

# Workforce SWOT

## Strengths

### Organisation

- What are your critical positions? (These positions are those that have the most impact or significance on your core business. These positions can be at any level in the organisation)
- Do you have special skills within your business? How do you recruit into these positions?
- What are the key strengths of your workforce?

### Employee specific

- Who are the strongest employees and what are their greatest skills and competencies? How do you identify these employees?

## Weaknesses

### Organisation

- Are there any skills gaps that you can identify that impact on your ability to deliver your service?
- Is employee turnover a problem and why are employees leaving? Are they repeatedly leaving the same roles?
- What are the business disruptions employee turnover is causing? How can we manage these differently in the future?
- Do you lack certain skills within your service area and why?
- Which functions are lacking in top talent/why?
- Are there any changes upcoming that may impact on the well-being of your staff which need to be considered and what support can be offered?

### Employee specific

- Who are your low performers and what are their weaknesses?
- Are any of these employees working in the wrong position and could be better suited in another position?



## Opportunities

- Where can you market current and future positions in order to source talent/specialist skills?
- How can you build a pipeline for future roles?
- Do your strengths offer you the option of doing something else with your staff?
- How can we work with other partners to enable pathways for staff to develop/progress?
- What does the wider system offer your service and what practices will be required to support this?
- How can we develop staff and what new/different roles may need to be developed to meet future needs?
- What are the implications of the strategic plan/local plan on your workforce requirements?
- What are the anticipated changes that will affect your department (external factors)?
- What could your workforce make-up look like in the future? Are there any changes to your workforce that could be considered?
- Are you planning any changes to the delivery of your services?
- Have potential leaders been identified to ensure operational effectiveness and efficiency in the long term and what support is in place?
- Are there any technological or equipment needs which could assist you to deliver your key responsibilities or improve workforce efficiencies?

## Threats

- What employees are you likely to lose/what changes in establishment are you anticipating and why?
- Is there any new legislation that could impact on your resourcing and why?
- How may future budget challenges impact on your resourcing requirements?
- Is the industry changing to make any skills obsolete?
- Is your technology still relevant and what impact could technology have on how you deliver your services in the future?
- Are there any factors that are impacting on employee sickness and how can you overcome these?

