# Enabler 3 Workforce

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| Name of change | Not yet established | Plans in place | Established | Mature | Exemplary |
| Workforce engagement and feedback | There is limited workforce engagement, with at most a survey once a year. | There is a review on workforce engagement which includes feedback from the workforce. | The workforce is engaged at least quarterly to understand their opinions and current feelings towards the organisation. | The workforce is engaged at least quarterly to understand their opinions and current feelings towards the organisation. The engagement leads to tangible action that is visible to the wider workforce. | The workforce is engaged at least quarterly to understand their opinions and current feelings towards the organisation. The engagement leads to tangible action that is visible to the wider workforce.  Whenever there are pieces of transformation, the workforce is appropriately engaged. |
| Attractive career structure | Staff are not clear on what progression or opportunities exist for them within the organisation. | A review of the career structure is being undertaken. | There is a clearly documented pathway for career progression available to those who want it. | Career progression opportunities are widely recognised by staff. | Career progression opportunities are widely recognised by staff; learning & development are core elements of this. |
| Strong local brand | Local health and social care organisations have no identifiable brand. | A review is underway of the health and social care organisations’ brand as employers. | Local health and social care organisations have an identifiable brand. | Local health and social care organisations are seen as exciting places to work. | Local health and social care organisations are seen as exciting places to work, with a culture & identity that can be clearly articulated and was developed with the workforce. |
| Long term planning | There is no long term (five to 10 year) strategic workforce plan in place. | A strategic workforce plan is in development. | There is a strategic workforce plan in place, with some associated activity to support longer-term recruitment and retention. | The strategic plan is workforce-led wherever possible and is based on up-to-date evidence. | The strategic workforce plan considers ways to challenge wasted capacity and manage demand alongside recruitment and retention. |