Overview

This standard is about taking a lead in identifying the workforce requirements of your organisation and how these will be satisfied. It involves considering the strategic objectives and plans of the organisation to decide whether the workforce should be expanded, maintained or contracted.

It also involves considering whether there is an appropriate mix of people to achieve the organisation's objectives, and whether any problems with this can be sorted out by recruiting staff, moving staff to other positions or making staff redundant.

`Workforce' covers any person who works for the organisation. Colleagues do not have to be directly employed as there is a wide range of contractual arrangements which could be used to provide the people the organisation needs, and part of the planning process is to decide how this is managed.

For the purposes of this standard, an `organisation' can mean a self-contained entity such as a private sector company, a charity or a local authority, or a significant operating unit, with a relative degree of autonomy, within a larger organisation.

The standard is recommended for senior managers.

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Performance criteria

You must be able to:

P1 evaluate the organisation's strategic objectives and associated plans to obtain information needed for workforce planning purposes and identify any key issues for further consideration

P2 identify the type of skills, knowledge, understanding and experience required to undertake current and planned organisational activities

P3 review capacity and capability of the current workforce to meet identified skills, knowledge, understanding and experience requirements

P4 seek and make use of specialist expertise to assist in workforce planning activities, as necessary

P5 specify workforce requirements that are capable of achieving the organisation's objectives

P6 make sure that the organisation has a diverse workforce which provides a suitable mix of people to achieve its objectives

P7 make sure the cultural needs and requirements of your workforce are considered to maximise efficiency for the organisation

P8 develop plans that meet the organisation's long, medium, and short-term requirements, making best use of people from inside and from outside the organisation

P9 ensure a mix of full-time, part-time, temporary and contractual workers appropriate to the needs of the organisation

P10 make sure that resources needed to recruit, keep and redeploy people are available

P11 make sure that plans incorporate contingency arrangements to deal with unforeseen circumstances and maintain business continuity

P12 communicate workforce plans to relevant people for information

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Knowledge and understanding

You need to know and understand:

General knowledge and understanding

K1   what an effective workforce plan should cover
K2   the information required to undertake workforce planning
K3   sources of specialist expertise in relation to workforce planning and how to make use of them
K4   legislation and requirements relating to employment, workers' welfare and rights, equality and health and safety
K5   how to take account of equality, diversity and inclusion issues in workforce planning
K6   strategies and/or services which need to be in place for when people leave, including redundancy counselling
K7   the importance of putting contingency arrangements in place and how to do so effectively
K8   how a multicultural and international workforce can benefit the organisation
K9   the different ways in which workforce requirements can be met, their advantages and disadvantages, costs and benefits

Industry/sector specific knowledge and understanding

You need to know and understand:

K10   types of employment agreements typically used within the industry/sector
K11   patterns for employing, recruiting, and keeping people in the industry/sector
K12   trends and developments in the sector which are relevant to workforce planning
K13   legislation, regulations and codes of practice that apply in the industry/sector
K14   working culture and practices of the industry/sector

Context specific knowledge and understanding

You need to know and understand:

K15   the organisation's vision, strategic objectives and associated plans, structure, values and culture
K16   employment agreements with people working in and for the organisation
K17   the capacity and capability of the current workforce
K18   the diversity of the organisation's workforce
K19   factors affecting workforce planning in the organisation
K20   local employment market conditions
K21   employment policies and practices within the organisation – including recruitment, selection, induction, development, promotion, retention, redundancy, dismissal, pay and other terms and conditions

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Additional Information

Behaviours

1 You recognise the opportunities presented by the diversity of people.
2 You are vigilant for potential risks.
3 You identify systemic issues and trends and recognise their effect on current and future work.
4 You anticipate likely future scenarios based on realistic analysis of trends and developments.
5 You take decisions in uncertain situations or based on incomplete information when necessary.
6 You take and implement difficult and/or unpopular decisions, if necessary.
7 You work towards a clearly defined vision of the future.
8 You use communication styles that are appropriate to different people and situations.

Skills

Analysing
Balancing competing needs and interests
Communicating
Contingency-planning
Decision-making
Evaluating
Information management

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