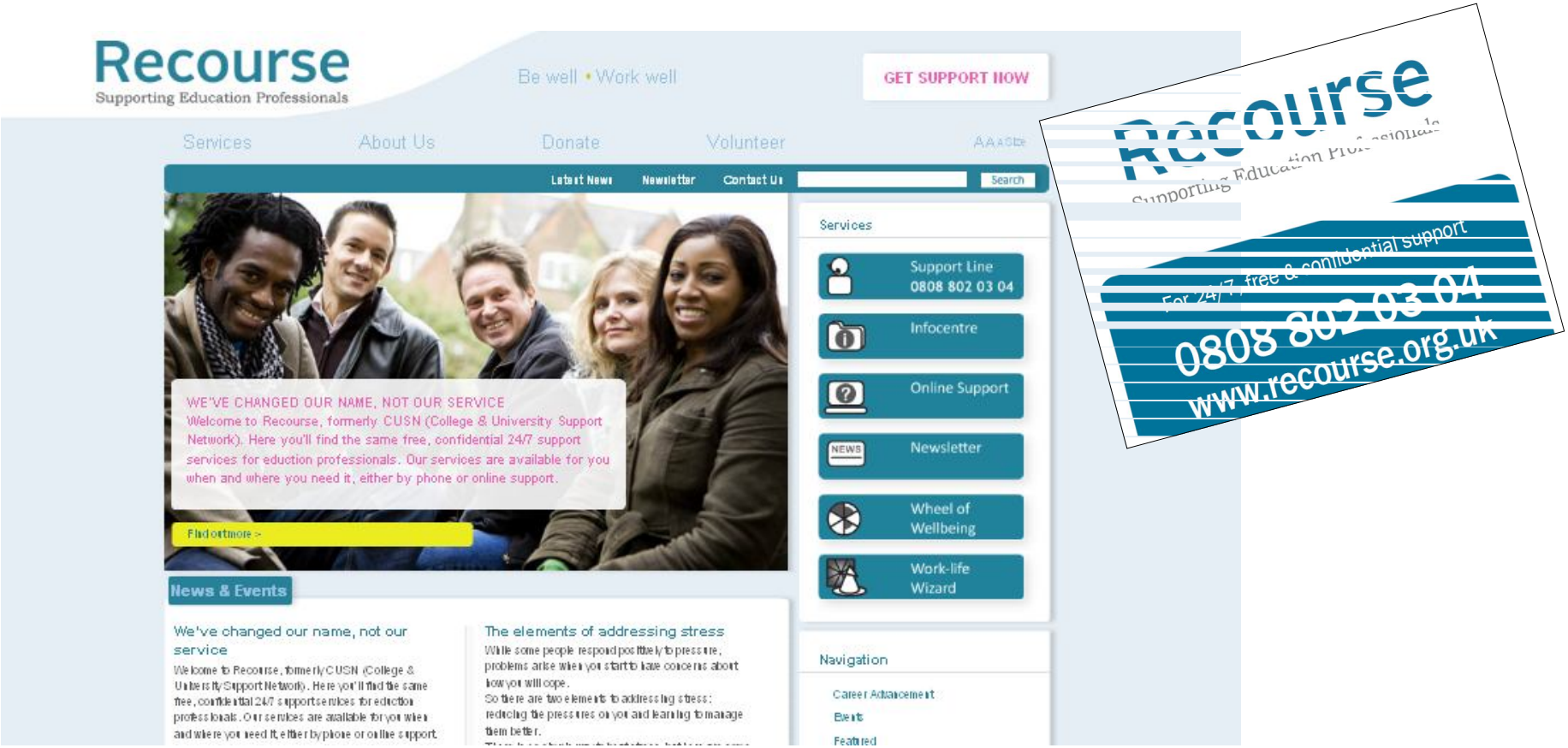
- Recourse provides free and confidential services to those working in post-16 education.

- This includes serving, former and retired staff and their dependents plus employees and former employees of UCU, AUT and Natfhe.

Our services

- 24/7 Support Line.
- Online support.
- Web-based InfoCentre.
- Financial support.
- Online self assessment tools.
- E-newsletter.

Website and support line



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Two key sides of our work

Responsive

Supporting in crises
Providing information

Preventative

Policy, research, campaigns

How we have helped

Sarah, a 31 year old office manager, has three years' experience in a further education college. She is a single parent with a 14 year old son.

Sarah had no savings and, although she had missed two mortgage payments, had little other debt.

Why people worry about money

- Individual
  - Pensions reforms
  - Inflation / depreciating disposable income
  - Debt
- Institutional
  - Grant cuts
  - One in 10 institutions have been in the red in at least two of the past three years

Top call issues

- The top call issues to the Recourse Support Line in the last 12 months were:
  - Work / Career – 38.2%
  - Personal / Family / Relationships – 21.2%
  - Money – 21%
  - Health and Fitness – 13.7%

How can universities rise to the challenge?

- HE staff take 9.6 days off each year on average, contributing to costs in excess of £248 million in the education sector overall
- Staff wellbeing affects educational performance, and 75 per cent of HE staff said they found their work stressful
- 38.2% of callers to Recourse in 2010 were concerned about work and their career

How to minimise anxieties about workforce change

- Remember that your staff are your most valuable resource
- Make staff feel part of change
- Reassure staff that they will be kept fully informed throughout change periods
- Use budgeting periods to identify new ways to support staff
- Be proactive in offering support to all

Inspiration from Salford

- Salford Royal managed to cut millions from its budget while maintaining staff morale
- ‘Listening to staff and empowering them to improve and contribute means there is likely to be a proportionate improvement in our patients’ experience’

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healthcarenetwork

Insight, reports and data for NHS innovators

How to get NHS staff to learn to love efficiency

Salford Royal is cutting millions from its budget while maintaining staff morale – by asking them to suggest where to save money

David Wood, executive director, Salford Royal foundation trust

Guardian Professional, Thursday 14 April 2011 09.00 BST

Article history

Do tell us how to do our jobs: Salford Royal invites staff to tell managers how to save money. Photograph of David Wood: Salford Royal NHS foundation trust

Wheel of wellbeing

Kevin Armstrong
Policy & External Relations Manager

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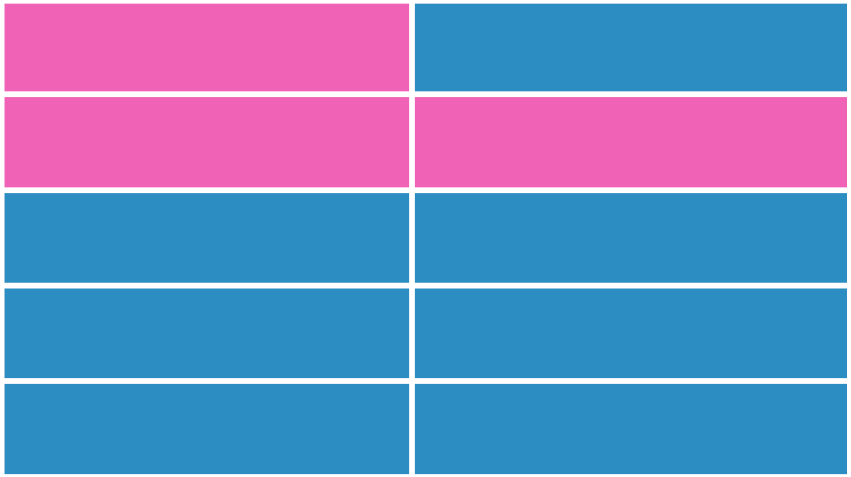
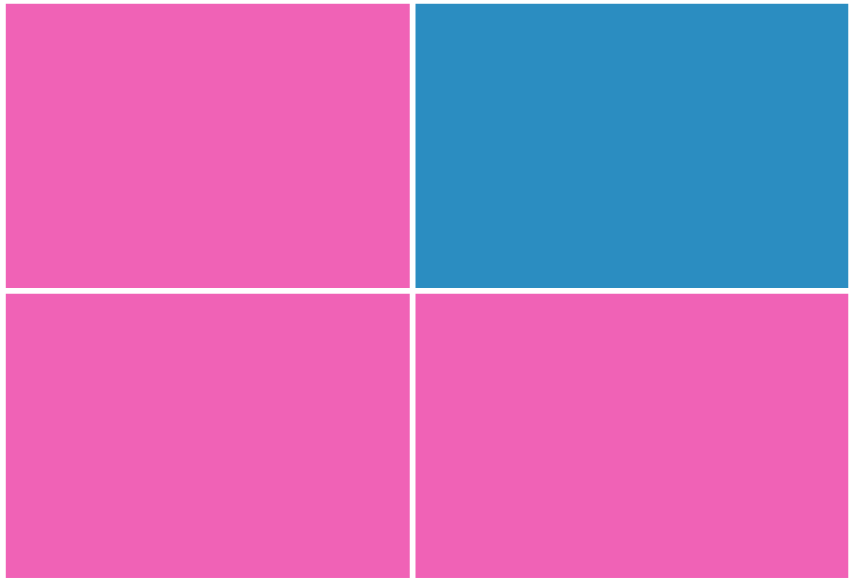
Why wellbeing matters

Around **3 in every 10 employees** will experience stress, depression or some form of mental health **in any one year**



MIND: Mind, Stress and Mental Health in the Workplace 2005

Around **1 in 4 people** will experience mental ill-health at some point **in their lives**



MIND: How Common is Mental Distress? 2005

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Why wellbeing matters (2)

Poor mental health costs Great Britain more than £40bn a year
Royal College of Psychiatrists 2008

People of working age are generally healthier when they are employed than when they are not
Dame Carol Black

The vast majority of people who have experienced a mental health problem continue or return to work successfully
SHIFT: Line Manager's Resource

It is helpful to make a distinction between 'pressure', 'stress' and 'mental health problems'
SHIFT: Line Manager's Resource

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What can universities do to improve workforce wellbeing?

- Your university can:
  - Help staff to manage key triggers of low wellbeing.
  - Ensure there is not a blame culture – staff should be able to ask for help without it being seen as a sign of weakness.
  - Ensure those people in leadership roles are trained in how to deal with conversations about stress and common mental health problems.
  - Encourage staff to be supportive of each other.
  - Put people first.
  - Find a confidant in university you can trust.
  - Ensure there is a robust policy for stress and bullying and that people are aware what action to take.

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Wheel of wellbeing (1)

- On a scale of 1-10, how would you currently rate your wellbeing?

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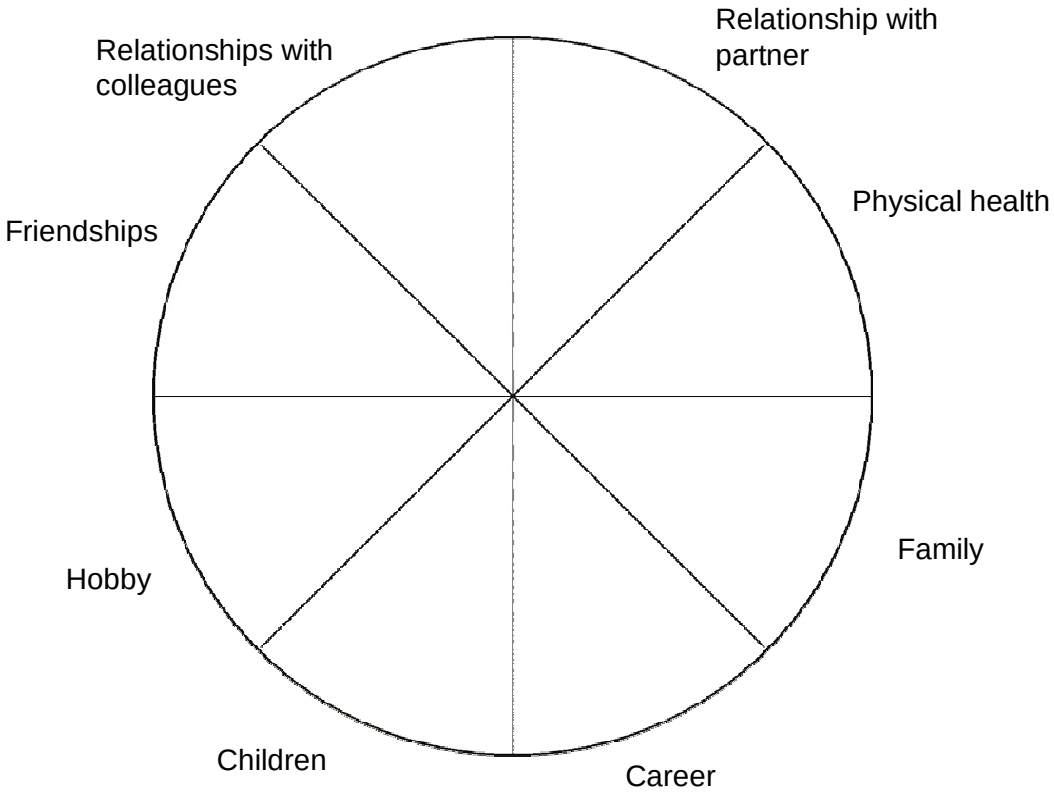
Wheel of wellbeing (2)



Label each part of the wheel with an aspect of your life; e.g. family, work, faith, health etc.

Draw a line across each section to indicate to what extent you are content with this part of your life.

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Wheel of wellbeing (3)

- Discuss with a partner:
  - One thing you already do to look after your wellbeing
  - One thing you are going to do
  - Think about where you were on the wellbeing scale. What do you need to do to get yourself two points higher in the next six months?
  - One thing your University could do.

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Goal setting tool

The Goal: Best if expressed in positive language; the aim is identify the wanted outcome.	
Specifics: What will you have to do to achieve the goal? (e.g. When? Where? How often? With whom?)	
By when will you achieve your goal? Firm dates improve the chances of success.	
Confidence Level in Achieving Goal	**Low** 1 2 3 4 5 6 7 8 9 10 **High**
Measure: How will you know that you have achieved the goal? How can you measure your progress?	

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Workforce planning tool

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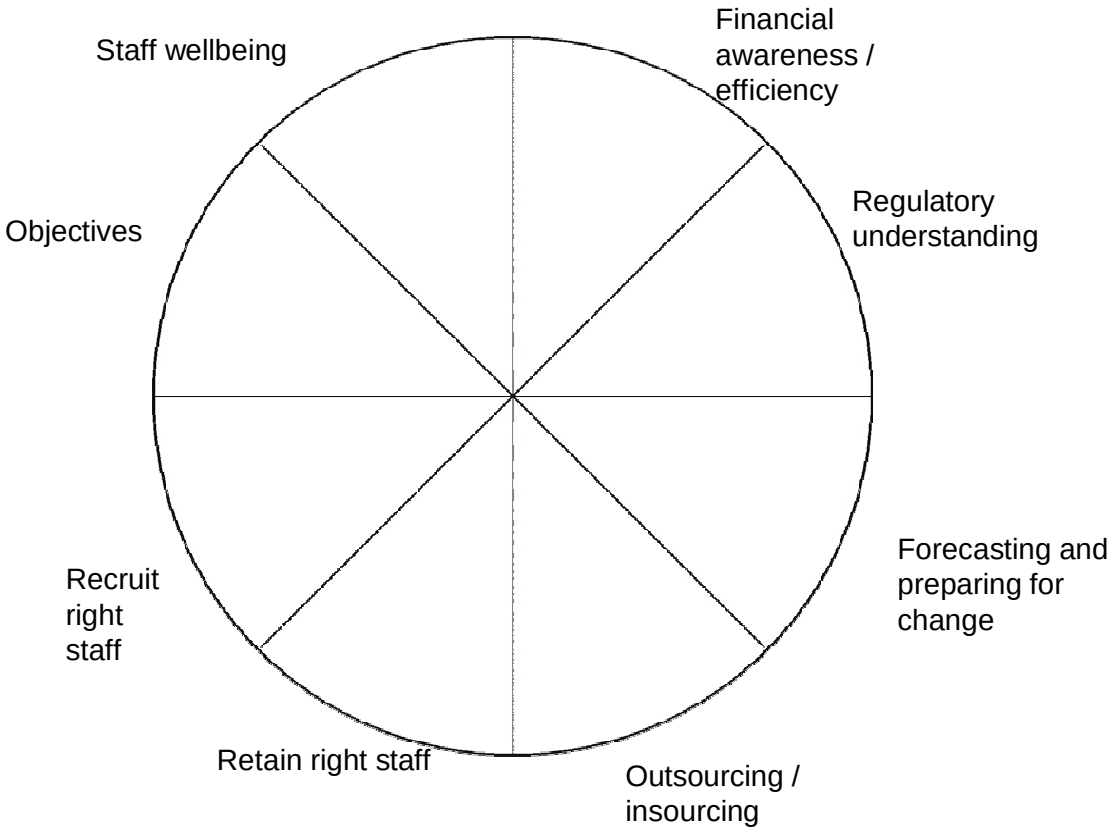
Workforce Planning Tool



1) Rate your workforce planning out of 10

2) Label each part of the wheel with a key element of your workforce planning, and fill it in accordingly.

3) Set goals to improve your rating.

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Concluding discussion: the role of leadership in change

Julian Stanley
Chief Executive

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Support materials

www.recourse.org.uk

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We need your support!

- As a charity, Recourse relies on ongoing donations to provide much-needed counselling, coaching and financial support for those working in post school education.
  - Make a one-off donation
  - Give a regular donation through your pay or by direct debit
  - Take part in a challenge event
  - Leave a gift in your will, so that we can continue to be here for generations to come
  - Hold a fundraising event, e.g. a tea party or quiz night.

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