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### Overview

This standard is about developing a workforce plan based on demand and supply through consultation and collaboration with key stakeholders. It covers identifying potential gaps between workforce demand and supply and assessing the impact of such gaps on service delivery. It also covers identifying and appraising options and constraints for increasing supply or reducing demand, and developing a workforce plan based on this information to address these gaps.

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 the service pathway impacts on the workforce plan
- P3 the factors for success of a workforce plan and how to check these are in place
- P4 the resources required to implement the plan (e.g. financial, information etc)
- P5 the required content of a workforce plan in terms of milestones, reporting arrangements and timescales
- P6 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
- P7 how to access information on the demographics of the local population and the impact on demand
- P8 how to access information on the demographics of the labour market that is accessible to your organisation(s) and their physical locality
- P9 how to interpret and use information on demographics
- P10 external factors which should also be considered such as transportation, geography and infrastructure
- P11 the potential changes in skill mix within your area of workforce planning
- P12 who the main stakeholders are and how to gain and maintain commitment from them
- P13 how to communicate and promote the importance of workforce planning to stakeholders
- P14 how to enable stakeholders to contribute to workforce planning
- P15 the information you need to access for workforce planning and how to do this
- P16 the importance of reliable information on which to base workforce planning
- P17 how to check that information is sufficiently robust for workforce planning and the implications of any limitations
- P18 the reasons why it is necessary to acknowledge any weaknesses in the available
- P19 the workforce information systems that are used in your organisation(s) and their potential limitations
- P20 ways of supplementing information systems to meet planning needs
- P21 how to work on, or combine, existing information to create new relevant
- P22 your organisation(s) needs in terms of workforce planning
- P23 the organisational goals at the macro and micro level
- P24 the political context for workforce planning
- P25 the relevant legislative and regulatory requirements which affect

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- workforce planning (including employment)
- P26 the local, regional and national requirements, drivers and policy implications for workforce planning
- P27 the relevant organisations involved in the delivery of services in your geographical area and how these affect workforce planning
- P28 the international context for workforce planning
- P29 identify any potential gaps between workforce demand and supply based on previous assessments
- P30 identify and appraise the options that exist for increasing supply or reducing demand
- P31 identify and appraise the constraints that exist in relation to increasing supply or reducing demand
- P32 develop a workforce plan based on the available options and constraints, in consultation with stakeholders
- P33 develop a risk assessment and management process to meet the needs of the workforce plan in consultation with stakeholders
- P34 seek to gain commitment for the workforce plan to succeed from stakeholders
- P35 consult with stakeholders to check the validity of the plan prior to implementation and make any necessary adjustments

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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 how to produce a gap analysis based on projected supply and demand
- K7 the definitions that are used in, and the application of definitions to, workforce planning
- K8 existing and emerging new roles and ways of working in your organisation(s)
- K9 the impact on workforce planning of new roles and ways of working
- K10 how to undertake a risk assessment
- K11 the projected impact that a workforce plan could have on service users and health outcomes
- K12 how the process within your organisation(s) for recruiting, selecting, retaining, educating and developing staff affects workforce planning
- K13 how the service pathway impacts on the workforce plan
- K14 the factors for success of a workforce plan and how to check these are in place
- K15 the resources required to implement the plan (e.g. financial, information etc)
- K16 the required content of a workforce plan in terms of milestones, reporting arrangements and timescales
- K17 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
- K18 how to access information on the demographics of the local population and the impact on demand
- K19 how to access information on the demographics of the labour market that is accessible to your organisation(s) and their physical locality
- K20 how to interpret and use information on demographics
- K21 external factors which should also be considered such as transportation, geography and infrastructure
- K22 the potential changes in skill mix within your area of workforce planning
- K23 who the main stakeholders are and how to gain and maintain commitment from them
- K24 how to communicate and promote the importance of workforce planning

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- to stakeholders
- K25 how to enable stakeholders to contribute to workforce planning
- K26 the information you need to access for workforce planning and how to do this
- K27 the importance of reliable information on which to base workforce planning
- K28 how to check that information is sufficiently robust for workforce planning and the implications of any limitations
- K29 the reasons why it is necessary to acknowledge any weaknesses in the available information
- K30 the workforce information systems that are used in your organisation(s) and their potential limitations
- K31 ways of supplementing information systems to meet planning needs
- K32 how to work on, or combine, existing information to create new relevant information
- K33 your organisation(s) needs in terms of workforce planning
- K34 the organisational goals at the macro and micro level
- K35 the political context for workforce planning
- K36 the relevant legislative and regulatory requirements which affect workforce planning (including employment)
- K37 the local, regional and national requirements, drivers and policy implications for workforce planning
- K38 the relevant organisations involved in the delivery of services in your geographical area and how these affect workforce planning
- K39 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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