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### Overview

This standard is about assessing workforce supply in service delivery. It covers identifying the current and emerging characteristics of the existing workforce, the likely future inputs to the workforce, and the options for developing the workforce supply. This work will be done using a variety of workforce planning techniques and models (e.g. modelling turnover). 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 the options and constraints that exist for increasing supply or reducing staff demand
- P3 the importance of taking a comprehensive view of supply
- P4 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
- P5 how to access information on the demographics of the labour market that is accessible to your organisation(s) and their physical locality
- P6 how to interpret and use information on demographics
- P7 external factors which should also be considered such as transportation, geography and infrastructure
- P8 the potential changes in skill mix within your area of workforce planning
- P9 who the main stakeholders are and how to gain and maintain commitment from them
- P10 how to communicate and promote the importance of workforce planning to stakeholders
- P11 how to enable stakeholders to contribute to workforce planning
- P12 the information you need to access for workforce planning and how to do this
- P13 the importance of reliable information on which to base workforce planning
- P14 how to check that information is sufficiently robust for workforce planning and the implications of any limitations
- P15 the reasons why it is necessary to acknowledge any weaknesses in the available
- P16 the workforce information systems that are used in your organisation(s) and their potential limitations
- P17 ways of supplementing information systems to meet planning needs
- P18 your organisation(s) needs in terms of workforce planning
- P19 the organisational goals at the macro and micro level
- P20 the political context for workforce planning
- P21 the relevant legislative and regulatory requirements which affect workforce planning (including employment)
- P22 the local, regional and national requirements, drivers and policy implications for workforce planning
- P23 the relevant organisations involved in the delivery of services in your geographical area and how these affect workforce planning
- P24 the international context for workforce planning
- P25 communicate and liaise effectively with stakeholders that have the

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- relevant expertise and knowledge to inform the planning process
- P26 identify the current and emerging characteristics of the existing workforce using appropriate methods
- P27 identify the likely inputs to, and leavers from, the workforce
- P28 identify the options for enhancing workforce supply and assess their likely impact
- P29 use suitable techniques and models for assessing workforce supply based on the information that has been obtained
- P30 explore and recommend realistic workforce supply options based on the assessment

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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 the options and constraints that exist for increasing supply or reducing staff demand
- K12 the importance of taking a comprehensive view of supply
- K13 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
- K14 how to access information on the demographics of the labour market that is accessible to your organisation(s) and their physical locality
- K15 how to interpret and use information on demographics
- K16 external factors which should also be considered such as transportation, geography and infrastructure
- K17 the potential changes in skill mix within your area of workforce planning
- K18 who the main stakeholders are and how to gain and maintain commitment from them
- K19 how to communicate and promote the importance of workforce planning to stakeholders
- K20 how to enable stakeholders to contribute to workforce planning
- K21 the information you need to access for workforce planning and how to do this
- K22 the importance of reliable information on which to base workforce planning
- K23 how to check that information is sufficiently robust for workforce planning and the implications of any limitations

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- K24 the reasons why it is necessary to acknowledge any weaknesses in the available information
- K25 the workforce information systems that are used in your organisation(s) and their potential limitations
- K26 ways of supplementing information systems to meet planning needs
- K27 your organisation(s) needs in terms of workforce planning
- K28 the organisational goals at the macro and micro level
- K29 the political context for workforce planning
- K30 the relevant legislative and regulatory requirements which affect workforce planning (including employment)
- K31 the local, regional and national requirements, drivers and policy implications for workforce planning
- K32 the relevant organisations involved in the delivery of services in your geographical area and how these affect workforce planning
- K33 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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