

Protocol Framework for Social Service Workforce Gap Analysis

Identifying the Social Service Workforce

What kind of basic information about the workforce exists now?

1. What is the composition of the workforce – What are the different cadres called?
2. What are key responsibilities of each?
3. How up to date are job or role descriptions?
4. What statistical data exists about each cadre? Where is it held? How accurate is it? What does this kind of workforce information say about density and distribution?

What is the status of systems that can provide on-going workforce data?

HR INFORMATION SYSTEMS: integration of data sources to ensure timely availability and utilisation of accurate data required for planning, training, appraising and supporting the workforce as well as service delivery of the SW sector at the local level

Information systems/mechanisms

1. What information system is in place to collect workforce data: paper based/manual or electronic or both? Centralized? Decentralized?
2. Where is the information system located?
3. How does information flow – upwards and downwards?
4. How accurate is the data?
5. Does the system capture data on the informal workforce as well as the formal?

Utilization of information

1. What do you use the information for: what HR decisions? Service delivery decisions? Resource mobilization decisions?
2. Any other HR areas you use the information for?
3. How could information utilization be improved?

Planning the Workforce

PERSONNEL SYSTEMS: workforce planning (including staffing norms), recruitment, hiring and deployment

a. Social Service Workforce Planning:

1. Is workforce planning carried out? (Yes/No?)
2. If yes, how frequently?

3. Is there a Plan for any of the following?

1.2. **Training** (Yes/No?): PSE, IST & CPD?

If yes,

Is the plan costed?

Who endorses the plan? (Governor, Commissioner, Minister/Assembly)

Does the Plan answer the following questions?

- Numbers & types produced through pre-service education (PSE) and in-service training (IST)?
- Any link between social service worker training output and planned recruitment needs (e.g. new graduates, training courses, etc.)?
- Is production appropriate to meet service delivery needs? (Do the workers produced have relevant knowledge & skills to deliver needed services?)
- What criteria are used to plan for training, recruitment and hiring? (e.g. Service delivery requirements/key indicators & targets; establishment; payroll; skills mix, equitable distribution, etc.?)

1.3. **Recruitment and hiring** (Yes/No?):

If yes,

Is the plan costed?

Who endorses the plan? (Governor, Commissioner, Minister/Assembly)

Does the Plan answer the following questions?

- How many will be recruited?
- Where will they be recruited for (geographical/level)?
- How the necessary workforce capacity (quality + quantity) at different levels is taken into consideration?
- What qualifications, skills and knowledge they will have?
- Is the recruitment *process* clearly defined (i.e. vacancy approval, announcement, advertising, short-listing, interview, appointment, induction/orientation, etc...)?
- How long does it take (on average) to fill a vacancy?
- Is the selection process merit-based?

1.4. **Deployment** (Yes/No?):

If yes,

Is the plan costed?

Who endorses the plan? (Governor, Commissioner, Minister/Assembly)

Does the Plan answer the following questions?

- What types and numbers of staff are required in facilities; and at each of the different levels (as defined)?
- What information and criteria are used to deploy staff? (e.g. Service requirements/key indicators & targets; establishment; population, vacancy requests, district staffing returns, etc.)?

1.5. **Career Planning** (Yes/No?):

If yes,

Is the plan costed?

Who endorses the plan? (Governor, Commissioner, Minister/Assembly)

Does the Plan answer the following questions?

- What skills and knowledge does the organization need to provide services: for example what skills and knowledge are needed by each cadre (e.g. probation officer, etc.) and at each service level (e.g. district social services officer, etc.)?
- What skills and knowledge are currently available?
- How will the gaps be filled? What options?

FINANCE: Obtaining, allocating and disbursing adequate funding for human resources

1. Is there adequate financing available for human resources and workforce-related interventions?
2. If not, where are there gaps?
3. What % of the budget goes to support the SSW sector at your level?
4. How is financing for the workforce mobilized on an annual basis and/or on a longer term basis?
5. Who is involved in the budget planning process? (What role does the local Social Welfare Unit have?)
6. How are resources allocated?
7. Was the workforce budget fully expended in the last 3 financial years? What budget lines were over/under-expended in the last 3 years?
8. Who provides the financing for the workforce (% government and donor, on/off budget) and what interventions/items do they provide for?

Developing the Workforce

EDUCATION and LGA SDW: *Production and maintenance of a skilled workforce*

Pre-service education and in-service training

1. Is there a pre-service training policy or plan for SSW at the local level?
2. What level of training is expected for SW Officers? Is it provided by informal means (NGO/FBO/CBO)? Formal means (Government-sanctioned training programs?)
3. What is the status of the following:
 - a. Social Work university curricula at BA and MA levels
 - b. Social Work Training Institutes curricula
 - c. In-service training and learning seminars organized by the National Association of Social Workers
 - d. Para-professional training programmes mostly conducted by implementing partners of OVC care and support programmes
 - e. On-the-job training of social workers under the National Youth Service Corps

Supporting the Workforce

WORKFORCE PROFILE: employee relations, workplace safety, job satisfaction and career development

1. Is there a Scheme of Service that describes the Social Service worker's role and responsibilities?
2. Is each SW Officer aware of his/her functions, roles and responsibilities?
3. Are individual staff accomplishments recognized?
4. Are there regular meetings during which workers can exchange information on progress towards goals and learning; engage in joint problem solving?
5. Are salary payments on time and predictable?
6. Do workers have the tools and equipment necessary to do their work? For example:
 - a. An office; stationary for case management
 - b. Transport to make visits at the village level
 - c. Technology for communication with the State level (mobile phone/Internet connectivity)

Attrition/Retention:

1. Any decline in workforce numbers within the past 5 years?
2. What are the reasons for attrition across and within cadres? (e.g. internal/external migration, death, resignation, etc.)
3. Any specific policies or interventions in place to retain the workforce?
4. Are salaries and terms and conditions for the workforce and comparable to salaries in other sectors – including private & NGO sectors? In the country? Regionally?

PERFORMANCE MANAGEMENT: performance appraisal, supervision and productivity

1. In this location, under which unit does Social Service reside? What is the role of the Social Service Worker's supervisor?
2. Is there a clear performance management system in place? (Yes/No?) If yes, what does it consist of?
3. What is the purpose and aims of the system and do workers and managers understand these?
4. Is the system used?
5. What consequences are attached to good and poor performance? (rewards/recognition; sanctions or corrective action)
6. What actions are taken to support performance improvement?

LEADERSHIP: capacity to provide direction, align people, mobilize resources and reach goals;

management includes capacity to plan, budget, organize and guide people to achieve results

1. Is there a workforce Strategic Plan?
2. Describe the current political commitment to addressing social services workforce issues and implementing the Strategic Plan?
3. Do the government and the line ministries provide strategic oversight and direction to address workforce issues and challenges in order to achieve goals?
4. Are there workforce champions and advocates and how do they provide leadership?
5. How is workforce leadership capacity developed?
6. How are multi-sectoral collaboration and approaches to addressing workforce issues promoted?

POLICY: Legislation and regulations and guidelines for conditions of employment, work standards, and development of the workforce as well as the SW sector

1. Do Social Service workers at different levels have easy access to:
 - Information on Benefits
 - Policies on Employee grievances, discipline and termination
 - National Policies regarding the SW sector such as:
 - National Plan of Action
 - The Child Rights Act (if it is valid in their state or district or province)
 - State-specific legislation regarding SSW
 - Other?
2. How familiar is the SSW Officer with HR legislation and policies? With SW legislation and state-specific policies?

PARTNERING WITH OTHERS DELIVERING SOCIAL SERVICES AT DIFFERENT LEVELS

1. Does the SW Officer maintain a working knowledge of other donors/NGO/FBO/CBO/Health and Education actors delivering Social Services in his/her area and the programs offered? If yes...
 - a. What is the best way for the partner to effectively combine programming and resources for maximum impact?
 - b. Does s/he make referrals to partner organizations in the area?
 - c. What are the mechanisms for partners in the formal and informal workforce to share information? What mechanisms are in place for knowledge sharing and strategic planning?