

Strategic Resourcing for Change and Uncertainty

Strategic workforce planning in turbulent times

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The UK workforce in context: challenges and opportunities

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Strategic Workforce Planning in Turbulent Times

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Who are we?

Statistics for the public good

Informing the UK.
Improving lives.
Building the future.



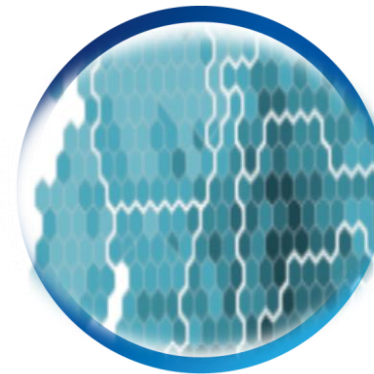
Official Statistics

UK's largest producer of official statistics



People

c.5,000 people combining office and field



Key Activities

GDP, Census, Covid, social and demographic



Offices

London, Newport, Titchfield, Edinburgh

ONS Approach to Strategic Workforce Planning

Our Burning Platform

Statistics for the public good

Informing the UK.
Improving lives.
Building the future.



Our Approach - Partnership

ies



What do you want to bake?



ONS Available Data (as at Feb 2021)

DEMAND

- Current numbers of posts, FTE and costs, contingent worker spend
- Posts and costs by work activities/function
- Roles of posts eg managers v experts at same grades, admin support v critical delivery tasks
- Measures of work outputs and productivity

INTERNAL SUPPLY

- Posts and People
- Grade mix by org structure
- Professions (posts not people)
- Demographics
- Flows – joiners, leavers, promotions, internal moves, sources, destinations
- Succession plans and talent assessments – moves made, career outcomes of talent pool

EXTERNAL SUPPLY

- Recruitment metrics eg time/cost to fill
- Why people join/leave
- External labour market trends – nationally and in current/potential locations – for critical professions
- Workforce shape, diversity, retention, recruitment and productivity benchmarking

ONS Strategic Workforce Planning process



ONS People Plan Workforce and Workplace



ONS Workforce Priorities

Our Future Workforce: What we are aiming to achieve

Employer
Brand



- Becoming an employer of choice
- A clear, compelling employment offer and brand
- Able to tailor our approach for specific markets
- Keeping in touch and building our networks

Strengthening
Critical
Workforce
Groups



- Recruiting, developing and retaining people with critical skills
- Developing the right strategic resourcing mix
- Compelling development and career opportunities
- Systematic succession and talent management for critical groups and roles

Leadership and
Management
of Change



- Growing leadership capability to achieve effective change
- More consistent approach to change management
- Stronger planning and resourcing for transition activities

Organisational
Capacity



- Resource planning for key deliverables including Census 2021, Integrated Data Platform and the Covid Infection Study
- Effectively managed transition to 2023 and beyond with retention of critical skillsets
- Balancing capacity demands between existing work and new requirements

Organisational
Flexibility



- Designing flexibility into our workforce
- Ensuring we can rapidly respond and adapt to change
- Embedding ways of working that meet diverse needs
- More flexible work design and multi-disciplinary teamwork

Covid 19 – The Most Turbulent of Times

What did we have to do?

When people ask me when I think we will be going back to the office.



National statisticians are providing numbers that we can count on

“..the ONS has become the go-to source for information on Covid-19, including weekly death rates and how they compare with the five-year average, and its infection study, based on a large sample of swab-tested people. It has monitored the progress of the economy through and out of the lockdown with new, useful surveys.”

When it has come to the crunch during the pandemic, numbers have been needed in real time

Covid-19 has turned the spotlight on the Office for National Statistics



I have not worked closely with Office for National Statistics until this crisis. The @ONS is a national treasure, teams fantastic to work with, flexible, informed, dedicated, agile. Fantastic colleagues. Brilliant work and great to work with you. Thank you. [ons.gov.uk/peoplepopulati...](https://ons.gov.uk/people-population)

9:30 PM · May 16, 2020 · [Twitter Web App](#)

171 Retweets and comments 875 Likes

No symptoms in 80% of positive Covid tests



Rachel Schraer
Health reporter

A survey by the Office for National Statistics looked at who had been infected in the community in England.

[Read more >](#)

Almost 30,000 more care home deaths than last year



The figures from the ONS are the first to reveal the full toll of the epidemic in care homes.

[Read more >](#)

Deprived areas hit twice as hard by coronavirus



Rachel Schraer
Health reporter

London was overwhelmingly the hardest-hit area in the country, says the Office for National Statistics.

[Read more >](#)




RED BOX | SIR IAN DIAMOND

Coronavirus testing effort is like no survey we've ever conducted

Sir Ian Diamond | Tuesday May 05 2020, 12.01am, The Times

Share    

Save 

The recent announcement of our new large-scale virus infection survey provoked a huge and immediate public response.

FINANCIAL TIMES

Black Britons four times more likely to die of virus than white peers, says ONS

Analysis shows Bame groups exposed to greater socio-economic and work risks

Britain's economy set for a 'significant decline', says ONS

Statistical agency warns of increased volatility in official data due to virus challenges



Coronavirus pandemic

Excess UK deaths blamed on undiagnosed coronavirus cases

ONS study explains why rise in toll since outbreak started far exceeds official Covid-19 mortality numbers

UK: Monthly Gross Domestic Product



STEP 1: 8 March



Schools and colleges are open for all students. Practical Higher Education Courses.



Recreation or exercise outdoors with household or one other person. No household mixing indoors.



Wraparound childcare.

29 March



Stay at home.



Organised outdoor sport allowed (children and adults).



Minimise travel. No holidays.



Rule of 6 or two households outdoors. No household mixing indoors.



Outdoor sport and leisure facilities.



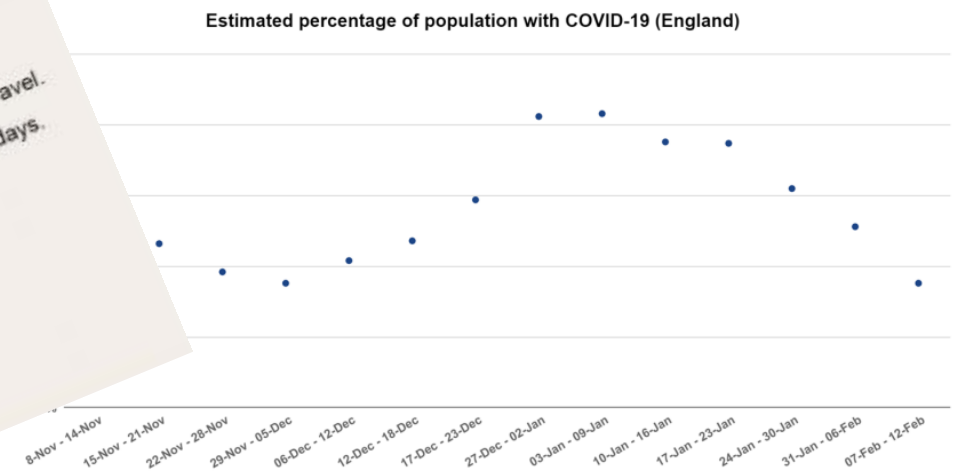
Outdoor parent & child groups (up to 15 parents).

Source: ONS, GDP monthly estimate: UK, 12 Feb 2021

COVID-19 RESPONSE - SPRING 2021 Data Annex

22 February 2021

Estimates of people testing positive for COVID-19 (England only) January through to mid February



Source: Weekly publication at ONS, Coronavirus (COVID19) Infection Survey. <https://www.ons.gov.uk/peoplepopulationandcommunity/healthandsocialcare/conditionsanddiseases/bulletins/coronaviruscovid19infectionsurveyypilot/19february2021>

Flexible working, working flexibly

- You are not “working from home”, you are “living at work”
- Your personal, physical, mental and emotional health is far more important than anything else right now
- You may be very productive in your work in this current arrangement, you may be less so. You should not try to compensate for lost work productivity by working longer hours
- You will be compassionate to yourself and not judge how you are coping based on how you see others coping
- You will be compassionate to others and not judge how they are coping based on how you are coping
- Taking care of you! (**Leading in a Crisis**)

Key Learnings

- A good reminder that behind any work decisions are impacts on people
- Covid-19 has accelerated some of our workforce plans and derailed others
- ONS needs to reflect on how our people's expectations of us as their employer have changed. What does this mean?



Covid Infection Survey

ONS is excited to offer experienced professionals a range of opportunities to be involved in its response to the coronavirus pandemic. Its Health Analysis and Pandemic Insights teams produce weekly data on deaths caused by COVID-19 and is responsible for the COVID-19 Infection Survey. Other areas focus on the social and economic impacts of the pandemic.

ONS can develop your expertise and career, a chance to learn from each another, and improve statistical and analytical capability across the board. Irrespective of where you are based in the UK, this is a chance to partner with the nation's foremost provider of statistics and analysis, develop professionally, and benefit from a unique insight. Ideally, we'd like to welcome colleagues who have some knowledge of the health sector and/or health data, and have a few years experience in their chosen profession.

There are a broad range of priority opportunities available on the partnership development programme that covers Statistical, Analysis and Project and Programme Delivery. If your chosen experience involves looking at person level data, you will be subject to an additional vetting process in line with civil service protocol.

We offer a range of mechanisms including temporary loans or secondments from other organisations, short term contracts, internships and partnership agreements. Our flexibility reflects our desire to invite a wide range of people from all backgrounds and stages in their career.



How has Covid-19 changed our approach?

What went well



DO
MORE
with
LESS.



Even Better If



How has this changed our approach

- **Organisational flexibility** – forced to be more agile, higher risk appetite?
- **Organisational capacity** - more opportunities for our people at the end of current programmes
- **Employer brand** - attraction in a different type of labour market, leveraging our increased presence
- **Strengthening critical workforce groups** - people developing skills in different ways, development through projects
- **Leadership and management of change** - management of remote teams, high touch comms with a focus on organisational purpose

Small group reflections

How will the experience of resourcing your organisation's work over the past year affect your thoughts about future resourcing?

1. How have you designed & resourced work differently over the past year?
2. What can you learn from your successes & challenges in resourcing in a year of uncertainty?
3. How will the past year influence your future resourcing strategy &/or workforce planning process?
4. How might your wider employment relationship change?
What will you give & expect of your workforce, and what will they give & expect of you?

IES reflections on strategic workforce planning through uncertainty

