SFHWP2
Identify and evaluate forces for change that may impact on the workforce

Overview

This standard is about identifying and evaluating the forces for change in the workforce. It involves identifying the forces for change and how they impact on the strategic planning of the organisation(s) as well as organisational needs. It also involves considering the ways in which the forces for change themselves may be influenced or changed. Forces for change may be within the scope of control (levers) or outside the scope of control (drivers). You will need to prioritise the forces of change that are likely to require the most attention as part of the workforce planning process.

Users of this standard will need to ensure that practice reflects up to date information and policies.

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Performance criteria

You must be able to:

P1   how the process within your organisation(s) for recruiting, selecting, retaining, educating and developing staff affects workforce planning

P2   how to access information on the demographics of your organisation(s), for example: staff groups, age, competences, ethnicity, gender, disability, length of service, and working and career patterns

P3   how to access information on the demographics of the local population and the impact on demand

P4   how to access information on the demographics of the labour market that is accessible to your organisation(s) and their physical locality

P5   how to interpret and use information on demographics

P6   external factors which should also be considered such as transportation, geography and infrastructure

P7   who the main stakeholders are and how to gain and maintain commitment from them

P8   how to communicate and promote the importance of workforce planning to stakeholders

P9   how to enable stakeholders to contribute to workforce planning

P10 the information you need to access for workforce planning and how to do this

P11 the importance of reliable information on which to base workforce planning

P12 how to check that information is sufficiently robust for workforce planning and the implications of any limitations

P13 the reasons why it is necessary to acknowledge any weaknesses in the available

P14 the workforce information systems that are used in your organisation(s) and their potential limitations

P15 ways of supplementing information systems to meet planning needs

P16 your organisation(s) needs in terms of workforce planning

P17 the organisational goals at the macro and micro level

P18 the political context for workforce planning

P19 the relevant legislative and regulatory requirements which affect workforce planning (including employment)

P20 the local, regional and national requirements, drivers and policy implications for workforce planning

P21 the relevant organisations involved in the delivery of services in your geographical area and how these affect workforce planning

P22 the international context for workforce planning

P23 identify the forces for change and how they are likely to impact on the workforce

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P24 consider the ways in which the forces for change impact on the strategic direction of the organisation(s) and organisational needs

P25 consider the ways in which the forces for change themselves may be influenced or changed

P26 prioritise the forces for change as part of the workforce planning process

P27 record and describe the forces for change clearly and accurately

P28 update information about forces for change at the appropriate intervals

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Knowledge and understanding

You need to know and understand:

K1   how workforce planning integrates with service, financial and business planning

K2   how workforce planning links with workforce development and education

K3   the purpose of the workforce plan, including; why the plan is needed, what decisions the plan supports, what it covers, who is responsible for it and the timescales

K4   how to access and use the tools, guidance and models that exist to assist you with workforce planning

K5   how to develop models and guidance to support a workforce plan

K6   the definitions that are used in, and the application of definitions to, workforce planning

K7   existing and emerging new roles and ways of working in your organisation(s)

K8   the impact on workforce planning of new roles and ways of working

K9   the internal and external forces for change that may affect your organisation(s)

K10   how to identify forces for change and prioritise your response

K11   the projected impact that a workforce plan could have on service users and health outcomes

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K26 ways of supplementing information systems to meet planning needs

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Additional Information

External links

This standard links with the following dimension within the NHS Knowledge and Skills Framework (October 2004):

Core 4 Service improvement Level 4

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