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### Overview

This standard is about assessing workforce demand in service delivery. It covers working with relevant stakeholders to support the planning process. It also covers checking the reliability and validity of information that has been obtained to support your assessment, and taking the appropriate action if there are any quality issues. You will need to use suitable techniques (e.g. scenario planning and options appraisal) and models to carry out the assessment and suggest realistic options based on the assessment.

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 interpret and use information on demographics
- P5 external factors which should also be considered such as transportation, geography and infrastructure
- P6 who the main stakeholders are and how to gain and maintain commitment from them
- P7 how to communicate and promote the importance of workforce planning to stakeholders
- P8 how to enable stakeholders to contribute to workforce planning
- P9 the information you need to access for workforce planning and how to do this
- P10 the importance of reliable information on which to base workforce planning
- P11 how to check that information is sufficiently robust for workforce planning and the implications of any limitations
- P12 the reasons why it is necessary to acknowledge any weaknesses in the available
- P13 the workforce information systems that are used in your organisation(s) and their potential limitations
- P14 ways of supplementing information systems to meet planning needs
- P15 how to work on, or combine, existing information to create new relevant
- 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 communicate and liaise effectively with stakeholders that have the relevant expertise and knowledge to help inform the planning process
- P24 evaluate the reliability, validity and accuracy of information that has been obtained for your assessment of workforce demand

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- P25 take the appropriate action if there are any quality issues with the information that has been obtained for your assessment of workforce demand
- P26 use suitable techniques and models for assessing workforce demand based on the information that has been obtained
- P27 explore and recommend alternative methods of service delivery based on the assessment of workforce demand

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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 projected impact that a workforce plan could have on service users and health outcomes
- K10 how the process within your organisation(s) for recruiting, selecting, retaining, educating and developing staff affects workforce planning
- K11 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
- K12 how to access information on the demographics of the local population and the impact on demand
- K13 how to interpret and use information on demographics
- K14 external factors which should also be considered such as transportation, geography and infrastructure
- K15 who the main stakeholders are and how to gain and maintain commitment from them
- K16 how to communicate and promote the importance of workforce planning to stakeholders
- K17 how to enable stakeholders to contribute to workforce planning
- K18 the information you need to access for workforce planning and how to do this
- K19 the importance of reliable information on which to base workforce planning
- K20 how to check that information is sufficiently robust for workforce planning and the implications of any limitations
- K21 the reasons why it is necessary to acknowledge any weaknesses in the available information
- K22 the workforce information systems that are used in your organisation(s) and their potential limitations

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- K23 ways of supplementing information systems to meet planning needs
- K24 how to work on, or combine, existing information to create new relevant information
- K25 your organisation(s) needs in terms of workforce planning
- K26 the organisational goals at the macro and micro level
- K27 the political context for workforce planning
- K28 the relevant legislative and regulatory requirements which affect workforce planning (including employment)
- K29 the local, regional and national requirements, drivers and policy implications for workforce planning
- K30 the relevant organisations involved in the delivery of services in your geographical area and how these affect workforce planning
- K31 the international context for workforce planning

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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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